



# Garfield Park Business Plan

April 2016





# Indy Parks and Recreation Garfield Park Business Plan

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Prepared by:



## Acknowledgements

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## CHAPTER ONE - EXECUTIVE SUMMARY

### 1.1 INTRODUCTION

As the oldest city park in Indianapolis (established 1873), Garfield Park is a major urban park located among historic neighborhoods on the near southeast-side of downtown Indianapolis. This urban park is located less than 3 miles from the heart of downtown and just south of Fountain Square, and can easily be reached by bicycle and on foot via the Indianapolis Cultural Trail and the Pleasant Run Trail.

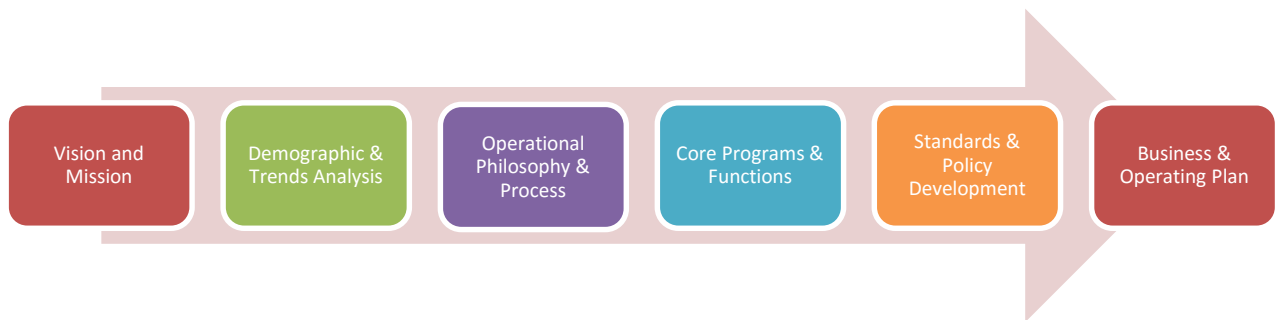
Known for its picturesque natural setting and distinctive community feel, Garfield Park encompasses nearly 123 acres and is home to numerous historic landmarks, scenic walking trails, groves of trees and two streams, picnic areas, grassy open spaces, a playground plus a variety of features and facilities for enjoying gardens, spectacular fountains and nature, sports and recreation, and arts and culture. The park’s landscape is characterized by its rolling hills that stem from its location at the confluence of Pleasant Run Creek and Bean Creek.

Garfield Park is a designated Regional Park designed to provide a wide-array of recreation opportunities and facilities to members of a broader community, and the neighborhoods surrounding the park. There are approximately 2.3 miles of walk and running paths within the park, including a 1.06-mile loop trail, and a network of paved drives that interconnect the various features of the park. The park also serves as the southern terminus for the Pleasant Run Trail, which totals 6.9 miles and runs along Pleasant Run Creek and connects with Christian Park and Ellenberger Park to the northeast.

The park hosts major special events ranging from the Indianapolis Symphony Orchestra summer concert series to more programmed and passive events at The Conservatory and Sunken Gardens. Other destination amenities in the park include the Garfield Park Arts Center, the McAllister Center for Performing Arts, The Pagoda, and the Burrello Family Center and Aquatic Center. The park also offers ample greenspace, a broad mix of athletic fields and courts, two playgrounds, and multiple reservable shelters and picnic areas.

### 1.2 PROJECT PROCESS

PROS Consulting was hired to develop a Business Plan for Garfield Park as part of an updated Comprehensive Master Plan for Indy Parks. The process of developing this Business Plan followed a logical planning path, as described below:



Vision and Mission - Once created, these elements provide a big picture view of the reason and purpose why the organization exists. They serve as the lynchpin for communicating the rationale for existing.

Demographic and Trend Analysis - The process was initiated through the collection and resulting assessment of regional demographics to aid the research team in understanding the age, ethnicity, race and economic characteristics of the residents in the region serving the park.



Market Analysis - Following the assessment of the population, it was necessary to analyze national and regional participation of outdoor and indoor recreation pursuits such as sports, aquatics, music, arts, dance, plants, play, walking, fitness and urban play elements. National trends were analyzed to support the continuous movement toward active sports, passive recreation activity that might be offered at Garfield Park.

Operational Philosophy and Process - Current organization practices are understood through discussions with staff and an analysis of existing operational conditions. These findings are then melded with the adjustments to the current operational philosophy and new philosophical approaches required from the plan recommendations.

Core Programs and Functions - These studies were necessary to aid in the development of logical facilities and programs to fit into the portfolio of existing and future program recommendations in the business plan.

Standards and Policy Development - A necessary element used to guide the park board and staff through the successful modification of operational practices. These standards are modified to fit the organizational structure and are drawn from best practices across the country from high performing organizations.

Business and Operating Plan - A document that reflects the six year pro forma desired of the park the facility operations and program recommended from the study. The ability to implement the business plan and pro-forma is contingent on several items. These include capital improvements to enhance the park and buildings so that programs can thrive and the hiring of key program staff to program the park and amenities. Today, Indy Parks does some programming in the park and needs to do more to energize the region to what the park can support. The cost recovery goal for the park is set at 40% but it cannot be achieved without capital improvements and needed personnel to move it from 25% to 40% over the next five years.

The intent of performing the Business Plan is to evaluate all critical elements of the management of Garfield Park and to determine ways to operate the park, and evaluate ways to generate more operational revenues. The staff involved in this Business Plan for Garfield Park worked very hard to assist PROS Consulting and provide the necessary information to aid in the assessment of the property. They also provided time to explain their current approach as to how the park and its amenities are currently managed.

### 1.3 PARK HISTORY

- The current site was originally part of Bradley Woods and was owned by the Jeffersonville and Indianapolis Railroad.
- In 1871, the property was sold to The Indianapolis Fair Association who subsequently created a horse racing facility and fairground that was poised to rival the Indiana State Fair Grounds in Military Park.
- Due to financial struggles and an economic downturn, the Fair Association sold the land to Sherriff N.R. Rucker, who in turn sold the property to the City of Indianapolis in for \$109,000.
- From 1873, the property was named Southern Park until it was renamed in 1881 in honor of assassinated President James A. Garfield.
- In 1895, the First Greenhouse was built and a home that housed the first park director. This 40,000 square foot greenhouse supplied other parks, fire houses and other state properties with plants.

- In 1903, The Pagoda was constructed. It was designed by Daniel Dupree and was used as a bandstand and dancing area for neighboring families.
- In 1905, the park became a zoo. It had cages with live animals such as monkeys, bears and other small animals. Also this same year two tennis courts were built in the park.
- From 1908 to 1915 the park was re-designed by George Kessler which also re-designed Riverside Park and University Square.
- In 1915, The Sunken Garden was completed (dedicated on October 26th, 1916) and the Lawton Statue was moved from Court House Square to Garfield Park.
- In 1920, Confederate Soldiers Monument was moved to the Park and the World War I “Grove of Remembrance” dedicated. The Amphitheater also built is now known as the MacAllister Center for the Performing Arts.
- In 1922, Community Outdoor Shelter was built and the first Children’s Museum was opened inside of it. This building later became the Garfield Recreation Center and now the Garfield Arts Center.
- In 1930, the original swimming pool was opened.
- In 1954, the first of its kind in the country aluminum framed conservatory was built.
- During the 1970’s baseball diamonds and playground areas were built and the tennis courts and pool were remodeled.
- During the 1990’s many improvements were done such as new Firehouse #29 was dedicated (1991), new aquatic center opened (1996), The Amphitheater renovated (1997), Burrello Family Center dedicated (1998), Sunken Garden restoration (1998).

#### 1.4 KEY FINDINGS

- The park expenses are approximately \$1 million per year. The park is approximately 25% self-supporting, with over \$250,000 in annual revenue. Revenues come from admission to the conservatory, aquatic facility, recreation and arts related classes and programs and reservation of facilities and amenities.
- There is a total of 14 year-round, full-time staff and 6 permanent PT staff. This staffing calculation does not include maintenance staff from the public works department.
  - The park currently lacks eight (8) key positions: a Volunteer Coordinator, an Arts Special Events and Program Coordinator, two additional full-time Conservatory staff (one technical and one Cashier), one AV Coordinator/production staff person, an Arts Program staff person, a Partnership / Marketing Coordinator and a facility manager for the Burrello family center.
  - Indy Parks would like to contract weddings to a wedding planner.
- Key amenities include:
  - 6 reservable picnic shelters
  - 2 miles of paved trail
  - Arts Center
  - 8 tennis courts
  - 1 volleyball court
  - Recreation center/aquatic center
  - Conservatory
  - 1 reservable pagoda
  - Public library
  - Sunken gardens
  - Children’s garden



## Garfield Park

- Sports fields (2 softball)
- 1 multipurpose field
- 1 trolley shelter
- 2 playgrounds
- 1 basketball court
- Restrooms 3+
- Amphitheater
- Sledding hill
- 4 horseshoe courts
- The true cost to manage Garfield Park (direct and indirect) is difficult to determine because budgets are distributed over four (4) separate city departmental budgets. Maintenance costs are estimated based on their current mowing and cleaning practices. These are produced by the Department of Public Works (DPW) of the City.
- The park has public partnerships with the Indianapolis Fire Department, Garfield Park Library, and the University of Indianapolis; a public / not-for-profit group called the Friends of Garfield Park and there are no public / private agency partnerships at this time. The partnerships with the fire department and library are land lease partnerships.
  - The park also has non-profit partnerships with:
    - Central Indiana Orchid Society
    - IPL/Indiana Pacers on the development of the new basketball court
    - Indianapolis Bonsai Society
    - Garfield Park Master Gardeners
    - Ivy Tech
    - Franciscan Alliance
    - Garfield Park Neighbors
    - IMPD Southeast District
    - Gillis Kandan Karate Association
- The park hosts several special events per year as it applies to events at The Conservatory, Sunken Gardens, The Amphitheater, Arts Center and the park in general
- Infrastructure issues are a major concern for the park, including the need to update restrooms, The Amphitheater, shelters, bridges, roads, parking areas, fencing, erosion, ADA access, entrance improvements, community center, arts center and signage. A lifecycle assessment for all the infrastructure on site is not in place.
- Staff has no control over the quality of maintenance in the park or facilities. Currently there is not a maintenance management agreement with the public works department to maintain the park at a certain level of care. Some newer facilities like the community center and arts center are in need of cosmetic improvements.
  - Citizens Energy Group completed their “Sharing The Dream” project in The Recreation Center in February 2016. This includes complete cosmetic improvements to the site.
- The park provides a good level of programs for the limited amount of staff at The Recreation Center, Arts Center, MacAllister Amphitheater and The Conservatory. More is needed to activate the spaces throughout the park.
  - Currently The Recreation Center is only open six days a week with Sunday being the closed day
- The park does not operate by standards for indoor and outdoor maintenance and other areas. Performance outcomes are limited to what staff can control.

- Marketing is limited for the park, which reduces the opportunity to maximize use and potential revenue generating capabilities. No market or brand planning money is available for the park.
- Staff is very knowledgeable, committed, and energetic about their desire to make the park successful.
- Staff do not classify programs and events based on what it costs and the level of private good or determining a cost recovery goal.
- There is a lack of security support in the park by the Indianapolis Police Department.
- Volunteers are limited to The Conservatory, The Recreation Center and The Arts Center.
  - As a benchmark, 15% of the total park maintenance work hours and program activities hours needs to be supported by volunteers to help staff maintain the park. This level of support is not present.
- Facility hours in the park are limited to approximately 65-70 hours a week. This commitment is 20% below what other agencies are doing with similar facilities. It is confusing for the public to know what is open or closed on weekends.
  - The Conservatory is open 7 days a week.
  - The Arts Center is closed on Sunday and Monday
  - The Community Center is closed on Sunday.
  - The aquatic center is open 7 days a week during the summer
- A large number of reservations are for meeting space, weddings and special uses which occur at The Conservatory and Arts Center.
- The park staff do not receive monthly reports on up-to-date budget revenue and expenses. These budgets are not combined to allow staff to compare costs against revenue and the level of cost recovery against expectations.
  - Managing to a set of outcomes needs to be determined for the park.
- The PeopleSoft office software does not work well for the staff on site.

## 1.5 VISION STATEMENT

The following vision presents how Garfield Park desires to be viewed in the future:

*Garfield Park, where arts, nature and recreation come to play!*

## 1.6 KEY OPERATIONAL PRINCIPLES

Great destination parks require the following key elements. The Garfield Park management principles can be enhanced:

- **Leadership** - present
- **Audience** - present, but could be larger and more diversified than what currently exists. Many spaces are underutilized in the park
- **Quality Amenities** - many amenities need to be upgraded to a higher level to maximize the potential for revenues and enhanced cost recovery.
- **Good Governance** - not present - the park facilities and management is diversified into too many pieces. Staff cannot control their outcomes, nor those desired by the public.
- **Financial Sustainability** - the park has good sources of revenue, and is capable of generating more dollars to offset operational costs. They need to have the ability control decision making, quality of the experience and capital improvement needs. The staff needs to have more flexibility to establish fees and price experiences based on prime time and non-prime time on a seasonal basis. The pricing structure needs to be based on the classification system outlined in this business plan.



- **Identity and Brand** - the park has a strong identity, but not a strong brand. The park needs to be tied to downtown Indy and not just to individual neighborhoods in the city.
- **Momentum** - the park lacks momentum because the staff cannot control the quality of the experiences, times the park amenities are open and create programs to support a destination park. Many amenities are at the end of their useful life. They need to be updated to re-energize the community and the support for the park.
- **Problem-Solving Capability** - limited because staff can only control so much of the park. They tend to manage from a defensive position because of a lack of control.
- **Great Design** - The park entrances are difficult to control, wayfinding signage to lead visitors into and through the park are limited. The park needs an updated master plan to increase visibility to the community which in-turn will increase financial sustainability. The last master plan was done in 1981.
- **Strong Usage** - The park is well used, but is capable of serving more people if the staff had more authority to control use such as the entrances, the hours and the quality of the experience.
- **Intention** - great destination parks operate from a business approach. This study will represent Garfield Park's first business plan.
- **Safe, Clean, and Fun** - this principle is being executed for the most part, but the lack of law enforcement in the park is concerning to the staff and the public which limits participation.
- **Program Driven** - staff and contractors are doing a good job programming. However a broader choice of programs with supportive marketing is needed to draw more people to the park.

### 1.7 KEY RECOMMENDATIONS

- Update Garfield Park's Master Plan to reflect the business plan recommendations in this report.
- Tie the park to the Cultural Trail from downtown. Add wayfinding signage to all streets within three miles of Garfield Park to identify access. Include a state highway supported signage on I-65 similar to Eagle Creek Park signage on I-65.
- Establish two strong entrances to the park with three key activity zones.
  - Recreation and aquatic zone
  - Cultural and arts zone
  - Multi-play zone
- Seek to establish a 40% cost recovery goal for Garfield Park. This would be achieved within the next five years by:
  - redesigning entrances
  - classifying and pricing programs and facilities correctly
  - seeking true partnerships to help program the park and manage the amenities correctly
  - enhance the amenities in the park such as The Recreation Center and Aquatic Center, The Conservatory, The Arts Center, MacAllister Amphitheater and sports fields
- Increase the maintenance practices in the park to a higher level with a set management operational agreement with DPW. Seek a maintenance Level 2 standard for most of the park and level 1 standard in The Sunken Gardens. Level 2 maintenance standards include mowing one time a week, trash picked up daily during the week and twice on weekends, restrooms cleaned daily and twice on weekends, picnic shelters cleaned daily, signs and vandalism repaired within 24 hours of notice, amenities painted every 7 years, sidewalks and trails trimmed once a week. These updated standards will make users feel more safe and will help drive more usage of the amenities in the park.
- Open The Recreation Center on Sundays for the community to enjoy from 10 am to 6pm.

- Establish a revenue fund for Garfield Park to capture the revenue they earn and keep it in the park. Create greater incentive to earn more by establishing the park as a revenue center within the department.
- Develop a mobile arts program to help touch more users in other parts of the city out of the Arts Center.
  - Seek grants from the city’s annual arts budget to support the art-mobile
- Update all partnership agreements over the next five years so they are fair, equitable and incorporate cost. These need to identify desired performance measures outcomes. Strengthen the partnership with University of Indianapolis and create more events with students in the park, including an internship program.
- Seek to obtain a permanent beer and wine liquor license the city can control to support hospitality events and weddings managed in the park and to create more revenue at the Conservatory.
- Increase the hours in the summer to 75-80 hours per week at The Family/Recreation Center, The Aquatics Center, The Arts Center and The Conservatory. Market the hour changes to the community so that they will use the park more after work and on weekends.
- Develop a video board at The Community Center, The Conservatory and The Arts Center on all upcoming events and available programs. Show attractive images of facilities and indoor spaces. Improve The Arts Center entrance signage to reduce confusion about what is the front door of the building. Create maps of the park for the community to access at the library, The Conservatory, The Arts Center and The Community Center as well as the trails in the park. Up light trees in the entrances to the park to give a more elegant look to users of the park.
- Develop financial sustainability standards for staff to follow. Seek Park Board and Friends of Garfield Park support to adopt and support a business approach to managing the park. Track direct and indirect costs on a monthly basis. Institute performance measures as outlined in this business plan.
- Consider sponsorship of The Conservatory, The MacAllister Amphitheatre, sports fields and courts, The Aquatic Center, gyms, The Arts Center, tennis facility and all special events.
- Develop a specific brand logo for Garfield Park and use it on signs, center of the basketball courts, flowers at The Conservancy and on buildings, such as The Arts Center.
- Develop and implement a Capital Improvement Plan (CIP) for the park and seek funding sources to support the CIP needs as outlined in the Business Plan. The following is a list of CIP priorities that need to be addressed:
  - Seek support from the Indianapolis Foundation to connect the Cultural Trail to Garfield Park.
  - Redesign entrances and improve/add wayfinding signage.
  - Continue updating roads and expand parking areas where needed.
  - Enhance restrooms and picnic shelters.
  - Update wayfinding signage leading up to the park with a mobile GPS application.
  - Mark a trail as a “Heart Healthy Trail” and list the calories burned based on length of the trail at a 17 minute mile. Seek a hospital sponsor for the trail.
  - Add a dog park in the Garfield Park vicinity that would be an urban dog park with possibly artificial surfaces.
  - Add an all-weather-turf area near the Arts Center for multipurpose use for special events and sports related programs and events.



- Create electronic gates so it is easier to close the park after hours and to reduce vandalism.
- Enhance lighting in the park and Arts Center such as up lighting the trees at park entrances. Consider lighting the park for the Holidays to encourage visitors to use the park and available programs during this season.
- Increase parking, add permanent restrooms, and enhance the sports fields.
- Update bridges in the park and along trails.
- Develop a special event area designed to support events. Host at least two events a month build around the amenities in the park.
- Add an additional 5,000 square of fitness space in the center.
- Consider adding an additional play features in the aquatic center to create boarder user appeal such as a climbing aquatic wall or aquatic zip line.
- Continue to improve park trails and add outdoor fitness equipment along the trail.
- Create a video board of upcoming events along Shelby Street and inside The Conservatory, The Community Recreation Center and The Arts Center.
- Create additional revenue-producing amenities in the park to include:
  - Consider developing a four season picnic and hospitality shelter that can be enclosed in the winter. This could be completed at the current Corporate Center.
  - Create a special events area around the MacAllister Amphitheatre for weddings and special gatherings and allow for adult beverages to be served at special events.
- Add eight (8) key staff positions:
  - Volunteer Coordinator for the whole park
  - Special Events and Program Coordinator
  - Expand (2) 30 hr/wk positions at the Conservatory to (2) 40/hr per week positions
  - Production Arts Assistant Manager
  - Arts Program staff
  - Partnership/Marketing Coordinator
  - Facility Center Manager
- Develop and implement new maintenance standards for the park. Contract with the Department of Public Works (DPW) to provide the determined level of care and / or hire a maintenance subcontractor to supplement the DPW's capability for Friday, Saturday, and Sunday care.
- Develop a consistent color scheme for the park.
- Create a law enforcement plan with Indianapolis Police Department (IPD) for higher levels of enforcement during the summer months, weekends and for special events.
- Improve way-finding for the park through a GPS/GIS coded signage that can be utilized through a downloadable mobile application for Garfield Park. Add street and interstate signage to guide people the park.
- Develop a Marketing Plan that incorporates social media and mobile application access for way-finding and customer service. Thus, the park staff can effectively communicate the great experience available at Garfield Park. Include a printable piece of future events and programs that patrons can take with them. Include how to access the park.
- Increase the level of programming, specifically pertaining to horticulture, the arts, outdoor sports skill development, special events. Work with Visit Indy to promote authentic program experiences when conventions / events are in town.
- Classify services as Core Essential, Important, and Value-Added and price services accordingly.
- Create and implement performance measures outlined in the Park Business Plan.

- Convert one of the playgrounds to a nature playground when that playground gets to the end of its useful life.
- Change the percentage contractors make on providing exclusive events in the park to cover the true cost for Indy Parks staff support and generate some additional earned income through effective sponsorships and grants.
- List special / one-of-a-kind features of the park to create the “Best of Garfield Park”. This is designed to encourage the public to explore more of the park and thus, lead to increased word of mouth marketing through visitors.
- Incorporate sustainability principles in this park as a policy document. Manage the park as one attraction first versus separate attractions first.
- Track data on a consistent basis to include direct / indirect costs, cost recovery, attendance in programs, visitors to the park and attractions, volunteer hours, partnership equity, cost per experience, and outcomes achieved.
- Continue to develop the Friends of Garfield Park Foundation and add key fundraisers that raise 5% of the Park’s operating budget. These funds would be dedicated to capital and The Sunken Gardens maintenance. A major capital campaign would start in 2017. Goal would be to repair and update one major facility a year.
- Enhance lighting in the park and in parking lots.
- Charge for special events by increasing the variety of events held in the park that support a wide age level of use.
- Update prices as improvements are completed to picnic shelters, the pool, community center, amphitheater, and future dog park.
- Develop a contracted small restaurant in the conservatory that is managed privately.
- Evaluate the bureaucracy levels in the park to reduce staff requirements in this area.
- All Audio Visual services for the city need to be supported and operated out of Garfield Park. The operation needs to be supported with fees paid for by all agencies that use the services.
- Train staff on customer service, parks management, and business management practices by having ongoing training in customer service and training.
- Establish a marketing budget for the park and enhance the communication to the community on what is offered at Garfield Park.
- Establish a maintenance endowment through the Indy Parks Foundation or Friends of Garfield Park.
- Establish a lifecycle assessment of the park and update the key amenities that need improved every five years.
- Redirect access to the Sunken Gardens with a gated entry and entry fee- provide neighborhood passes and specific tours through Visit Indy.
- Seek a Lilly Foundation Grant for \$2 million to renovate The MacAllister Amphitheatre
- Need to hire a sponsorship/partnership coordinator on a contracted basis.
- Red line mass transit will tie into the park in the future and a bus stop needs to be included from downtown Indy.
- Increase pool season from Memorial Day to Labor Day
  - Pools need to stay open to 8 p.m. Provide lessons and special events from 5pm to 8pm every day
  - Allow dog swims on the last day of the season
- The Recreation Center needs to be open 80-85 hours per week. Lease time to other recreation providers where excess space exists.



- Develop a child watch within the community center. This service could be contracted.
- Partner with the library and cross promote with them to widen the marketing of the park amenities and the library.

## 1.8 CONCLUSION

Garfield Park has a deep history in the City of Indianapolis. The park needs to be viewed as a regional urban park that has wide range of appeal to many age segments. As such, the park needs several improvements to allow it to accomplish the vision and desire to be a signature destination location in Indianapolis. There are several initiatives, when implemented and completed, which would allow for the vision to be realized.

There is a need to increase staff in several strategic areas to be added to existing staff to increase exciting new programs, activities and events. The park needs to have the appropriate level of staff and contractors working strategically to maximize its use and value. The park needs a major capital campaign that can be promoted through a combination of sources. Linking the Cultural Trail from Downtown Indy will open up many new opportunities for the park. The infrastructure of the park needs to be enhanced, updated and expanded to create a stronger sense of place. This will help park staff to be able to generate the desired recovery of costs at 40%.

The recommended programs outlined in the business plan will help generate additional revenue for Garfield Park, while keeping the park an absolute treasure for the City of Indianapolis.



## CHAPTER TWO - MARKET ANALYSIS

### 2.1 DEMOGRAPHIC ANALYSIS

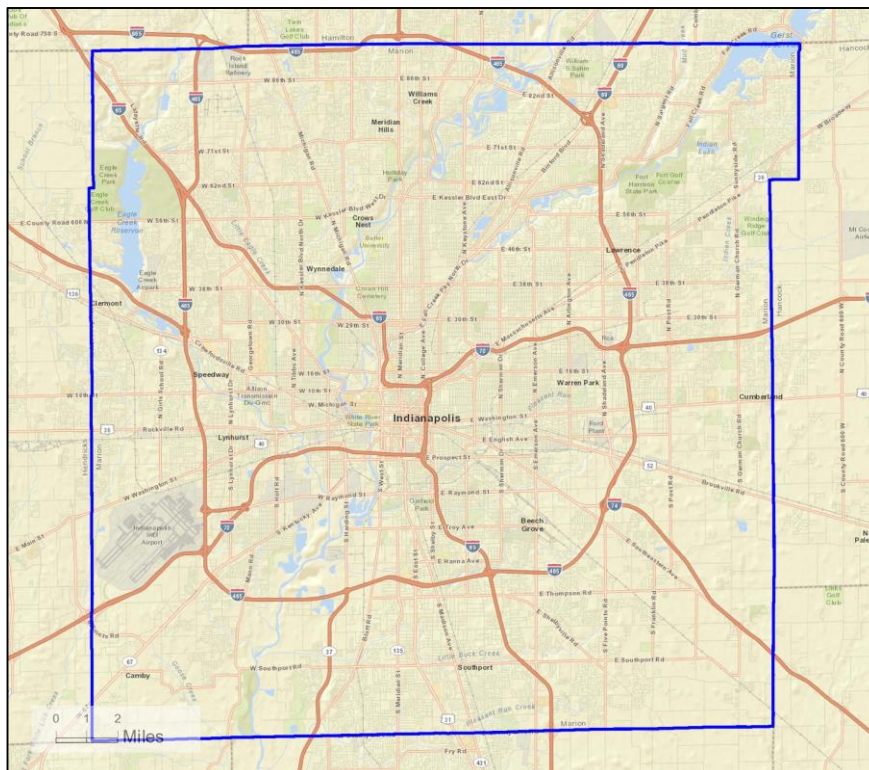
Demographic Analysis provides an understanding of the population within Indianapolis-Marion County, Indiana. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

In addition to the analysis at the city-county level, the consulting team also examined similar demographic characteristics for each of the nine townships within Indianapolis-Marion County. Understanding the demographic features at the township level is important as it provides a more detailed analysis of the service area that will lead to better delivery of programs and services specific to each township. Included in this analysis is Center Township, the location of Garfield Park. Future projects are based on historical patterns, but unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections. As the study is conducted, changes in demographic data may have a significant bearing on the validity of the final projections.

#### 2.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends.

All data was acquired in March 2015 and reflects actual numbers as reported in the 2010 Census and estimates for 2014 and 2019 as obtained by ESRI. Straight line linear regression was utilized for projected 2024 and 2029 demographics. The Indianapolis-Marion County geographic boundary was utilized as the demographic analysis boundary illustrated below.





### 2.1.1.1 RACE AND ETHNICITY DEFINITIONS

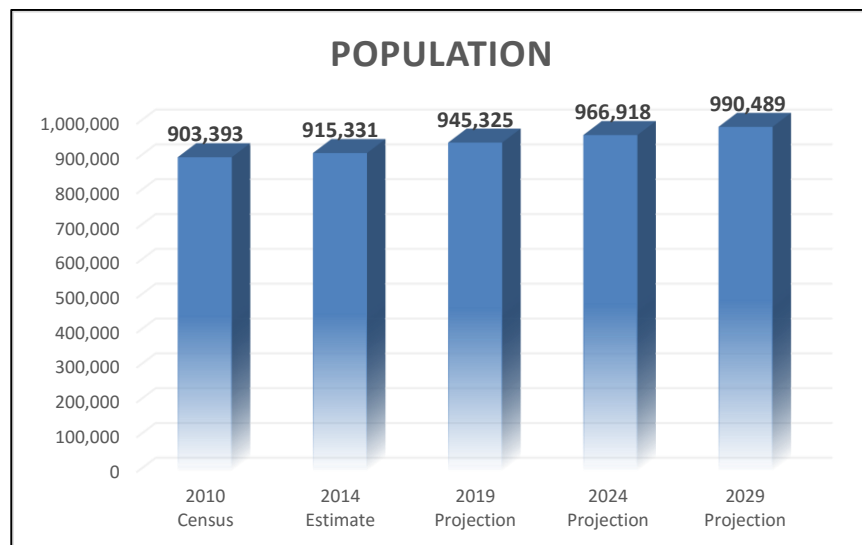
The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier census reports; caution must be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

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

### 2.1.2 INDIANAPOLIS-MARION COUNTY POPULACE

#### 2.1.2.1 POPULATION

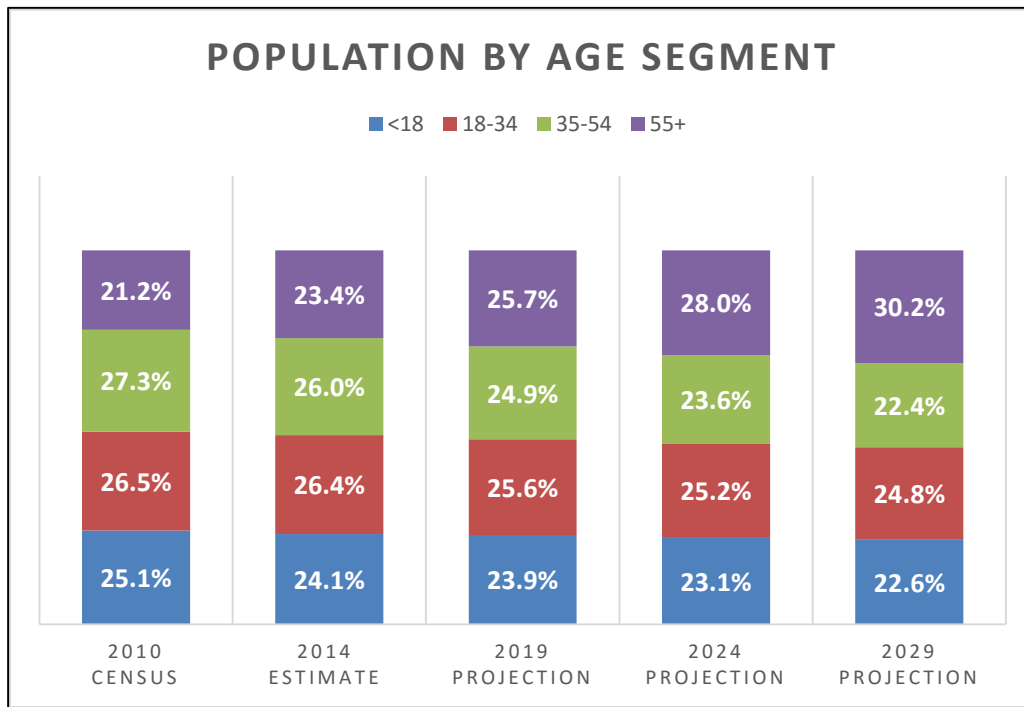
City of Indianapolis has observed minimal growth in recent years. From 2010 to 2014, the target area’s total population experienced a slight increase of 1.3% or an annual rate of 0.3%. This is less than half of the national population growth average, which is around 0.7% annually. Projecting ahead, the city’s population is expected to continue to slowly grow over the next 15 years. Based on predictions through 2029, the target area is expected to have approximately 990,393 residents living within 366,176 households.



### 2.1.2.2 AGE SEGMENT

When evaluating the distribution by age, Indianapolis-Marion County is fairly balanced across the four major age segments. In 2014, the highest segments by population are the 18-34 and 35-54 age groups. Each represent approximately 26% of the total. The smallest segment in 2014 is the <18 group, which constitutes over 23% of the population.

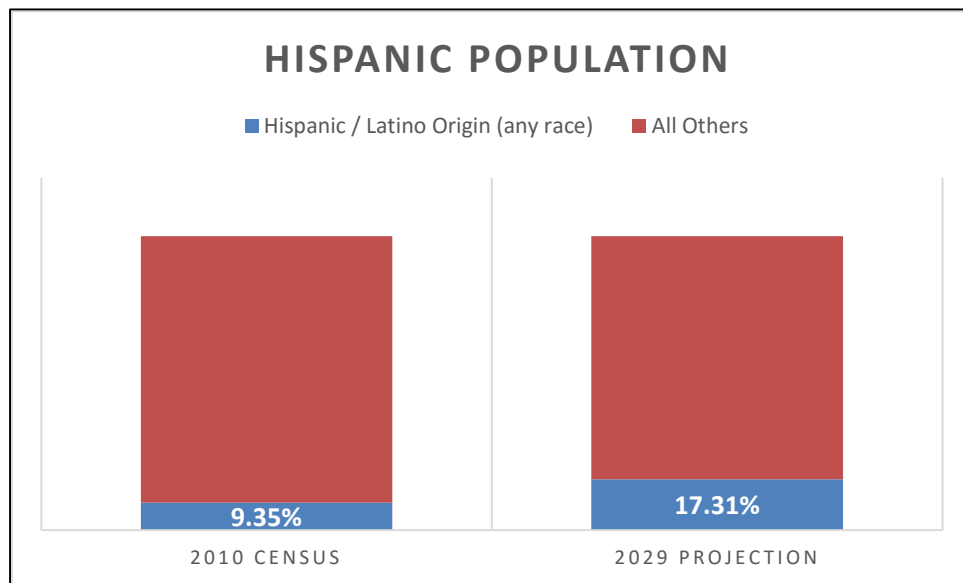
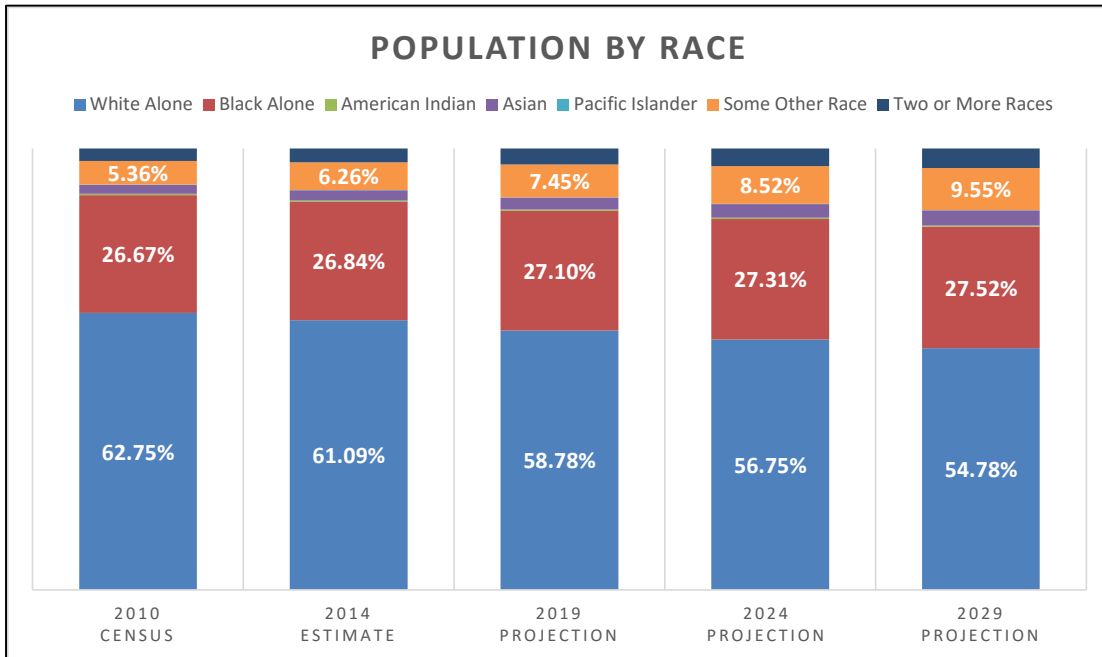
Over the next 15 years, the city is expected to undergo an aging trend. Future projections through 2029 predict that the 55+ population will gradually increase in size, while all other age segments slowly decrease. The 55+ segment is expected to represent approximately 30% of the population by 2029, while the three younger segments fall between 22%-25% of the total. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group.





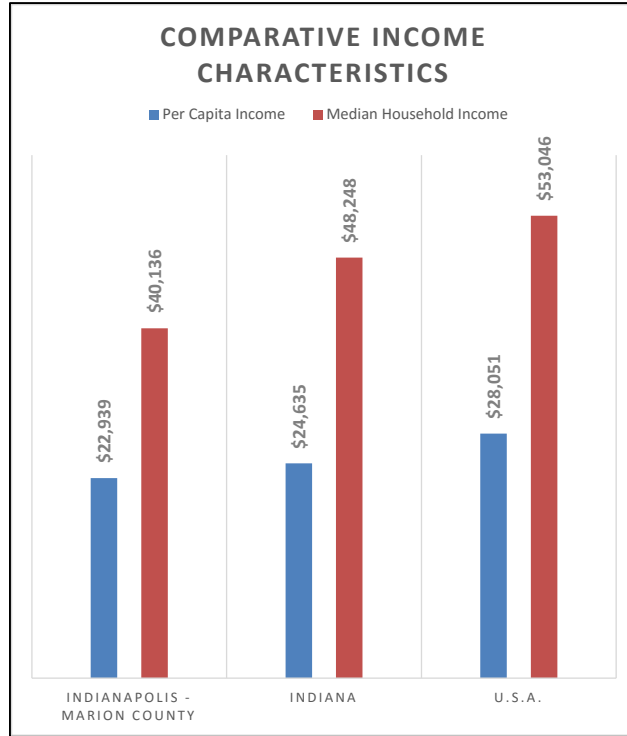
### 2.1.2.3 RACE AND ETHNICITY

When analyzing race and ethnicity, the service area is somewhat diverse. The 2014 estimate shows that the majority of the population identifies as White Alone (61.09%), with Black Alone (26.84%) representing the largest minority. Projections for 2029 expect the City to experience a slight shift in racial composition, with the majority White Alone population dropping to 55%, while Black Alone remains steady as the largest minority (28%) and Some Other Race (10%) expects the most rapid growth among all racial segments. Those of Hispanic/Latino Origin are expected to experience significant growth based on future projections, from 9% of the 2010 population to 17% by 2029.



### 2.1.2.4 INCOME COMPARATIVE

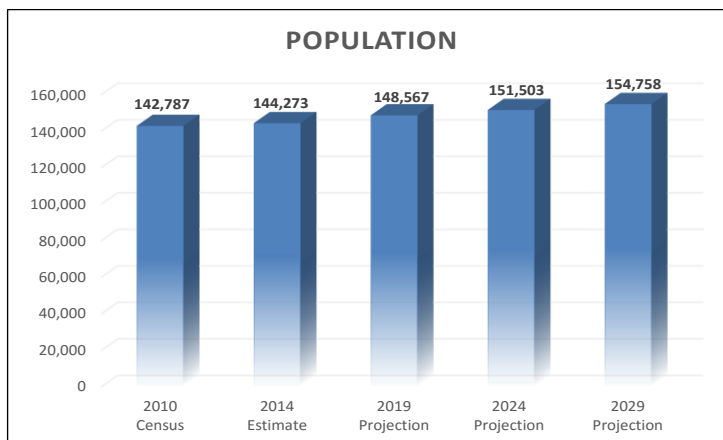
Indianapolis-Marion County’s median household income of \$40,136 is well below the state (\$48,248) and national (\$53,046) averages. The target area’s Per Capita Income of \$22,939 is also below the state (\$24,635) and national (\$28,051) averages.



### 2.1.3 CENTER TOWNSHIP

#### 2.1.3.1 POPULATION

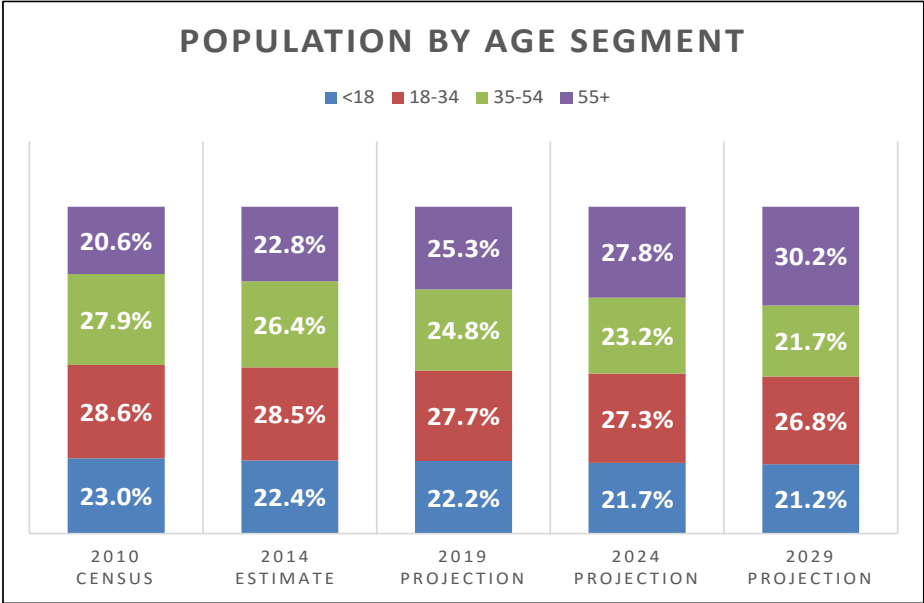
The population of Center Township is estimated to be 144,273 in 2014, which comprises 15.8% of the estimated population for all of Marion County. The population of Center Township underwent minimal growth (0.25% annually) from 2010 to 2014. Projections for 2029 expect the Township’s population to reach 154,758 residents living within 64,357 households.





### 2.1.3.2 AGE SEGMENTS

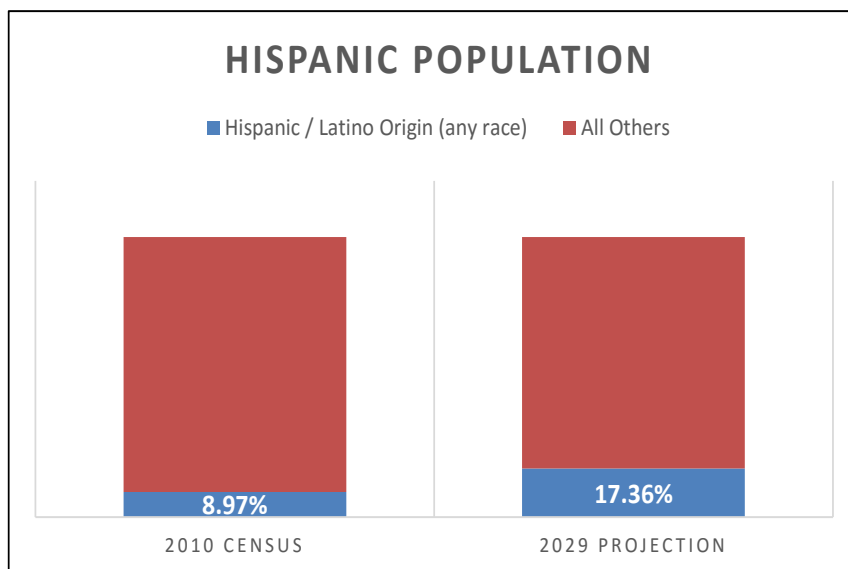
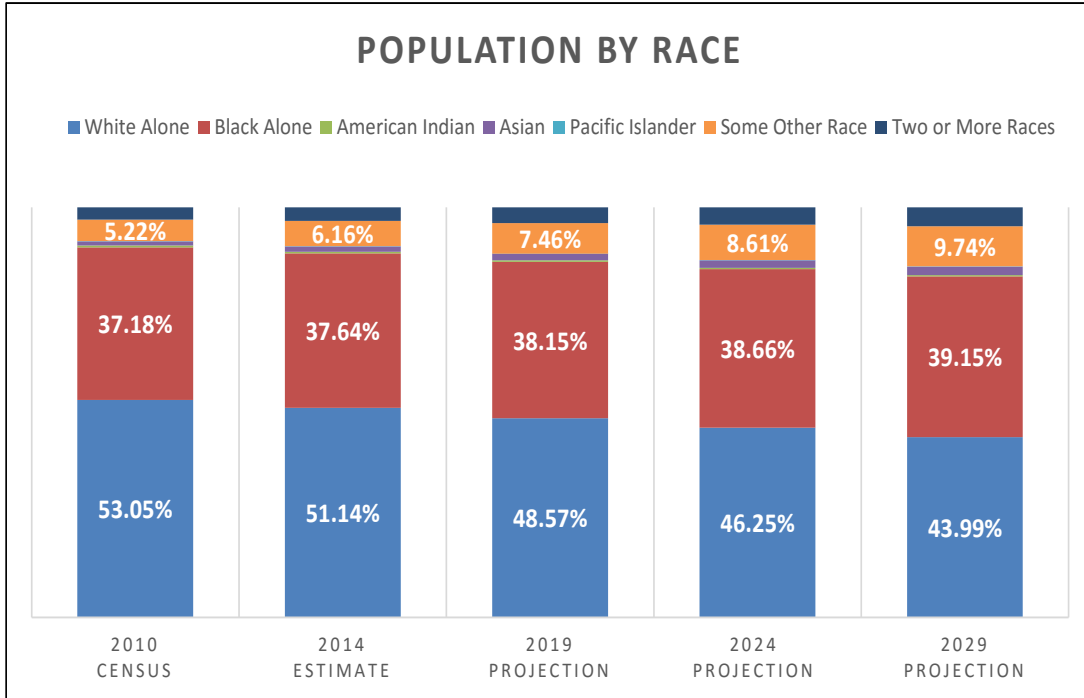
In 2014, Center Township is fairly evenly distributed between the major age segments. Projections over the next 15 years expect that the population will undergo an aging trend, as the 55+ group will be the only segment experiencing growth, climbing to over 30% of the population by 2029.



### 2.1.3.3 RACE AND ETHNICITY

The Township is somewhat diverse, as the White Alone represents just over half of the population in 2014, while Black Alone (37.64%) and Some Other Race (6.16%) representing the largest minorities. By 2029, the Township is expected to become more diverse, with the White Alone dropping to 44% and steady growth expected from Black Alone and Some Other Race.

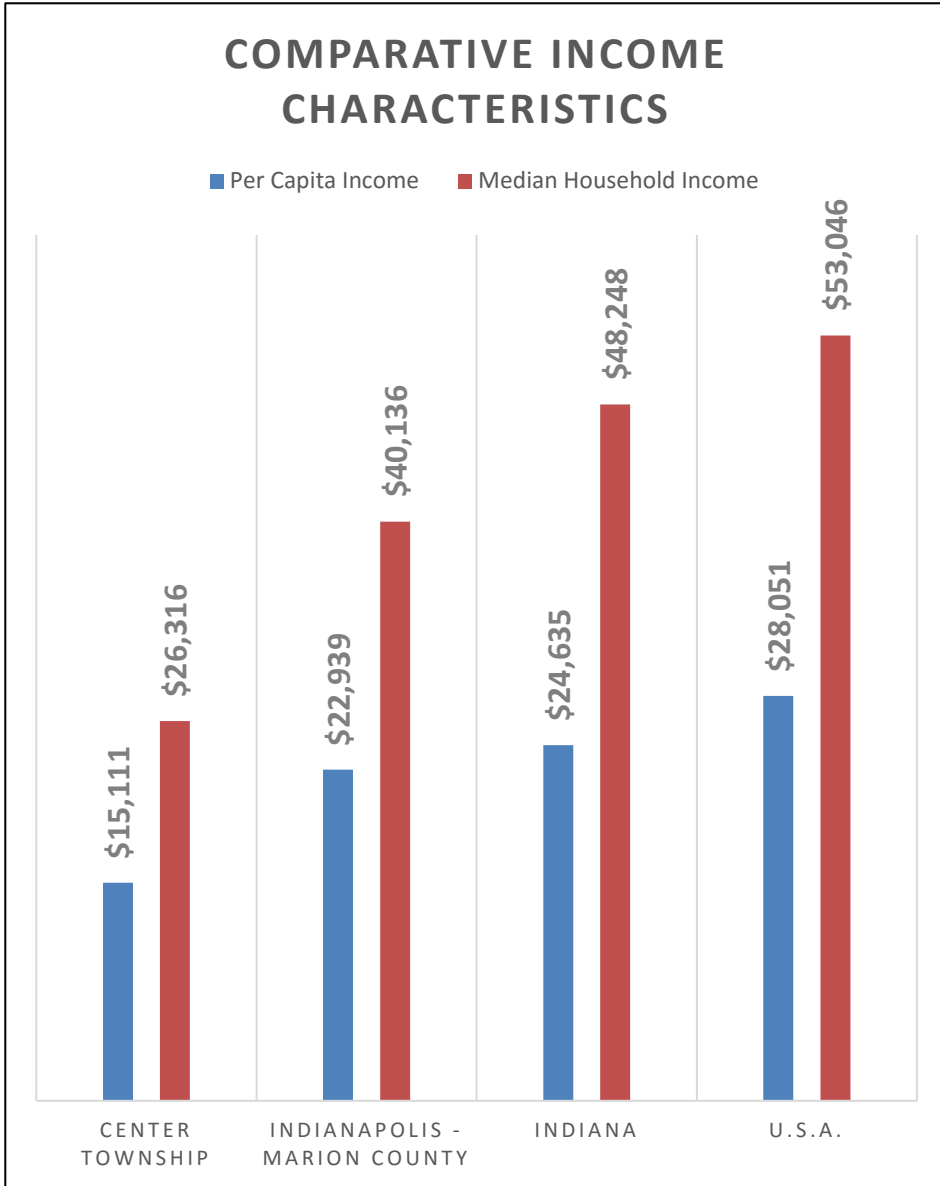
Projections through 2029 expect those of Hispanic/Latino ethnicity will nearly double from the 2010 Census data and represent over 17% of the Township’s population.





### 2.1.3.4 INCOME COMPARATIVE

In 2014, median household income for Center Township was \$26,316 and per capita income was \$15,111. Both median household income and per capita income are well below county, state, and national levels.



## 2.2 NATIONAL PARTICIPATION TRENDS IN RECREATION

Information released by Sports & Fitness Industry Association's (SFIA) 2015 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreation activities include: fitness walking, running/jogging, treadmill, free weights and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social benefits. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Walking participation during the latest year data was available (2014), reported over 112 million Americans had walked for fitness at least once.

In the past year, the estimated number of "inactives" in America has increased 3%, from 80.2 million in 2013 to 82.7 million in 2014. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. Although inactivity was up in 2014, the 209 million "actives" seem to be participating more often and in multiple activities.

*The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014* was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based survey findings by the Physical Activity Council through online interviews carried out in January and February of 2015 from nearly 11,000 individuals and households.



## 2.2.1 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 112.5 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (51 million), treadmill (50 million), hand weights (42 million), and weight/resistant machines (36 million).

Over the last five years, the activities that grew most rapidly were off-road triathlons (up 123%), road triathlons (up 92%), trail running (up 55%), high impact aerobics (55% increase), and yoga (up 33%). Most recently, from 2013-2014, the largest gains in participation were high impact aerobics (14% increase), trail running (up 11%), and barre (up 10%).

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Fitness Walking	110,882	117,351	112,583	-4.1%	1.5%
Running/Jogging	42,511	54,188	51,127	-5.6%	20.3%
Treadmill	50,395	48,166	50,241	4.3%	-0.3%
Free Weights (Hand Weights)	N/A	43,164	41,670	-3.5%	N/A
Weight/Resistant Machines	39,075	36,267	35,841	-1.2%	-8.3%
Stationary Cycling (Recumbent/Upright)	36,215	35,247	35,693	1.3%	-1.4%
Stretching	36,299	36,202	35,624	-1.6%	-1.9%
Free Weights (Dumbbells)	N/A	32,209	30,767	-4.5%	N/A
Elliptical Motion Trainer	25,903	27,119	28,025	3.3%	8.2%
Free Weights (Barbells)	26,595	25,641	25,623	-0.1%	-3.7%
Yoga	18,934	24,310	25,262	3.9%	33.4%
Calisthenics/Bodyweight Exercise	N/A	N/A	22,390	N/A	N/A
Aerobics (High Impact)	12,771	17,323	19,746	14.0%	54.6%
Stair Climbing Machine	13,653	12,642	13,216	4.5%	-3.2%
Pilates Training	8,770	8,069	8,504	5.4%	-3.0%
Stationary Cycling (Group)	6,762	8,309	8,449	1.7%	24.9%
Trail Running	4,845	6,792	7,531	10.9%	55.4%
Cross-Training	N/A	6,911	6,774	-2.0%	N/A
Cardio Kickboxing	5,500	6,311	6,747	6.9%	22.7%
Martial Arts	6,643	5,314	5,364	0.9%	-19.3%
Boxing for Fitness	N/A	5,251	5,113	-2.6%	N/A
Tai Chi	3,315	3,469	3,446	-0.7%	4.0%
Barre	N/A	2,901	3,200	10.3%	N/A
Triathlon (Traditional/Road)	1,148	2,262	2,203	-2.6%	91.9%
Triathlon (Non-Traditional/Off Road)	634	1,390	1,411	1.5%	122.6%

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

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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## 2.3 LOCAL SPORT AND MARKET POTENTIAL FOR MARION COUNTY

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in the target area. The MPI shows the likelihood that an adult resident of the city-county will participate in certain activities when compared to the US National average. The National average is 100 therefore numbers below 100 would represent a lower than average participation rate and numbers above 100 would represent higher than average participation rate. The city is compared to the national average in four (4) categories - general sports by activity, fitness by activity, outdoor activity, and commercial recreation.

The general sports category produced the most positive market potential index figures for Indianapolis-Marion County. Every activity in this category was on par with, or above, the national averages. This is promising in that it shows that residents are actively participating in sporting activities that should be core recreational offerings through departmental programming and amenities.

Outside of general sports, market potential indexes were below average for the majority of activities analyzed, and the reversal of the current trends should be a priority of the Department. This deviation from the national average might indicate a lack of awareness among potential users, programs that don't align with community needs and interests, a lack of available amenities and/or a need to motivate residents to participate in offerings at a higher level.

The fact that activities in the fitness category are lagging behind presents a prime opportunity for Indy Parks. National trends for fitness have been on the rise in recent years and parks and recreation agencies across the country have capitalized on these trends by offering a variety of fitness programming and developing amenities, such as multi-use trails, that allow users to engage in healthy, active lifestyles. Because earning capabilities among residents are also below average, fitness programming and amenities are a great way to boost participation levels, due to the fact that these activities generally have low barriers to entry and can be provided minimal cost. Research and trends suggest that fitness programming is a critical component to a healthy community, and parks and recreation departments tend to be a driving force behind active, healthy lifestyles for residents.

As observed in the tables below, the following sport and leisure trends are most prevalent for residents within the Indianapolis-Marion County, and compares participation for each activity to the national average. The initial emphasis on programming might focus to those activities with an MPI over 100. Follow up programming can be initiated once feedback from users is measured.

### 2.3.1 GENERAL SPORTS MARKET POTENTIAL

Local Participatory Trends - General Sports				
Activity	Estimated Participants	% of Population		MPI
		Indpls-Marion	USA	
Basketball	65,805	9.5%	8.3%	<b>114</b>
Golf	64,262	9.3%	9.5%	<b>98</b>
Football	39,818	5.7%	5.0%	<b>115</b>
Baseball	30,947	4.5%	4.5%	<b>99</b>
Tennis	30,428	4.4%	4.3%	<b>103</b>
Volleyball	26,020	3.7%	3.5%	<b>106</b>
Soccer	25,818	3.7%	3.7%	<b>99</b>
Softball	25,444	3.7%	3.5%	<b>107</b>



### 2.3.2 FITNESS MARKET POTENTIAL

Local Participatory Trends - Fitness				
Activity	Estimated Participants	% of Population		MPI
		Indpls-Marion	USA	
Walking for exercise	177,785	25.6%	28.1%	<b>91</b>
Swimming	102,056	14.7%	15.8%	<b>93</b>
Jogging/running	83,302	12.0%	12.8%	<b>94</b>
Weight lifting	70,533	10.2%	10.6%	<b>96</b>
Aerobics	59,278	8.5%	8.9%	<b>96</b>
Yoga	49,597	7.1%	7.1%	<b>100</b>
Pilates	18,574	2.7%	2.8%	<b>96</b>

### 2.4 FACILITY / AMENITY AND PROGRAM PRIORITY RANKINGS BY TOWNSHIP

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility / amenity needs and recreation program needs for the community served by Indy Parks. This analysis was completed as part of the Parks and Recreation Master Plan.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents of Indianapolis to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input, level of service standards and demographics and trends.

A weighted scoring system was used to determine the priorities for parks and recreation facilities / amenities and recreation programs. For instance as noted below, a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance ranking makes up 30% too while Consultant Evaluation makes up 40% of the total score, thus summing up to a total of 100%.

This scoring system considers the following:

- Community Survey
  - Unmet needs for facilities and recreation programs - This is used as a factor from the total number of households mentioning whether they have a need for a facility / program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 28 different facilities / amenities and 22 recreation programs. Weighted value of 3.
  - Importance ranking for facilities and recreation programs - This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs. Weighted value of 3.
- Consultant Evaluation
  - Factor derived from the consultant’s evaluation of program and facility priority based on survey results, demographics, trends and overall community input. Weighted value of 4.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole (overall ranking), as well as for each of the nine Townships. The results of the priority ranking

were tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

The combined total of the weighted scores for Community Unmet Needs, Community Importance and Consultant Evaluation is the total score based on which the Facility / Amenity and Program Priority is determined.

### 2.4.1 FACILITY/AMENITY PRIORITY RANKINGS BY TOWNSHIP

Analyzing facility / amenity rankings by the nine Townships, many Townships demonstrated preferences similar to the overall rankings, such as all had Walking Trails as a top three priority and many had Small Neighborhood Parks in the top three. But there were variations such as Decatur Township had Indoor Swimming Pools/Leisure Pools as a top 2 priority and Lawrence Township had Nature Centers as a top three priority. **Garfield Park is in Center Township and the most important facility and amenity needs are the desire for walking trails, indoor fitness, picnic shelter access, nature centers, indoor walking track, indoor pool, playground equipment and outdoor swimming pools as the top 10 priority.**

Facility / Amenity Priority Rankings										
	Overall Ranking	Center	Decatur	Franklin	Lawrence	Perry	Pike	Warren	Washington	Wayne
Walking trails	1	1	1	1	1	1	1	3	1	1
Small neighborhood parks	2	2	3	3	2	3	7	1	2	3
Indoor fitness and exercise facilities	3	3	6	6	13	14	2	5	3	5
Picnic areas/shelters	4	4	7	12	4	6	8	2	10	2
Natural areas	5	7	11	5	10	2	11	9	6	8
Indoor swimming pools/leisure pools	6	8	2	14	14	13	5	4	8	10
Indoor running/walking track	7	5	12	7	5	11	3	7	4	9
Large regional parks (i.e. Eagle Creek)	8	14	18	9	6	4	4	16	7	4
Large community signature parks	9	12	8	8	8	10	6	8	5	13
Outdoor swimming pools/water parks	10	10	5	4	11	7	9	6	18	11
Nature centers	11	6	10	11	3	9	12	12	11	7
Playground equipment	12	9	9	2	9	8	13	11	9	14
Outdoor fishing areas	13	13	4	15	15	12	19	14	21	6
Outdoor adventure parks	14	15	13	10	7	20	15	10	13	18
Off-leash dog park	15	19	14	16	16	15	10	13	19	12
Outdoor water spray parks	16	18	15	13	17	21	22	15	24	17
Outdoor basketball courts	17	11	20	20	21	19	20	20	12	15
Mountain bike trails	18	20	17	18	18	17	14	27	17	16
Youth baseball and softball fields	19	17	19	17	20	16	23	19	25	19
Golf courses	20	26	23	19	12	5	21	21	16	21
Indoor basketball/volleyball courts	21	21	16	21	24	22	18	17	23	20
Outdoor tennis courts	22	25	21	22	19	18	16	25	20	22
Indoor sports complex (baseball, soccer, etc)	23	22	26	25	22	26	17	24	14	25
Soccer fields	24	24	25	23	25	25	24	18	15	23
Multipurpose fields (cricket, lacrosse, football)	25	16	27	27	23	23	25	23	27	26
Adult baseball/softball fields	26	23	22	24	26	24	26	28	26	27
Skateboarding park	27	27	24	28	28	28	27	22	28	24
Pickleball courts	28	28	28	26	27	27	27	26	22	28



2.4.2 PROGRAM PRIORITY RANKINGS BY TOWNSHIP

Analyzing facility / amenity rankings by the nine Townships, many Townships demonstrated preferences similar to the overall rankings, such as all had Adult Fitness and Wellness Programs as a top two priority. But there were variations such as Center Township had After School Programs as a top 4 priority and Washington Township had Senior Programs as a top two priority. For Garfield Park the top priorities are for adult fitness and wellness, youth learn to swim, water fitness, after school programs, nature education, senior programs, outdoor adventure, youth sports, youth summer camps, and child care programs.

Program Priority Rankings										
	Overall Ranking	Center	Decatur	Franklin	Lawrence	Perry	Pike	Warren	Washington	Wayne
Adult fitness and wellness	1	1	2	1	1	1	1	1	1	1
Water fitness programs	2	3	1	4	6	2	2	2	6	2
Outdoor adventure programs	3	7	6	5	3	3	4	7	7	10
Youth Learn to Swim programs	4	2	4	2	8	8	5	5	9	5
Nature education programs	5	5	9	3	9	5	3	4	4	3
Senior programs	6	6	3	8	5	6	6	3	2	8
Trips (day trips and extended trips)	7	13	5	15	2	4	7	6	11	4
Adult sports	8	14	7	6	7	12	11	9	10	7
Adult art, dance, performing arts	9	16	11	14	10	9	9	10	3	6
Large special events	10	18	16	9	11	7	12	15	8	12
Martial arts or self defense	11	15	10	20	16	10	10	8	5	9
Youth sports	12	8	8	10	13	11	8	19	15	14
Youth summer camp programs	13	9	13	12	15	15	13	14	20	16
Youth/teen fitness and wellness	14	12	14	11	14	17	16	13	14	13
After school programs	15	4	17	17	12	19	15	12	22	17
Pre-school programs	16	11	12	7	19	14	17	16	17	15
Golf	17	20	18	18	4	13	14	22	12	21
Child care programs	18	10	19	19	17	16	19	18	21	19
Life skill classes	19	19	21	13	21	18	22	11	13	11
Youth art, dance, performing arts	20	17	15	16	20	20	21	17	18	18
Adaptive (special populations) programs	21	22	20	22	18	21	20	21	16	22
Teen dance	22	21	22	21	22	22	18	20	19	20

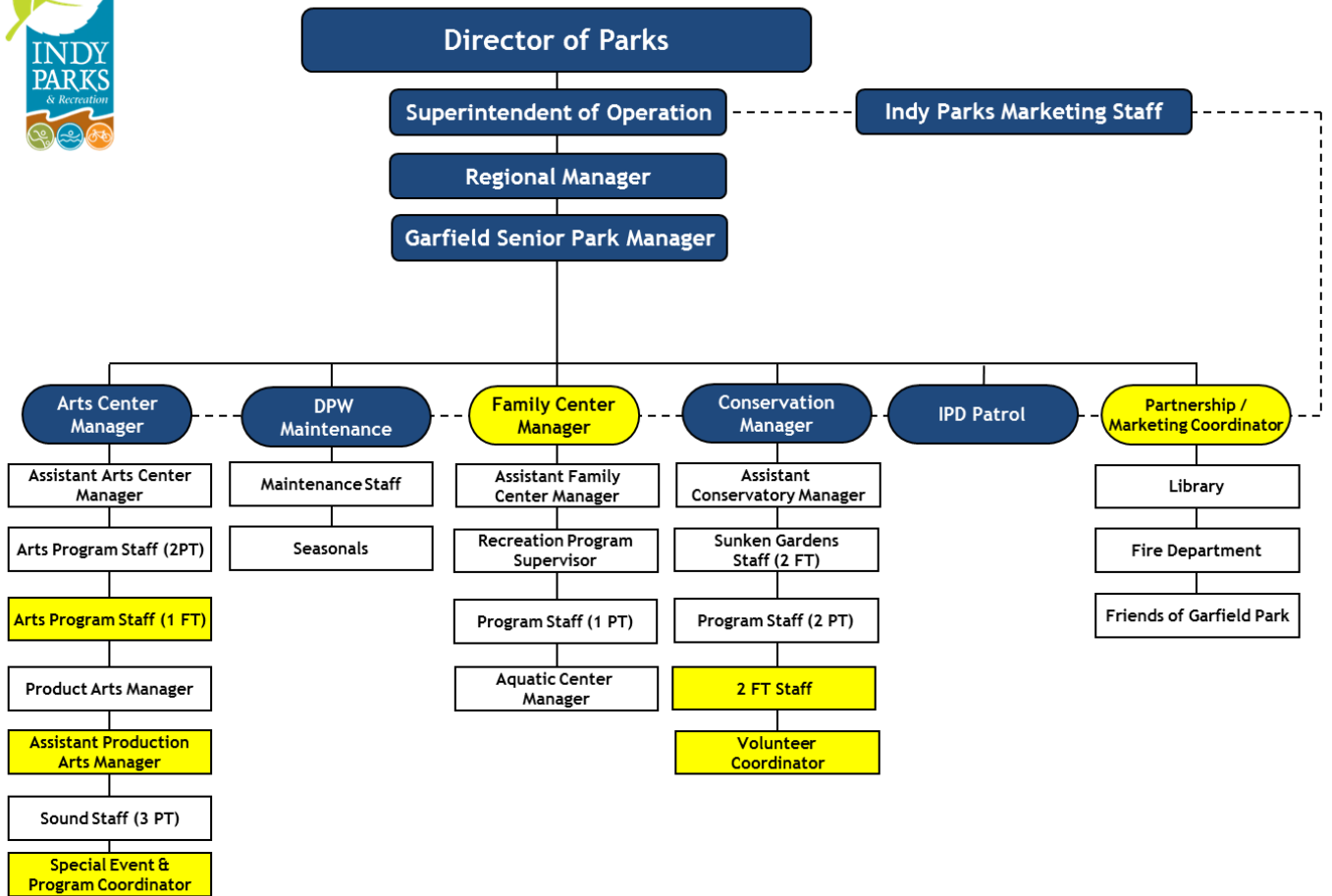
## CHAPTER THREE - FUNCTIONAL ORGANIZATIONAL STRUCTURE

This proposed functional organizational structure addresses and evaluates the park’s capability to achieve the vision and act on the existing recommendations with existing staff. Currently, the park operates in a very efficient manner, but needs to address how they can act on achieving the goals and recommendations outlined in this business plan. This will require some slight organizational changes.

The functional organizational structure was developed for park and city leaders to consider. The goal of establishing a functionally-based organizational structure that is correctly aligned to the duties and responsibilities of the park. The organization must be aligned with the expectations of city leaders and the community to achieve the goals outlined in the business plan.



### Garfield Park Functional Organizational Structure



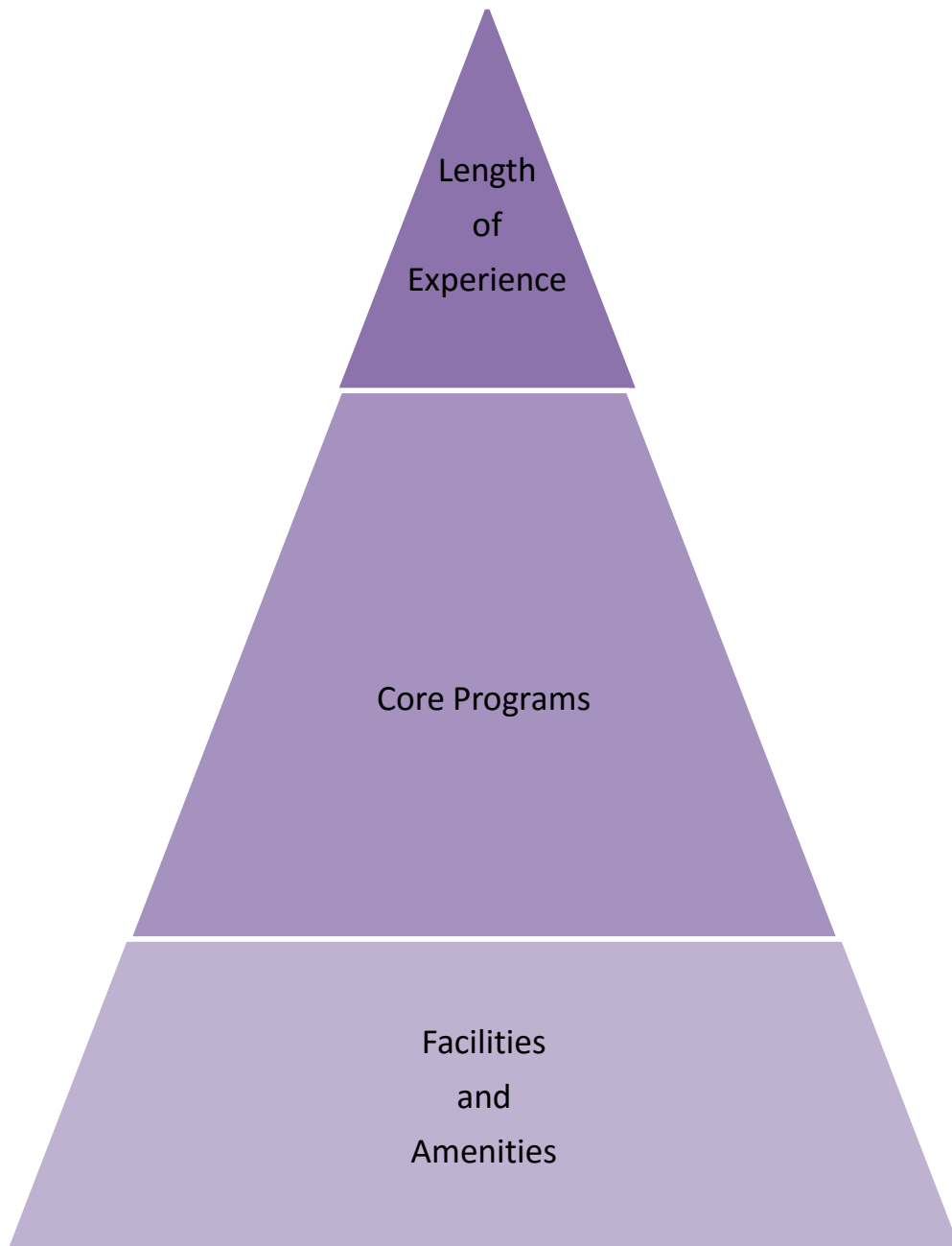
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## CHAPTER FOUR - THE FORMATION OF A DESTINATION PARK

### 4.1 COMPONENTS OF A DESTINATION LOCATION

These components shown below are required to make a destination park. The longer people stay the more they feel a connection with the park. Core programs create energy in the park and drive and activate people in the park. The park must have facilities and amenities with wide age segment appeal.



## 4.2 GARFIELD PARK AS A DESTINATION LOCATION

The following pyramid chart demonstrates the unique qualities of Garfield Park that factor into length of stay, program types, and recreational settings available. The pyramid demonstrates that the longer a person stays and participates in programs and amenities on site will create a destination park and make it more self-supporting.





The formation of a **destination park** at Garfield Park must support at minimum five experiences for each age segment in a recreation person’s life. The reason for this logic is similar to the popularity of destination shopping experiences at the local mall. The greater the number of choices for the consumer to choose from the greater the opportunity to sell product. The age segments in a person’s life are as follows:

- 2-5 year olds, 6-8 year olds, 9-12 year olds, 13-15 year olds, 16-18 year olds, 19-30 year olds, 31-45 year olds, 46-60 year olds, 61-70 year olds, 71-75 year olds, 76 and older
- The following programs were recommended, as well as additional amenities that support at least five experiences per age segment in the park

GARFIELD PARK: DESTINATION LOCATION												
AGE SEGMENT APPEAL		AGE SEGMENTS										
FACILITIES AND AMENITIES	Length of Experience	2-5 yrs	6-8 yrs	9-12 yrs	13-15 yrs	16-18 yrs	19-30 yrs	31-45 yrs	46-60 yrs	61-70 yrs	71-75 yrs	76+ yrs
		TRAILS	2-8 hours	*	*	*	*	*	*	*	*	*
FITNESS CENTER	90 mins					*	*	*	*	*	*	*
ARTS CENTER	1-4 hours	*	*	*	*	*	*	*	*	*	*	*
RECREATION CENTER	1-4 hours	*	*	*	*	*	*	*	*	*	*	*
AQUATIC CENTER	1-4 hours	*	*	*	*	*	*	*	*	*	*	*
OPEN SPACE	1 hour	*	*	*	*	*	*	*	*	*	*	*
AMPHITHEATER / SPECIAL EVENT AREA	2-4 hours	*	*	*	*	*	*	*	*	*	*	*
SHELTERS / PAGODA / HOSPITALITY SPACE	2-4 hours	*	*	*	*	*	*	*	*	*	*	*
CONSERVATORY / SUNKEN GARDENS	1-2 hours	*	*	*	*	*	*	*	*	*	*	*
PLAYGROUND / DOG PARK	1 hour	*	*	*	*	*	*	*	*	*	*	*
ATHLETIC FIELDS / COURTS	1-4 hours	*	*	*	*	*	*	*	*	*	*	*
CORE PROGRAMS	Length of Experience	2-5 yrs	6-8 yrs	9-12 yrs	13-15 yrs	16-18 yrs	19-30 yrs	31-45 yrs	46-60 yrs	61-70 yrs	71-75 yrs	76+ yrs
RECREATION AND WELLNESS	1-2 hours	*	*	*	*	*	*	*	*	*	*	*
AQUATICS	1-2 hours	*	*	*	*	*	*	*	*	*	*	*
CULTURE AND ARTS	1-2 hours	*	*	*	*	*	*	*	*	*	*	*
NATURE, SCIENCE, HISTORY	1-2 hours	*	*	*	*	*	*	*	*	*	*	*
SPECIAL EVENTS	2-8 hours	*	*	*	*	*	*	*	*	*	*	*

### 4.3 CORE PROGRAMS AND SERVICES

The Consultant Team formulated recommended core programs and services for Garfield Park based upon the following criteria and elements:

- Industry best practices and emerging trends
- Amenities and resources present at the site
- Initial Phase Development Plans

These core programs and services are organized into five major categories - Recreation and Wellness, Aquatics, Culture and Arts, Nature/Science/History, and Special Events. These programs are designed to achieve the following for Garfield Park:

- Increase the public engagement and appeal of Garfield Park to existing users
- Improve the appeal of Garfield Park to new users
- Create new and reliable sources of earned revenues

#### 4.3.1 NATURE, SCIENCE AND HISTORY PROGRAMS

Develop new programs that feature themes of natural science and history. Many of these suggestions are types of programs that are envisioned at Garfield Park. Examples of programs include, but are not limited to:

- Programs that educate people about urban wildlife in the park (could be implemented now)

- Astronomy programs and presentations (would require additional equipment and training of staff)
- Guided and unguided interpretive nature walks at Garfield Park. Seasonal themes can help these programs stay relevant year round. (could be implemented now)
- Stewardship workshops - provide single or multi-day workshops focused on techniques for resource stewardship by the average person or family (could be implemented now)
- Skill builder workshops that focus on bird, wildlife, or plant identification skills (could be implemented now)
- School and youth programs aligned to either state education requirements or merit requirements that focus on natural sciences, conservation, and historic and cultural studies (could implement in one year)
- Youth day camps focused on insect and wildlife identification and other natural sciences (could implement within two years pending additional staff)
- Field trips to other locations in the city to compare and contrast flora and fauna, geography and aquifers (could implement within two years pending additional staff)

#### 4.3.2 CULTURE AND ARTS PROGRAMS

Currently, Garfield Park is doing a great job in offering a variety of culture and arts programs. Suggested culture and arts programming for Garfield Park includes:

- Art exhibitions and galleries (current offering)
- Visual arts classes and music workshops (current offering)
- Movies in the Park (current offering)
- Musical and theatrical performances, possibly in collaboration with special events (current offering)
- Outdoor art programs on site using natural elements in the park (possible partnership opportunity)
- Performing arts classes and workshops (current offering)
- Programs celebrating diversity and ethnicity (current offering, would benefit from partnership)
- Music celebrations in the park at the amphitheater (current offering)
- Art Day Camps held in the park (current offering)
- Indianapolis Symphony (current offering)
- Art and Wellness programs (could be implemented within one year)
- Chalk art program for kids in the park (current offering)
- Summer musical series (current offering)

#### 4.3.3 RECREATION AND WELLNESS PROGRAMS

Develop programs that feature recreation and wellness themes, including healthy lifestyles in the outdoors. Examples of programs include, but are not limited to:

- Guided and unguided fitness walks and runs at Garfield Park trails. Also, synergize these programs with connecting trails and parks (e.g. Pleasant Run Trail, Christian Park, Ellenberger Park). (could implement within 1-2 years with additional staff, partnership development, and trail improvements)
- Fitness guides for Garfield Park trails that feature distance and speed = calories burned, scaled workouts via trail activities, and suggested training tips (could implement within 1-2 years, need fitness partner)



- Adventure races or race series: trail running or multi-sport events (could implement within 1-2 years, partnership opportunity)
- Summer day camps that build on all the health and wellness programs outlined (could implement now)
- Sport court programs and camps for basketball, volleyball, tennis and pickleball (could implement within 1-2 years, may require additional staff)
- Conduct with a local partner softball and baseball clinics (could implement now, partnership opportunity with RBI)
- Conduct tournaments around horseshoes and introduce bocce ball (would require partnership and capital improvements)
- Develop yoga classes in the park (could be implemented now, may require additional staff)
- Develop healthy lifestyles programs on eating, cooking, gardening (could be implemented now, partnership opportunity)

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#### 4.3.4 AQUATIC PROGRAMS

The Aquatic Center currently offers a comprehensive lineup of aquatic programs. Components of a thorough programming mix for the Aquatic Center include:

- Youth Learn to Swim (current offering)
- Competitive swimming teams and tournaments (current offering)
- Open lap and recreational swims (current offering)
- Adult group and individual lessons (could implement within one year)
- Aquatic fitness and exercise (current offering)
- Low-impact aquatic exercise and physical therapy, especially for seniors (current offering, need capital improvements and additional staffing)
- Private event rentals and birthday parties (current offering, need additional staffing)
- Lifeguard training and certification (current offering)
- Family swim nights (could implement within one year)

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#### 4.3.5 SPECIAL EVENTS

Large, park-wide events celebrating local culture and community heritage. Each event should tie in as many amenities and facilities as possible to maximize exposure for Garfield Park, as a whole, during any given user experience. Special Events in Garfield Park include:

- Large festivals and expositions that combine community, culture, outdoor activities, vendors, and music/entertainment (1-2 years of planning, requires additional staff and budget)
- Events and programs that celebrate holidays and significant / historic dates for the local community (1-2 years of planning)
- Farmers and open air markets that support local businesses and commerce.
- Establishing partnerships with local restaurants, breweries, and wineries for special events (additional staff)

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#### 4.3.6 YEAR-ROUND PROGRAM PLAN

In order to strengthen existing users markets and build new ones, the following key strategies are recommended for core programs and services. The recommendations that follow are provided as a

framework through which Garfield Park can organize and expand its programs and services that target specific user groups. The programs serving the target users market segments recommended in this framework should reflect the core areas of focus identified above - Nature/Science/History, Culture and Arts, Recreation and Wellness, Aquatics, and Special Events.

#### 4.3.6.1 ACTIVE SENIORS PROGRAM PLAN

The goal of the active senior program plan is to create experiences that engage active retirees and seniors to participate in programs and services at Garfield Park more aggressively than the status quo. This specifically is designed to be an active recreation program plan for senior adults over the age of 55 for the next ten years. The following recommendations are a targeted framework for developing and delivering programs for active seniors at Garfield Park.

- Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of active seniors including, but not limited to wildlife viewing, health and wellness, and low-intensity action sports like pickleball which is being played now in The Recreation Center
- Identify key media outlets to promote and market programs and services uniquely designed for seniors provided at Garfield Park (i.e. magazines, websites, etc.) (implement over the next year, requires additional staff and budget)
- Establish “working” partnerships with organizations and associations that have membership primarily focused around retirees and seniors who share common values with Garfield Park. Provide programs and services that are aligned with the unique criteria and focus of each organization (implement over next 1-2 years, requires additional staff)
- Plan programs serving active retirees and seniors a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion (need additional staff)
- Create floral bus trips to Garfield Park with Visit Indy events as well as travel bus tours that come through Indy
- Develop plant workshops for seniors
- Develop art and music workshop and clinics on singing, dancing and performing for active seniors (implement over the next year)
- Develop summer swim lesson programs for seniors (implement over the next year, staff needed)
- Develop Senior Games site and train seniors at the site for senior games events (need additional staff / partnership)
- Develop a senior technology club to help other seniors to feel comfortable using computers and I-Pads (implement within 2 years, need partnership, additional staff, and equipment)

#### 4.3.6.2 YOUTH SERVICES PARTNERSHIP PLAN

The goal of the youth services partnership plan is to establish relationships with key organizations serving youth in the primary and secondary service markets. They need to be designed to create a captive and reliable market for Garfield Park programs and services. The following recommendations are a targeted framework for developing and delivering programs for youth service organizations.

- Establish “working” partnerships with youth service organizations such as Girl Scouts, Boy Scouts, Campfire Boys and Girls for consistent and system programs in merit advancement, etc. (implement over next year)



- Establish “working” partnerships with schools to provide programs and services that are aligned with state education standards and evaluation criteria in science, math, reading and writing, and social studies (implement within 1 year, need additional program staff)
- Establish “working” partnerships with general youth groups that share common values with Garfield Park to provide programs and services that are aligned with the unique criteria and focus of each organization (implement 1-2 years, need additional staff / partnership)
- Plan programs serving youth service organizations a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion (need additional staff)
- Develop a junior volunteer club to help do minor maintenance in parks and support programs on site (implement 1-2 years, need additional staff)
- Develop a health and wellness club for teens at the community center (implement within one year, need additional staff / partner)
- Develop youth sports leagues on site for basketball, Volleyball, tennis and swimming (currently offer basketball)

#### 4.3.6.3 ENGAGING TEEN PARTICIPATION – AN IMMERSIVE LEARNING PROJECT

Teenagers make up a critical user group for parks and recreation departments; however, this group tends to be one of the most elusive in terms of overall participation in programs. Due to Garfield Park’s urban nature, it is especially important to engage teens in recreational offerings to ensure youth are creating a positive impact in the community. Furthermore, a department that is effective in capturing the teen segment are potentially tapping into strong volunteer candidates and aiding in the development of future leaders.

Due to the challenge in customer acquisition among teenagers, Indy Parks teamed up with Ball State University’s Department of Natural Resources and Environmental Management (NREM) to offer an immersive learning course titled *Environmental Programs Proposed to Engage Teenagers in Indy Parks*. Students were challenged to propose ideas for programs that Indy Parks could use to better engage teens in environmental and recreational programs, using Eagle Creek Park as context. The semester-long project resulted in technical reports, brochures highlighting the proposed programs, and final presentation at the *Building Better Communities Showcase* event. Although the end result was tailored to Eagle Creek Park, the following key themes and recommendations that stemmed from the project provide insight that may be useful in developing programs targeting teens at Garfield Park.

- **Garfield Park Outdoor Challenge (GPOC)** - Students proposed a series of environmental skill sets to be completed for teenagers. This group proposed a combination of outdoor activities as challenges to be completed and envisioned that teenagers would earn points or rewards after completing them. Students could complete the mini-skill programs over a period of weeks or months. In this way, the GPOC Program incorporated competition and could lead to specific rewards or outcomes. A possible reward proposed was a camping trip or Go Ape adventure at Eagle Creek Park.
- **Other types of teen programs include the following:**
  - Run and shoot programs-very popular in Atlanta
  - Talent contests on the McAlister stage for music and dance
  - Environmental awareness geared toward teens, such as Urban Gardeners and Jr. Naturalists

#### 4.3.6.4 FAMILY PROGRAM PLAN

The goal of the family program plan is to create experiences that engage families to participate in programs and services at Garfield Park more aggressively than the status quo. This specifically is designed to increase programs targeted towards family recreation services to increase families participating together. The following recommendations are a targeted framework for developing and delivering programs.

- Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of families including, but not limited to sports, arts, music, culture, horticulture, fitness, and aquatics. Identify key media outlets to promote and market programs and services uniquely designed for families using Garfield Park (implement now)
- Improve kid-focused attractions such as an interpretive playground features and family-friendly special events (currently offer, need capital improvement and additional staff / partner)
- Plan programs serving families a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion (need additional staff)

#### 4.3.6.5 ADAPTIVE SPORTS PROGRAM PLAN

The goal of the adaptive sports program plan is to create experiences and opportunities that engage people with disabilities to participate in programs and services at Garfield Park more aggressively than the status quo. The following recommendations are a targeted framework for developing and delivering programs for people with disabilities and special needs.

- Establish a program plan to develop and facilitate adaptive programs and services that meet the current and emerging needs of people with disabilities including, but not limited to nature education, health and wellness, trail sports, and low-intensity action sports (implement 1-2 years, need partnership or additional staff)
- Identify key media outlets to promote and market programs and services uniquely designed for people with disabilities provided at Garfield Park (i.e. magazines, websites, etc.) (need partnership)
- Establish “working” partnerships with organizations and associations that have membership that is primarily focused around people with disabilities and that share common values with Garfield Park managing entities to provide programs and services that are aligned with the unique criteria and focus of each organization (implement now, need additional staff / partnership)
- Identify key partnership opportunities to leverage private sector funding support of the costs of services of providing programs to people with disabilities (need additional staff)
- Plan programs serving people with disabilities a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion (need additional staff)

#### 4.3.6.6 SPECIAL EVENTS

It is important to utilize special events and competitions at Garfield Park to re-vitalize the position of the park in the local communities, re-energize the park for users, and re-introduce the park among its regional and national peers. The following recommendations are a targeted framework for developing and delivering special events.

- Create at least one event per year that centers on the history of the park and the significance of the natural resources of the site (implement within 1-2 years)



- Create at least one event per year that celebrates the amenities associated with the park (implement within 1-2 years)
- Create at least one event per year that centers on art, entertainment, and music (implement within 1-2 years)
- Create at least one event per year that is cause-related event (i.e. fundraiser, health initiatives, cancer research, etc.) (implement within 1-2 years)
- Plan all programs a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion (implement within 1-2 years, requires additional staff)

**4.3.7 DISCOVERY GREEN – AN URBAN PARK DESTINATION AS A PROGRAM MODEL FOR AN URBAN PARK**

Discovery Green Park in Houston, Texas, is a prime example of an urban park that thrives on programming and reaches all audiences. In 2008, the City of Houston, along with several key stakeholders, envisioned an opportunity to transform the downtown landscape by converting a 12-acre plot of concrete space into an urban park full of energy. Just over five years later, the park is well recognized as one of the top urban parks in the country, and demonstrates a successful public-private partnership between the City of Houston, the Houston First Corporation, and Discovery Green Conservancy. Each year, the Conservancy, which maintains and operates the park, produces hundreds of free events and receives no direct city funding. This park would be a great benchmark for Garfield Park to follow on a seasonal basis the program creativity that is developed in this park that could be redeveloped in Garfield Park.

The chart below is a snapshot of the current programming offerings, by category, for Discovery Green Park, which exemplifies a quality programming mix for a best-in-practice urban park.

Visual Arts	Conservation & Nature	Enrichment	Health & Wellness	Performing Arts	Special Events
Bank of America Screen on the Green* (movie in the park)	Recycling Saturdays*	Young Writers Workshop*	Parkour*	Friday Night Sights	French Culture Festival
Los Trompos (interactive art exhibit)		Learn a Language*	Hatha Yoga	Circus Arts*	Selection Sunday Party
		Toddler Tuesdays* (Story Time)	Yoga*	Project Dance Houston	Spring Break Week
			Kayak & Standup Paddleboard	Black Expo Hip Hop Concert	March Madness Music Festival
			Heartfulness Meditation*	Thursday Concerts*	Frolic on the Green
			Core Focused Yoga		FUNomenal Family Festival
			Zumba*		Rainbow on the Green (annual LGBT celebration)
			Stop the Silence (5k walk/run)		Sundown at the Grove (beer and food pairing)
			Energy for Life Walkathon		

\* Denotes recurring program on a weekly, bi-weekly, or monthly basis

## 4.4 RECREATION PROGRAM STANDARDS

Recreation program standards need to be developed to support a high quality efficient recreation program division for the Garfield Park. The program standards are developed to support core recreation services. The standards focus on establishing what constitutes a quality experience, operational and cost recovery goals, marketing and communication standards for users to access the program or service, and performance measures to track desired outcomes of the program and that hold staff accountable to those standards.

### 4.4.1 STANDARDS OF A HIGH-QUALITY EXPERIENCE

From these core services, the following standards should be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty of which they are responsible
- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to
- The program is provided in the appropriate recreation space, either indoor or outdoor, designed for that program and which is safe and clean
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience
- Recreation equipment or supplies that are used by the participant are high-quality, safe and appropriate for the participants to use or consume
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors
- Staff is trained in first-aid and CPR. Volunteers are trained in first-aid and CPR when appropriate
- A first-aid kit is readily available and accessible in less than a minute
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated
- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This needs to include pre- and/or post-evaluations focus groups or trailer calls
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Garfield Park is investing in their experience
- Each instructor or program supervisor will be provided a tool box that includes their class or program roster, with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent park information and emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes we hope to achieve
- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned



- New staff, volunteers, and contract employees working with children will have background checks by the Marion County Sheriff's Department
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff within the recreation division
- Staff will be dressed in the appropriate uniform that includes a name tag
- Drivers that transport participants must have the appropriate license, certifications, and authorization
- Equipment or program space will be inspected prior to the class or program, noted by the instructor or program supervisor, and recorded daily, weekly, and monthly
- Performance measures tracked will be shared with instructors or program staff at the end of each session
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to re-hire or not
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager
- All regulatory requirements for programs are completed on time and filed according to guidelines
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin

#### 4.4.2 OPERATIONAL AND COST RECOVERY GOAL STANDARDS

- A pricing policy is in place, staff understand the philosophy behind it and how to communicate price to users
- A full cost of accounting is created for each class or program that accurately calculates direct and indirect costs, and cost recovery goals are established once these numbers are in place. Staff will be trained on this process
- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices
- Quarterly results of program will be posted and shared with staff on those services that are underperforming, meeting, or exceeding the recovery goals.
- Mini-business plans will be created for each core program service on a yearly basis that evaluate the program based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies to be implemented. Cash collection standards and refund process standards should be incorporated. This will be the basis for budget development
- Yearly competitor and other service providers will be benchmarked, shopped, and evaluated, for changes they are making and how they compare with other city efforts in core services provided
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner

- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time
- Maintenance and recreation staff will discuss standards for programs taking place in recreation amenities in Garfield Park annually

#### 4.4.3 MARKETING AND COMMUNICATION STANDARDS

- Core programs, non-core programs, and facility related services will be evaluated yearly based on their lifecycle, position in the market place, and trend data with a strategy to make changes (keep the same or eliminate)
- Core program priorities will receive the appropriate time and space in recreation amenities to keep the service strong and viable
- Cost-benefit criteria will be incorporated within the core services mini-business plan annually
- Program guides will dedicate space to core services as their primary target. Non-core services which could become a core service will have a marketing strategy created and tested yearly
- A marketing plan will be created and updated yearly for promotion of services, pricing of services, communication and feedback from users, age segment management, lifecycle management, partnerships and sponsorships, competition assessment, facility and program positioning, and tracking the accessibility to gain access to the system. Pricing strategies for revenue centers will be developed when needed to keep them viable
- A cost of service assessment will be completed for each guide. Results of participant impact and cost recovery goals will be met
- The marketing division will train staff on strategies targeted to increase participation, create more revenue or change a price to meet a cost recovery goal
- Marketing staff will conduct yearly service gap assessments to support community needs
- The Agency will develop a customer survey (mail, email or phone) every 3 years to gauge how well the system is meeting the needs of residents and what program areas need stronger support

#### 4.4.4 PERFORMANCE MEASURES

The Recreation Division of Garfield Park needs to consider developing the following performance measures to track desired outcomes and to demonstrate to key leadership the value of the investment being made in recreation programs.

- A target goal of 85% will be desired for all program capacity levels. This will be based on total availability against the total enrollment numbers
- Programs offered versus programs held with a target goal of 80%
- Retention of participants are targeted at 75% and tracked by the point of sale system
- Cost recovery goals met at 95% for core services
- Customer satisfaction levels met at 95% or greater in all services
- Contractor performance meets 99% of target revenues and customer satisfaction levels agreed to in the contract
- Total cost recovery for the park is targeted at 40%.

#### 4.5 MARKETING PLAN

It is important for Garfield Park to develop a working marketing plan for staff to follow that allows the Public Relations/Marketing staff to work with other divisions within the park in enhancing revenue



operations, increasing visitation, as well as improving on the awareness, value and image of the park to the community.

#### 4.5.1 STRENGTHEN GARFIELD PARK'S BRAND

Garfield Park's brand will focus on five areas of value the community sees as important to living in Roanoke. These include:

- **Focusing on Green** - As a management philosophy for Garfield Parks staff is to demonstrate their sustainable efforts in the design and management of Garfield Park's amenities, recreation facilities and programs
- **Health and Wellness-Trails** - Programs in Garfield Park will demonstrate opportunities for users to value these resources for the health and wellness benefits they provide to the community through effective design and program management
- **Destination and Quality Experiences** - Garfield Park's staff will create programs and services that benefit the users experience in the park or at a recreation amenity to create a special memorable place to come to and that makes them feel like the staff really knows them and how they want to be treated and are able to meet their recreation needs
- **Economic Development** - Garfield Park will create livable park and recreation spaces and programs for people of all ages to enjoy that that will create more Business Development for the park because people will want to live, work, and play in Indianapolis
- **Community Connectivity** - Trails, programs and special events will be created to connect the city residents through access to trails that are free from vehicles, promotes health and wellness and will develop special events that create strong memories, a sense of place and tradition and a place for people to call home

Develop an effective data collection system of users and profile information for Garfield Park: Staff will collect point of sale data on users of the services when people use Garfield Park.

- Core outdoor recreation programs
- Core recreation programs and newly introduced programs
- Use of each facility and outdoor recreation space
- Facility uses by time of day, week, season to understand capacity used
- Picnic Shelters
- Special Event Users

Data will include participant demographics, age, and will be GEO Coded on where people are located and how far they drive for a service or for the attraction, how often they participate in services, how much do they spend on a per capita basis. Data will be collected on a winter, spring, summer and fall basis.

#### 4.5.2 ADVANCE THE USE OF TECHNOLOGY ON MARKETING AND PROMOTIONS OF KEY PROGRAMS AND GARFIELD PARK AS A ATTRACTION:

Technology Information to be created from the use of various sources to include the following:

- Point of sale information from entrance fees and program fees
- Centralized Reservation System for programs, events and amenities
- Intercept Survey Management of users and non-users of the park

#### 4.5.3 EXPAND CUSTOMER TRAINING AND FOCUS OF STAFF AND VOLUNTEERS ON SELLING THE VALUE OF GARFIELD PARK TO CITIZENS AND USERS

**Customer Service Training and Philosophy** will focus on the basics of customer service for staff, part-time staff and volunteers. Additional training will be developed based on direct business planning unit requests to the Business Development staff within the Agency. Customer satisfaction levels will be tracked in all business units, reported to the Business Development Staff for assessment and training based on the results. All part-time and seasonal staff will view a customer training video as part of their training and put into practice at their respective program sites. Customer services standards will be developed for all park and recreation attractions and for core program areas. Evaluation forms will help determine how well those standards were met.

The goal will be to obtain at least a 90% customer satisfaction levels at all attractions and programs through effective implementation and training of customer service standards. The Marketing and Communication Staff will track and manage the customer satisfaction levels and report by attraction and core program area the levels of success toward accomplishing the customer satisfaction goal. Staff will use participant post evaluations, focus groups, trailer calls, on-site surveys, customer service apps and mystery shoppers to determine the customer service levels. Level of training is needed for improvement will be identified. Customer service training will be done prior to each program season for all full-time staff, part-time staff and volunteers that work with users and visitors.

- Survey Monkey, or other online survey provider, for gaining information from users experience
- Social Media transformation
- Garfield Park purchased online advertising
- Customer service app to track experiences as they happen

#### 4.5.4 SUPPORT AND PROMOTE PROGRAMS THAT GENERATE INTEREST IN GARFIELD PARK

Strategies and program themes for each program area will come from the Recreation Program staff and the Marketing/Communications staff working together. Some program theme examples are listed below:

- Wellness and fitness month in Garfield Park
- Anniversaries of key amenities, facilities developed in the park
- A special event held at least once a month in Garfield Park
- Parks and Recreation Month in Garfield Park
- Celebration of the great outdoors
- Urban camping for families, young people, single adults with kids
- Trail use and events to promote wellness and nature education
- Winter activities that promote celebrating Garfield Park key winter attractions
- Women in the outdoors
- Families Love Garfield Park Days
- Kids Love Garfield Park Days
- Customer Appreciation Days
- It's in our "Nature" Programs
- Yoga in the Park programs

These programs and or special events are to be developed a year in advance. This level of advanced planning will help to build a strong strategy to encourage the media to participate and to secure sponsors



to help support the operational costs of the event. The goal is to get people and youth out into the parks and to build awareness of the recreation opportunities available to them in programs and facilities.

#### 4.5.5 INCREASE VISITATION TO GARFIELD PARK

To increase visitation to all Garfield Park programs and attractions the Marketing/Public Relations and Program staff will develop a yearly marketing and program plan. The plan will address the key attractions that are targeted to all age segments. The visitation goal is to increase participation by 25% from 2016 through 2020. The promotion goal is to energize the community to appreciate and value what Garfield Park provides to them through key facility attractions, programs, services and how that translates into support for gaining more private investment to help to build the park. The Marketing and Program Plan will include establishing the following programs or events in 2016-17:

- The park will have at least one county-wide special event each month
- Each attraction will have at least one special event a month while they are open
- Each attraction will incorporate television, newspaper and or web-site promotions to attract visitors to the site. These promotions will be paid for by outside sponsors. Relationships will be developed through the Director of Development office or Business Development division and incorporate partners who can help provide entertainment, event support, programs, and or volunteers to help put on the special events. The goal will be to focus on one of the key attractions or amenities in the park and build a theme to drive energy and people to the site
- The park will incorporate a series of programs that are active or self-directed to celebrate the parks natural areas. These programs will be designed to communicate how to use the park and amenities such as trails, picnic areas, playgrounds, special use facilities, attractions through recreation skill development classes, workshops, clinics, and events
- A team of staff and volunteers will be established to coordinate the event. An event director can be paid or volunteer
- Each event will have an established budget to work within to achieve the outcomes desired
- The park staff will set up a process to track, measure and evaluate park usage by age segment
- The park will incorporate volunteers to measure participation levels. They will use on-site face to face intercept surveys, visitor's access stations and trail monitors. They will report weekly participation rates for the park during the off-season and peak seasons. Maps and cross promotions of other parks in the region will be provided to participants. Verbal encouragement to visit other parks or attractions in the region will be provided by the volunteers

#### 4.5.6 IMPLEMENT AN EFFECTIVE COMMUNICATIONS PLAN

The Marketing staff will develop an annual Communication Plan that seeks to strengthen the Garfield Park brand in the community, increase participation in programs, services and attractions, optimize revenue opportunities, and make a positive impact on the park. The challenge is producing a consistent brand message at each customer touch point using one brand and one voice, to communicate multiple messages. The solution is a strategic process known as Integrated Marketing Communications (IMC).

The IMC plan serves as a comprehensive source of information regarding best ways to reach targeted audiences utilizing available resources. It establishes parameters, guidelines, and polices for promotional decision making. It is designed to build efficiencies within the staff of Garfield Park.

Given the variety of available communication vehicles, a combination of tools have been selected based on their ability to be costs-effective and achieve the marketing plan objectives. Staff will use the Communication Plan as a guide to develop an understanding and successful use of each of the tools. This effectively enables everyone in the organization to become a marketer for Garfield Park.

Information for the Communication Plan needs to be collected and updated regularly. This will include the following initiatives:

- Capture, Analyze and Report - Use information from the Business Plan to evaluate performance of marketing activities and calculate return on the investment of time and money
- Refine revenue and participation data. Were the objectives and outcomes achieved? Discuss what worked and what didn't relative to program, price, place, and promotions
- Define marketing objectives based on cost recovery goals for the park
- Use Media Plan to refine or define resource and budget allocation
- Submit marketing recommendations for future planning and tie to the recommendations in the Business Plan
- Use the Communications Plan as guide for reaching target audiences utilizing available resources
- Submit Marketing Requests by specific date for review and approval of the Executive Director
- Use the core service model from the recommended pricing policy in the Business Plan to cross-reference activity reports
- Develop a Promotions Plan with marketing requests information
- Submit Promotions Plan to the Director for quantity, cost, and scheduling information
- Cross promote with other web-sites in the area by developing linkages to their sites and their sites linking to Garfield Park's web site

#### 4.5.7 PRESENT PROMOTIONS PLAN TO STAFF FOR FINALIZATION MISSION FOR HOW TO GET THERE

The Mission of the Marketing/Public Relations Division within Garfield Park is "To create strong awareness for the value of Garfield Park to people of all ages in the region. To encourage citizens experience Garfield Park through effective communication, market research, programs and attractions that create memorable experiences"

#### 4.5.8 MARKETING GOALS FOR EACH CORE BUSINESSES OF GARFIELD PARK

- Strengthen Garfield Park's Brand and awareness
- Develop and execute collaborative countywide marketing programs
- Educate Garfield Parks staff on the value of marketing and the return on investment from the programs provided and the attractions used in the park
- Advance the use of technology on marketing products and services for staff to make better decisions
- Expand customer service training to encourage users to return to Garfield Park frequently
- Promote future meeting and hospitality spaces in in the park
- Market Garfield Park attractions as destination facilities for the whole family to increase capacity and use that translates into more operational revenue for the park
- Develop Mini-marketing and business plans for each attraction in the park
- Track effective data on customers who use the park and how to communicate and retain them as future users



- Create wider-age segment appeal of users to the park, recreation amenities and programs

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#### 4.5.9 BRAND MESSAGE TO BUILD THE MARKETING PLAN

Example: “Expect the Unexpected in your Garfield Park.” Use the Brand Message the staff determined and include the follow elements where possible:

- Pictures of the key elements in the park
- Facility Attractions within the park
- Spell out cost friendly benefits
- Programs that illustrate the benefits users will receive for enrolling in the programs
- Staff and Volunteers skills and experience
- Special Events that create interest in people visiting the park
- Music and entertainment that will be available in the park
- Enhanced maintenance and safety of the park and the recreation attractions in the park
- Amenities that demonstrate the park is serving all age segment of users and ethnic groups
- Exceptional wayfinding signage illustrating how to get to the park, use and experience the park and the recreation facilities offer
- Scenic walks
- Park history
- Sporting events such as running events and outdoor adventure competitions
- Family gathering places

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#### 4.5.10 CUSTOMER SERVICE AND SURVEY MANAGEMENT

The Marketing staff will develop a consistent survey instrument for each of the major attractions in the Park that focuses on the following:

- Who the users are (age segments served)
- Why do they come to the Park for their recreation experience
- How long do they stay
- How much do they spend
- What do they value most about the program, attraction and the experience
- What would make them stay longer
- What experiences are they looking for that is not available that would encourage them to use the park or attraction more often
- How they would rate the customer service
- How they would rate the safety and cleanliness of the park and the attraction
- How would they rate their experience (park, food, recreation, trails, attraction, program, staffing, safety, etc.)
- How would they rate the value they paid and they experience they received
- Would you tell your friends to visit the park or attraction
- What could the staff do to make their experience more enjoyable
- What are the available hours from staff or volunteers to do this work, outcomes desired and dollars available to implement and evaluate these surveys
- Who will be assigned to do the work in the Marketing Division

Garfield Park staff is committed to develop every five years a household survey to assess how well staff is performing. Budgeted dollars will be set aside to develop the survey which will be a mail/phone survey. Results will be compared to previous years to determine areas that improved and areas that need to be improved.

#### 4.5.11 OPERATIONAL BUDGET FOR THE MARKETING DEPARTMENT

The Garfield Park’s Marketing Budget will be at least 6% of the total budget for the park. The following information is a sample of how the Marketing Division should spend their marketing dollars.

The Breakout of the Marketing Budget into hours available should be broken down in the following manner:

- Staffing Hours available, Full-time, Part-time, Seasonal, Volunteer - Budget: \$ \_\_\_\_\_
- Web-site Management and Analysis - Budget: \$ \_\_\_\_\_
- Publications - Budget: \$ \_\_\_\_\_
- Advertising - Budget: \$ \_\_\_\_\_
- Research and data collection - Budget: \$ \_\_\_\_\_
- Survey Development - Budget: \$ \_\_\_\_\_
- Mailing Costs - Budget: \$ \_\_\_\_\_
- Arts Services - Budget: \$ \_\_\_\_\_
- Signage - Budget: \$ \_\_\_\_\_
- Contract services-media buyer, research, photographer, promotion - Budget: \$ \_\_\_\_\_
- Geo-coding needs to be tied to Marketing-primary and secondary functions. Who comes to the park, how far they drive-
  - Establish staff or volunteers dedicated to do this task - Budget: \$ \_\_\_\_\_
- Welcome Centers near the park - Budget: \$ \_\_\_\_\_
- Social Media Management - Budget: \$ \_\_\_\_\_

The Marketing Staff will seek intern support to help them in their marketing efforts. They will work with the local media outlets to provide information to them on a timely basis. This would include newspapers, magazines, School Districts, Universities, and social media outlets.

#### 4.5.12 GARFIELD PARK'S DRIVERS

Garfield Park drivers are:

- Outdoor Recreation
- Seasonal programs, events and festivals
- History and heritage of Garfield Park
- Quality programs and events
- Family focus park and attractions
- Quality safe park
- Family friendly staff
- Safe places to recreate
- The Conservatory and Sunken Gardens
- Garfield Park Arts Center
- McAllister Center for Performing Arts
- The Pagoda



- The Burrello Family Center and Aquatic Center

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### 4.5.13 GARFIELD PARK'S UNIQUE SELLING POINTS

Garfield Park's key selling points are:

- Quality of life
- Charming historical area
- Great attractions in the park
- Great weather in the spring, summer and fall
- Great University close by the park
- Festivals, fairs, events
- Business friendly community
- Great Community Foundations to seek money from

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### 4.5.14 GARFIELD PARK BENEFITS TO ATTRACT WOMEN

Key benefits that attract women to consider using Garfield Park, facilities and programs are:

- Relaxation programs
- Safety on the trails and in programs for their children
- Short Getaway to the Conservatory
- Value for the money
- Change of scenery
- Customer Friendly Staff
- Good for Family/Children
- Beautiful scenery
- Unexpected pleasures
- Offers things other places don't
- Escape the stress
- Desire for family and friends togetherness
- Desire to reconnect
- Easy to access
- Fun place to be and enjoy
- Great safe trails for exercise in running or walking

## 4.6 MAINTENANCE STANDARDS

The following maintenance standards are recommended for Garfield Park. These maintenance standards are supported by best practices from PROS Consulting's experience working with other parks similar to Garfield Park. Ideally, the staff would need to establish work plans to support these standards, using the right type of staff position (either FT/PT/ Seasonal), with the right skills required for the tasks to be accomplished, with the right pay level to achieve the most efficient operation while meeting the standards outlined.

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### 4.6.1 LEVEL 1 MAINTENANCE STANDARDS

- Concession Standards (outdoor)
  - Concession facilities cleaned, wiped down, and sanitized before opening

- Electrical appliances checked for compliance and repaired if damaged
- Lights checked and repaired as needed
- Concession operating permits secured before opening
- Appliances cleaned thoroughly before opening
- Prices for concessions will be posted
- Cash registers tested to ensure they work properly
- Circuit breakers tested prior to opening
- Cleaning and sanitization supplies on hand before opening
- Pick up debris daily
- Closing Concession Standards (outdoor)
  - Equipment cleaned thoroughly
  - Supplies removed and discarded
  - Electricity should be turned off
  - Refrigerators and cables turned off and sealed
  - Facility floors, sinks, and counters cleaned thoroughly
  - Hoses cleaned and drained
  - Kitchen cleaned thoroughly
  - Inspections of standards will occur monthly
- Open Space Standard
  - Maintain natural appearance to open space areas
  - Remove trees and branches that pose a hazard to the users of the area
  - Respond to disease and insect outbreaks within 24 hours of identification
  - Inspect areas monthly
  - Remove and clean dump sites within 48 hours of identification
  - Post and maintain appropriate signage for each individual area
  - Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
  - Work with local and county animal control officials to remove feral and/or over populated native animals whenever possible
  - No large branches or debris will be allowed in parks and along perimeters
- Community Center
  - Floors swept, cleaned, mopped, and vacuumed after each use. Spills/soiling addressed immediately
  - General tile floors stripped and waxed not to exceed 4 months or sooner if required
  - Windows are to be cleaned inside once weekly, outside once bi-weekly and daily for use area
  - Dusting/dust removal to be accomplished daily on furniture, wall hangings etc.
  - Trash and litter removed daily or as necessary
  - Restrooms should be cleaned, sanitized, and stocked after each use, or as necessary
  - Drinking fountains cleaned daily
  - Interior walls and exhibits will be cleaned monthly or sooner if required. Marks and blemishes corrected upon discovery. Base covers cleaned monthly. Paint if applicable every 4 years
  - Exterior walls clean and/or pressure washed seasonally or as needed. Paint if applicable every 4 years



- Ceiling tiles replaced if discolored or broken. Ceiling tile and lighting track adjustments made upon discovery
- Plaster/sheet rock ceilings to be cleaned once every 6 months and painted every 4 years
- HVAC preventative maintenance procedures and inspection done every 6 months and 3 months for gymnasiums
- Interior lights/general areas replace bulbs within 8 hours of discovery. Fixtures to be cleaned once every 6 months and/or when lights are changed
- Exterior lights/bulbs to be replaced within 8 hours of discovery
- Fire/burglar/emergency alarms to be inspected once every 6 months and deficiencies repaired immediately
- Kitchen and concessions maintained in compliance with health and safety code
- Gutter cleaned no less than twice annually, more if conditions warrant
- Inspect electrical systems and components on an annual basis. If hazardous conditions occur, repair within 24 hours.
- Inspect plumbing equipment and fixtures annually. If hazardous conditions occur, repair within 24 hours.
- Clean grease traps every 6 months or as conditions dictate
- Interior signs and exhibits maintained at 100% of design and policy standard. No hand drawn signs allowed
- Exterior signs will be permanently affixed and maintained at 100% of design and policy standard
- A general inspection of the building for safety and cleanliness will be conducted daily
- Interior counters cleaned and wiped down daily
- Inspection for plumbing done yearly or as needed
- Emergency lighting checked annually
- Fire systems checked annually

#### 4.6.2 LEVEL 2 MAINTENANCE STANDARDS

Maintenance standards can change by season and month depending on the Park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

- Turf Maintenance
  - Mowing will occur once weekly
  - Mowing heights
    - 2½ ” during cool season (daytime highs consistently below 75 degrees)
  - Edging of all turf perimeters will occur weekly during season and every two weeks in off-season
  - 88% turf coverage
  - 8% weed infestation
  - 4% bare area will be acceptable after play begins
  - Remove grass clippings if visible
  - Aerate once annually in low use areas
  - Aerate twice annually in high use areas (additional if needed)
  - Inspect thatch layer regularly and remove as needed
  - Test soil and water annually

- Additional testing will occur if deemed necessary
  - Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
  - Fertilize twice yearly
- Tree and Shrub Maintenance
  - Prune/trim trees and shrubs as dictated by species at least once annually
  - Apply fertilizer to plant species only if plant health dictates
  - Remove sucker growth as needed
  - Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
  - Place 2” of organic mulch around each tree within a minimum 18” ring
  - Place 2” of organic mulch around shrub beds to minimize weed growth
  - Remove hazardous limbs and plants immediately upon discovery
  - Remove hazardous trees and plant material within 30 days of discovery
  - Remove or treat invasive plants yearly
- Storm Cleanup
  - Inspect drain covers at least once monthly and immediately after flooding occurs
  - Remove debris and organic materials from drain covers every other month
  - Inspect and clean drains before forecasted storms begin
  - Maintain water inlet height at 100% of design standard
  - Invasive plant removal once a year, or as needed
  - Drain system maintenance done once a year
- Litter Control
  - Pick up litter and empty containers at least every other day or as needed
  - Remove leaves and organic debris once a week
- Playground Maintenance
  - Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
  - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
  - Complete high-frequency inspections at least weekly
  - Grooming surface two times weekly
- Hard Surface Maintenance
  - Remove debris and glass immediately upon discovery
  - Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
  - Remove trip hazards from pedestrian areas immediately upon discovery
  - Paint fading or indistinct instructional/directional signs every other year
  - Remove grass in the cracks monthly
- Trail Maintenance
  - Inspect hard and soft surface trails at least once monthly
  - Remove dirt, sand, and organic debris from hard surfaces at least once monthly
  - Remove organic debris from soft surfaces at least once monthly
  - Maintain a uniform 2-4” depth of compacted material on soft surface trails
  - Mechanically or chemically control growth 24” on either side of the trails
  - Remove overhanging branches within 84” of the trail surface at least once annually



- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within ten days of discovery
- Site Amenity Maintenance
  - Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
  - Cleaning and washing annually
- Fence and Gate Maintenance
  - Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within five days of discovery
  - Clean debris annually
- Sign Maintenance
  - Inspect sign lettering, surfaces, and posts at least once every three months
  - Repair/replace signs to maintain design and safety standards within five days of discovery
  - Clean sign once a year
- Vandalism and Graffiti Removal
  - Initiate repairs immediately upon discovery. Document and photograph damages as necessary
- Picnic Shelters
  - Reserved units cleaned and litter removed prior to and after each reservation
  - Minor repairs are made immediately upon discovery
  - Non-reserved units are cleaned bi-weekly, or as necessary
- Lighting Security/Area
  - Inspect quarterly
  - Repairs/bulb replacement will be completed within 72 hours of discovery
  - Gutters cleaned no less than twice annually, more if conditions warrant
  - Inspect electrical systems and components on an annual basis. If hazardous conditions occur, repair within 24 hours.
  - Inspect plumbing equipment and fixtures annually. If hazardous conditions occur, repair within 24 hours.
  - Clean grease traps every six months, or as conditions dictate
  - Interior signs and exhibits maintained at 100% of design and policy standard. No hand drawn signs allowed
  - Exterior signs will be permanently affixed and maintained at 100% of design and policy standard
  - A general inspection of the building for safety and cleanliness will be conducted daily
  - Interior counters cleaned and wiped down daily
  - Inspection for plumbing done yearly or as needed
  - Emergency lighting checked annually
  - Fire systems checked annually -

## CHAPTER FIVE - FINANCIAL REVIEW AND FIVE YEAR PRO FORMA

### 5.1 FINANCIAL REVIEW

#### 5.1.1 GARFIELD PARK OVERVIEW

Garfield Park recovered 17% to 20% of the operating expenses for each year of the study period as illustrated below. The facilities are supported by park fees.

Garfield Park	2012	2013	2014
Personnel Services	796,277	722,885	657,802
Supplies	51,041	60,180	56,547
Contracts and Services	150,813	156,529	256,269
Equipment	5,074	10,800	4,284
Maintenance	191,976	203,246	182,232
Capital	-	-	-
Total Expense	1,195,181	1,153,639	1,157,133
Total Revenue	199,567	207,884	229,827
Net	(995,613)	(945,756)	(927,306)
Cost Recovery	17%	18%	20%

#### 5.1.2 COST RECOVERY BY PROGRAM

Garfield Park program revenues and expenditures without other Department maintenance costs with recovery percentages are as follows:

Garfield Park									
Fiscal Year		2014							
Program	Personnel	Supplies	Services	Equipment	Maintenance	Total	Revenues	Revenues Over (Under) Expenditures	Cost Recovery
7055210 GARFLD PK SWIM POOL	76,343.65	10,322.03	16,217.71	22.40		102,905.79	59,522.34	(43,383.45)	58%
7055406 GARFLD PK SUNKEN GARDENS	-	-	39,258.80	-		39,258.80	2,850.00	(36,408.80)	7%
7055410 GARFLD PK GRNDS	-	-	7,613.44	-		7,613.44	35,592.11	27,978.67	467%
7055702 GARFLD PK ADMIN OFCE	-	-	7,595.34	-	60,503.00	68,098.34	-	(68,098.34)	0%
7055711 GARFLD PK FAMILY CTR	137,902.12	6,794.89	55,583.51	199.95		200,480.47	42,225.59	(158,254.88)	21%
7055951 GARFLD PK MAINT SHP	-	-	660.00	-		660.00	-	(660.00)	0%
<b>TOTAL</b>	<b>214,245.77</b>	<b>17,116.92</b>	<b>126,928.80</b>	<b>222.35</b>	<b>60,503.00</b>	<b>419,016.84</b>	<b>140,190.04</b>	<b>(278,826.80)</b>	<b>33%</b>



### 5.1.3 GARFIELD ARTS PROGRAMS

Garfield Arts program revenues and expenditures without other Department maintenance costs with recovery percentages are illustrated as follows:

Garfield Art									
Fiscal Year 2014									
Program	Personnel	Supplies	Services	Equipment	Maintenance	Total	Revenues	Revenues Over (Under) Expenditures	Cost Recovery
7155000 Garfield Art Center	-	-	-	-	-	-	-	-	N/A
7155035 GARFLD ART SERVICES	-	440.00	-	-	-	440.00	9,372.48	8,932.48	2130%
7155721 GARFLD MC CALLASTER CTR	-	121.50	25,047.12	-	-	25,168.62	93.45	(25,075.17)	0%
7155728 GARFLD ART CTR	416,830.88	33,766.29	94,951.85	3,608.95	-	549,157.97	32,819.79	(516,338.18)	6%
<b>TOTAL</b>	<b>416,830.88</b>	<b>34,327.79</b>	<b>119,998.97</b>	<b>3,608.95</b>	<b>-</b>	<b>574,766.59</b>	<b>42,285.72</b>	<b>(532,480.87)</b>	<b>7%</b>

### 5.2 OPERATIONS AND FINANCIAL PLAN ASSUMPTIONS

The initial development of the Business Plan study focused on developing a clear set of assumptions. The end product focused on determining operating costs and revenue streams of the resulting improvements to Garfield Park over the first six years. This analysis included developing operational budgets and pricing strategies for each phase of improvement to best meet the outcomes desired while accounting for market factors.

Schedules summarizing the expenditures and revenues, along with the notes and assumptions set forth, are integral to the analysis and conclusions stated in the financial plan. These notes and assumptions should be carefully read and considered when reviewing the schedules.

The assumptions in this study assist in understanding how the financial plan was developed and the strategies in which Garfield Park needs to be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

#### 5.2.1 PRICING ASSUMPTIONS

- Pricing is outlined for each functional program within the electronic Excel model and summarized within this report document
- The pricing strategy will remain constant with each phase of improvements and is based on a medium cost, medium volume, meaning that pricing was determined based on typical market rates based on an average level of service
- Pricing is developed to achieve 40% cost recovery

#### 5.2.2 GENERAL EXPENSE AND REVENUE ASSUMPTIONS

- Expenses are projected to be 100% of projected costs beginning in the modeled year “Operating Year 1”; annual increases of a set percentage is calculated each year thereafter based on Expenditure and Revenue Growth Inputs

- Revenues are projected to be 100% of projected revenue capacity beginning in the modeled year “Operating Year 1”; annual increases of a set percent per year in each year in each phase thereafter as based on Expenditure and Revenue Growth Inputs
- Percentage of cost recovery is based on the assumed market participation and value/market based pricing
- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized for employee benefits and utilities
- If a higher or lower percentage of cost recovery is desired, operating expenses and pricing will be analyzed for potential adjustments
- All projections are based on assumptions and estimates made within the electronic Excel model
- Pro forma assumptions beginning in “Operating Year 1” are based on management and staff performing extensive lead-in/pre-opening marketing, promotions, and programming tailored to the customer base
- Garfield Park staffing is a direct result of the approach to improving Garfield Park to recover 40% of its expenditures
- As the improvements to Garfield Park become operationalized and the park reaches operational and programmatic maturity, additional staff persons may be required.
- Staffing salary/wages is based on information provided by the Indy Park staff.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored as a percentage of total staff salary, excluding any general benefits

### 5.2.3 OPERATING/GROWTH INPUT ASSUMPTIONS

- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized.
  - Salaries and Benefit growth rate is calculated at 3% annual growth due to the potential volatility of the insurance/pension fund requirements
  - Supplies growth rate is calculated at 3.0% annual growth due to inflation
  - Services growth rate is calculated at an average of 3.0% annual growth due to inflation and the potential volatility of the energy sector
  - Electric utility cost are estimated to increase by 3% annually
- Percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model



### 5.3 PRO FORMAS

Based on all operating assumptions set forth within this report, Garfield Park is projected to have an initial annual operational cost recovery of 40% of operating costs. The cost recovery rate includes park maintenance expenditures. The following pro forma and revenue models reflect the full implementation of the operational and capital improvements to the park.

#### 5.3.1 GARFIELD PARK PRO FORMA

Based on all operating assumptions set forth within this report, and excluding any unforeseen circumstances, Garfield Park is projected to achieve a cost recovery of 40% in its first year of operation and a total cost recovery of 43% over the six-year study period. A summary of the six-year pro forma is presented in the table below. **PROS recognize that a lot of changes must occur in the park, including staffing to achieve the pro-forma goal, but it demonstrates what the park is capable of achieving given the right set of opportunities.**

<b>Pro Forma Revenues &amp; Expenditures</b>						
GARFIELD PARK						
<b>BASELINE: REVENUES AND EXPENDITURES</b>						
Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes for Family Rec Center	\$107,200.00	\$110,416.00	\$113,728.48	\$117,140.33	\$120,654.54	\$124,274.18
MacAllister	\$28,000.00	\$28,840.00	\$29,705.20	\$30,596.36	\$31,514.25	\$32,459.67
Park Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Conservatory	\$174,650.00	\$179,889.50	\$185,286.19	\$190,844.77	\$196,570.11	\$202,467.22
Aquatics	\$79,500.00	\$81,885.00	\$84,341.55	\$86,871.80	\$89,477.95	\$92,162.29
Art Center	\$100,630.00	\$103,648.90	\$106,758.37	\$109,961.12	\$113,259.95	\$116,657.75
Park Rentals	\$76,995.00	\$79,304.85	\$81,684.00	\$84,134.52	\$86,658.55	\$89,258.31
Other Income	\$157,500.00	\$162,225.00	\$167,091.75	\$172,104.50	\$177,267.64	\$182,585.67
<b>Total</b>	<b>\$724,475.00</b>	<b>\$746,209.25</b>	<b>\$768,595.53</b>	<b>\$791,653.39</b>	<b>\$815,403.00</b>	<b>\$839,865.08</b>
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes for Family Rec Center	\$171,000.00	\$173,740.00	\$176,586.60	\$179,543.97	\$182,616.46	\$185,808.57
MacAllister	\$162,640.00	\$164,955.00	\$167,359.45	\$169,856.83	\$172,450.77	\$175,145.02
Park Maintenance	\$284,300.00	\$295,672.00	\$307,498.88	\$319,798.84	\$332,590.79	\$345,894.42
Conservatory	\$628,925.00	\$635,515.00	\$642,322.70	\$649,355.43	\$656,620.78	\$664,126.58
Aquatics	\$120,500.00	\$121,755.00	\$123,055.25	\$124,402.41	\$125,798.21	\$127,244.43
Art Center	\$316,000.00	\$320,140.00	\$324,436.60	\$328,895.79	\$333,523.81	\$338,327.11
Park Rentals	\$34,677.50	\$35,382.50	\$36,114.65	\$36,875.00	\$37,664.66	\$38,484.75
Other Income	\$71,000.00	\$71,600.00	\$72,224.00	\$72,872.96	\$73,547.88	\$74,249.79
<b>Total</b>	<b>\$1,789,042.50</b>	<b>\$1,818,759.50</b>	<b>\$1,849,598.13</b>	<b>\$1,881,601.24</b>	<b>\$1,914,813.35</b>	<b>\$1,949,280.67</b>
<b>Net Revenue</b>	<b>(\$1,064,567.50)</b>	<b>(\$1,072,550.25)</b>	<b>(\$1,081,002.60)</b>	<b>(\$1,089,947.85)</b>	<b>(\$1,099,410.35)</b>	<b>(\$1,109,415.59)</b>
<b>Total Cost Recovery</b>	<b>40%</b>	<b>41%</b>	<b>42%</b>	<b>42%</b>	<b>43%</b>	<b>43%</b>

5.3.2 GARFIELD PARK REVENUE MODEL – ONE OF TWO

<b>Pro Forma Revenues &amp; Expenditures</b>					
GARFIELD PARK REVENUE MODEL					
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
<b>REVENUES</b>					
Park Rental	Shelter #1 and #5 Weekday	\$65.00	34	\$2,210.00	
Park Rental	Shelter #1 and #5 weekend	\$125.00	34	\$4,250.00	
Sports Field Rentals	Athletic Fields	\$25.00	15	\$375.00	
Tennis Court Rentals	Tennis Courts	\$10.00	30	\$300.00	
Park Rental	Shelter #2 Weekday	\$75.00	34	\$2,550.00	
Park Rental	Shelter #2 weekend	\$150.00	34	\$5,100.00	
Park Rental	Shelter #3 and #4 weekday	\$50.00	34	\$1,700.00	
Park Rental	Shelter #3 and #4 Weekend	\$100.00	34	\$3,400.00	
Park Rental	Pagoda weekday	\$150.00	34	\$5,100.00	
Park Rental	Pagoda weekend	\$300.00	34	\$10,200.00	
Park Rental	Corporate Shelter weekday	\$165.00	34	\$5,610.00	
Park Rental	Corporate Shelter weekend	\$325.00	34	\$11,050.00	
Park Rental	Whole Gym	\$65.00	25	\$3,250.00	2 hour minimum
Park Rental	Half Gym	\$35.00	20	\$1,400.00	2 hour minimum
Park Rental	Small Class Room	\$20.00	50	\$2,000.00	2 hour minimum
Park Rental	Meeting Room	\$65.00	50	\$6,500.00	2 hour minimum
<b>TOTAL PARK RENTAL REVENUES</b>				<b>\$64,995.00</b>	
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
<b>REVENUES</b>					
Other Revenue	Dog Park Membership	\$30.00	250	\$7,500.00	
Other Revenue	Restaurant Lease at Conservatory			\$25,000.00	
Other Revenue	Sponsorship			\$100,000.00	
Other Revenue	Donations			\$25,000.00	
<b>TOTAL OTHER REVENUES</b>				<b>\$157,500.00</b>	



5.3.3 GARFIELD PARK REVENUE MODEL – TWO OF TWO

<b>Pro Forma Revenues &amp; Expenditures</b>					
GARFIELD PARK REVENUE MODEL					
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
<b>REVENUES</b>					
Park Rental	Shelter #1 and #5 Weekday	\$65.00	34	\$2,210.00	
Park Rental	Shelter #1 and #5 weekend	\$125.00	34	\$4,250.00	
Sports Field Rentals	Athletic Fields	\$25.00	15	\$375.00	
Tennis Court Rentals	Tennis Courts	\$10.00	30	\$300.00	
Park Rental	Shelter #2 Weekday	\$75.00	34	\$2,550.00	
Park Rental	Shelter #2 weekend	\$150.00	34	\$5,100.00	
Park Rental	Shelter #3 and #4 weekday	\$50.00	34	\$1,700.00	
Park Rental	Shelter #3 and #4 Weekend	\$100.00	34	\$3,400.00	
Park Rental	Pagoda weekday	\$150.00	34	\$5,100.00	
Park Rental	Pagoda weekend	\$300.00	34	\$10,200.00	
Park Rental	Corporate Shelter weekday	\$165.00	34	\$5,610.00	
Park Rental	Corporate Shelter weekend	\$325.00	34	\$11,050.00	
Park Rental	Whole Gym	\$65.00	25	\$3,250.00	2 hour minimum
Park Rental	Half Gym	\$35.00	20	\$1,400.00	2 hour minimum
Park Rental	Small Class Room	\$20.00	50	\$2,000.00	2 hour minimum
Park Rental	Meeting Room	\$65.00	50	\$6,500.00	2 hour minimum
<b>TOTAL PARK RENTAL REVENUES</b>				<b>\$64,995.00</b>	

## 5.4 CAPITAL IMPROVEMENT PLAN

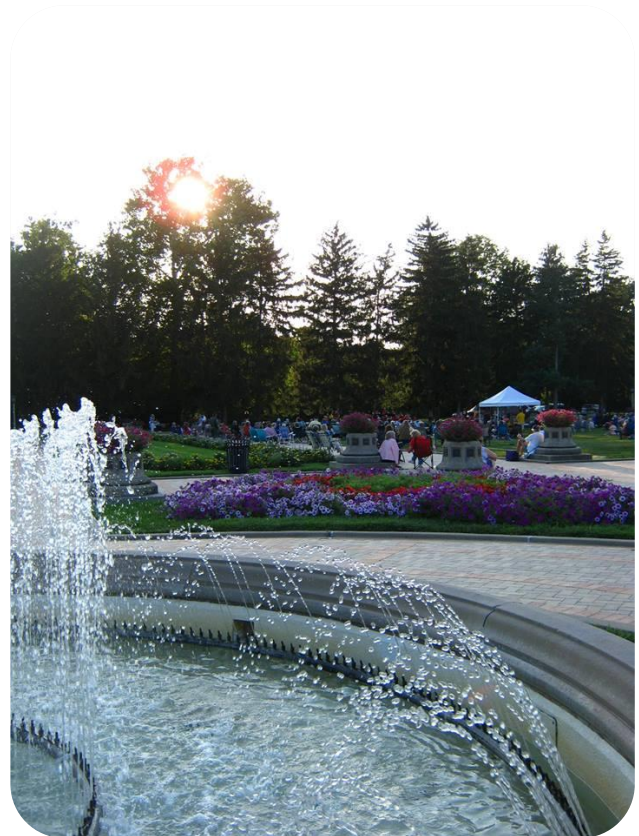
The following list outlines the Capital needs requested by staff to enhance the park's assets and allow for maximization of programs.

- MacAllister Theater
  - Structural repairs needed to address the sagging and crippling foundation
  - Restroom facilities need to be updated
  - Plumbing updated
  - Dressing room walls are sagging and crumbling, and electricity needs to be updated.
  - Modernize Stage Lighting & Sound Systems to meet present day industry standards
  - Maximize lawn seating opportunities (offer rentable lawn seating)
  - Enhance surrounding landscape
- GPAC Second Floor
  - Address “weeping” wall and leakage
  - Update room to address the moisture issues and cave-like feel
- GPAC Building’s Foundation and Surrounding Erosion
  - Improve the building foundation of the Arts Center to address water leaks and moisture and drainage issues on the second floor
  - Address the drainage issues around the building, including the erosion issue on the east side of the hill leading down into the parking lot
- Family Center
  - Roof needs to be replaced to address leakage throughout the building.
- Conservatory
  - Misting system and fans no longer work and need to be replaced
- Conservatory
  - Glass roof and gutter system need to be repaired to address leakage from precipitation and heat loss in the winter
- GPAC Kiln Venting
  - Properly vent kilns so fumes are taken outside of the building (kilns located off of the clay studio in Visual Art Room 3)
- Family Center
  - HVAC System needs to be updated and/or replaced to address improper heating and cooling of the facility and frequent shut downs in the system.
- Conservatory
  - HVAC system needs to be replaced, including heaters in the Orangery not working
  - Seven (7) cooling pads need to be updated
  - Heating fin system throughout the Conservatory needs to be flushed
- GPAC Main Gallery:
  - Address peeling of wall paint in southwest corner
  - Replace old gallery track lighting with more state-of-the-art lighting
  - Replace floor with wooden floor (Note: Address asbestos issue under the current tiled floor in the gallery)
  - Add additional lighting track along the east side (under the ledge)
  - Address humidity controls
- Conservatory



- Evaporative Cooling System is needed for greenhouse, along with insect screens and shade cloth.
- Conservatory
  - West Ridge Vent main Conservatory and East Ridge Vent Gazebo Room need to be repaired
- GPAC Entrance & Stairways
  - Update reception desk and interior entrance to match those of the Garfield Conservatory and Family Center
  - Update exterior look of entrance to create a more contemporary and inviting feel by removing old mural and paint from concrete, tunnel-like walls and around door. Treat surfaces differently, for instance, add an aluminum surface over concrete to tie together historic elements with building addition.
  - Update main entrance and surrounding stairways:
    - Entryway from the main parking area on the east side of the Arts Center is confusing to patrons. The concrete tunnel leading into the Arts Center has cracking and water damage issues. It could be more welcoming.
  - The stairways flanking the northeast and northwest sides of the building have uneven concrete in some areas and railings that need reinforcement. It would be great to have an attractive redesign of the stairs which would go hand-in-hand with a solution to the erosion problems on the hillsides next to each staircase.
- Sunken Garden
  - Repair concrete and stone fixtures, steps and retaining wall, urns, bowls, and masonry on benches throughout the Sunken Garden
- Sunken Garden
  - Repair and replace limestone and concrete around fountains
- Sunken Garden
  - Repair concrete on ADA ramps and damaged bricks in garden paths
- Family Center
  - Install ADA standard automatic doors at Family Center
- Sunken Garden
  - Renovate turf to eliminate weeds and establish clear borders along beds
- Conservatory
  - South exit glass doors and several large windows are cracked and need to be repaired to prevent major failure
- Conservatory
  - Replace all windows in the reception area. The seals have broken, allowing moisture in
- Conservatory
  - Greenhouse rack and pinions need to be realigned and three (3) need to be replaced (they are missing)
- GPAC Security Controls
  - Add security cameras for better monitoring and theft prevention
- Aquatic Center
  - Pool spray features need to be repainted and updated.
- Aquatic Center
  - Replace or update pool motors and pumps
- GPAC

- Update lighting throughout the building, especially in the Main Gallery
- Conservatory
  - Expand parking to accommodate more traffic
  - Repave current parking lots
- Sunken Garden
  - Remove dead and dying trees and replace with healthy trees
- Sunken Garden
  - Repaint entrance gates and fence surrounding garden
- Sunken Garden
  - Replace wedding arch and rejuvenate wedding area
- Sunken Garden
  - Make improvements to Sunken Garden to accommodate large events and improve the area to better market it for weddings
- Park Shelters
  - Update electricity at Corporate Shelter and Pagoda to support higher voltage
  - Add electricity to all shelters
  - Update Pagoda and Corporate Shelter to including enclosure and heating so that they can be rented year round and are more favorable for special events and corporate rentals
- Conservatory
  - Build a new entrance to Conservatory on south side by waterfall, with attached public restrooms to better accommodate special events and wedding using the Gazebo room
- Sunken Garden
  - Add public restroom in or near Sunken Garden
- Sunken Garden
  - Make improvements to the Sunken Garden to accommodate large events and increase the ability to market for weddings
- Conservatory
  - Upgrade the Shelby St. sign to something more modern
- Conservatory & Family Center
  - Replace flag poles and/or add lighting





## CHAPTER SIX - IMPLEMENTATION PLAN

### 6.1 PERFORMANCE MEASURES

It is recommended that the following key performance measures be established for the park. These performance indicators help the park staff move from an “effort-based culture” to an “outcome-based culture.” The performance measure results should be presented at least twice a year so the staff remains focused on what is most important for achieving the vision for the park.

- Cost recovery goals for the park meet within 95% of targeted goal, or 40% of operational costs.
- Development fund raising goals meet within 95% of targeted goals through grants, sponsorships, advertising, special fundraisers, gift giving and other sources of income as outlined in the proforma.
- Volunteers provide 15% of the employee support to operate until the park is fully operational.
- Phase one, two and three developments meet the timelines established and stay within 10% of the construction costs established.
- Visitor participation meets projections at the gate and the various attractions.
- Customer satisfaction rates are 90% satisfied from the experiences in the park.
- Partnership goals are met for investing in the park as outlined in the Business Plan.
- Community relations and marketing implement 80% of the marketing plan goals within the next two years.
- Park maintenance standards meet 90% of the standards outline for trials, cleanliness, ground maintenance and tree maintenance in the park

### 6.2 ACTION PLAN

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#### 6.2.1 VISION

The following vision presents how Garfield Park desires to be viewed in the future:

*Garfield Park, where arts, nature and recreation come to play!*

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#### 6.2.2 MISSION

The following is the mission for Garfield Park on how they will implement the vision:

*“It is our Mission to protect, maintain and preserve Garfield Park where people of all ages may participate in activities blending recreation, art, music, sports, wellness and fitness and plants into many positive recreation experiences for years to come.”*

*“To serve the community by providing the region’s best Public Urban Park in Indy”*

### 6.2.3 LAND ACTIONS

“Our Vision for land is to preserve the history and heritage of the park so generations will be able to appreciate what Garfield Park provides to Marion County for recreation, cultural and art related purposes.”

#### 6.2.3.1 GOAL

Develop the park in a responsible and financially sustainable manner for recreation and environmental purposes.

#### Strategies and Tactics

- Continue to update existing amenities in the park such as trails, the Community Center, Aquatic Center, Amphitheatre, Arts Center and Conservatory and add new amenities such as a nature playground, improved picnic areas, and a conservatory restaurant, and a special event area, etc.
  - Develop a cost benefit approach to each new amenity and ensure to create a balance of experiences for all age segments in the community
  - Price services correctly for key amenities and services in the park
  - Exceed expectations of users via quality design that generates a “Wow” factor and ensures a memorable experience
- Maintenance Standards are implemented in the park as outlined in the Business Plan
  - Maintenance equipment is purchased to achieve the maintenance level of standards desired for each area of the park
  - Approve maintenance standards are implemented in the park for each zone in the park.
  - Cost of service assessment done yearly on maintenance cost by zone
- Increase land development partnerships in the park to support operational revenues
  - Develop a partnership land lease strategy for the park to help support the vision for the park, provide additional user services and benefits and create operational revenue for the park. Leases should be considered for the conservatory restaurant, and Adventure Center
  - Work with local tourism and community development agencies on the types of business partners that would support the park well and the economy of Marion County to develop on lease sites in the park
  - Create a feasibility assessment for each interested partner who would like to lease land in the park for tourism or recreation purposes
- Find partnership grants for amenities in the Park
  - Seek partnership grants for health and wellness trails, Arts Center facility, and amphitheater in the park
  - Utilize donor and foundation support for major attractions in the park

### 6.2.4 FACILITY AND AMENITY ACTIONS

“Our vision for facilities and amenities is to exceed the user’s expectations, as well as to design them to produce revenue and to meet program user needs.”

#### 6.2.4.1 GOAL

Create “world class facilities and amenities” that energize the park and create memorable experiences for people of all ages.



### Strategies and Tactics

- Develop one or update one new amenity each year for the next six years to build enthusiasm for the park and a strong user base.
  - Design facilities to produce revenue.
  - Design facilities that have wide age segment appeal.
  - Design and develop these facilities that build a destination park for the community and support tourism.
- Determine each amenity developed and who the target market is for that amenity. Create (5) experiences for each age segment in the park by adding the appropriate level of amenities in the park.
  - Follow the amenity chart to age segment use outlined in the business plan.
  - Seek partnerships to help build the various amenities in the park.
  - Exceed the users' expectations for the value of the experience as it applies to playgrounds, group picnic facilities, Adventure sport facilities, special event areas, trails, concessions and food service areas, music and art areas.

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### 6.2.5 PROGRAMMING ACTIONS

“Our vision for programming in Garfield Park will be to develop programs that attract a variety of users and teach lifetime skills in arts, music, dance, sports, fitness, and plants through positive learning experiences.”

#### 6.2.5.1 GOAL

Involve at least 10,000 users in register program activities annually in the park through effective programs and services.

### Strategies and Tactics

- Develop core programs in Natural Science and History Programs, Recreation and Wellness Programs, Sports, Arts, Active Seniors, Youth Services, Family Programs, Adaptive Sports, and Special Events.
  - Develop two core programs a year on a year round basis to get to 8 core programs by the 8<sup>th</sup> year of the business plan.
  - Hire the additional staff for the Park to generate level of revenue desired.
  - Follow the core program standards outlined in the Business Plan.
- Develop partnerships with local event providers to host events in the Park beginning in 2017.
  - Seek out event organizers and partners to develop events in the park
  - Develop on-going fitness and well ness programs with local hospitals in the park including establishing heart healthy trails and wellness events in the park.
- Develop Family Programs in the Park beginning in 2017.
  - Develop a program plan for families that include health and wellness, arts, sports, aquatics, and adventure sports in the park.
  - Work with kid-focused agencies in Marion County in what they need for the park to do for them to support families and kids and design programs to provide that service.

## 6.2.6 OPERATIONS AND STAFFING ACTIONS

“Our vision for operations and staffing is to hire and train existing staff on all elements of the business plan and to incorporate key performance indicators into their individual work plan to support meeting the vision and mission of the park.”

### 6.2.6.1 GOAL

Staff and volunteers working in the park are highly trained in customer service and in the skills they need to perform their work at the highest level possible.

#### Strategies and Tactics

- Staff will be hired and trained to meet the expectations of their job descriptions in the park.
  - Each staff will develop a training program for themselves on areas they need to build their skill levels in to maximize their performance in the park.
  - Develop a yearly work plan with performance indicators for each staff person with quarterly reviews by the Director.
  - Management standards for marketing, program and maintenance operations will be followed as outlined in the Business Plan.
- Part-time staff and volunteers will be hired on an as needed basis with training provided to them before they start their work.
  - Part-time staff and volunteers will be recruited and trained for each position that they are hired
  - Appropriate levels of work tools will be provide to accomplish their work by Garfield Park.
  - Recognition and awards program established for part-time and volunteer workers each year.
- Operational polices outlined in the business plan are enacted.
  - The six policies outlined in the Business Plan will be utilized in 2017. These include: pricing, partnership, volunteer, private operators, earned income and management agreements with DPW.
  - Staff will be trained on polices and how to interpret them to the community.

## 6.2.7 MARKETING ACTIONS

“Our vision for marketing is to energize and invite users to the park, as well position the park as a major destination attraction by 2017.”

### 6.2.7.1 GOAL

Develop and implement the marketing plan in the business plan over the next five years.

#### Strategies and Tactics

- Develop a collection data system to track users to the park as it applies to core recreation programs.
  - Determine the process to collect the data and train volunteers and staff to collect data as needed.
  - Report quarterly on the results of data collected.



- Work with the Indy Parks Marketing and Program staff on how to use the data to make better program decisions.
- Develop an on-going Survey Monkey and customer service app to gauge user input into how they feel about the services and programs provided in the park as well as set up a social network site to capture data from users on their experiences.
  - Develop a social media transformation process with all social networks available.
  - Track the results and make adjustments to the programs as needed from survey monkey work and intercept surveys.
  - Use the centralized reservation system set up for reservations of picnic shelters and programs.
- Develop with the Program Division program themes for the park for each year that focus on wellness and fitness, adventure recreation, arts, the conservatory, sports and aquatics of key amenities developed, special events to be held in the park, special family programs, and customer appreciation days.
  - Work with program staff to develop the themes.
  - Seek financial funding for the programs between users and sponsors based on an established budget for each event.
  - Implement the events with event partners and volunteers.
- Develop a Communication Plan for the Park.
  - Develop a weekly and monthly communication plan for the park based on using social media and website technology.
  - Establish a budget for communications to implement the communications plan and cross promote with other attractions in the City of Indianapolis and the region.
  - Communicate the results of the Communication Plan.
- Develop a brand message for the park using effective signage, effective pictures, special events, use of logo, incorporating history into programs, creating fun programs for all ages.
  - Demonstrate how Garfield Park contributes to the community.
  - Demonstrate in all publications the benefits and experiences that can be found in Garfield Park.
  - Price services effectively to the value received.

## CHAPTER SEVEN - CONCLUSION

Garfield Park has a deep history in the City of Indianapolis. The park needs to be viewed as a regional urban park that has wide range of appeal to many age segments. As such, the park needs several improvements to allow it to accomplish the vision and desire to be a signature destination location in Indianapolis. There are several initiatives, when implemented and completed, which would allow for the vision to be realized.

There is a need to increase staff in several strategic areas to be added to existing staff to increase exciting new programs, activities and events. The park needs to have the appropriate level of staff and contractors working strategically to maximize its use and value. The park needs a major capital campaign that can be promoted through a combination of sources. Linking the Cultural Trail from Downtown Indy will open up many new opportunities for the park. The infrastructure of the park needs to be enhanced, updated and expanded to create a stronger sense of place. This will help park staff to be able to generate the desired recovery of costs at 40%.

The recommended programs outlined in the business plan will help generate additional revenue for Garfield Park, while keeping the park an absolute treasure for the City of Indianapolis.





## APPENDIX 1 – QUALITY ASSURANCE FORMS CONCESSIONS

Date \_\_\_\_\_ Facility \_\_\_\_\_ Program \_\_\_\_\_

Rank 1, 2 or 3 (1 = unacceptable, 2 = average, 3 = exceptional)

### Facility Conditions

- Floors swept and clear of debris
- Countertops clean and sanitary
- Storage is packed neatly and accessible
- Garbage picked up around snack bar and dining area
- Dining tables / chairs clean and sanitary
- Equipment functioning correctly
- Office area is clean and useable
- Notes: \_\_\_\_\_

### Staff

- Engaged with customers in friendly manner
- Show up on time
- Staff shirt / name tag visible on the right chest / no open toed shoes
- Not eating in the snack bar
- No cell phones
- Notes: \_\_\_\_\_

### Operations

- Quick with food prep and distribution
- Are making correct money exchanges
- Plenty of money available for making change
- Notes: \_\_\_\_\_

Paying Customers

- Appear to be having a good transaction
- Being served quickly after placing order
- Line is moving quickly
- Notes:

Additional notes can be added on reverse side



## RENTAL CHECK UPS

Date: \_\_\_\_\_

You will need to pass this to the next staff person so the entire day can be evaluated.

If there are multiple rentals in same room throughout the day/evening, just initial in same box for each rental. Thanks!

Please initial when checking below rentals

Beginning of rental:	Room 1	Room 2	Room 3	Room 4	Room 5
Room is set up according to contract, including equipment, coffee service, etc.					
Renter received friendly greeting/welcome					
Bathrooms clean and stocked					
Lights working and switches shown to renter					
Renter is reminded of facility rules, esp. use of fog machine, tape, etc. (if applicable)					
During Rental					
Rental is going well; all needs are met					
Staff is courteous when talking to renter about any rules being broken					
Bathrooms clean and stocked					
Conclusion of Rental					
Renter is thanked for using center					
Renter is gently reminded of what needs to be done on their part					
Renter left on time					
Center equipment secured following rental					
Condition of room when renter vacates is satisfactory					
Comments:					

## QUALITY ASSURANCE CHECKLIST

Date \_\_\_\_\_ Evaluator \_\_\_\_\_

Facility \_\_\_\_\_ Program \_\_\_\_\_

Staff Working \_\_\_\_\_

Rank 1, 2 or 3 (1 lowest, 2 average, 3 exceptional)

### Facility Conditions

\_\_\_\_\_ Area is free of garbage, trash cans are not overflowing

\_\_\_\_\_ Area is safe of hazardous conditions

\_\_\_\_\_ Bathrooms are cleaned and stocked

\_\_\_\_\_ Concessions are organized and stocked

\_\_\_\_\_ Overall feel of facility is safe, clean and green

Notes:

### Staff

\_\_\_\_\_ Begin work on time / opening facility on time

\_\_\_\_\_ Staff shirt / name tag visible on the right chest / closed toe shoes

\_\_\_\_\_ Personal cell phones are not in use

\_\_\_\_\_ First Aid supplies are available and stocked

\_\_\_\_\_ Staff greets patrons and is courteous and helpful

\_\_\_\_\_ Line of customers is being attended to quickly

\_\_\_\_\_ Staff is not eating food or having it visible to public

Notes:

### Patrons

\_\_\_\_\_ Customers are wearing appropriate safety equipment

\_\_\_\_\_ Customers are enjoying their experience (smiles, laughter)

\_\_\_\_\_ Children are being attended to and not participating in unsafe activities



### CUSTOMER SERVICE QUALITY ASSURANCE CHECKLIST

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Location: \_\_\_\_\_

Evaluator: \_\_\_\_\_

(Exceptional = 3; Good = 2; Poor = 1)

Customer Service Staff	N/A	Except/Good / Poor	Comments
*Greeted by staff when entering			
* Knowledgeable (1st priority for customers)			
* Enthusiastic and helpful (2nd priority)			
* Staff is friendly and engaging			
* Staff is friendly and courteous to each other			
* On time, organized, prepared			
* Gives attention to all participants/guests (internal and external)			
* Uses positive reinforcement with difficult situations.			
* Follows dress code			
* Follows safety guidelines			
* Name tag is visible			
* Team player-works for good of whole program			
* Work area is neat and clean			
* Facility is neat and clean			
* Brochures and flyers are stocked and current			
* Customers (internal & external) treated with dignity and respect			

Notes:



## WEEKLY FACILITY QUALITY ASSURANCE

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Rank 1, 2 or 3 (1-unacceptable, 2-good, 3-exceptional) or NA

Facility Conditions - Indoors	Ranking	Notes
Floors clean and free of debris		
Windows clean and free of handprints		
Bathrooms clean and well-stocked		
Water fountains clean and free of debris		
Flyer Racks neat and full		
Front Counters clean and neat		
Lobby areas clean and clutter free		
Interior Walls and ceilings clean, free of cobwebs		
Lights working in all rooms		
Equipment stowed properly		
Walk areas clear of equipment		
Storage areas organized, easy to walk through		
Tables & chairs clean and properly stored when not in use		
Kitchen - fridge, stove, counters, etc.		
Facility Conditions - Outdoors		
Covered Walkway around perimeter clean and cobweb free		
Lights (exterior) working		
Walkways and sidewalks clean and debris free		
Trash cans & ashtrays empty and clean on outside		
Planter areas clean and attractive		
Patio area clean and attractive		
Staff and Volunteers		
Dressed appropriately and name tags on		
Customers (internal & external) treated with dignity & respect		

Are friendly, helpful, knowledgeable		
Programs and Rentals		
People appear to be happy and engaged		
Needs and interests are being met		
Safety and supervision is apparent		
Activities appropriate for population		

\_\_\_\_\_ Staff Initials (completing above items to be repaired) \_\_\_\_\_

Staff Evaluator



## APPENDIX 2 – JOB DESCRIPTIONS

### PROGRAM COORDINATOR

The recommended positions are:

- Volunteer Coordinator for the whole park
- Special Events and Program Coordinator
- Technical staff person for The Conservatory
- Cashier and front lobby staff person for The Conservatory
- Partnership coordinator for the park

The job descriptions need to be written for these positions

Position Title: Recreation Program Coordinator

Incumbent:

Immediate

Supervisor: Park Manager of Garfield Park

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Incumbent Signature      Supervisor Signature

The Recreation Program Coordinator plans, implements and evaluates a comprehensive outdoor recreation program schedule. The responsibilities of this position include providing hands-on learning experiences that build self-confidence, teach and practice outdoor recreation skills, develop decision making abilities and encourage positive interactions with others. This position reports directly to the Park Manager of Garfield Park. This position is suitable for transitional duty.

FLSA STATUS - Exempt

#### JOB RESPONSIBILITIES - (ILLUSTRATIVE)

- Coordinates an overall comprehensive outdoor recreation program management plan for the park
- Supervises, trains and directs part-time staff and volunteers and contract instructors as assigned
- Provides outdoor recreation programs that serve to enhance the mission, vision and values of the Park
- Designs, facilitates, provides skills instruction and helps evaluate quality outdoor adventure recreation and environmental education programs within the park staff
- Presents outdoor recreation programs at assigned locations. Programs may be held during non-standard hours, on weekends, evenings and holidays
- Ensures that program content reflects the goals of Garfield Park
- Assists in evaluating programs, offers recommendations for improvement and actively participates in program revisions
- Assists in maintaining Garfield Park equipment and program materials
- Maintains accurate records of programs delivered, attendance and program evaluation data
- Purchases supplies, as directed for recreation programs

- Assists in research, design, development and review of educational or promotional materials such as handouts, brochures and presentations as assigned
- Participates in special events or projects involving the park
- Performs duties in a safe and efficient manner, to maintain a safe work and participant environment. Responds to hazardous situations or potentially unsafe conditions by taking corrective actions and notifies supervisor
- Provides timely response to public inquiries
- Keeps supervisor informed of essential issues
- Inspects and performs light maintenance of facilities, equipment and surrounding areas
- Updates and enhances own knowledge by involvement in continuing education for professional growth, i.e. attends relevant conferences, seminars, and certification programs
- Performs other related duties as assigned

#### ESSENTIAL KNOWLEDGE, ABILITIES AND SKILLS

- Thorough knowledge of interpretive and recreation programs suitable for Garfield Park
- Report preparation, writing and verbal skills
- Research skills
- Sense of public relations and marketing
- Ability to walk, traverse or otherwise access trails of all types, natural terrain and all properties under control of Garfield Park under all types of conditions and weather in order to conduct or supervise nature programs, recreation programs and inspections

#### QUALIFICATIONS

- Bachelor degree, area of specialization in environmental education, outdoor recreation, natural resources, youth development, or related discipline preferred, from an accredited college or university, or equivalent
- Demonstrated experience leading outdoor recreation activities is preferred
- Demonstrated experience working with participants and volunteers of all ages
- Demonstrated passion for the outdoors, which includes the ability and interest to share knowledge and experiences with program participants
- Demonstrated organizational skills including verbal and written communication, problem solving, and conflict management
- Must possess and maintain a valid Indiana driver's license
- Successfully pass a background and criminal investigation check

#### JOB REQUIREMENTS

The duties and responsibilities listed are not set forth for the purpose of limiting the assignment of work. They are not to be construed as a complete list of the many duties normally to be performed under a job title or those to be performed temporarily outside an employee's normal line of work. Garfield Park expressly reserves the right to add to, detract from, modify or eliminate any of the above provisions in its sole discretion



## MARKETING AND WEB-SITE VOLUNTEER OR PART-TIME STAFF

### ESSENTIAL FUNCTIONS AND DUTIES

- Coordinates with marketing staff on tracking web site comments on a daily basis and returning comments to users in a timely manner
- Coordinates marketing communication information that includes development of the Garfield Park's Newsletter, program descriptions, volunteer newsletters and is engaged with managing the web-site with weekly updates directed by the Director
- Responds to letters via email or by mail on issues in the park that need to be addressed
- Updates all park kiosks with timely information from the Administration office and the Director
- Coordinates with the Program Development staff and Visitor Center Staff on key marketing and communication information that needs to be posted on the web site or Garfield Park newsletter on upcoming special events
- Drives a motorized vehicle to travel to different locations if necessary
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting

### MARGINAL FUNCTIONS

- Participates in the marketing and planning projects for Garfield Park, facilities and programs for letting the community know of key information that helps them access the park and services in a timely manner
- Assists with the Marketing Director in the development of the marketing and communication budget

### QUALIFICATIONS

- Associate Degree in marketing and communications
- One to two years of experience in the marketing and communications
- Working knowledge of the principles and practices used in marketing and communications
- Must possess a valid driver's license
- Ability to collect, compile and analyze facts and exercise sound judgment in arriving at conclusions and translating observations and results into clear, concise reports as it applies to marketing and communications
- Ability to make decisions in accordance with established policies and procedures
- Must possess good problem solving ability and good judgment
- Must be able to write effectively and edit work effectively

### PSYCHOLOGICAL CONSIDERATIONS

- Must have the ability to deal with people under stressful situations
- Must be able to manage multiple tasks simultaneously
- Must be able to deal calmly and fairly with conflict and questions
- Must have ability to work around general population in public areas and deal with people under stressful situations

### COGNITIVE CONSIDERATIONS

- Interpersonal skills necessary to communicate tactfully and courteously with all levels of employees and develop a trusting relationship

## ENVIRONMENTAL CONSIDERATIONS

- Ability to work weekends when required

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or requirements.



## VOLUNTEER MAINTENANCE WORKER

The Volunteer Maintenance Worker will assist the Garfield Park maintenance staff in the repair and preservation of park grounds, amenities and facilities. Volunteers will perform semi-skilled maintenance tasks. This individual volunteer will report to the Park Maintenance Manager.

### ESSENTIAL FUNCTIONS

- Maintains and preserves areas including turf, trees, trail, historic buildings, roads and parking lots, playgrounds, picnic area and trails
- Assists with natural resource management by participating in prescribed burning, clearing and invasive species control
- Assists in cutting, planting and spraying of trees and fertilizing of grounds
- Performs routine inspections of surrounding grounds noting needed repairs, insuring the park is free of hazards and is safe for public use
- Operates machinery, i.e., mowers, tractors, pumps and power equipment used in grounds and building maintenance, and assists in the preventive maintenance of such equipment
- Drives a motorized vehicle to travel to different locations
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting
- Performs heavy lifting tasks up to 75 pounds

### MARGINAL FUNCTIONS

- Performs native species removal duties
- Performs weekend Park Maintenance duties
- Assists in painting of all structures on park grounds

### QUALIFICATIONS

- High school diploma
- Some experience relating to grounds and facility maintenance or repairs
- Working knowledge of use, of mowers, and other equipment used in grounds and building maintenance
- Must possess a valid driver's license

### PSYCHOLOGICAL CONSIDERATIONS

- Must have the ability to work around general population in public areas

### PHYSIOLOGICAL CONSIDERATIONS

- Ability to perform heavy lifting up to 75 pounds
- Ability to climb, stoop, bends, reach, walk, sit, kneel, or stand for long periods of time
- Ability to drive a motorized vehicle

#### COGNITIVE CONSIDERATIONS

- Ability to establish and maintain effective working relationships with people at all level of employees and the general public
- Ability to follow written and oral instructions

#### ENVIRONMENTAL CONDITIONS

- Regular exposure to inclement weather, extreme heat, cold, and rain
- Occasional hazardous working conditions on construction sites and along roadways
- Exposure to chemicals, herbicides, pesticides, and fertilizers
- Protective equipment must be worn when applicable



## LAND PRESERVATION AND STEWARDSHIP VOLUNTEER

The Land Preservation and Stewardship Volunteer helps park staff with maintenance activities that include, landscape management, natural resource restoration, arborist services, and minor amenity repairs. The Land Preservation and Stewardship Volunteer encourages full compliance with safety rules as it applies to park maintenance and natural area restoration. This volunteer position reports to the Park Maintenance Manager.

### ESSENTIAL FUNCTIONS

- Works closely with park personnel engaged in grounds maintenance and land preservation type work. Performs routine inspections of parks and natural areas in the parks are clean and safe, and maintained at the acceptable level as stated in the Maintenance Standards outlined in the Business Plan for that specific site including the elimination of non-native plant species.
- Works closely with park personnel engaged in natural resource management and landscape practices.
- Coordinates with the Maintenance Manager on implementation plans and schedules for parks natural resource management projects.
- Plans and directs work schedules and recommends project priorities; insures that supplies required for daily operations and projects are procured.
- Coordinates with the Environmental Education staff and Visitor Service Staff to plan for and operate special events involving environmental stewardship in the parks.
- Drives a motorized vehicle to travel to different locations.
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting.
- Performs heavy lifting tasks up to 75 pounds.

### MARGINAL FUNCTIONS

- Participates in the stewardship planning process for Garfield Park and new areas in the park to be developed.

### QUALIFICATIONS

- Associate Degree in park management, natural resource management, conservation, horticulture, or related field, or five years commensurate volunteer training and experience
- Working knowledge of the principles and practices used in park and natural resource management; working knowledge of equipment and vehicles used in the field;
- Must possess a valid driver's license.
- Ability to collect, compile and analyze facts and exercise sound judgment in arriving at conclusions and translating observations and results into clear, concise reports.
- Ability to make decisions in accordance with established policies and procedures for natural resource management practices

### PSYCHOLOGICAL CONSIDERATIONS

- Must have the ability to deal with people
- Must be able to manage multiple tasks simultaneously.
- Must be able to deal calmly and fairly with conflict and questions.
- Must have ability to work around general population in public areas and deal with people

### ENVIRONMENTAL CONSIDERATIONS

- Occasional hazardous working conditions on park sites or when supervising pesticide applications.
- Ability to work weekends when required
- Worker is exposed to chemicals.
- May be exposed to hazardous vegetation (e.g. poison ivy).
- Worker performs work outdoors. These conditions include extreme heat, cold and rain.
- Protective equipment must be worn when applicable.

The above is intended to describe the general content of and requirements for the performance of this volunteer job.



## APPENDIX 3 – POLICY DEVELOPMENT

Currently, Garfield Park is in need of additional policies to guide the park forward in managing to financial sustainability, as well as enhancing the operations at the park. The following policies will support Garfield Park in their efforts to price service correctly, seek earned income from outside sponsorships and manage volunteers in the most effective manner. Each policy will require approval. The following recommended policies are outlined in this section:

- Earned Income Policy
- Pricing Policy
- Partnership Policy
- Sponsorship Policy
- Volunteer Policy
- Scholarship Policy

### EARNED INCOME POLICY

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#### PURPOSE AND GOAL

The City of Indianapolis will promote the financial sustainability of the Park by supporting the staff in generating a variety of earned income.

Goal for supporting operations from earned income will be 50% over the next five years and 100% for supporting capital needs for Garfield Park.

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#### ISSUES ADDRESSED

These earned income sources will help meet capital and operational cost recovery goals for Garfield Park, as well as park facility development, delivery of programs, events and services, and the operation and management of the park.

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#### EXPECTED OUTCOME AND BENEFITS

Supplemental earned income will help the city to continue environmental conservation efforts, provide high-quality environmentally-sustainable park and recreation facilities and services, and to ensure the appropriate level of care for the park, facilities and natural areas in the near and long term.

Garfield Park has set a goal of obtaining 100% of income for capital projects from non-millage sources.

Garfield Park has set a goal of achieving 50% of operational costs from non-millage sources.

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#### GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

The Garfield Park Manager will budget for earned income revenue and associated expenses, differentiating between the earned income which would be devoted to operational needs versus those intended to support capital projects. Operational revenues will be placed into one account that supports annual operations and management requirements while capital revenues will be separated according to the project they are intended to fund. The City of Indianapolis will submit a yearly resolution, after the annual audit is complete, to re-appropriate unused earned income dollars prior to the budgeting for the next fiscal year.

Under the direction of the parks and recreation department, earned income opportunities will be pursued, when appropriate, by staff. An implementation strategy will match earned income strategies to individual cost recovery goals, assign priority and the appropriate responsible party and describe any required training.

## PRICING POLICY

### PURPOSE AND GOAL

Garfield Park staff is committed to providing outstanding park and recreation experiences for the community, which shall include providing quality programs. It is necessary for Garfield Park to have a sound and consistent pricing policy that will serve as a management tool for establishing, implementing and evaluating various fees and revenue options. The establishment of a pricing policy may allow for additional programs and facilities to be made available that would enhance the level of service, or quality program.

The new Pricing Policy for Garfield Park is designed to provide staff with consistent guidelines in pricing admissions for special events, use of facilities, establishing program fees based on the individual benefit a user receives above a general taxpayer. The policy will help Garfield Park address revenue goals to support operational costs, provide greater fairness in pricing services to users, and help support the implementation of future programs and services. This Pricing Policy allows Garfield Park users better understand the philosophy behind pricing of a program or service. The Pricing Policy is based on the cost recovery goal for the service established by the park and recreation department to provide the service and whether the service is a public, merit, or private service.

### ISSUES ADDRESSED

The pricing policy will help the park to establish appropriate program and service fees for the future operations and maintenance of the programs and facilities that are managed to help meet cost recovery goals established. A sound pricing justification, philosophy and effective data puts Garfield Park in a positive position when it comes to establishing justifiable pricing and fees to offset operational costs.

### EXPECTED OUTCOME AND BENEFITS

The guiding principles for the creation of an effective pricing policy are as follows:

- Accessibility, Fairness and Affordability
- Supplemental Funding
- Efficiency
- Achieve Cost Recovery Goals



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## DEFINITION OF TERMS:

**Public Services** are those services parks and recreation offer that provide all users the same level of opportunity to access the service. The level of benefit is the same to all users. Examples of public services are open public access to use a regional park, a playground, a trail or a picnic area that cannot be reserved. Public Services normally have low level or no user fees associated with their consumption. The cost for providing these services is borne by the general tax base.

**Merit Services** are services whereby the user receives a higher level of benefit than the general taxpayer. The taxpayer benefits as a whole because the service provides a more livable community and the service has a good public benefit as well. Examples of merit type services are kayak lessons, adventure sports, summer camp programs for youth, nature education programs and special events that promote healthy active lifestyles.

Merit Services can be priced using either a partial overhead pricing strategy or a variable cost pricing strategy. Partial overhead pricing strategies recover all direct operating costs and some determined portion of fixed indirect costs. The portion of fixed indirect costs not recovered by the price established represents the tax subsidy. Whatever the level of tax subsidy, Garfield Park staff needs to inform the users by letting them know that Garfield Park is investing a certain dollar amount and/or the percentage level of investment they are making in their experience.

**Private Services** are where only the user benefits. This is where Garfield Park needs to implement pricing services using a full cost recovery strategy. The price of this particular service is intended to recover all fixed costs and variable costs associated with providing the service. Examples of private services are food services for resale, retail services, and rental of space for weddings and business meetings and private lessons.

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## ACCESSIBILITY, FAIRNESS AND AFFORDABILITY

Equity and fairness means those who personally benefit from the service above what a general taxpayer receives should pay for that benefit and those who benefit the most should pay the most. Affordability should be based on benefit and ability to pay. This policy recognizes that affordability is in the eye of the user. Public park and recreation agencies offer three kinds of services. Definitions for Public services, Merit services and Private services are outlined below. The type of service and benefit received will directly determine the cost recovery level or pricing strategy to be used in the pricing of the services and products Garfield Park staff creates.

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## SUPPLEMENTAL FUNDING

Supplemental funding means that user fees and prices charged for admissions, programs, food services, retail services, rentals and special events will assist in the overall funding of Garfield Park operations. The revenue produced through this will give Garfield Park the needed cash for operations, capital costs and marketing dollars to promote programs and services available to the community. These dollars can come from any source that supports operations and include grants, sponsorships, partnerships, permits, special rental uses and many other options. The Garfield Park staff should seek out these opportunities whenever possible.

## EFFICIENCY

Priorities to enhance user or visitor experiences are clearly defined because the services provided are clearly made visible and the priorities are established based on the direct user costs that are associated with the activities that user's desire. Pricing of services correctly can achieve six positive results:

- Reduces congestion and overcrowding
- Indicates user and visitor demand and support for the service
- Increases positive user and visitor feedback
- Provides encouragement to the private sector to invest in Garfield Park programs through contracts that can bring greater revenue to the park
- Ensures stronger accountability on Garfield Park staff and management of the service
- Creates multi-tiered pricing so users who desire a higher level of quality can purchase it

### 7.1.1 DISTRIBUTION OF REVENUE FUNDS TO ACHIEVE COST RECOVERY GOALS

Distribution of Revenue means dollars generated from each activity are redistributed back to the area they came from to pay direct cost and indirect cost in some situations and for future improvements associated with a facility or activity.

The staff will document the cost of services provided through a costing model. The true cost of each activity is designated as direct and indirect costs associated with providing a product or service.

A review of all prices is recommended periodically to document the changes that have occurred within the products or services provided by Garfield Park. This will help staff to evaluate which program, product or service should have adjustments based on the Pricing Policy.

Staff will set prices for services based on the following process:

- What is the cost to provide the service and what is the cost on a per experience basis, hourly rate, or unit rate
- Is the program or service a core program or non-core program based on the criteria established
- Is the program a public, merit or private service based on the established criteria in the pricing policy and the level of personal benefit the user receives over what general taxpayer receives
- Does this price support the cost recovery goal desired for the program or recreation facility to support sustainability

## PRICING POLICY PROCEDURES

Key Elements in implementing the Pricing Policy include:

- Create value and price accordingly
- Know the costs (direct/indirect) and level of cost recovery goal Indy Parks has established for that service
- Understand how the price established compares in the market place
- Price services correctly the first time
- Use differential pricing based on participant, product, and times to encourage greater use of the service or facility
- Educate staff, volunteers, boards and officials on the pricing methodology used
- Communicate price and Garfield Park cost to provide the service to users and how much the user paid to cover the cost of the service



- Eliminate entitlement pricing

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### ESTABLISH CORE SERVICE CRITERIA

- Does this program/service align with Garfield Park’s Vision and Mission?
- The program/service meets at least one of the strategic directions of the park
- Full time staff or approved contractors are responsible for execution of the program
- The program has a strong social value that is part of a solution to an identified strategic direction
- The program has strong economic appeal and creates a strong return on investment for the park
- The program has a high partnering capability to enhance promotional opportunities or to offset operational costs
- The program/service currently meets the capacity performance measures developed by staff
- The program is in a growth or mature stage of its lifecycle and has proven to have long term participation appeal

If the service is determined to be a core service:

- What classification does it fall under (Public, Private or Merit)?
- What is the true cost to provide the service and current level of subsidy?
- What is the current price of the service and what level of cost recovery does it support now? What pricing alternatives are currently being used?

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### ESTABLISH COST RECOVERY GOALS

Public Services - 0-10% of direct and indirect costs

Merit Services - 20%-80% -of direct and indirect costs

Private Services - 80%-100% of the costs

Examples:

- Youth Services 30-50% of the direct and indirect costs
- Adult Services -100% of the costs
- Senior Citizens Services-50 to 75% of the costs
- Rentals of Facilities-100+% of the costs
- Adult Health, Education Services-100% of the costs
- Life Skill programs-100% of the costs
- Archery Range (youth programs -50%, adult programs 100%, events 100%)
- Adventure sports programs 50% to 100%

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### USER LANGUAGE IN PRICING SERVICES

In pricing services the Garfield Park staff should inform users of what they are paying for and what the park is paying for in the following type of sample language: “The \$20 you are paying for your child’s recreation experience is covering approximately 50% of the cost (total is \$40); the park is investing the other \$20 in your child’s experience as part of this program.”

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### OTHER PRICING METHODOLOGIES TO CONSIDER IN PRICING SERVICES

Options to consider:

- Prime time/non-prime time rates
- Group rates
- In season/off season rates
- Change the minimum numbers higher to hold program(low cost-high volume approach)to spread cost to more people while keeping price the same
- Reduce the quality of the program/service to keep existing price
- Change the contractor rates to make cost lower

Questions for Garfield Park staff to consider:

- Can a sponsor/partner pick up a portion of the program costs?
- Can we offer the program/service in a less expensive venue?
- Can we reduce the discount levels for selected age segments?
- Can we use contractors for the service versus using employees?
- Can we pay a lower rate to employees to provide service?
- Can we partner with a local agency to spread the costs?
- Can we advance the price higher over a period of time? How long?
- Can we manage the site or program differently?
- Can we negotiate the rate versus keeping the established rate?



## PARTNERSHIP POLICY

This Partnership Policy is designed to guide the process for Garfield Park in their desire to partner with private, non-profit, or other governmental entities for the development, design, construction and operation of possible partnered recreational facilities and/or programs that may occur within Garfield Park.

Garfield Park would like to identify “for-profit, non-profit (501-C-3), and governmental entities” that are interested in proposing to partner with Garfield Park to develop recreation facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners, and particularly beneficial for the citizens of the users of Garfield Park.

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### ISSUES ADDRESSED

Garfield Park has developed partnerships over the last couple of years and will add more in the future that have helped to support the management of parks and recreation facilities and programs services, while also providing educational and recreational opportunities for users of the park. These recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to avoid conflicts internally and externally. These partnership principles must be adopted by the City of Indianapolis for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships will require an upfront presentation to Garfield Park representatives that describes the reason for creation of the partnership and establishes an outcome that benefits each partner’s involvement
- All partnerships will require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other. These outcomes will be evaluated annually with reports to Garfield Park staff on the outcomes of the partnership and how equitable the partnership remains
- All partnerships will require a sharing of financial information including tracking of direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing in the partnership
- Each partner will create a partnership culture that focuses on planning together on a yearly basis or as appropriate; communicating weekly/or monthly on how the partnership is working; and annually reporting to each other’s board or owners on how well the partnership is working and the results of their efforts
- Full disclosure by both partners to each other will be made available when issues arise
- Annually inform each partner’s staff on the respective partner’s values and yearly goals and work plans that will be performed in the coming year so both partners are in-tune with issues the partners may be dealing with that could affect the partnership policy or agreement as it applies to finances, staffing, capital costs, political elements or changes in operating philosophies

## EXPECTED OUTCOME AND BENEFITS

- Increased visibility by partners that promote Garfield Park as a part of their work, project or event
- Increase in services and programs provided to the community due to the sharing of resources
- Any Tax dollars spent on services are maximized through collaboration
- Public believes in and supports the role of Garfield Park to create partnerships
- Promotes a positive image of Garfield Park as a collaborative organization
- Public involvement enriches their understanding of Garfield Park and the role they play in the community
- Engaged public enhances current and future development of programs and facilities
- Provides alternatives for manpower, recreation sites, financial resources, supplies, materials, etc. for a more comprehensive system
- Greater sharing of each other's vision and goals
- Allows Garfield Park to reach more people, provide more services, reduce expenditures and generate more revenue
- Eliminates duplication of efforts, strengthen the community and achieve greater outcomes

## PUBLIC/PUBLIC PARTNERSHIPS

The policy for public/public partnerships is evident with Garfield Park working with local public schools and any other municipal services in Indianapolis. Working together on the development, sharing, and/or operating of facilities and programs will be as follows:

- Each partner will meet with Garfield Park staff annually to plan and share activity-based costs and equity invested by each partner in the partnership they are working together in delivery of a service, or managing a resource
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year between each partner to meet the outcomes desired
- Each partner will focus on meeting a balance of 50% equity for each agreed-to partnership and track investment costs accordingly
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed
- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement
- Each partner will meet with the other partner's respective board or owner annually, to share results of the partnership agreement
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis
- If conflicts arise between partners, the Park Manager of Garfield Park along with the other public agency's highest ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved
- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one



check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired

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#### PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The partnership policy for public/not-for-profit partnerships with Garfield Park and the not-for-profit community of service providers is seen in associations working together in the development and management of facilities and programs within Garfield Park. These policy principles are as follows:

- The not-for-profit partner agency or group involved with Garfield Park must first recognize that they are in a partnership with the park to provide a public service or good; conversely, Garfield Park must manage the partnership in the best interest of the community as a whole, not in the best interest of the not-for-profit agency
- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year
- Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with the park staff. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported on a monthly basis, and any revenue earned
- Each partner will appoint a liaison to serve each partnering agency for communication purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed
- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner of the people served by the partnership
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement
- If conflicts should arise during the partnership year, the Garfield Park Manager and the highest-ranking officer of the not-for-profit agency will meet to resolve the issue. It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner
- Financial payments by the not-for-profit agency will be made monthly to Garfield Park as outlined in the working agreement to meet the 50% equity level of the partnership

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#### PUBLIC/PRIVATE PARTNERSHIPS

The policy for public/private partnerships is relevant to Garfield Park and includes businesses, private groups, private associations, or individuals who desire to make a profit from use of Garfield Park-owned facilities or programs. It would also be evident if the business, group, association, or individual wishes to develop a facility on park property, to provide a service on park property, or who has a contract with Garfield Park to provide a task or service at the park. The private partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, Garfield Park and staff must recognize that they must allow that entity to make a profit

- In developing a public/private partnership, the Garfield Park staff, as well as the private partner will enjoy a designated fee from the contracting agency, or a designated fee plus a percentage of gross dollars less sales tax on a monthly, quarterly or yearly basis, as outlined in the contract agreement
- In developing a public/private partnership, the Garfield Park staff, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by Garfield Park staff. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to Garfield Park, and overall coordination with the Garfield Park staff for the services rendered
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years
- The private contractor will provide annually a working management plan they will follow to ensure the outcomes desired by the Garfield Park staff. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. The Garfield Park staff must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved
- The Garfield Park staff has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal councils. If none can be achieved, the partnership shall be dissolved

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## THE PARTNERING PROCESS

The steps for the creation of a partnership with Garfield Park are as follows:

- Garfield Park will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the park. This will be done through notification in area newspapers, listing in the brochure, or through any other notification method that is feasible.
- The proposing partner takes the first step to propose partnering with the Garfield Park staff. To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the Garfield Park staff asks for a Preliminary Proposal according to a specific format as outlined in Proposed Partnership Outline Format.
- If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the Garfield Park Mission and Guiding Principles, and the Selection Criteria, an Garfield Park staff member or appointed representative will be assigned to work with potential partners.
- The Garfield Park representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support process to follow. The Garfield Park representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and provide guidance for the partners as to necessary steps.



- An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt Garfield Park to seek a Request for Proposal (RFP) from competing/ collaborating organizations.

Request for Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for profit" entity and a dollar amount greater than \$5,000, and Garfield Park has not already undergone a public process for solicitation of that particular type of partnership, park staff will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

- For most projects, a Formal Proposal from the partners for their desired development project will need to be presented for Garfield Park's official development review processes and approvals.
- Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Garfield Park staff, while some projects may proceed most efficiently if Garfield Park contributes staff resources to the partnership.
- The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Garfield Park staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- Specific Partnership Agreements appropriate to the project will be drafted jointly. There is no specifically prescribed format for Partnership Agreements, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
  - Lease Agreements
  - Management and/or Operating Agreements
  - Maintenance Agreements
  - Intergovernmental Agreements (IGAs)
  - Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing Garfield Park for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- If all is approved, the Partnership begins. Garfield Park is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation; the types of measures used, and detail what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

## PARTNERSHIP CONSIDERATIONS

### COSTS FOR THE PROPOSAL APPROVAL PROCESS

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, and assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by Garfield Park.

Successful partnerships will take these costs into account and may plan for recovery of some or all of these costs within the proposal framework. Some of these costs could be considered as construction expenses, reimbursed through a negotiated agreement once operations begin, or covered through some other creative means.

### LAND USE AND/OR SITE IMPROVEMENTS

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included for contributions to Garfield Park and may need to be negotiated for a project include:

- Any facilities or non-existent facilities yet to be determined
- Outdoor restrooms
- Infrastructure construction
- Water fountains
- Roads or street improvements
- Complementary uses of the site
- Maintenance to specified standards
- Utility improvements (phone, cable, electric, water gas, parking, sewer, etc.)
- Staffing costs
- Custodial services
- Lighting
- Trash removal

### NEED

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need.

### FUNDING

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for users of Garfield Park, will the park staff consider contributing resources at a below market value to a project. Park staff recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.



The details of approved and pending funding sources are to be clearly identified in a proposal. For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Obtaining alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. Sponsorships, Grants, and Donor Programs. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

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### SELECTION CRITERIA

In assessing a partnership opportunity to provide facilities and services, Indy Parks will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two provides a structure to use in creating a proposal. Indy Parks staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions:

- How does the project align with the Garfield Park Mission Statement and Goals?
- How does the proposed facility fit into the current Garfield Park Master Plan?
- How does the facility/program meet the needs of Garfield Park users?
- How will the project generate more revenue and/or less cost per participant than what Garfield Park can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the Indianapolis region by other park and recreation agencies?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure Garfield Park of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants?
- What are the overall benefits for both the park and the Proposing Partners?

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### PROPOSED PARTNERSHIP OUTLINE FORMAT

Please provide as much information as possible in the following outline form.

#### DESCRIPTION OF PROPOSING ORGANIZATION:

- Name of Organization
- Purpose of Organization
- Years in Existence
- Services Provided
- Contact Name, Mailing Address, Physical Address, Phone, Fax, Email
- Member/User/Customer Profiles
- Accomplishments
- Legal Status

#### DECISION MAKING AUTHORITY

- Who is authorized to negotiate on behalf of the organization? Who or what group is the final decision maker and can authorize the funding commitment? What is the timeframe for decision making?
- Summary of Proposal (100 words or less)
- What is being proposed in terms of capital development, and program needs?

#### BENEFITS TO THE PARTNERING ORGANIZATION

- Why is your organization interested in partnering with Garfield Park? Please list and discuss the benefits (monetary and non-monetary) for your organization.

#### BENEFITS TO GARFIELD PARK

- Please list and discuss the benefits (monetary and non-monetary) for Garfield Park.

#### DETAILS (AS CURRENTLY KNOWN)

The following lists a series of Guiding Questions to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of Garfield Park. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

#### GUIDING QUESTIONS

- In your experience, how does the project align with the Garfield Park goals?
- How does the proposed program or facility meet a need for users of Garfield Park?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

#### THE FINANCIAL ASPECT

- Can the project generate more revenue and/or less cost per participant than what Garfield Park can provide with its own staff or facilities?
- Will your organization offer programs at reasonable and competitive costs for participants?
- What are the anticipated prices for participants?
- What resources are expected to come from Garfield Park?
- Will there be a monetary benefit for Garfield Park, and if so, how and how much?

#### LOGISTICS

- How much space do you need? What type of space?
- What is critical related to location?
- What is your proposed timeline?
- What are your projected hours of operations?
- What are your initial staffing projections?
- Are there any mutually-beneficial cooperative marketing benefits?
- What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?







## SPONSORSHIP POLICY

### PURPOSE AND GOAL

The goal of this sponsorship policy is to provide guidelines for Garfield Park to gain support from external financial resources. It will establish procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance services at Garfield Park. It is designed to ensure that all marketing of sponsorships support Garfield Park's goals for services to the community and remain responsive to the public's needs and values. This Sponsorship Policy will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support Garfield Park's facilities and programs. The policy will ensure that the corporate, business or not for profit sponsorships will not result in any loss of the parks jurisdiction or authority.

### GUIDING PRINCIPLES

The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between Garfield Park and corporate, business, and not for profit sectors.

The recognition for sponsorships must be evaluated to ensure Garfield Park is not faced with undue commercialism and is consistent with the scale of each sponsor's contribution.

There will be restrictions on sponsors whose industries and products do not support the goals of the park on the services provided to the community and to remain responsive to the public's needs and values.

### EXPECTED OUTCOMES AND BENEFITS

- Acquire revenue from sources to enhance Garfield Park's programs and facilities
- Sponsorship is a way of contributing to the community while promoting the sponsor's business and brand awareness
- A number of Garfield Park events, programs and amenities may take place in the community because of the sponsor's financial contribution
- Sponsors will get a "return on sponsorship." The sponsor looks forward to the community becoming familiar with the sponsor and/or its services and becomes a customer through the partnership with Garfield Park
- Sponsorships help to raise the awareness of Indy Parks and builds its image in the community
- Events, programs, facilities, plus maintenance of properties and park areas will be affordable to the community because of the financial contributions that sponsors can provide to Garfield Park

## GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

- Garfield Park will put out annually an ad in the local newspaper to advertise the opportunities for sponsorships in the Park for the coming year
- Seek sponsors directly via a proposal request by staff
- The park may put their sponsorships out for auction at an auction event. The following process will be required when Garfield Park is involved in a sponsorship

## PROCESS SUBMIT FOR A SPONSORSHIP PROPOSAL

- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to Garfield Park
- The Director or his/her designee will review the proposal, present it to the City of Indianapolis Director of Park and Recreation and together make a decision on the proposal
- The Director will draft a sponsorship agreement. The agreement will include the contract relationship, the term and renewal opportunities; description of the program, facility, property, natural area or event to be sponsored; description of fees and/or benefits provided to Garfield Park, the marketing rights and benefits provided to the sponsor, termination provisions, and performance measures expected on behalf of the sponsor and the park
- All sponsorships require payment in advance by the sponsors at the contract signing of the sponsorship agreement
- The Executive Director may use, but is not limited to the following criteria when evaluating a sponsorship proposal; in all cases, the Executive Director will have the prerogative to accept or reject a proposal:
  - Compatibility of the sponsor's products, customers and promotional goals with Garfield Park's goals
  - The sponsor's past record of involvement in Garfield Park and other community projects.
  - The timeliness or readiness of the sponsor to enter into an agreement
  - The actual cash value, or in-kind goods or services of the proposal in relation to the benefit to the sponsor and the park
  - Potential community support for or opposition to the proposal
  - The operating and maintenance costs associated with the proposal on behalf of the park
  - The sponsor's record of responsible environmental stewardship
- All sponsorship activities once approved will be coordinated by the Garfield Park Manager
  - The Park Manager will be responsible to work with staff on making sure the terms of the agreement are followed as outlined
  - Provide guidance to the sponsor regarding the interpretation and application of this policy
  - Provide assistance and advice to staff of Garfield Park and the sponsors
  - Review and assist in the development of the sponsorship agreement as requested
  - Track and report the results and outcomes of the sponsorship agreement as outlined
- All sponsors will have a responsible party and an executed agreement
  - Each sponsor involved in the sponsorship will designate a person to be responsible for their portion of the contract and/or agreement
  - The contract or agreement will outline appropriate terms and timeliness to be implemented by each party



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## SPONSORSHIP PRICING POLICY PROCEDURES

Once the proposals have been submitted the staff will evaluate these proposals as outlined

- Set objectives, baselines and articulate measurable objectives to be achieved with the sponsorship dollars
- Know the sponsorship costs both (direct/indirect) and level of cost recovery as it applies to Garfield Park
- Create a measurement plan and determine what will be measured and what measures will be used to demonstrate the effectiveness of the sponsorship
- Implement the measurement plan—visibility, communications and visitor behavior
- Calculate “return on sponsorship”—analyze, communicate and revise as needed
- Meet with the sponsor to review the final contract and expectations with timelines to be completed
- All promotional pieces developed by the sponsor for their involvement with Garfield Park must be approved in advance before it goes public

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## EVALUATION OF THE SPONSORSHIP

Once the sponsorship effort has been completed, staff from Garfield Park will meet with the sponsor to review the results and discuss changes that need to occur if appropriate and make a decision about supporting the next sponsorship effort. The results of the meeting will be presented to the Director of Parks and Recreation.

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## SPONSORSHIP OPPORTUNITIES

The following opportunities have been identified as sponsorship opportunities for the coming year:

- Program guide for the park
- Special events in the park
- Summer concert series
- Food for programs and events
- Drink sponsor
- Event sponsor
- Give-a-ways at events
- Mile of trail in the park
- Music stage
- Banner on website
- Performers at events
- Fireworks
- Concert series

## VOLUNTEER POLICY

### PURPOSE AND GOAL

The purpose of the Volunteer Program is to offer opportunities for residents, organizations, and friends of Indianapolis Parks and Recreation to volunteer their skills and time in meaningful work that advances the ongoing programs at Garfield Park.

The purpose of the Volunteer Policies is to support the Volunteer Program with guidance, structure and direction for staff and volunteers in the areas of:

- Rights of and responsibilities of individual volunteers
- Staff planning and volunteer training for meaningful work
- Personnel practices affecting volunteers

Garfield Park may recommend guidelines and procedures that further support the Volunteer Program. Examples of possible guidelines and procedures are given at the end of this policy document. The park staff may also develop a Volunteer Manual or Handbook to be provided to each volunteer.

Volunteer recruitment and retention must be addressed through creative procedures, which are of the utmost importance. Such procedures will be developed by Garfield Park staff, based on consultation with experienced volunteer coordinators in other similar organizations.

### ISSUES ADDRESSED

The adoption of volunteer policies will address these issues:

- Indicate the importance of the Volunteer Program and individual volunteers within Garfield Park
- Bring increased structure and predictability into the management of volunteers
- Require improved planning for volunteer activities and training for volunteers, within the ongoing programs of Garfield Park
- Avoid misunderstandings and mistakes regarding volunteer personnel practices, especially with an increasing number of volunteers
- Development of advocacy to support Garfield Park's role and focus in the delivery of the park's service

### EXPECTED BENEFITS AND OUTCOMES

- A commitment by the Park and Recreation Department to its Volunteer Program will yield increased volunteer accomplishments of necessary parks and recreation projects for which funding is not available
- A business-like approach to volunteer management will increase volunteer participation and satisfaction
- Communication of adopted volunteer personnel policies will assure volunteers of fair treatment while performing tasks
- Well-planned volunteer projects, combined with the necessary volunteer training, will generate increased motivation and greater contribution of time and skills
- Park advocacy among volunteers will increase as a natural outcome of the volunteer experience
- Stewardship volunteers will gain understanding and experience useful in communicating and demonstrating the importance of land stewardship to others in the community



## VOLUNTEER PROGRAM POLICIES

These policies are organized within the following sections:

- Rights and Responsibilities of Individual Volunteers
- Volunteer Training and Safety

### RIGHTS AND RESPONSIBILITIES OF INDIVIDUAL VOLUNTEERS

#### Definition of "Volunteer"

A "volunteer" is anyone who, without compensation, performs a task at the direction of, and on the behalf of Garfield Park.

#### Orientation

Volunteers shall be given an orientation to Garfield Park that will include an introduction to the staff, the policies that guide the volunteer's relationship with Garfield Park, (the Volunteer Manual), and the programs and plans within which volunteers may work.

#### Non-Discrimination

Participation as a volunteer for Garfield Park shall be open to any individual, and no individual shall be discriminated against or harassed based upon race, gender, sexual preference, marital or parental status, national origin, age, or mental or physical handicap.

#### Minimum Age

The minimum age for volunteers on non-hazardous assignments is 14 years. Volunteers under the age of 18 must have the written consent of a parent or guardian before volunteering. The volunteer duties assigned to a minor will comply with all appropriate laws and regulations on child labor.

Special permission must be given for groups of individuals under the age of 14 (e.g. Cub Scouts) who wish to serve in a voluntary capacity for Garfield Park. Adult supervision will be required for all of those under 14 years of age.

#### Volunteer Recognition

The City of Indianapolis has approved an annual Volunteer Recognition program which will be offered for each volunteer who has given a minimum of 10 hours in the preceding year.

#### Dress Code

Volunteers shall dress appropriately for the conditions and performance of their duties, and to present a good image to the community. Volunteers shall follow the current dress code adopted by the park. Indy Parks may charge a volunteer for work shirts that identify them as a Volunteer not to exceed \$25.

### VOLUNTEER TRAINING AND SAFETY

#### Supervisor

Based on the volunteer's interests and strengths, as well as the needs of Garfield Park, each volunteer will be assigned to work with a staff member or a trained and qualified adult volunteer, who will provide training, guidance and supervision. The supervisor shall be available to the volunteer for consultation and assistance.

#### Plan of Work

Each volunteer will be provided with a scope of work job description and assistance in understanding the expectations of her/his service.

### **Training**

The supervisor will provide the proper on-the-job training for each volunteer, and provide information and tools to perform her/his duties. Other training opportunities may arise in the form of workshops and meetings. Some activities may require the volunteer to have specific qualifications.

### **Working Alone Prohibited**

At no time shall any volunteer work alone at a work site. The volunteer's supervisor or an adult volunteer leader shall be present at all times.

### **Safety**

Volunteers are responsible for:

- Supporting efforts to promote safe working conditions and habits
- Making full use of safety equipment and safeguards provided for assigned tasks
- Reporting immediately all unsafe work conditions to their supervisor

### **Responsible Staff Member**

A Garfield Park staff member or adult volunteer leader who is directly responsible for the project shall be on the premises or readily accessible in case of an emergency or unanticipated need.

### **Work Site**

The work site shall be provided with the necessary equipment, facilities, and space to enable the volunteer to effectively and comfortably perform her/his duties. Volunteer work sites are subject to the same safety requirements as are all park work sites.

### **Access to Property and Materials**

Volunteers shall have access to Garfield Park property and materials necessary to fulfill their duties, and shall receive training in the operation of any necessary equipment. Property and materials shall be used only when directly required for the volunteer's task.

### **Access to Information**

Volunteers shall have access to information pertinent to the performance of their work assignments, except for information which Garfield Park deems to be confidential.

### **Hazard Communication**

Volunteers shall have access to Garfield Park's file of the Material Safety Data Sheets (MSDS) for known hazardous materials to which volunteers may be exposed through their work assignments. The MSDS file provides information on the chemicals that may be present, proper application of the chemicals, equipment necessary to handle them, and what to do in case of an emergency. Supervisors are required to provide the appropriate safety equipment.



## SCHOLARSHIP POLICY

Scholarship programs serve a very important purpose in terms of creating equity and fairness in offerings. They ensure greater accessibility to all cross-sections of the community and help build a society that values the underprivileged and seeks to help make things better. Additionally, by having a set dollar amounts, these programs offers the scholarship recipient a choice in the type of programs that they want to partake in, be it a number of individual classes or just extended camps.

To ensure the effective implementation of such a policy, it is important to have adequate representation from the Park staff (manager and field staff involved in the implementation of the policy) and the program staff liaisons involved and weighing in on the workings of the policy. The field staff must evaluate the effectiveness of the policy on a consistent basis to ensure it serves it purpose and that the eligibility criterion is fair.

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### STATEMENT OF INTENT

The Garfield Park Scholarship Program will ensure that qualifying residents have affordable access to participation in park programs, classes and services

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### ELIGIBILITY CRITERIA

- Youth (0-18 years)
- Submit/show proof of restricted income, determined by one of the pre-existing state and/or federal level programs listed below
  - Subsidized housing, Section 8 rent subsidy,
  - Aid to Families with Dependent Children (AFDC)
  - Temporary Assistance for Needy Families (TANF)
  - Food Stamps
  - Women, Infants & Children (WIC)
  - Supplemental Security Income (SSI).
  - Military personnel
  - Unemployment benefits
- Complete/submit scholarship application form
- Applicant must be a parent or legal guardian of recipient if under age 18 years

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### PROGRAM ELIGIBILITY

- Scholarships will apply to fee based recreation classes that meet more than one time

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### SCHOLARSHIP AMOUNT AND FREQUENCY

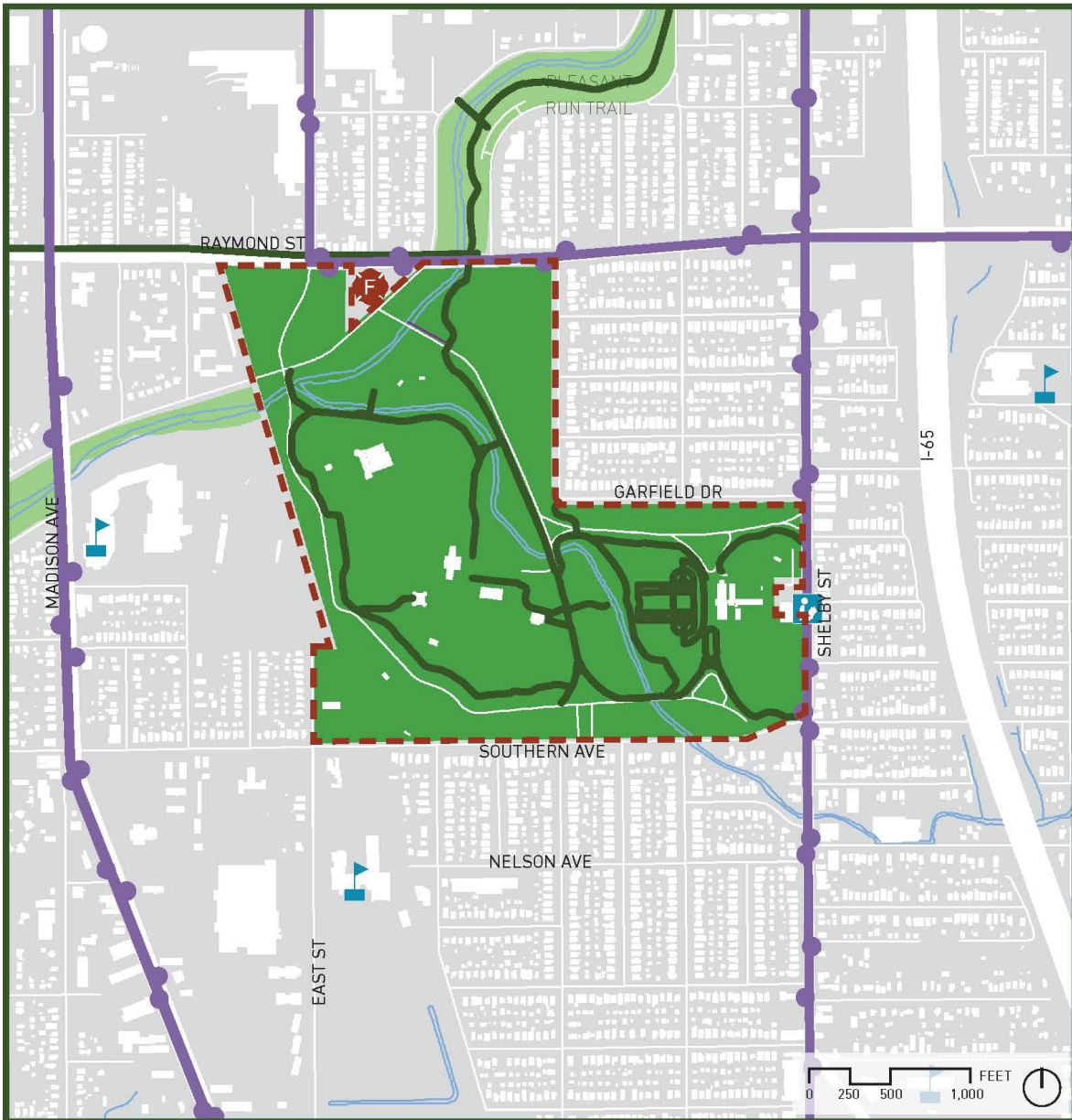
- The scholarship will cover 50% of the listed fee to participate. The scholarship recipient is required to pay the remaining 50% of the listed price of the class
  - Any additional costs (supplies, etc.) are the responsibility of the recipient.
- The funding level for scholarships will be dependent upon the revenues collected each fiscal year. The amount that each individual is eligible for will be posted at all sites to ensure that the public is aware of changes to the program.

## FUNDING

- 2%-3% of revenue generated will be allocated to the Garfield Park scholarship fund, ensuring that scholarships remain a budgeted item
- The scholarship fund is available for donations and contributions



APPENDIX 4 – GARFIELD PARK ASSESSMENT



# GARFIELD PARK NEIGHBORHOOD ANALYSIS

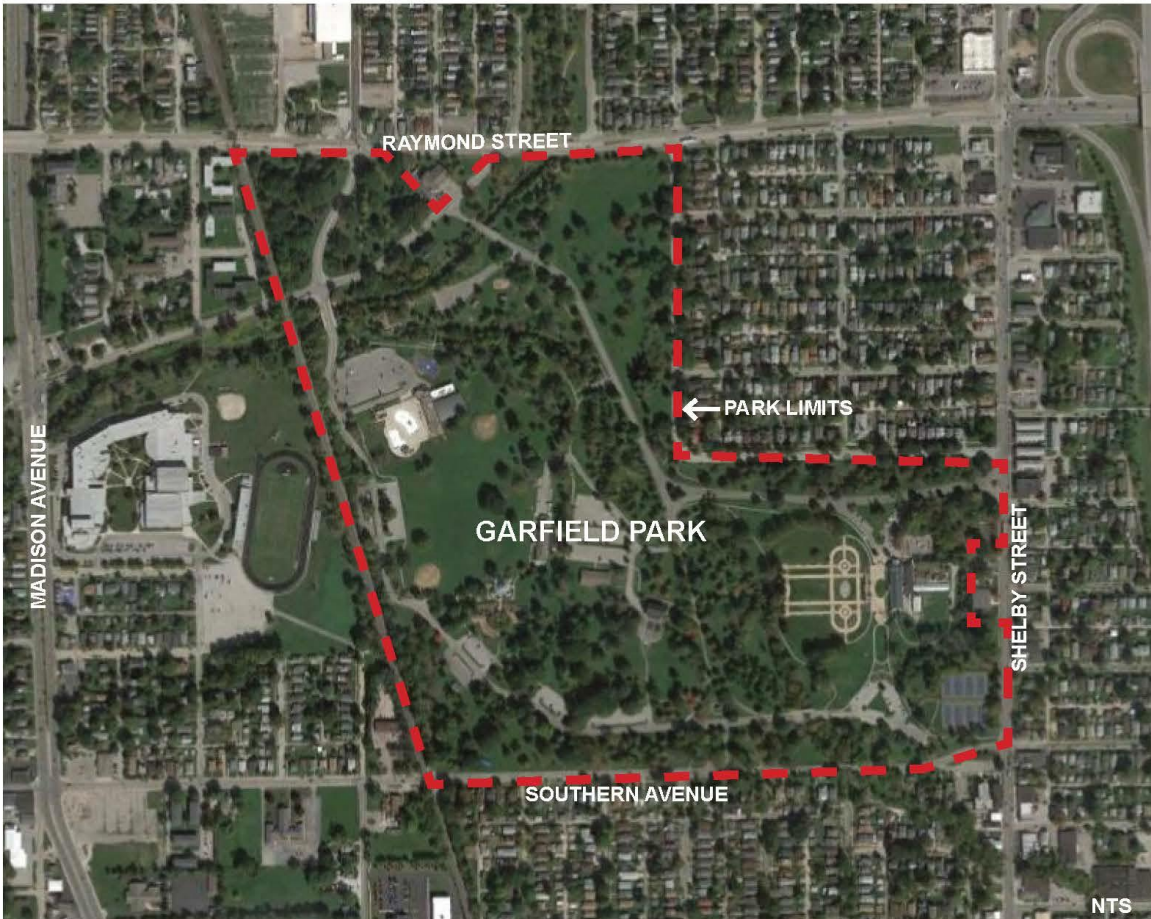
City of Indianapolis Park, Recreation and Open Space Plan  
Park Inventory & Assessment

MAP KEY	
	Indy Parks
	Assessed Indy Parks
	Park Boundary
	School
	Library
	Fire Station
	Police Station
	Trail
	Bus Route & Stops
	Food Desert



Site / Park Name: Garfield Park

Park Map



GARFIELD PARK



# Garfield Park



Park Assessment Form  
Indianapolis - Marion County Park, Recreation & Open Space Plan

Site / Park Name: **Garfield Park** Date and Time: **July 20th, 2015 at 12:30 PM**

Park Address: **2345 Pagoda Drive, Indianapolis, IN 46203**

**Park Classification and Usage:**

Park Classification: **Regional Park**  
Park Size: **123 Acres**

Season	Amenities
Winter	Sledding Hill, Conservatory, Community Center, Arts Center
Spring	Conservatory, Sunken Garden, Arts Center, Trails, Playgrounds, Shelters, Tennis Courts, Basketball Court
Summer	Pool, Conservatory, Sunken Garden, Arts Center, Trails, Playgrounds, Shelters, Tennis Courts, Basketball Court
Fall	Conservatory, Sunken Garden, Arts Center, Trails, Playgrounds, Shelters, Tennis Courts, Basketball Court
Park Usage Notes: Large park with several outdoor and indoor programming elements. A library is also located within the park.	

Scale of Conditions: 0 - Not present 1 - Poor Condition 2 - Fair Condition 3 - Good Condition 4 - Excellent Condition

**Park Infrastructure - Assessment**

Description	Scale of Conditions	Notes
Roads	4	Minimal asphalt cracking, several roads have curbs. Clear pavement markings.
Walks	2	Walks in sunken garden are excellent. Some walks are holding water and eroding at edges.
Trails	3	Small amount. Most are paved and in excellent condition. Some are gravel and have weeds.
Parking	4	Pavement marking and lighting. Some paint markings are fading, but otherwise in great condition.
Benches	3	Several different types of benches throughout the park. Some older styles are rusting and rotting.
Trash Receptacles	3	Some black, ornate, metal trash receptacles, others are blue plastic or metal drums.
Site Lighting	4	Acorn style - seems to be maintained and in working order. Different style in some parking lots.
Bike Racks	3	Newer library bike rack, full of bicycles. Older one located near middle of park, not bolted down and empty.
Park Signage	4	Brick and concrete signs with Indy Parks logo. Good condition, but some have words covered by plants.
Bridges	3	Road bridges are older and need maintenance. Pedestrian bridges appear to be recently maintained.

Park Infrastructure General Notes: General site infrastructure elements are a variety of styles; each area is either geared towards historic elements (acorn lights, ornate trash receptacles, metal benches), or a mix of different styles (several types of wooded benches, blue plastic or metal trash cans). Pleasant Run Trail goes through park, could be used as a trail head.

**Programed Park Amenities - Assessment**

Description	Scale of Conditions	QTY	Notes
Playground	3	2	One playground consisted of just swings. Other was newer and in use. Weeds and flooding.
Basketball Court	4	1	Brand new.
Tennis Court	4	8	Brand new. In use during site visit.
Volleyball Court	4	1	Sand is edged with timbers, net is secure, no weeds.
Softball Field	2	2	Fence and some infield, no bases or pitching mound.
Soccer Field	0	-	N/A
Football Field	0	-	N/A
Baseball Field	0	-	N/A
Canine Zone	0	-	N/A
Spray Area	4	1	In pool area, shallow pool with spray jets. Separated from larger pool. In use during visit.
Pool-Outside	4	1	Swim lanes, water slides, concrete or lawn seating with umbrellas. In use during site visit.
Water Slide	4	2	Medium height. In use during site visit.
Sledding Hill	3	1	Close to parking. No path leading to hill or seating nearby.
Horseshoes	4	4	Backboard is intact, concrete surrounding sand pit, some weeds.
Disc Golf Holes	0	-	N/A

Nature Center	4	1	Conservatory with green house and sunken garden. Information on some reptiles, amphibians, and tropical plants. Also has a children's vegetable garden.
Family Center	4	1	Located at pool, also doubles as pool house. Looks new.
Restroom Facility	3.5	3+	Several inside park buildings - accessible to park users. Portable toilets throughout the park.
Picnic Shelter	2.5	5	One large, historic shelter, others are smaller. One has dirt flooring, most need paint.
Picnic Clusters	3	2	Only 2 large clusters of picnic tables - at the pagoda and amphitheater. Most are in shelters.
Arts Center	4	1	Possible newly repurposed historic building. Art camp was in process during site visit.
Amphitheater	4	1	Built in 1922, renovated in 1997. Large stage with stationary seating and lawn seating.
Programed Park Amenities General Notes: Many of the historic structures within the park are being well maintained and used. Park also has a historic bandstand, known as the pagoda; this structure has some graffiti and does not seem to have any programming.			

Park Open Space - Assessment		
Description	Scale of Conditions	Notes
Mowing	3	Currently mowing during site visit, ground was soft and ruts were made. A lot of tree mower damage.
General Tree Conditions	3	Young trees newly planted - great for maintaining canopy. Several large dead ash trees throughout park.
Planting Areas	3	Sunken garden and native planting areas around conservatory are well maintained. Some beds are not.
Water Feature	3	Pleasant Run and Bean Creek meander through site, only access is at bridge crossings.
Park Open Space General Notes: The park has large open lawn areas with large stands of mature trees. There was storm damage present during site visit, including some large fallen limbs.		

Neighborhood Context - Assessment
Most homes were built around 1920's. Adjacent homes along secondary roads are very well maintained. Some apartments along primary roads (Shelby and Raymond Streets) and a few houses that are abandoned. Fire station and library located with park. Two churches adjacent to park. High school located immediately to the west of park.

Park Strengths
The park is large in size, with several unique historic elements. There is a wide range of year-round amenities and uses, including the unique amphitheater and conservatory.

Park Weaknesses
Internal circulation of the park is very limited. General tree maintenance is needed. Some of the amenities are deteriorating. There is a lack of wayfinding throughout the park.

Facilities Recommendation (Based on Park Assessments & Survey Results)
Park trails and walks can be improved and extended to facilitate park circulation and connection to existing amenities. Mowing can be reduced with the addition of natural planting areas such as prairies and grasslands.

Park's Neighborhood Context Influence
1 - Schools: Five nearby schools, only two in walking distance.
2 - Libraries: One adjacent library.
3 - Fire Stations: One adjacent fire station.
4 - Trails: Pleasant Run Trail connects the park with trailheads.
5 - Bus Stops: Two routes run adjacent to the park with several stops at the park itself.
6 - Crime: Several 2014 crimes reported in the surrounding neighborhood and along the park boundaries.
7 - Food Desert: A food desert is not located near the park.

Park Strategic Recommendations
The historic features of the park should be updated and improved to enhance the signature park features. This includes adding connections between features and additional wayfinding signage to draw in the community to the conservatory, sunken gardens, amphitheater, etc.



Park Infrastructure



SIGNAGE



WALK - SUNKEN GARDEN AREA



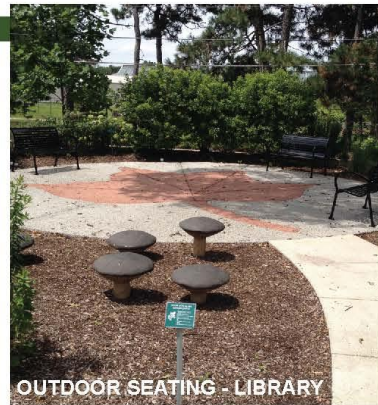
PARKING LOT



PEDESTRIAN BRIDGE



BIKE RACK - LIBRARY



OUTDOOR SEATING - LIBRARY

Programmed Park Amenities



PLAYGROUND - NORTH



PLAYGROUND - SOUTH



BASKETBALL COURT

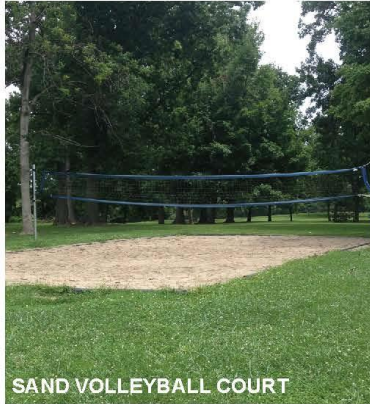
GARFIELD PARK



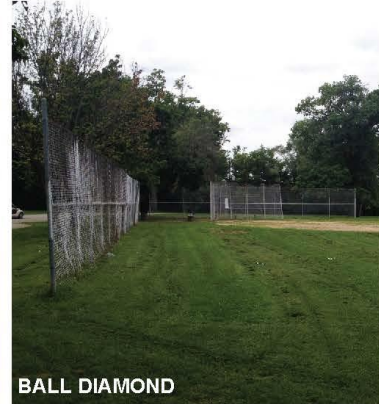
Programmed Park Amenities - Continued



TENNIS COURTS



SAND VOLLEYBALL COURT



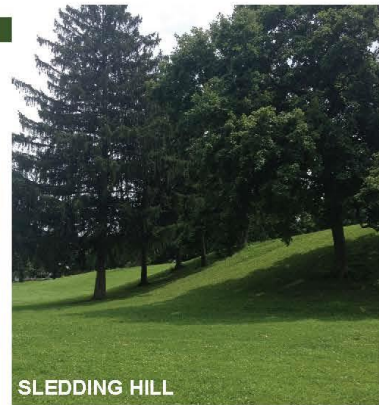
BALL DIAMOND



SPRAY AREA - INSIDE POOL



POOL AND WATER SLIDE



SLEDDING HILL



HORSESHOE PITS



CONSERVATORY - NATURE CENTER



ARTS CENTER

GARFIELD PARK



Programmed Park Amenities - Continued



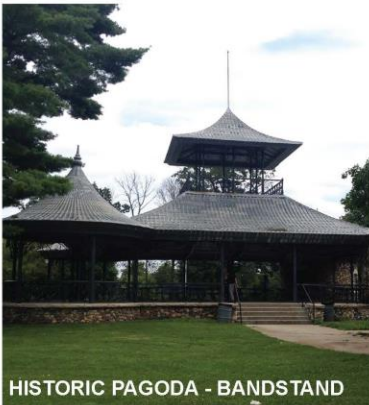
COMMUNITY CENTER & POOL HOUSE



SHELTER



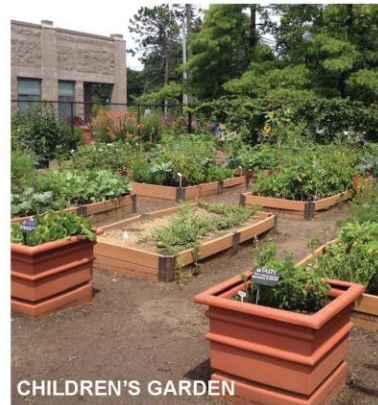
HISTORIC SHELTER



HISTORIC PAGODA - BANDSTAND



AMPHITHEATER

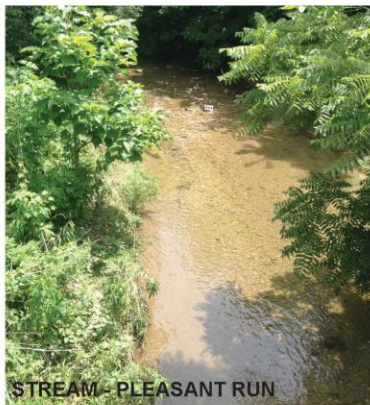


CHILDREN'S GARDEN

Park Open Space - Continued



OPEN LAWN & TREE CONDITIONS



STREAM - PLEASANT RUN

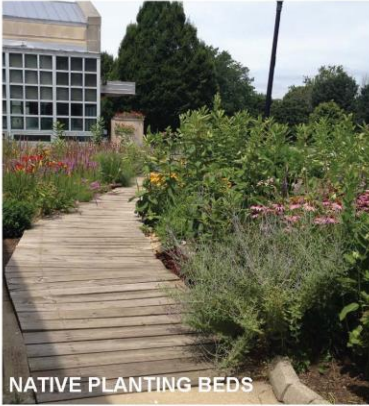


SUNKEN GARDEN

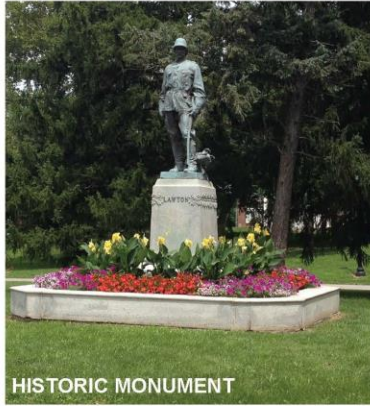
GARFIELD PARK



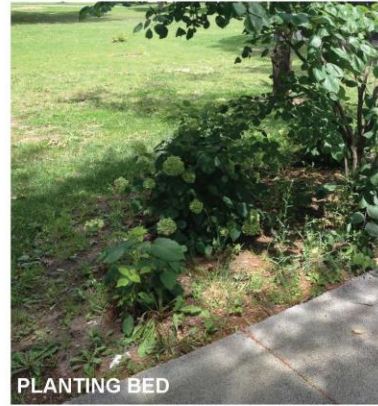
Park Open Space - Continued



NATIVE PLANTING BEDS



HISTORIC MONUMENT



PLANTING BED

Neighborhood Context



ADJACENT HOUSE



ADJACENT APARTMENTS



ADJACENT HOUSES



ADJACENT BUSINESS



FIRE STATION



ADJACENT CHURCH

GARFIELD PARK