Akron Recreation Bureau Community Needs Survey & Strategic Plan

Presentation to Akron City Council 1/14/19

Executive Summary Introduction

The Akron Recreation Bureau (ARB) is a rich tapestry of people, programs, and parks with perceptions highest among stakeholders in “Affordability,” Fun,” and “Safety.” Total number of venues and public spaces provide an enviable setting that most “city park” systems don’t possess.

City administration provides overall city leadership of ARB, allocation of funding, governance and support. Mayor Horrigan understands the significant role ARB plays in continued city development, enhanced services, property values and their strategic role in attracting and maintaining the vibrancy that has emerged across the Akron landscape.

Breaking down citizen stakeholders…

- 10% identified with multiple groups
- In total 26 unique combinations of ethnicity were presented with potential for nearly 6 first languages.
- Data and open-ended comments both reveal a desire from all groups for greater interaction with one another.

The single largest driver of favorable perceptions of Akron Recreation Bureau was awareness of events, programs and overall offerings.

- 28% of responses said they were “Very Aware” of ARB’s offerings and in turn had higher perceptions and Net Promoter Scores (NPS).
- 51% were “Somewhat Aware” and rated perception slightly lower.

This is excellent news for ARB because these two groups represented 79% of the total survey group. Utilizing what citizens viewed as “Most Effective” communication channels, along with new branding and targeted feedback based on the survey results, improved favorability can easily be achieved.

Project Timeline

- **April 2018** – Project Kickoff
- **July 2018** – Cross Functional Team Formation & Kickoff; survey design & survey training
- **July thru September** – Survey communication, survey administration, data analysis and findings
- **October 2018** – Vision, mission, and values; future pull/strategy development
- **November 2018** – Review facility report and created action plans
- **December 2018** – Final report and plan completed

Survey Process At a Glance

DATA COLLECTION:

- 7.5 Weeks
- On-site requests via tablet/mobile
- Paper Response

1510 RESPONSES REPRESENTING OVER 3,100 CONSTITUENTS

ALL LOCATIONS REPRESENTED

STRONG DEMOGRAPHIC RESPONSE IN EVERY CATEGORY AND REPRESENTATIVE OF 2017 CENSUS RESULTS

✓ AMAZING OUTREACH BY CROSS-FUNCTIONAL TEAM

OVERALL DEMOGRAPHIC SUMMARY

The survey results are representative of the Akron 2017 Census Statistics.

Demographic	N	% of Respondents
Gender	**#**	**%**
Male	473	31%
Female	994	66%
Non-Binary	8	1%
Other	2	0%
Refuse	34	2%
Work in Akron	**#**	**%**
Yes	794	53%
No	717	47%
Employment Status	**#**	**%**
Full-Time	710	47%
Part-Time	188	12%
Self Employed	99	7%
Retired	319	21%
Student	59	4%
Homemaker	70	5%
Other	64	4%
Age	**#**	**%**
<24	120	8%
25-44	545	36%
45-64	559	37%
65+	287	19%
# of Kids	**#**	**%**
0	540	36%
1	234	15%
2	319	21%
3	200	13%
4	102	7%
5	60	4%
6	32	2%
7+	24	2%

Demographic	N	% of Respondents
Ethnicity	**#**	**%**
Caucasian	1004	66%
African-American	429	28%
Native	33	2%
Pacific	6	0%
Hispanic	39	3%
Asian	29	2%
Other	67	4%
Awareness of Programs	**#**	**%**
Not	310	21%
Somewhat	772	51%
Very	426	28%
Education	**#**	**%**
None	33	2%
GED	41	3%
Trade School	48	3%
High School	327	22%
College	714	47%
Graduate	347	23%
Marital Status	**#**	**%**
Single	541	36%
Married	730	48%
Cohab	91	6%
Divorced	148	10%
Parent	**#**	**%**
No	540	36%
Yes	972	64%

SURVEY RESPONSES BY ZIP CODE

Zip	Response	% of Total	% of Total
44313	200	13.25	13.25%
44301	148	9.8	9.80%
44314	141	9.34	9.34%
44306	127	8.41	8.41%
44320	125	8.28	8.28%
44310	107	7.09	7.09%
44312	93	6.16	6.16%
44305	90	5.96	5.96%
44303	76	5.03	5.03%
44307	39	2.58	2.58%
44302	36	2.38	2.38%
44319	35	2.32	2.32%
44333	31	2.05	2.05%
44203	20	1.32	1.32%
44311	20	1.32	1.32%
44321	20	1.32	1.32%
44223	19	1.26	1.26%
44685	17	1.13	1.13%
44278	14	0.93	0.93%
44224	11	0.73	0.73%
44240	11	0.73	0.73%
44221	10	0.66	0.66%
44236	8	0.53	0.53%
44308	8	0.53	0.53%
44720	7	0.46	0.46%
44260	6	0.4	0.40%
44281	6	0.4	0.40%
44266	5	0.33	0.33%
44646	5	0.33	0.33%
44216	4	0.26	0.26%
44262	4	0.26	0.26%
44304	3	0.2	0.20%
44708	3	0.2	0.20%
44230	2	0.13	0.13%
44256	2	0.13	0.13%
44272	2	0.13	0.13%
44325	2	0.13	0.13%
0	1	0.07	0.07%
15120	1	0.07	0.07%
20	1	0.07	0.07%
330	1	0.07	0.07%
33305	1	0.07	0.07%
43313	1	0.07	0.07%
4333	1	0.07	0.07%
4403	1	0.07	0.07%
44054	1	0.07	0.07%
44056	1	0.07	0.07%
44062	1	0.07	0.07%
44067	1	0.07	0.07%
44087	1	0.07	0.07%

Zip	Response	% of Total	% of Total
44107	1	0.07	0.07%
44120	1	0.07	0.07%
44125	1	0.07	0.07%
44130	1	0.07	0.07%
44142	1	0.07	0.07%
44143	1	0.07	0.07%
44147	1	0.07	0.07%
44233	1	0.07	0.07%
44241	1	0.07	0.07%
44242	1	0.07	0.07%
44250	1	0.07	0.07%
44252	1	0.07	0.07%
44254	1	0.07	0.07%
44270	1	0.07	0.07%
44286	1	0.07	0.07%
44309	1	0.07	0.07%
4431	1	0.07	0.07%
44314-3611	1	0.07	0.07%
44315	1	0.07	0.07%
44316	1	0.07	0.07%
44326	1	0.07	0.07%
44327	1	0.07	0.07%
44332	1	0.07	0.07%
44334	1	0.07	0.07%
44406	1	0.07	0.07%
44431	1	0.07	0.07%
44484	1	0.07	0.07%
44504	1	0.07	0.07%
44505	1	0.07	0.07%
44614	1	0.07	0.07%
44632	1	0.07	0.07%
44663	1	0.07	0.07%
44667	1	0.07	0.07%
44691	1	0.07	0.07%
44709	1	0.07	0.07%
44714	1	0.07	0.07%
45312	1	0.07	0.07%
55319	1	0.07	0.07%
72121	1	0.07	0.07%
866	1	0.07	0.07%
	1510	100.18	100%

Key Insights

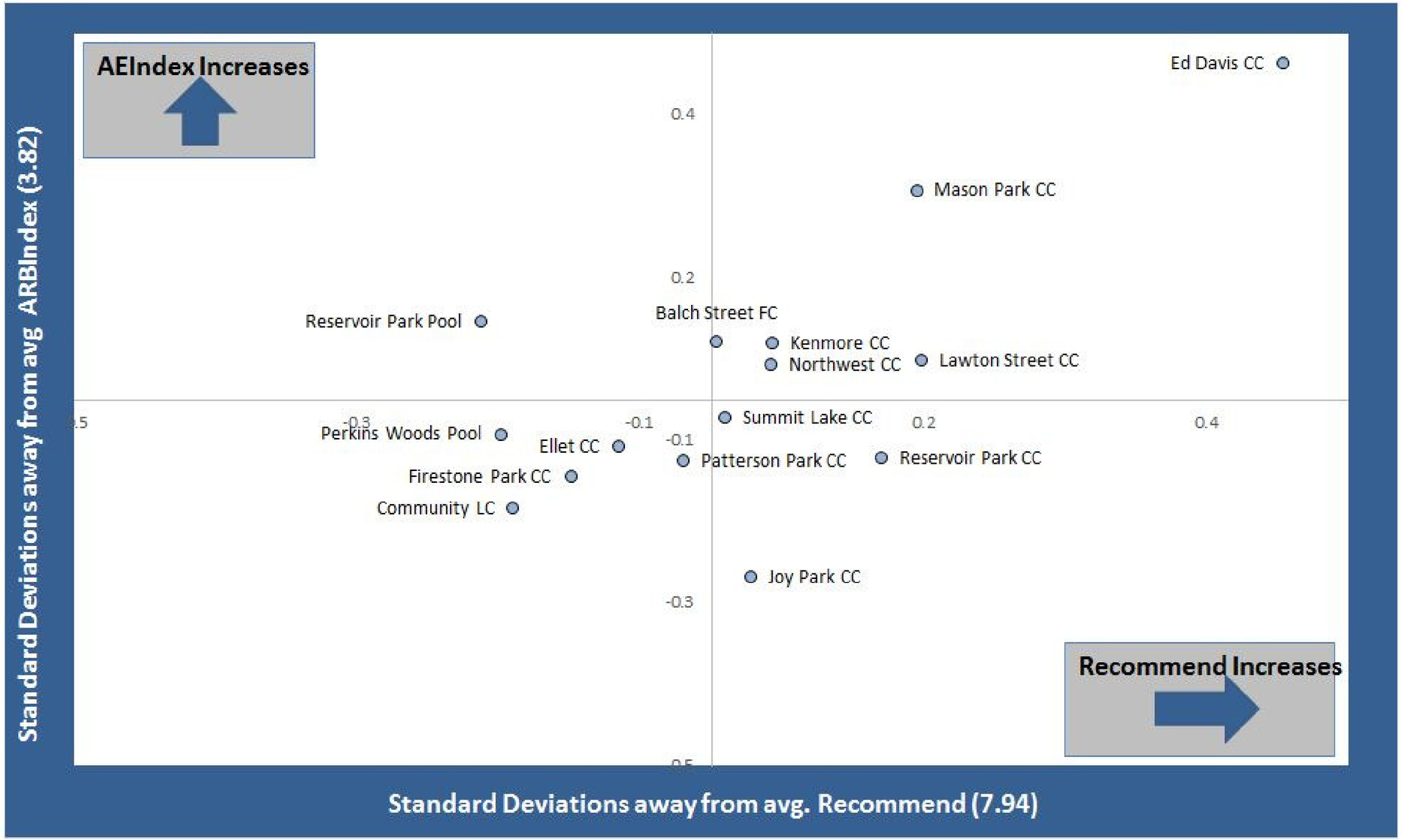
1. ARB is perceived well in key service areas, like "*Affordability*," "*Fun*" and "*Safety*."
2. Awareness is a key driver of perceived value. (i.e. the more you use ARB to more you like them)
3. The most important communication channel is Social Media, followed by Email.
4. Demographics (and Locations) experience ARB differently.
5. Service preferences have clear organizational trends, but have differences by demographic.
6. The community is unclear about facility's care, housekeeping, maintenance and the public spaces often used by programs that ARB delivers. ARB is held responsible even though they do not manage parks and building maintenance.
7. "Community events" and "Importance of aquatics" were highly rated across all demographics.

Zone of Quality (ZOQ) Explanation

Below Average Recommend (NPS) Above Average ARB Index	Above Average Recommend (NPS) Above Average ARB Index
Below Average Recommend (NPS) Below Average ARB Index	Above Average Recommend (NPS) Below Average ARB Index

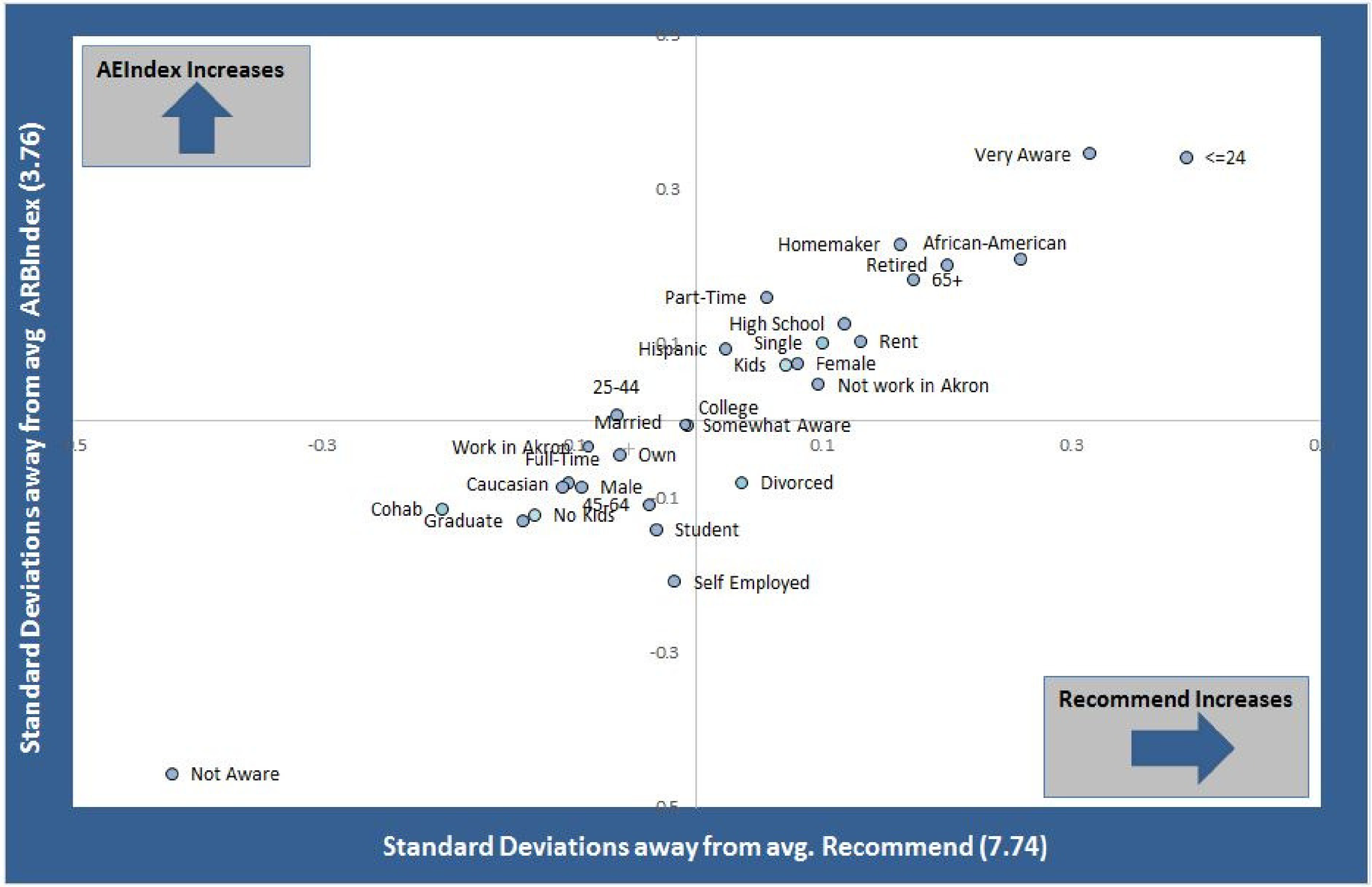
ZONE OF QUALITY AVERAGES – BY FACILITIES

Adjusted ARB Index: 3.82
Adjusted Recommend Avg.: 7.94



ZONE OF QUALITY AVERAGES – BY DEMOGRAPHIC GROUPS

ARB Index: 3.76
Recommend Avg.: 7.74



Overall Findings

- Ed Davis was the highest NPS among facilities with a very targeted respondents group (those who use it for Tiny Tot Basketball love it). Put another way, a single program offering drove results which strategically is a challenge. New program development is the goal for facilities like these.
- All facility Supervisors developed specific plans based on individual Facility Reports and their specific data which is targeted to move them to higher performance levels.
- Response rates for all pools make data inconclusive for either facility. However "Importance of Aquatics" was above average for all of ARB across all demographics.
- Larger groups such as females, all ethnicity groups of color, and 65+ age group, rated ARB above average and are "*Very Aware*" of ARB.
- "*Somewhat Aware*" and "*Not Aware*" are below average and comprised predominately by Male and Caucasian populations.
- A key insight is that all demographics experience ARB differently. Thus, as facility leadership develop plans, particular action should reflect the facility's demographic variances.

New Purpose, Vision, Mission

ENRICH ALL LIVES, ENGAGE THE COMMUNITY AND EMPOWER THE FUTURE.

PURPOSE

Akron Recreation engages our diverse communities by being the leader in recreational activities in facilities, public spaces and venues throughout Northeast Ohio.

VISION

Akron Recreation provides fun, safe and affordable opportunities to enhance quality of life and encourage deeper connections with our community.

MISSION

Strategic Focuses

YEAR 1 GOALS, OBJECTIVES AND STRATEGIES

Organizational Reset:

- Branding and Awareness Campaign
  - Leveraging new purpose, mission and vision (VMV) with broad announcements.
  - Aggressive use of new logo in marketing campaign.
  - Implement a robust social media plan.
  - Co-brand events so that ARB's logo and new VMV are highly visible.
  - Marketing and program collaterals: Produce a Recreation brochure for distribution.
  - Create e-newsletter

Demonstrated Innovation

- Integrate taglines into innovating programming that "enriches, engages, and empowers" community members.
- Prioritize aquatics programming year-round and utilizing the outdoor pools to their fullest potential.

Staff Leadership Development:

Deploy Staff Development Plans

- Develop plan with 75% of emerging and hi-potential leaders.
- Intentional alignment with VMV that "enriches, engages, and empowers" community members.
- Participation in OPRA Conference.
- Site/City exchange and networking.

Drive Employee Engagement Around New Purpose, Vision, Mission and Values

- Rollout survey results and process along with outcomes through all hands meetings.

Strategic Focuses (cont'd)

YEAR 3 GOALS, OBJECTIVES AND STRATEGIES

Community Impact and Reach:

Programming Innovation

- Building on established social media platform, offer localized events monthly and major community events each quarter.
- Leverage momentum by partnering and co-branding efforts that integrate public space, Great Streets districts, and other initiatives where ARB can be recognized as the leader in drawing the community together, celebrating diversity, and creating a thriving culture.

Technology

- Community member's data *secu*rely input across all community centers in RecDesk.
- Utilize email tools and "push" communications, along with social media following, to draw residents in as contributors to the fabric of Akron.

Strategic Focuses (cont'd)

YEAR 5 GOALS, OBJECTIVES AND STRATEGIES

Facilities:

Capital Improvements

- Prioritize upgrading of community centers, playgrounds, and both existing pools
- Exploration, determination and investment in new aquatics facilities.

Engagement

Recognized Leader In Engagement Across All Stakeholders

- Volunteer program that spans region with facility, public space and events that out stripes the survey representation of 1,500 individuals.
- ARB providing content at OPRA and other regional and national organizations on stakeholder engagement.

QUESTIONS?