



KINGMAN, AZ
PARKS, OPEN SPACE, TRAILS, AND
RECREATION MASTER PLAN
SEPTEMBER 2020





ACKNOWLEDGEMENTS

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
Purpose of this Plan.....	1
Process Overview	1
Challenges and Opportunities Synopsis	2
Inventory Assessment and Level of Service Summary	2
Recommendations and Action Plan Summary Table	3
I. THE PLANNING CONTEXT	5
A. Purpose of this Plan	6
B. History Kingman Parks and Recreation	6
C. Methodology of the Planning Process.....	7
D. Community Outreach.....	7
II. COMMUNITY AND IDENTIFIED NEEDS	9
A. Demographic Profile.....	10
B. Community Survey Summary.....	16
C. Park and Facilities Inventory and Assessment.....	21
D. Parks and Recreation Influencing Trends	37
E. Organizational Analysis.....	46
F. Financial Analysis	49
G. Program Analysis.....	55
III. KEY OPPORTUNITIES	59
A. Implementation.....	60
B. Recommendations	61
C. Action Plan, Cost Estimates and Prioritization.....	63
APPENDIX A: INVENTORY SUMMARY	73
APPENDIX B: CITY OF KINGMAN POTENTIAL FUNDING SOURCES	89
APPENDIX C: SAMPLE DESIGN GUIDELINES FOR PARKS	95
APPENDIX D: PARK MAINTENANCE BEST PRACTICES	97
APPENDIX E: DEVELOPING A MARKETING PLAN	99
APPENDIX F: KINGMAN MASTER PLAN SURVEY REPORT	103

TABLE OF FIGURES

Figure 1: Goals and Objectives	3
Figure 2: Demographic Overview	10
Figure 3: Kingman Population Projected Annual Growth Rates (2010 – 2019)	10
Figure 4: Projected Population Trends from 2000 to 2024.....	11
Figure 5: 2019 Age Distribution in Kingman	12
Figure 6: 2019 Racial/Ethnic Diversity Comparison for City of Kingman	12
Figure 7: Median Household Income Distribution in Kingman and Arizona.....	14
Figure 8: Employment Overview in Kingman	15
Figure 9: Top Findings from the Community Survey	16
Figure 10: Demographic Profile of Survey Respondents	17
Figure 11: Top Communication Methods	17
Figure 12: KPR Familiarity.....	18
Figure 13: KPR Satisfaction	18
Figure 14: Facility and Program Importance.....	19
Figure 15: Trail Connectivity	20
Figure 16: Top 3 Priorities.....	20
Figure 17: Values and Vision for KPR.....	21
Figure 18: Existing Park Facility Map	23
Figure 19: Kingman Facilities Service Area Maps	29
Figure 20: Walkability Analysis Map.....	35
Figure 21: Park Site Need	36
Figure 22: Team Sport Household Participation	38
Figure 23: Fitness and Wellness Participation	38
Figure 24: Outdoor Recreation Participation	39
Figure 25: Department Organization Chart	47
Figure 26: KPR FTE Allocation.....	48
Figure 27: FY18-FY20 Year Over Year FTE Comparison	50
Figure 28: Year over Year cost recovery at Cerbat Cliffs	52
Figure 29: Operating Expenditures per Capita, FY18 - FY20.....	53
Figure 30: Pyramid Methodology.....	53
Figure 31: 2018 Program Trends	55
Figure 32: Program Distribution by Category	56

TABLE OF TABLES

Table 1: Kingman Gender Distribution Compared to State and National Averages.....	11
Table 2: 2019 Kingman Educational Attainment.....	13
Table 3: Summary of Inventory	22
Table 4: Existing Facilities LOS based on NRPA Park Metrics	25
Table 5: KPR Recommended LOS.....	26
Table 6: Existing LOS Summary Based on Recommendations	27
Table 7: Future LOS Summary Based on Recommendations.....	27
Table 8: Department Year over Year FTE Count.....	47
Table 9: FY18-20 General Fund Budget	49

EXECUTIVE SUMMARY

Purpose of this Plan

The purpose of this plan is to provide a 10-year, comprehensive analysis of the recreational resources and needs of the Kingman community. This information helps to clarify the community's vision for recreation facilities and services, and guide future decision-making. This Master Plan has been created as a blueprint for providing quality recreation services, parks, trails, facilities, and programs throughout the City of Kingman.

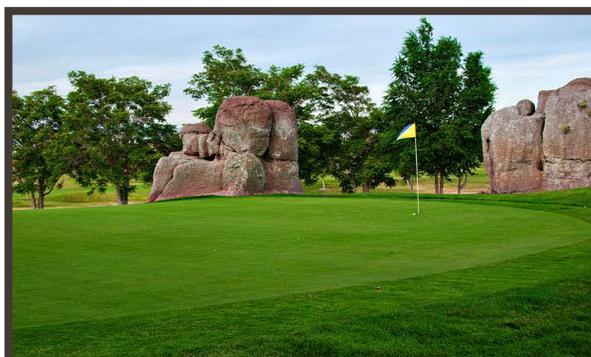
Process Overview

The project team which included City staff has guided this project. This team provided input to the consultant team throughout the planning process. This collaborative effort creates a plan that fully utilizes the consultants' expertise and incorporates the local knowledge and institutional history that only community members can provide. The project consisted of the following tasks:

- Community/Stakeholder Engagement and Statically Valid Survey
- Comprehensive Facility Inventory and Level of Service (LOS) Analysis
- Assessment and analysis of existing conditions
- Demographics, Trends, and Operational, Financial and Program Analysis
- Recommendations: Goals, Objectives, and Action Plan

It is important to utilize various methods for gathering input and assessing community needs while developing a master plan. Each piece is vital to the process but should be looked at collectively.

Communities that gather input via open forums, statistically valid surveys, and national standards tend to get a more accurate depiction of needs.



Key Challenges and Opportunities Synopsis

Key challenges and opportunities were identified using several tools including review of existing plans and documents, focus groups, stakeholder meetings, a community survey, asset inventory, and level of service analysis. The information gathered from these sources was analyzed and evaluated, and the following key opportunities were identified:

- Reinstatement Developer Investment Fees (DIF)
- Expand trail and pathway connectivity
- Build a recreation center
- Progress the current system/level of service and quality
- Institute branding, wayfinding, and marketing plan
- Increase staff to continue to provide the current level of service

These key opportunities served as the basis of the recommendations and action plan that were developed to guide KPR for the next ten years.

Inventory Assessment and Level of Service Summary

Site visits and an inventory assessment of the City's Parks and Recreation maintained facilities was conducted by J2 Engineering and Environmental Design, LLC (J2). The inventory for the City of Kingman was completed in January of 2020. Applying a Level of Service (LOS) metric across the City's park system in conjunction with Service Areas, (distance to parks) park and recreation facilities are calculated to the current and future population. This plan is using the current population of 30,622 and future 2024 population of 32,820 based on City of Kingman supplied demographic data.

The current facilities and population indicate Kingman is in general on target with most areas based on the NRPA Park Metrics, however there are some areas where the quantity is below recommended levels. Note as the population of Kingman continues to grow these shortfalls will increase. These include the following areas:

- Residents per park: 2,041 current vs. suggested 1,963. 78 residents per park overage*
- Park acres per 1,000 residents: current 4.77 acres per 1,000 residents vs. suggested 9.6 acres per 1000 residents. 4.83 acres shortfall per 1,000 residents, 148-acre shortfall across system*
- Tennis courts: current 7,656 residents per court v. suggested 4,347 residents per court. Three tennis court shortfall*
- Multi-Use Fields (soccer, football): current 10,207 residents per field v. suggested 7,297 residents per field. 1 field minimum shortfall*

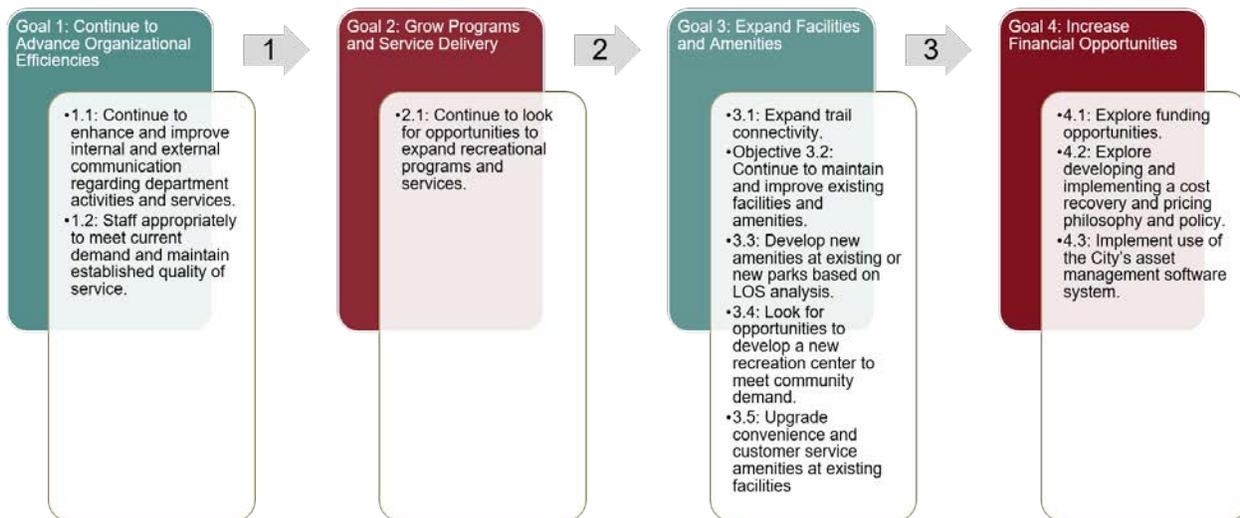
*These recommendations reflect the NRPA Park Metric only.



Recommendations and Action Plan Summary Table

KPR is on a good path and has, through this process, identified actions to continue the forward momentum. **Figure 1** summarizes the improvements that can be made in the coming years. Goals, objectives, and action steps are outlined in the main document to help create a process to move forward. The detailed action plan included in section III identifies specific actions to address for the following goals and objectives:

Figure 1: Goals and Objectives





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I. THE PLANNING CONTEXT



A. Purpose of this Plan

The purpose of this project is to provide a ten-year, comprehensive analysis of the recreational resources and needs of the Kingman community. This information helps to clarify the community's vision for recreation facilities and services, and guide future decision-making. This Master Plan has been created as a blueprint for providing quality recreation services, parks, trails, facilities, and programs throughout the City of Kingman.

The plan identifies the current Level of Service (LOS) as well as upgrades to reach the recommended LOS. An analysis of programs/services and organizational structure with recommendations as well as costs is also included in the Plan.



B. History Kingman Parks and Recreation

The City of Kingman is situated in the Hualapai Valley between the Cerbat and on Historic Route 66. Kingman, Arizona is an ideal place to visit, and live. Famous for its desert sunrises and scenic mountains, Kingman is the little-known secret of the Southwest.

For over 150 years, since Kingman's earliest days as a modest railroad town turned mining town, access to nature and parks and recreation have played a vital role in the community. Today, the city's system of parks, trails, facilities, programs, and special events are major contributors to the City of Kingman quality of life.

Kingman's Parks and Recreation system has developed into a vibrant network of parks and trails as a direct result of decades of work, leadership, and investment by community members and leaders. The City's parks and recreation system is a major community asset that repays those investments every day. The system improves Kingman by enhancing lives and job performance as individuals exercise, play and relieve stress.

Kingman Parks and Recreation (KPR) manages a vast system of nearly 150 acres of parkland. KPR offers more than 200 programs to community members annually, oversees 15 parks, nearly 20 miles of trails. This includes 28 athletic fields, 12 playgrounds, 23 ramadas, 4 tennis courts, 2-disc golf course and 4 dog parks. In addition, KPR manages the Cerbat Cliffs Golf Course, two swimming pools and the Centennial Park Community Center.

Mission: Provide safe, expertly managed recreation programs and facilities that promote community cohesion, physical fitness, as well as family and individual well-being.

C. Methodology of the Planning Process

The project team which included City staff has guided this project. This team provided input to the consultant team throughout the planning process. This collaborative effort creates a plan that fully utilizes the consultants' expertise and incorporates the local knowledge and institutional history that only community members can provide. The project consisted of the following tasks:

- Community/Stakeholder Engagement and Statically Valid Survey
- Comprehensive Facility Inventory and LOS
- Assessment and analysis of existing conditions
- Demographics, Trends, and Operational, Financial and Program analysis
- Recommendations: Goals, Objectives, and Action Plan

It is important to utilize various methods for gathering input and assessing community needs while developing a master plan. Each piece is vital to the process but should be looked at collectively. Communities that gather input via open forums, statistically valid surveys, and national standards tend to get a more accurate depiction of needs.

D. Community Outreach

As part of this planning effort, a complete parks, recreation, and trails needs assessment was conducted. Activities included obtaining community input through focus groups, stakeholder meetings, community wide public meetings, and a comprehensive statistically valid community survey.

In January 2020, three Focus Group meetings with key community members, a SWOT analysis with staff, and a public forum were conducted. The focus group meetings and public forum included an informational presentation and an interactive question and answer session. Nearly 100 community members participated over the three days.

RRC Associates designed a statistically valid citizen survey based upon the information gathered from the focus groups, open forum, and City staff. The survey research effort and subsequent analysis were designed to assist GreenPlay and the consultant team in developing a plan to reflect the community's desires, needs, and priorities for the future. The goal was to ensure all residents had a chance to voice their opinion in this process.

A total of 3,500 surveys were sent to Kingman residents. Three hundred and ninety-eight invitation surveys were completed. The sample size leads to a margin of error of +/- 4.9%, or a 95% confidence level. Results of the survey are referenced in this plan in appropriate places. More detailed information can be found in the Citizen Survey Report provided as **Appendix F**.





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II. COMMUNITY AND IDENTIFIED NEEDS

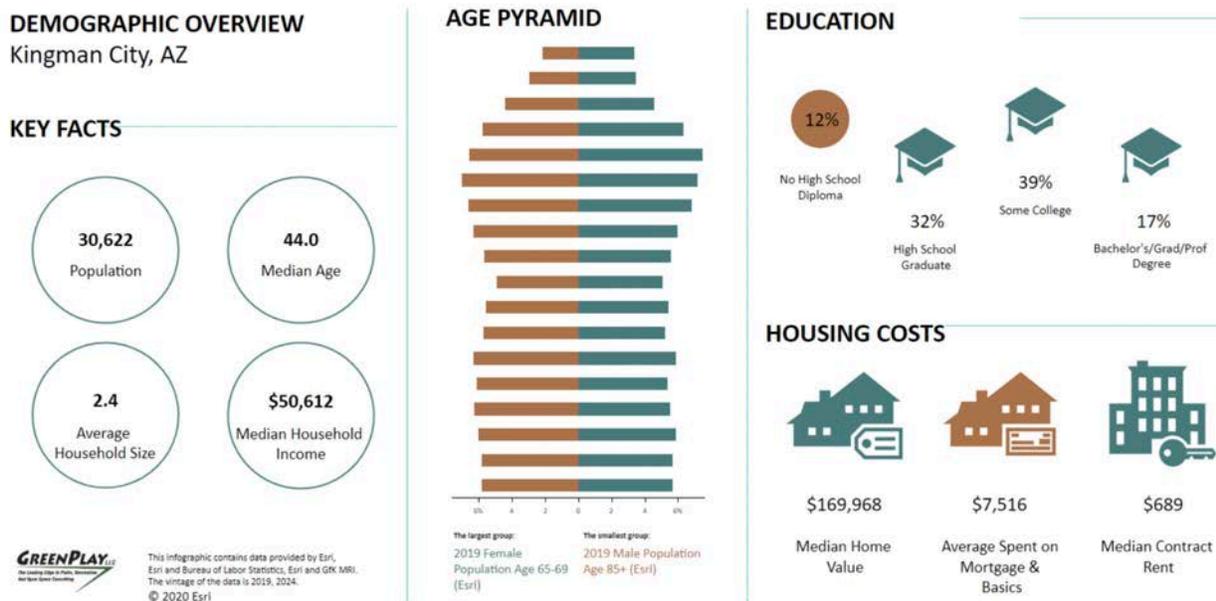


A. Demographic Profile

By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the provision of parks, recreation, and open space management. Data referenced throughout this report is sourced from Esri Business Analyst, which are point estimates representing July 1 of the current (2019) and forecast years (2024). Esri balances the Census 2010 against local data sources such as building permits, residential postal delivery counts, and county data from the Internal Revenue Service to generate estimates. Population projections are derived from a combination of models and data sources on both a local and national level. Data for this report was compiled in April 2020. The following topics will be covered in detail in this report:



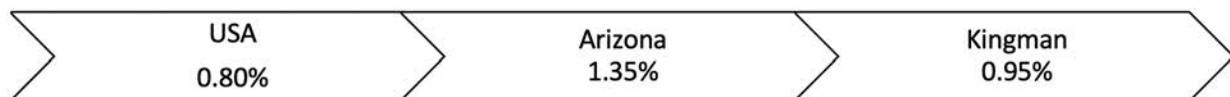
Figure 2: Demographic Overview



Population Summary

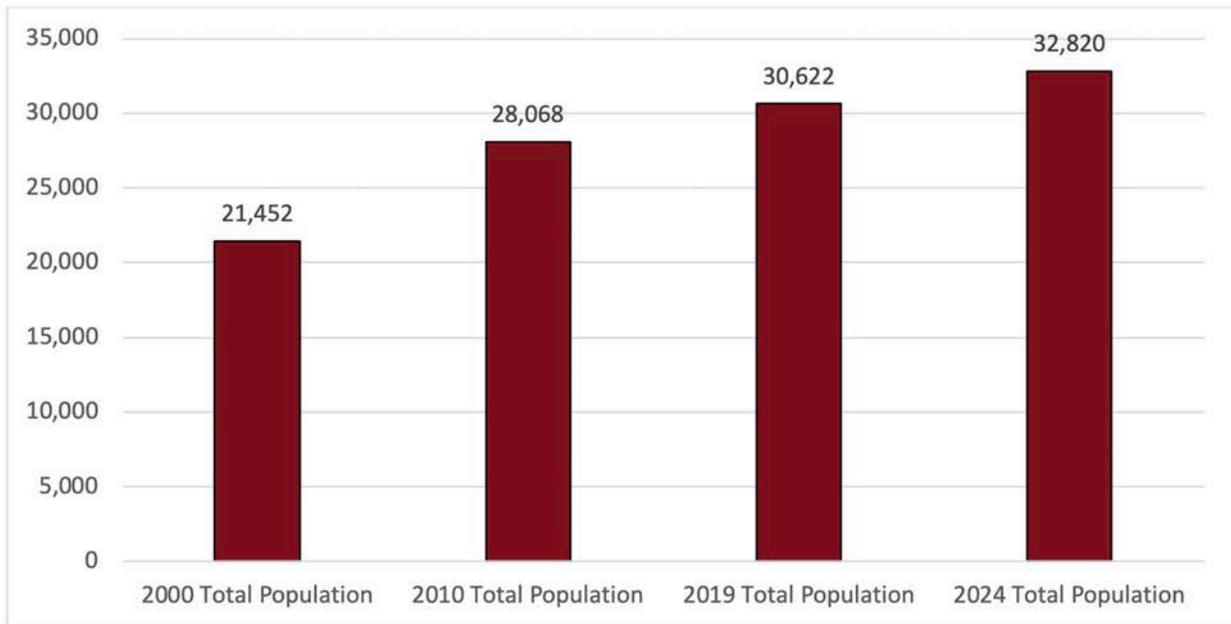
The population in 2019 was 30,622. From 2010 to 2019, the population of Kingman grew about 0.95 percent annually. It is estimated that the growth rate will increase to 1.40 percent between 2019 and 2024, faster than the rate of Arizona (1.37%) and the United States (0.77%). It is expected that the population in Kingman could reach 32,820 in 2024.

Figure 3: Kingman Population Projected Annual Growth Rates (2010 – 2019)



Source: 2019 Esri Business Analyst

Figure 4: Projected Population Trends from 2000 to 2024



Source: 2019 Esri Business Analyst

Gender and Age Distribution

In 2019, Kingman was made up of 51 percent female, and only 49 percent male, similar to the State of Arizona and the United States.

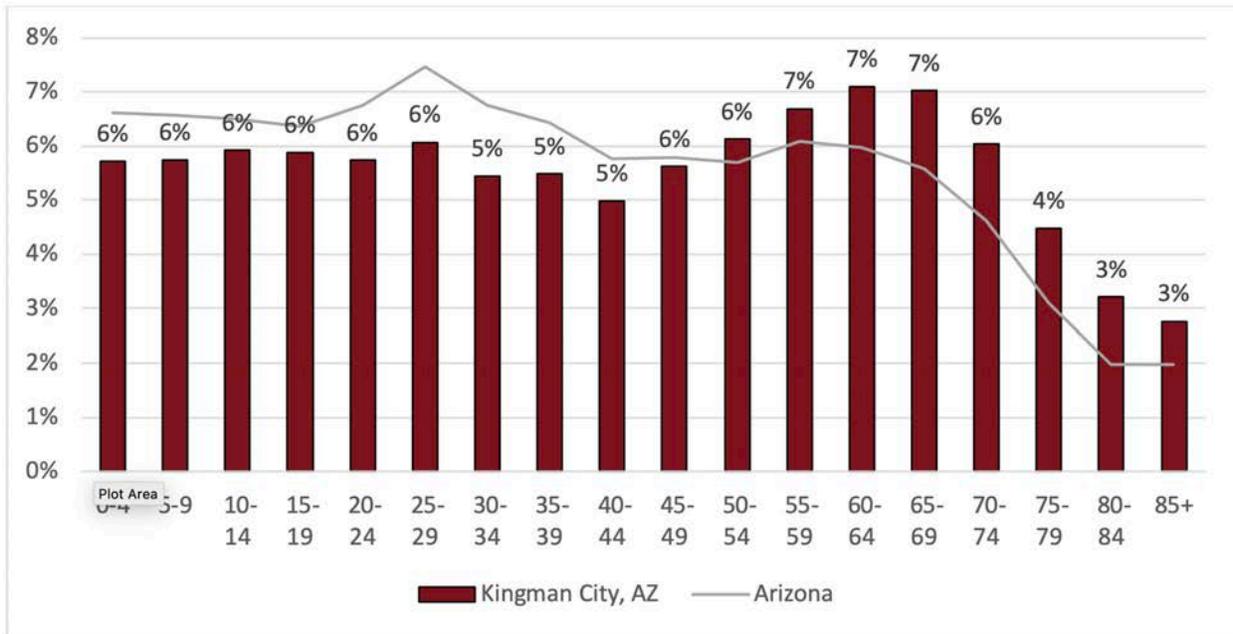
Table 1: Kingman Gender Distribution Compared to State and National Averages

	KINGMAN	ARIZONA	USA
2019 FEMALE POPULATION	51.44%	50.31%	50.75%
2019 MALE POPULATION	48.56%	49.69%	49.25%

Source: 2019 Esri Business Analyst

The median age in Kingman in 2019 was 41.7 years old, older than the State of Arizona with a median age of 35.9 years old. The median age in Kingman is expected to increase to 44.5 years old in 2024. Age groups are evenly distributed throughout the City, with those up to 54-years old making up between five to six percent of the population. The City of Kingman had a higher population of 55 to 69 age group than the State of Arizona.

Figure 5: 2019 Age Distribution in Kingman

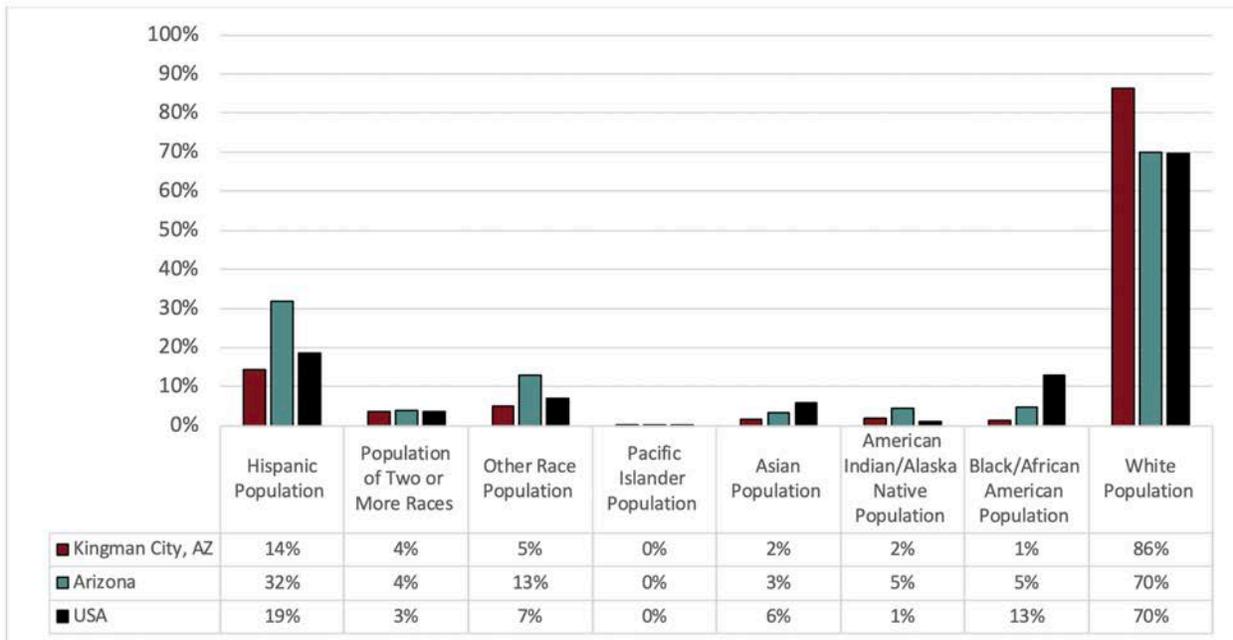


Source: 2019 Esri Business Analyst

Race/Ethnic Character

Over 86 percent of the population identified as White or Caucasian in 2019. Approximately 14 percent of the population identifies as being of Hispanic origin. This is lower than the State of Arizona (32%) and the United States (19%). **Figure 6** reflects the approximate racial/ethnic population distribution for 2019.

Figure 6: 2019 Racial/Ethnic Diversity Comparison for City of Kingman



Source: 2019 Esri Business Analyst

Educational Attainment

Analyzing the highest levels of educational attainment indicates that only 12 percent of Kingman residents had not completed high school or GED equivalent, similar to the rate in the United States. Over 30 percent of Kingman residents had completed some college but had not obtained a degree.

Table 2: 2019 Kingman Educational Attainment

Level of Education	Kingman	Arizona	USA
Less than 9th Grade	3.67%	5.17%	4.90%
9-12th Grade/No Diploma	8.28%	7.31%	6.74%
High School Diploma	25.85%	20.14%	23.13%
GED/Alternative Credential	5.93%	3.94%	3.90%
Some College/No Degree	30.28%	24.81%	20.23%
Associate Degree	9.00%	8.75%	8.58%
Bachelor's Degree	10.19%	18.59%	19.98%
Graduate/Professional Degree	6.82%	11.26%	12.54%

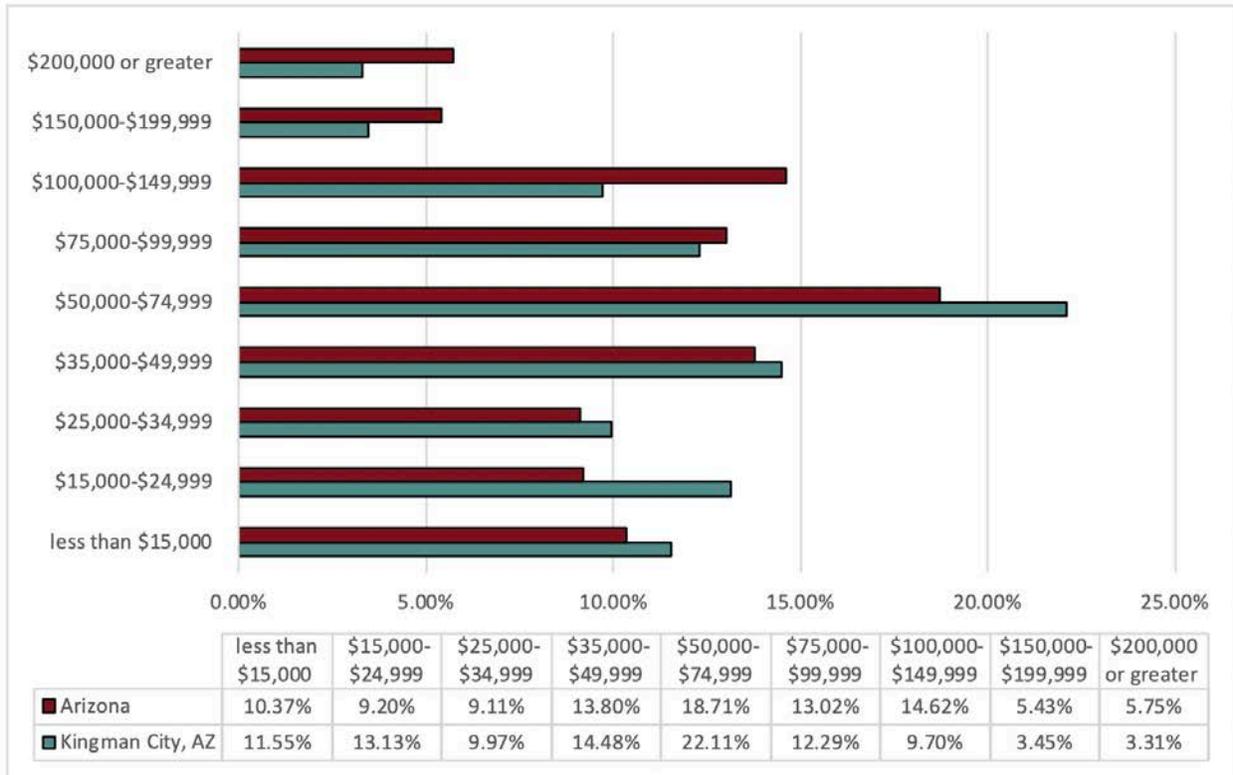
Household Data

The following information was sourced from Esri Business Analyst:

- The 2019 median household income in Kingman was \$50,612, lower than the State of Arizona (\$57,771) and the United States (\$60,548). Over 22% of the population made between \$50,000 to \$74,999.
- The median home value in Kingman was \$169,968, lower than the State of Arizona (\$247,346) and the United States (\$234,154).
- The 2019 average household size was 2.43 in Kingman, compared to 2.64 in Arizona, and 2.59 in the United States.
- About 16.7% of households in Kingman received food stamps, compared to the rate in Arizona (11.8%) and the United States (12.2%).

Approximately 38.5% of residents live with some sort of hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and/or independent living difficulty. This is higher than both the State of Arizona (26.15%) and the national average (25%).

Figure 7: Median Household Income Distribution in Kingman and the State of Arizona

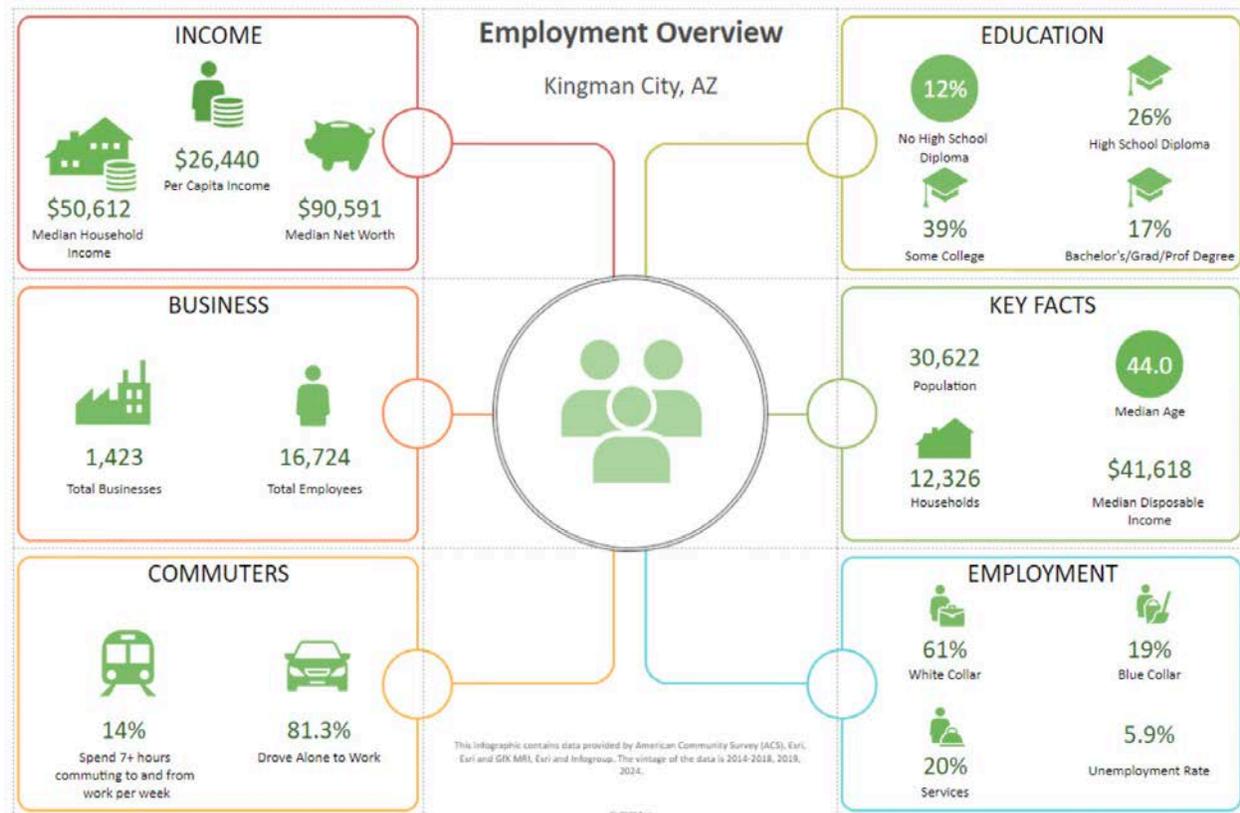


Source: 2019 Esri Business Analyst

Employment

Roughly 61 percent of Kingman’s population was employed in white collar positions in 2019, which typically performs in managerial, technical, administrative, and/or professional capacities. Approximately 19 percent is employed in blue collar positions, such as construction, maintenance, etc. Roughly six percent of the population was unemployed in 2019, similar to the rate of Arizona (5.8%) and the United States (4.6%). Approximately 14 percent of employed Kingman residents spend seven hours or more commuting to and from work each week. Thirty-six percent of commuters drive alone in a car to work.

Figure 8: Employment Overview in Kingman



Source: 2019 Esri Business Analyst

B. Community Survey Summary

As part of the project, a statistically valid survey was conducted to assess the opinions, desires, and needs of residents in Kingman. The survey was conducted using three primary methods: 1) a mailed survey to 3,500 households in the City, 2) an online, password protected invitation website, 3) an open link survey for all other residents who were not included in invitation sample. Invitation or invite respondents were given a unique password to participate through the online survey. Approximately two weeks after the mailed surveys began arriving in mailboxes, the open link survey was made available to all park and facility users, or nonusers who did not receive an invitation survey. Results are kept separate to maintain the statistical validity of the invitation sample. The invitation sample contains 398 completed surveys with the open link closing with 215 completed surveys.

After reviewing all data received through the survey the consultant team summarized key findings which are below in **Figure 9**. These findings present a quick overview of the survey outcomes.

Figure 9: Top Findings from the Community Survey



Familiarity of parks and recreation is moderate among respondents

Approximately 48% of respondents rated their familiarity either a 4 or 5 out of 5, but there is room to improve by diversifying outreach methods to raise awareness of residents in Kingman.



Satisfaction is high for many aspects of parks and recreation in Kingman

All aspects rated by respondents received a 4.1 out of 5.0 or higher. Thus, residents are relatively satisfied with what is currently provided.



Centennial Park and other community parks are used most frequently by residents

Approximately 71% of Invite respondents used Centennial Park in the past 12 months and 48% used other neighborhood / community parks, highlighting relatively strong interest in parks.



Preferred communication methods are diverse

From social media to emails to newsletters, respondents seek a diversity of online and traditional promotional materials. Diversifying information is important as different ages typically prefer varied communication methods.



Amenities at neighborhood parks and Centennial Park are most important

Respondents stated that the amenities at specific parks and Centennial Park were most important to their household. This correlates with frequent usage too. Trail usage was also relatively high.



Trail and pathways are important to most respondents

Over 70% of respondents stated that trails connectivity was at least "moderately" important to their household. Further, a diverse array of difficulties in trail systems are desired in Kingman.



The Importance / Performance Matrix highlights areas to improve

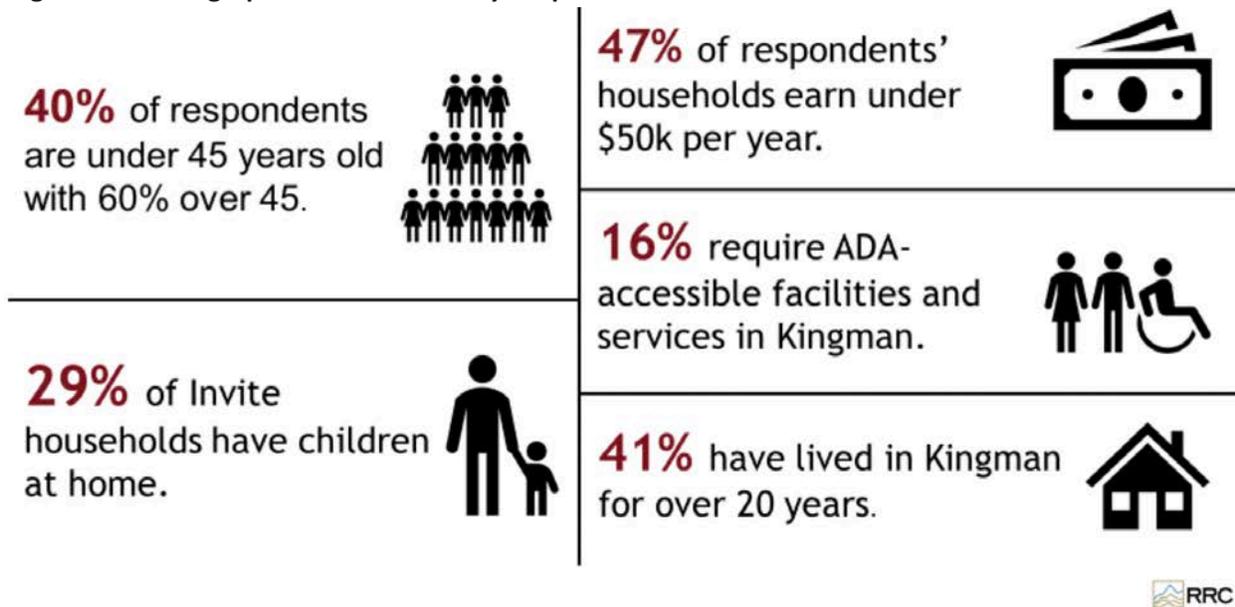
Based on the matrix developed through importance of facilities/programs and how well they are meeting community needs, trails and pathways, special events, youth recreation programs, and athletic courts are areas to look for improvement.

Indoor multi-use facility ranks high as a future priority

Over 70% of Invite respondents agreed that Kingman needs an indoor recreation center / multi-purpose facility. Several open-ended comments also discuss the need for a facility to escape the heat during the summer season.

Other findings from the survey are listed below and were integrated into the development of recommendations and actions for the Master Plan.

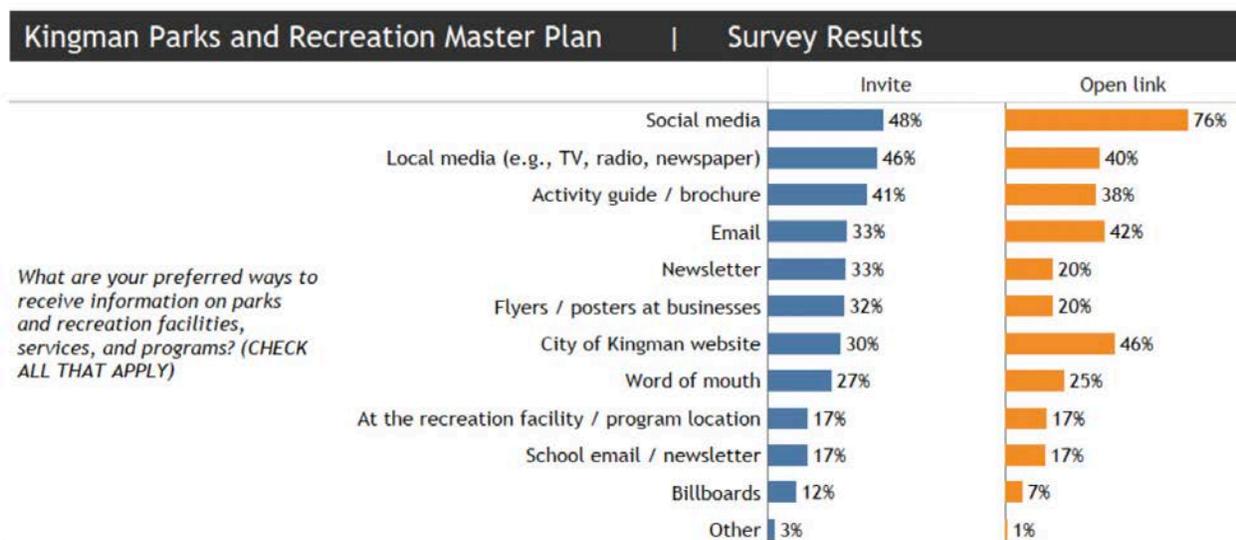
Figure 10: Demographic Profile of Survey Respondents



Communication Methods

When asked which method of communication is the best, most respondents highlighted social media, followed by newsprint and the Recreation Activity Guide. Both Invite and Open link respondents prefer social media (48% Invite, 76% Open link) as the method to receive information on parks and recreation facilities, services, and programs. For Invite respondents, local media (46%), activity guide/brochure (41%), emails (33%), and newsletters (33%) also received relatively high response. These findings suggest a diversity of options is preferred among residents.

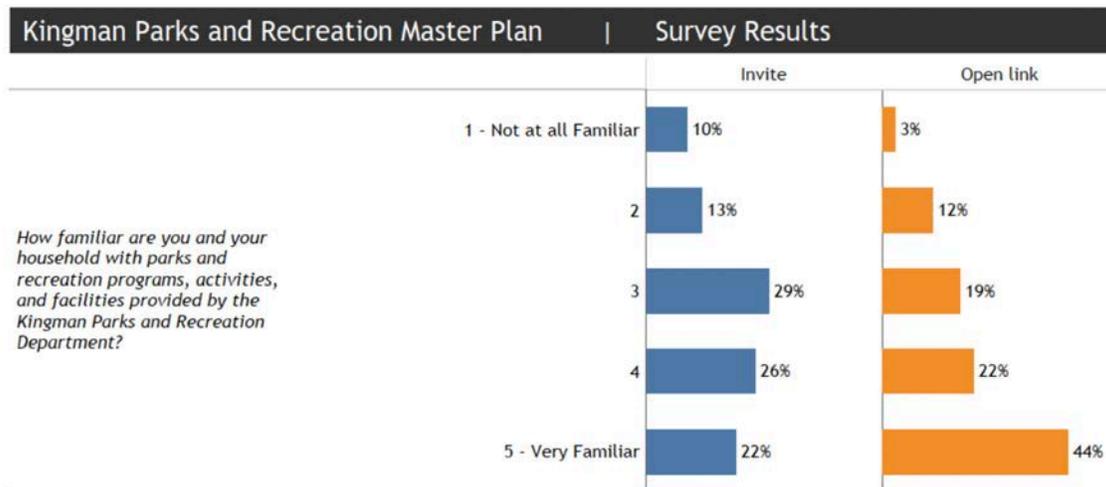
Figure 11: Top Communication Methods



Familiarity

Familiarity among Invite respondents in Kingman is moderate-to-mostly familiar. In fact, 48 percent of Invite respondents rated their familiarity either a 4 or 5 out of 5. An additional 29 percent provided a 3 out of 5 familiarity rating with 23 percent rating either a 1 or 2 out of 5. Open link respondents were much more familiar which is common in community parks and recreation research. Kingman residents are relatively familiar with what is offered, but there are likely segments that could have their awareness raised through increased promotional efforts.

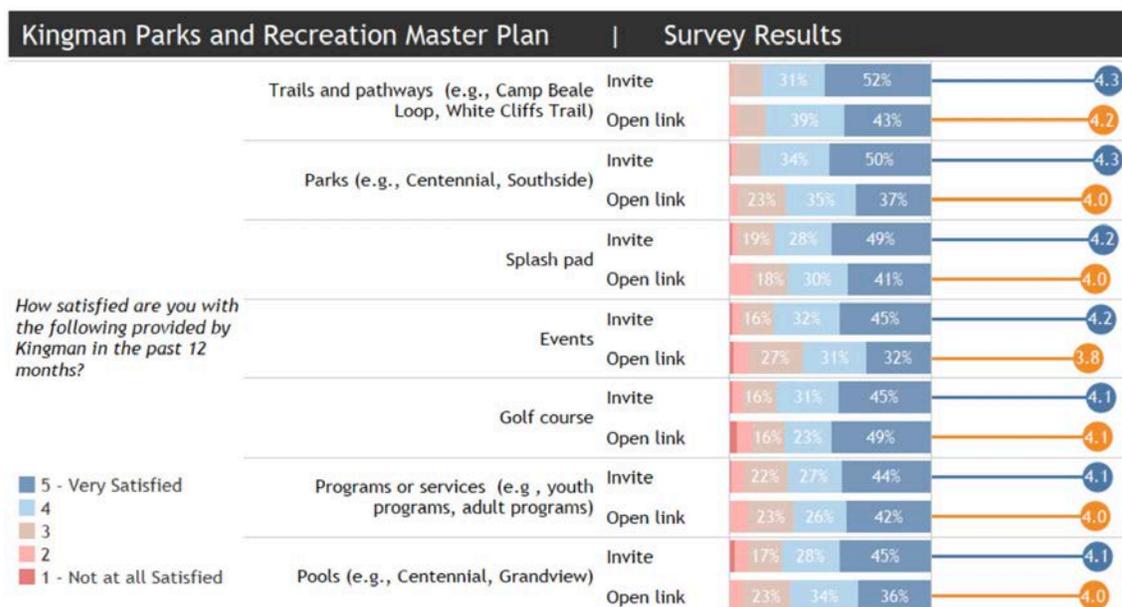
Figure 12: KPR Familiarity



Satisfaction

Overall satisfaction with the quality of KPR is well above average. Trails and Pathways rated the highest, with 83 percent either satisfied or very satisfied. Parks were a close second with an 82 percent either satisfied or very satisfied. There were no facilities/programs that were rated below a 4.0 out of 5.0 which signals high satisfaction across the board. Open link respondents were relatively equal in their ratings with a few slight differences.

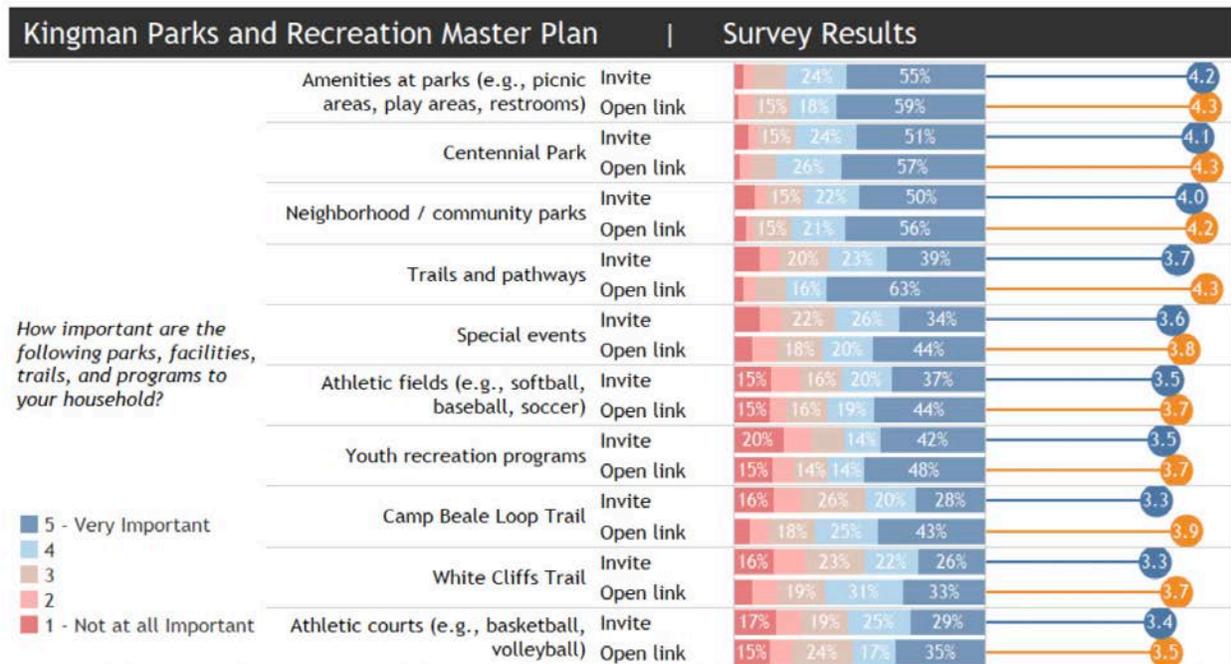
Figure 13: KPR Satisfaction



Current Facilities and Programs

When asked how important a variety of facilities and services are to their household, amenities at parks, Centennial Park, and neighborhood/community parks rose to the top. Trails, events, and athletic fields are also important to respondents.

Figure 14: Facility and Program Importance

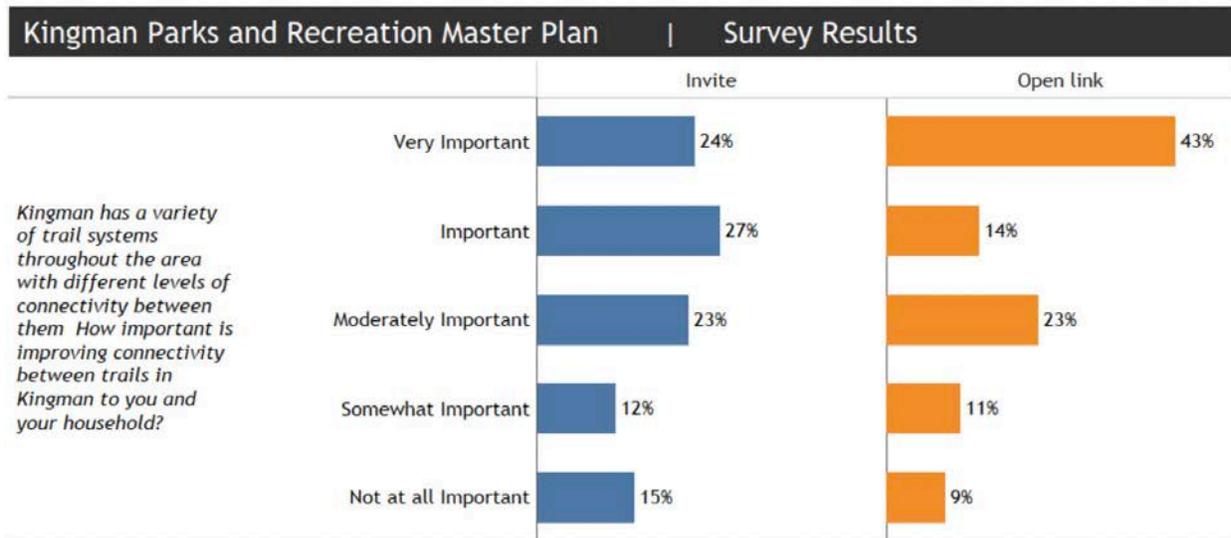


Trails had an expanded focus for future planning efforts as Kingman has a variety of trail systems throughout the area. In terms of importance, invite respondents see trails as relatively important to their household (53% rated 4 or 5). Only 23 percent rated trails as not that important (1 or 2). Open link respondents see trails as much more important with 50% rating their importance as 5 out of 5, and an additional 23 percent as 4 out of 5. Trails generally are important to Kingman residents as displayed through other results too.

Trail connectivity is another topic that has been mentioned throughout other survey questions. Respondents were asked how important improving trail connectivity was to their household. As displayed, many see it as either “very important” or “important” (51%). Open link respondents again placed higher importance on connectivity than Invite respondents (67% important or very important). This further solidifies the finding that trail connectivity is an important topic for the future according to many Kingman residents.

Trail difficulty is another topic of interest to address in Kingman. Using the International Mountain Biking Association’s trail difficulty ratings, respondents specified which level of trail difficulty they use the most in Kingman. Most respondents use trails that are defined as “more difficult (10% or less grade)” or easier (94%). Only a handful of respondent’s use “very difficult” or “extremely difficult” trails. That said, there are a wide variety of trail types that are used including both paved and non-paved options.

Figure 15: Trail Connectivity

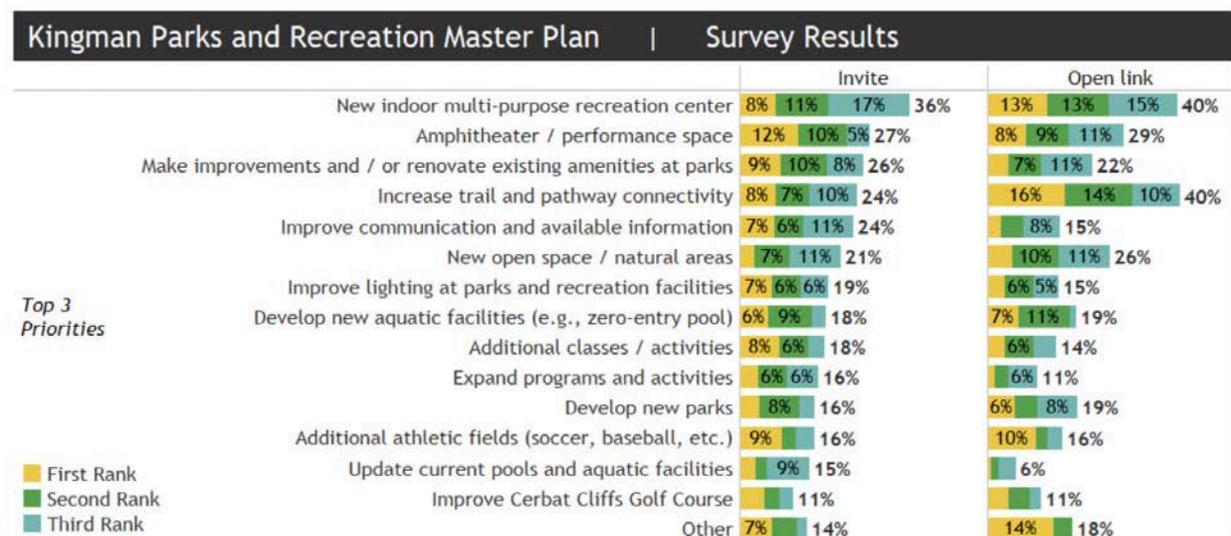


Future Needs

Respondents were provided with a variety of priorities for the future. As displayed, Invite respondents rated a new indoor multi-purpose recreation center as the top priority (3.7) followed by improvements at existing parks and facilities (3.6), improving communication and information (3.6), increasing trails/pathway connectivity (3.5), and expanding programs and activities (3.4). Open link results were similar but placed more emphasis on increasing connectivity.

When asked to choose their top three priorities, Invite respondents highlighted a new indoor multi-purpose center (36%), amphitheater/performance space (27%), and improvements at existing parks (26%). An amphitheater/performance space did not receive a top rating in the importance scale, but it is a high priority for those who did rate it as important. Making improvements at existing sites and trail connectivity are also important to many respondents.

Figure 16: Top 3 Priorities



Key Issues and Values

A variety of key issues were presented for the future and rated on their importance to respondents. Ensuring facilities and programs are affordable for all residents (4.4) is the top issue for Invite and Open link respondents. Providing family-oriented offerings (4.2) and a high level of safety (4.1) followed for Invite respondents.

Figure 17: Values and Vision for KPR



C. Park and Facilities Inventory and Assessment

Inventory

Site visits and an inventory assessment of the City’s Parks and Recreation maintained facilities was conducted by J2. The inventory for the City of Kingman was completed in January of 2020. For this inventory only parks were inventoried. **Table 3** lists the 15 City’s parks with the components at each park as well as the site acreage for each park. An evaluation matrix was created to determine the quantity of facilities and features at each site, but also a review of the quality and condition of each feature and facility. The intent of this evaluation is to understand the level of recreational service provided by the City of Kingman.

Table 3: Summary of Inventory

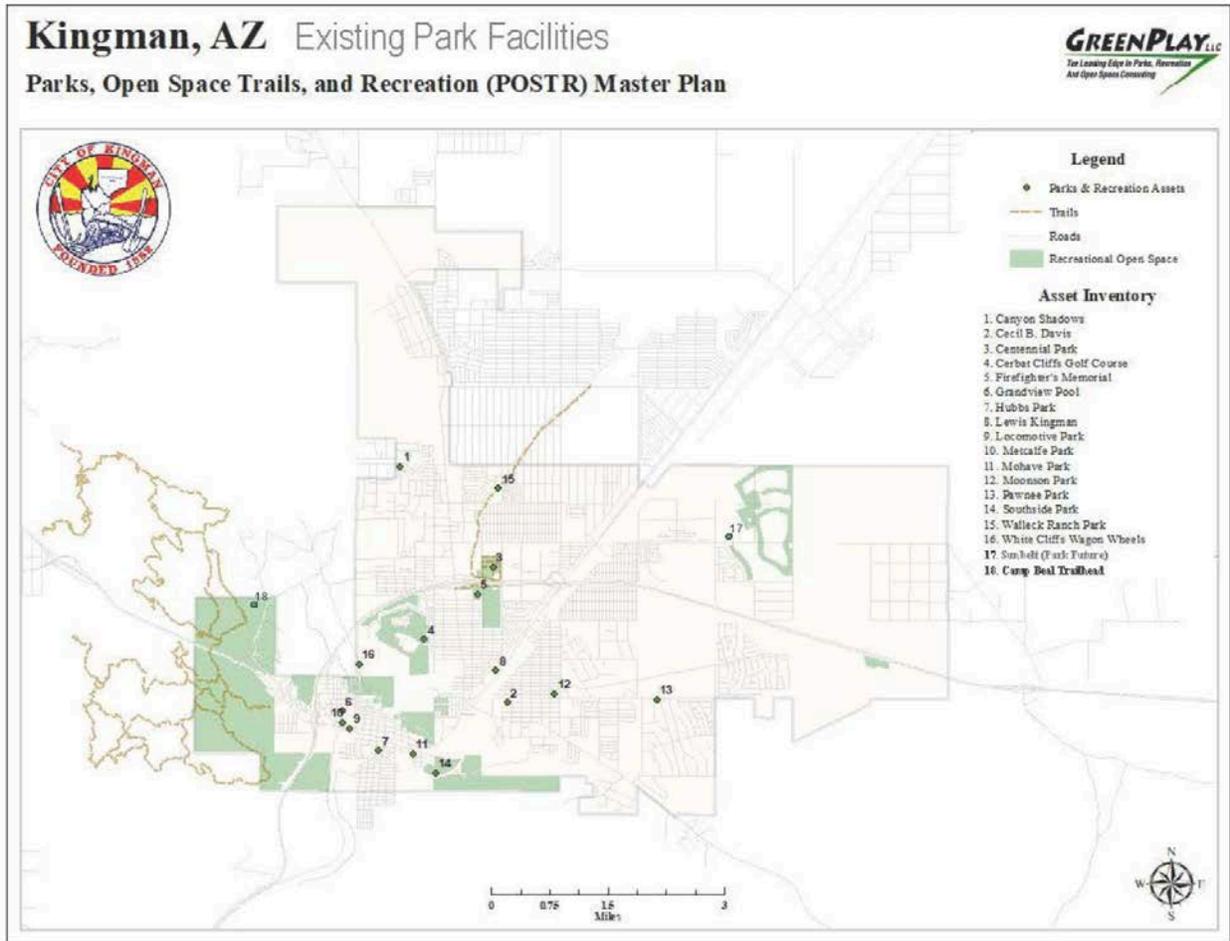
Amenities	Canyon Shadows	Centennial Park	Firefighter's Memorial	Lewis Kingman	Cecil B. Davis	Monsoon Park	Pawnee Park	Southside Park	Mohave Park	Hubbs Park	Locomotive Park	Grandview Pool	Metcalf Park	White Cliffs Wagon Wheels	Walleck Ranch Park	Totals
Acres	2.5	41	11	9	5	6.5	1	51	2	1	7	3	2	N/A	4	146
Parking Spaces	9	514	80	35	20	0	8	300	8	10	12	100	15	N/A	20	1131
Restrooms	0	1	2	1	1	No	No	2	No	No	No	1	1	No	1	10
Concession Stand	0	3	No	No	No	No	No	1	No	No	No	N/A	No	No	No	4
Drinking Fountains	2	2	1	1	1	No	1	4	1	1	No	1	1	No	3	19
Ramadas	2	5	1	4	2	0	1	1	1	1	1	0	1	N/A	3	23
Picnic Tables	5	42	5	10	4	No	1	2	5	4	1	2	7	No	5	93
BBQ Grills	2	9	3	3	1	0	1	0	1	1	0	0	1	N/A	3	25
Benches	5	8	11	1	10	0	1	0	0	2	13	5	3	0	6	65
Playgrounds	1	2	1	No	1	No	1	2	1	1	No	No	1	No	1	12
Splash Pads	No	No	No	No	1	No	No	No	No	No	No	No	No	No	No	1
Soccer Fields	No	2	No	No	0	No	No	1	No	No	No	No	No	No	No	3
Baseball Fields	No	0	No	No	0	No	No	6	No	No	No	No	No	No	No	6
Softball Fields	No	7	No	No	No	No	No	0	No	No	No	No	No	No	No	7
Basketball Courts	0.5	2	No	No	1	No	No	No	0.25	1	No	No	No	No	1	5.75
Volleyball Courts	No	2	No	No	No	No	No	No	No	No	No	No	No	No	No	2
Tennis Courts	No	4	No	No	No	No	No	No	No	No	No	No	No	No	No	4
Racquetball Courts	No	2	No	No	No	No	No	No	No	No	No	No	No	No	No	2
Skate Park	No	No	1	No	No	No	No	No	No	No	No	No	No	No	No	1
Horseshoe Pits	2	3	No	No	No	No	No	2	No	1	No	No	No	No	2	10
Dog Park	No	1	No	1	No	No	No	No	No	No	No	No	No	1	1	4
Frisbee Golf	No	1	1	No	No	No	No	No	No	No	No	No	No	No	No	2
Swimming Pool	No	1	No	No	No	No	No	No	No	No	No	1	No	No	No	2
Stage Area	No	No	No	No	No	No	No	No	No	No	No	No	1	No	No	1
Site Lighting	14	0	0	6	No	No	5	0	1	2	Yes	0	0	0	8	36
Signage	0	Yes	Yes	Yes	Yes	Yes	0	Yes	0	0	Yes	0	0	No	Yes	8
Irrigation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	15
ADA Issues	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	15
Bocce Ball		2					1									3
Community Garden					1											1
Bike Rack	1				1		1								2	5
Fitness Course		1														1
Historic House										1						1
Water Tower										1						1

EXISTING RESOURCES

The following facilities are included in the inventory summary in Appendix A.

- Canyon Shadows
- Centennial Park
- Firefighter’s Memorial
- Lewis Kingman
- Cecil B. Davis
- Monson Park
- Pawnee Park
- Southside Park
- Mohave Park
- Hubbs Park
- Veterans Memorial Park
- Locomotive Park
- Grandview Pool
- Metcalfe Park
- White Cliffs Wagon Wheels
- Walleck Ranch Park

Figure 18: Existing Park Facility Map



Level of Service Analysis

LOS measurements evaluate how parks, open spaces, and facilities in Kingman serve the community. They may be used to benchmark current conditions and to direct future planning efforts. LOS describes how a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

KINGMAN LOS ANALYSIS

LOS is based on how many of each type facility is needed per the population of the city. Examples: 2552 Residents per Playground and 4.77 acres per 1000 Residents. Applying a LOS metric across the city's park system in conjunction with Service Areas (distance to parks), park and recreation facilities are calculated to the current and future population. This plan is using the current population of 30,622 and future 2024 population of 32,820 based on City of Kingman supplied demographic data.

To determine the LOS for the City of Kingman an inventory of all park and recreation facilities was performed to validate the quantity and quality of the existing facilities. The existing number of facilities was compared to the 2020 NRPA Agency Performance Review and NRPA Park Metrics to establish where the city is either on target or below similar sized communities across the country. In addition, the Trust for Public Land, City Park Facts was consulted for a balance of LOS measure.

The current facilities and population indicate Kingman is in general on target with most areas based on the NRPA Park Metrics, however there are some areas where the quantity is below recommended levels. Note as the population of Kingman continues to grow these shortfalls will increase. These include the following areas:

- Residents per park: 2,041 current vs. suggested 1,963. **78 residents per park overage***
- Park acres per 1,000 residents: current 4.77 acres per 1,000 residents vs. suggested 9.6 acres per 1000 residents. **4.83 acres shortfall per 1,000 residents, 148-acre shortfall across system***
- Tennis courts: current 7,656 residents per court v. suggested 4,347 residents per court. **Three tennis court shortfall***
- Multi-Use Fields (soccer, football): current 10,207 residents per field v. suggested 7,297 residents per field. **1 field minimum shortfall***

*These recommendations reflect the NRPA Park Metric only.

Table 4: Existing Facilities LOS based on NRPA Park Metrics

Amenities	Total # of Facilities	Kingman Existing Quantity	NRPA Metric for Communities 20,000 -	Notes / Comments:
Parks	15	2041 Residents per Park	1,963	Slightly below NRPA Metric
Acres	146	4.77 Acres/ 1,000 Residents	9.6	Below NRPA Metric of Lowest Number of Acres/Resident for similar size communities
Playgrounds	12	2552 Residents per Playground	3,157	On Target
Basketball Courts	5.75	5326 Residents per Basketball Court	7,067	On Target
Tennis Courts	4	7656 Residents per Tennis Court	4,347	Below NRPA Metric
Diamond Field: Baseball Youth	6	5104 Residents per Baseball Youth	5,132	Close to NRPA Metric. This measure may change dependent on use of ballfields designated as adult but used as youth. Review w/staff scheduling of all ballfields. Look at average across both youth and adult, Note: NRPA metric may be below actual need level in Kingman. Trust for Public Land is an average of 1 ballfield per 2500 residents.
Diamond Field: Softball Adult	7	4375 Residents per Soft Adult	10,849	On Target, but may realign with use of some fields as youth play. Review w/staff scheduling of all ballfields. Look at average across both youth and adult, Note: NRPA metric may be below actual need level in Kingman. Trust for Public Land is an average of 1 ballfield per 2500 residents.
Rectangular Fields (Dedicated)	3	10207 Residents per Dedicated Rectangular Field	7,297	Below Target. Current demand is being accommodated by a combination use of overlay's and open turf areas. Note: NRPA metric may be below actual need level in Kingman. With the build out of Sunbelt park the need will be met.
Rectangular Fields (Overlay)	7	4375 Residents per Overlay Rectangular Field	8,468	Overlays on Ballfields. Review w/staff impact of overlays to field quality, scheduling and staff resources. With build out of Sunbelt the overlay use will come down.
Dog Park	3	7656 Residents per Dog Park	28,132	On Target
Swimming Pool	2	15311 Residents per Swimming Pool	25,107	On Target
Community Garden	1	30622 Residents per Community Garden	22,562	Slightly below NRPA Metric
Skate Park	1	30622 Residents per Skate Park	29,491	Slightly below NRPA Metric

Park and Recreation Facility LOS Recommended

For Kingman, a recommended LOS is provide that is adjusted to regional and local benchmarks, league participation levels and need based on current schedule conflicts.

Table 5: KPR Recommended LOS

Component	Quantity per Resident
Ramadas	1 / 1,250
Multi-Use "Rectangular" Field / Soccer / Football	1 / 5,000 (use avg. of 1/2500 across all rectangular fields combined)
Youth Baseball / Softball "Diamond" Field	1 / 5,100 (use avg. of 1/2500 across all rectangular fields combined)
Adult Softball "Diamond" Field	1 / 11,000
Basketball Courts	1 / 7,000
Tennis Courts	1 / 5,000
Pickle Ball Courts	1 / 10,000
Sand Volleyball Courts	1 / 15,000
Skatepark	1 / 25,000
Fitness Course	1 / 25,000
Dog Park	1 / 25,000
Splash Pad	1 / 12,500
Pool	1 / 25,000
Fishing Lake / Pond	1 / 50,000
BMX	1 / 50,000
Amphitheater / Stage	1 / 50,000
90' Baseball "Diamond" Field	Not city provided. High Schools provide

Findings of Need based on Recommended Kingman LOS Analysis

The findings of the existing and future LOS determine existing excesses or deficiencies and the future needs. These are expressed in the following table showing both existing 2020 and future five year look ahead.

Table 6: Existing LOS Summary Based on Recommendations

Inventory	Playground	Ramadas	Multi-Use Rectangular Field	Soccer / Football Youth Baseball / Softball	Diamond Field	Adult Softball Diamond Field	Basketball Courts	Tennis Courts	Pickle Ball Courts	Sand Volleyball Courts	Skatepark	Fitness Course	Dog Park	Splash Pad	Pool	Fishing Lake / Pond	BMX	Amphitheater / Stage
Totals	12	23	3	6	7	5.75	4	0	2	1	1	4	1	2	0	0	1	
LOS Population	2,500	1,300	5,000	5,000	5,000	5,000	5,000	10,000	15,000	25,000	25,000	25,000	12,500	25,000	50,000	50,000	50,000	
Current Population	30,622																	
Current Shortage / (Excess)	0.2	0.6	3.1	0.1	(0.9)	0.4	2.1	3.0	0.0	0.2	0.2	(2.8)	1.4	(0.8)	0.6	0.5	(0.4)	

Table 7: Future LOS Summary Based on Recommendations

Future Park System LOS 5 year look ahead assumes Sunbelt Park Buildout	Playground	Ramadas	Multi-Use Rectangular Field	Soccer / Football Youth Baseball / Softball	Diamond Field	Adult Softball Diamond Field	Basketball Courts	Tennis Courts	Pickle Ball Courts	Sand Volleyball Courts	Skatepark	Fitness Course	Dog Park	Splash Pad	Pool	Fishing Lake / Pond	BMX	Amphitheater / Stage
Totals	12	26	7	6	7	6.75	4	0	3	1	1	4	2	2	0	0	1	
LOS Population	2,500	1,300	5,000	5,000	5,000	5,000	5,000	10,000	15,000	25,000	25,000	25,000	12,500	25,000	50,000	50,000	50,000	
Future 2024 Population	32,820																	
Future Shortage / (Excess)	1.1	(0.8)	(0.4)	0.6	(0.4)	(0.2)	2.6	3.0	(0.8)	0.3	0.3	(2.7)	0.6	(0.7)	0.7	0.5	(0.3)	

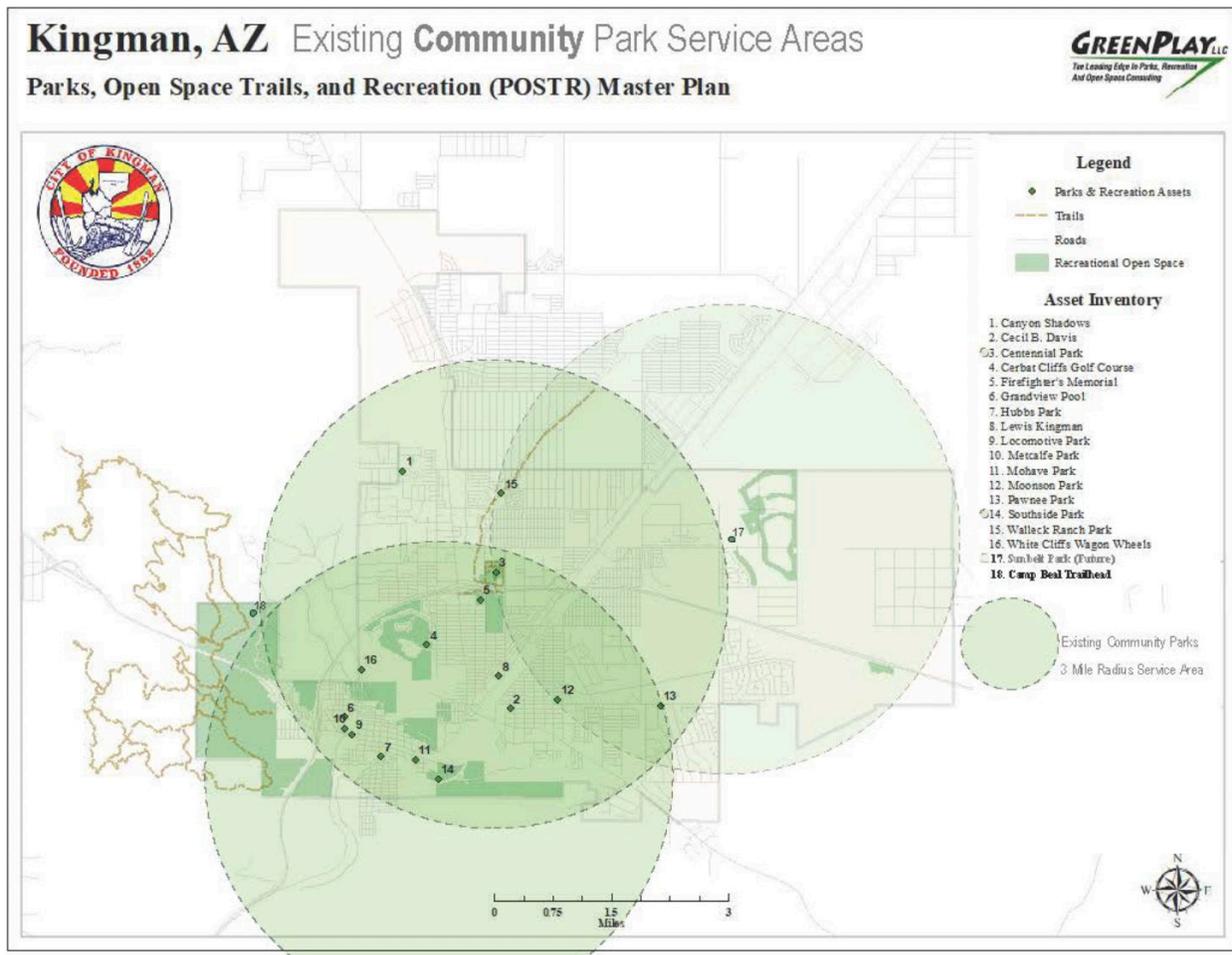
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SERVICE AREAS

Each type of park: Regional, Community, Neighborhood, has a “Service Area” or radius distance of travel to a park. While the City of Kingman does not have or anticipate having any regional parks, the current parks could be considered community parks and any future basin parks would be neighborhood parks. The future high school site park would also be considered a community park. Recommended Service areas:

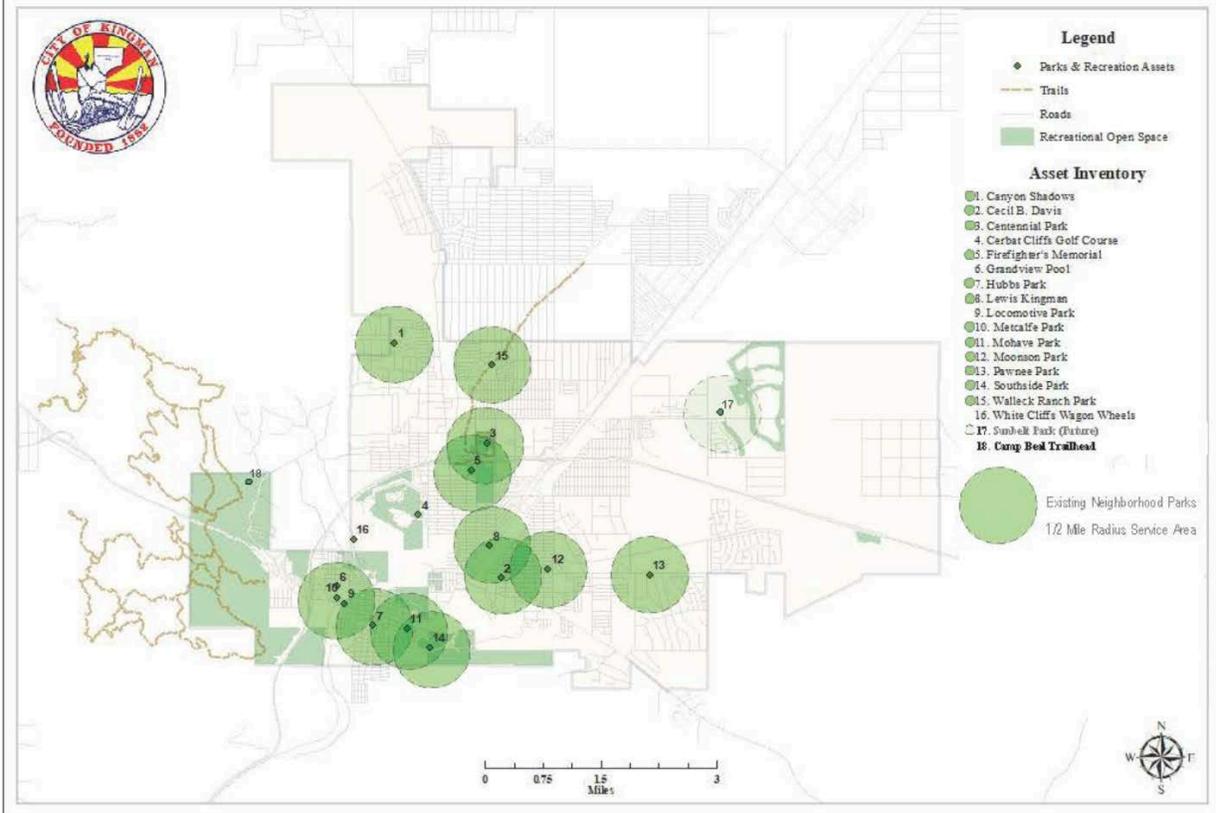
- Community Park
3-mile radius (walk or drive to)
- Neighborhood Park
1/2-mile radius (walk to)

Figure 19: Kingman Facilities Service Area Maps



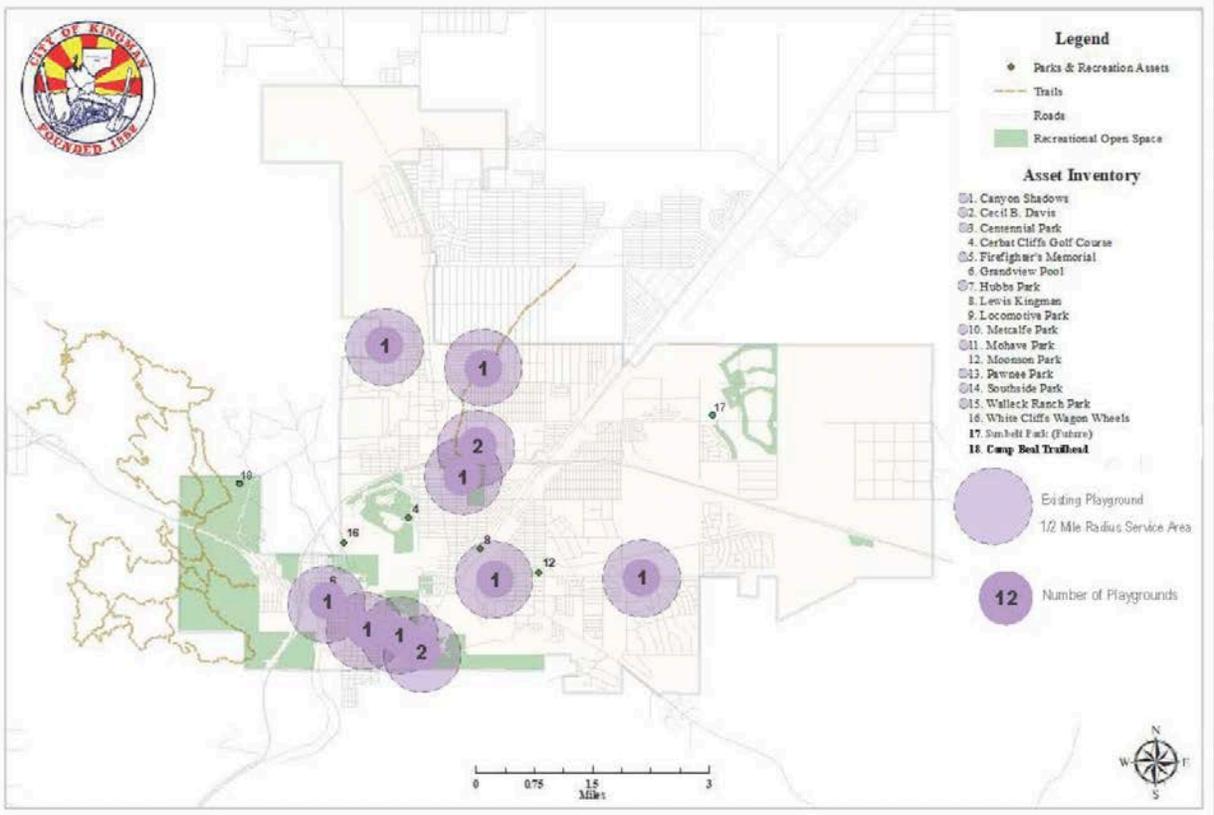
Kingman, AZ Existing Neighborhood Park Service Areas

Parks, Open Space Trails, and Recreation (POSTR) Master Plan



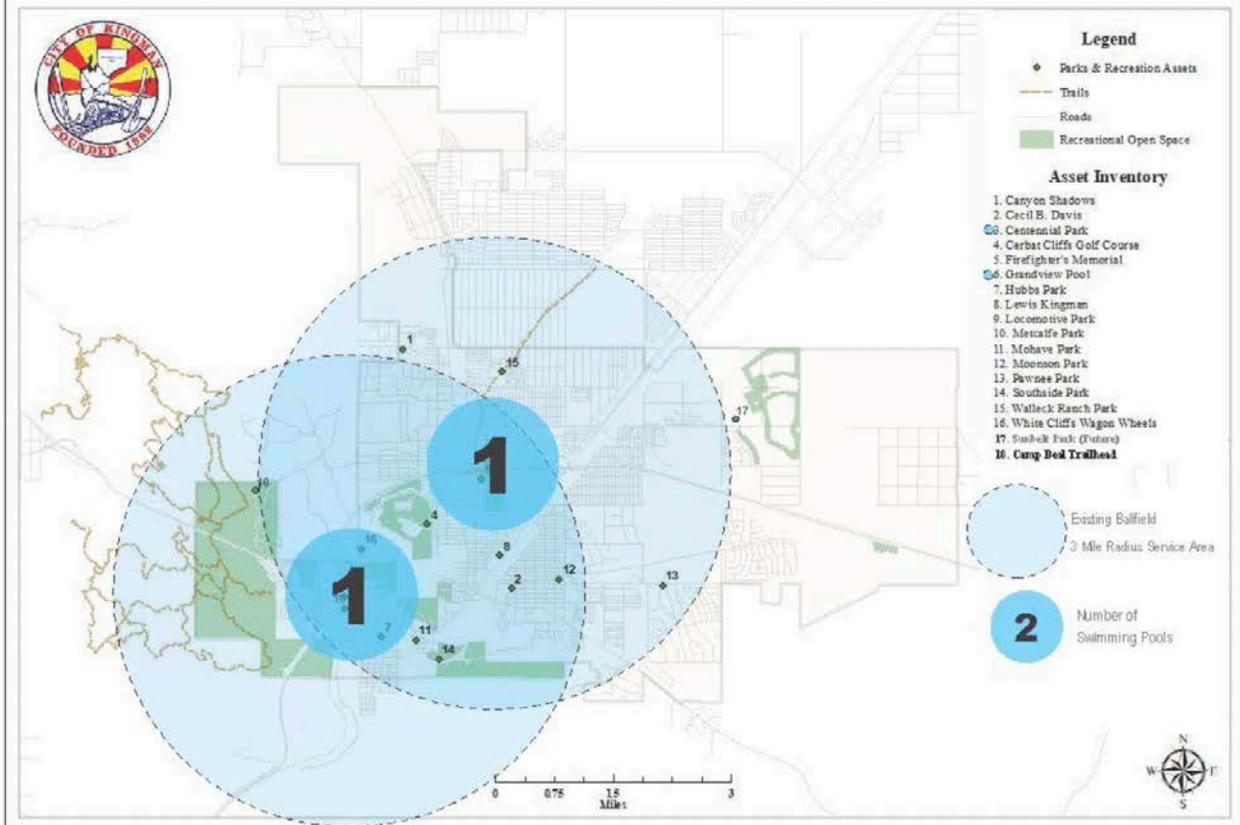
Kingman, AZ Existing Playground Service Areas

Parks, Open Space Trails, and Recreation (POSTR) Master Plan



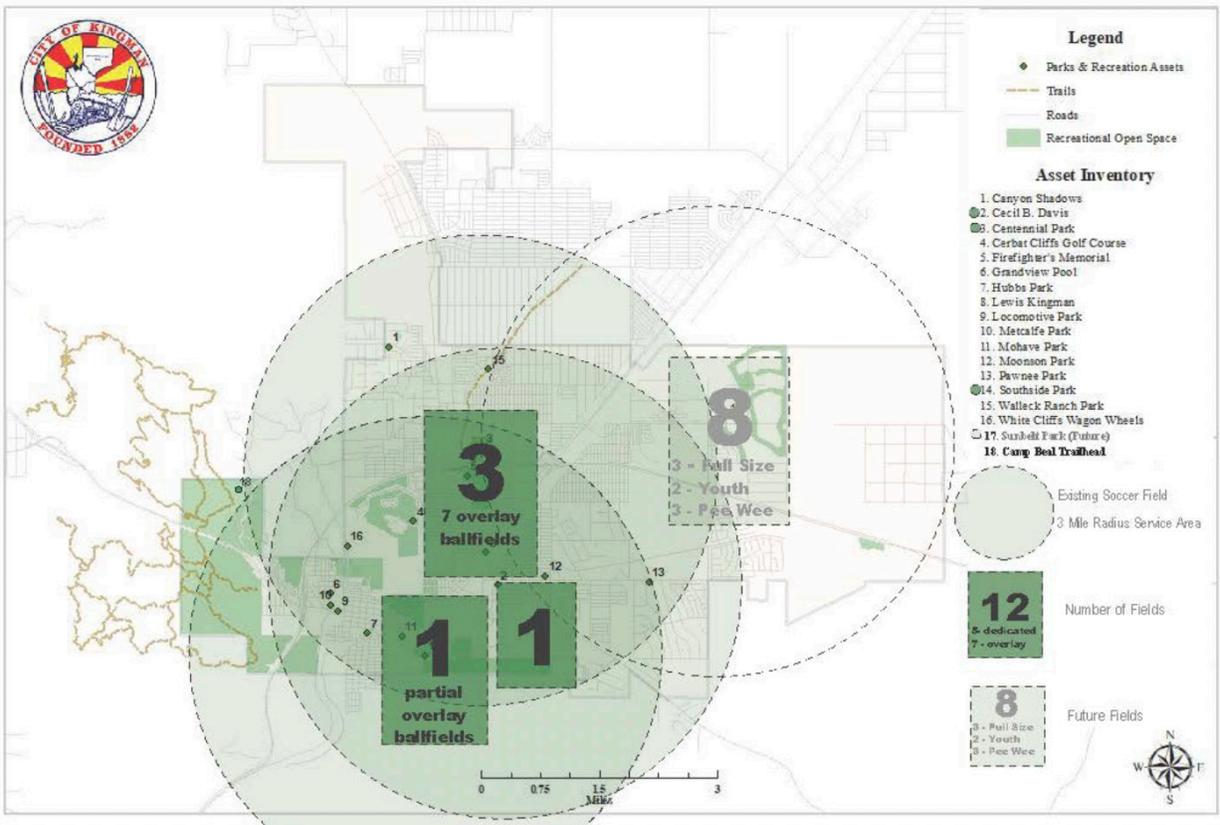
Kingman, AZ Existing Swimming Pool Service Areas

Parks, Open Space Trails, and Recreation (POSTR) Master Plan



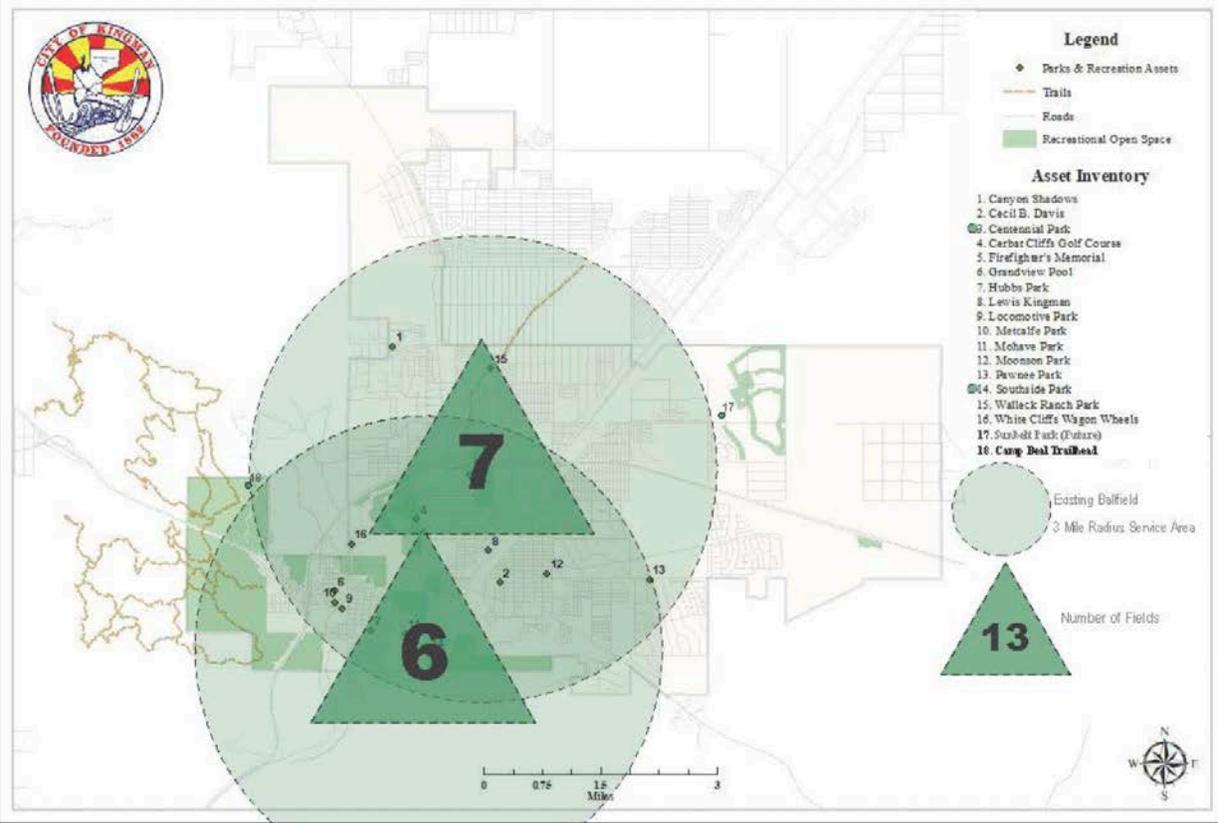
Kingman, AZ Existing Soccer Field Service Areas

Parks, Open Space Trails, and Recreation (POSTR) Master Plan



Kingman, AZ Existing Ballfield Service Areas

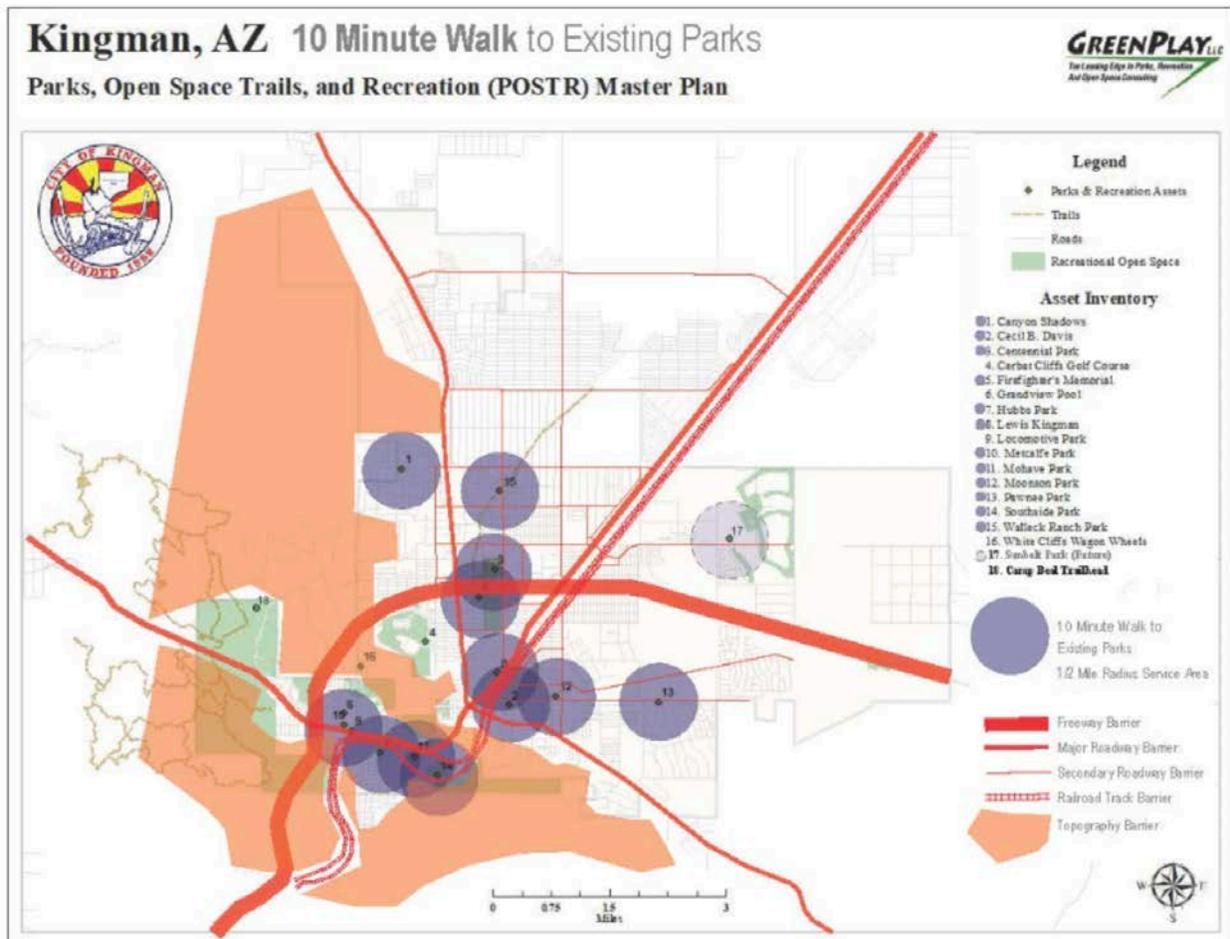
Parks, Open Space Trails, and Recreation (POSTR) Master Plan



Neighborhood Access to Outdoor Recreation

A series of “heat maps” were created to examine neighborhood access to recreation opportunities. Walkability analysis measures access to recreation components by walking. One-half mile catchment radii have been placed around each component. Walkability is a measure of how user-friendly an area is to people traveling on foot and benefits a community in many ways related to public health, social equity, and the local economy.

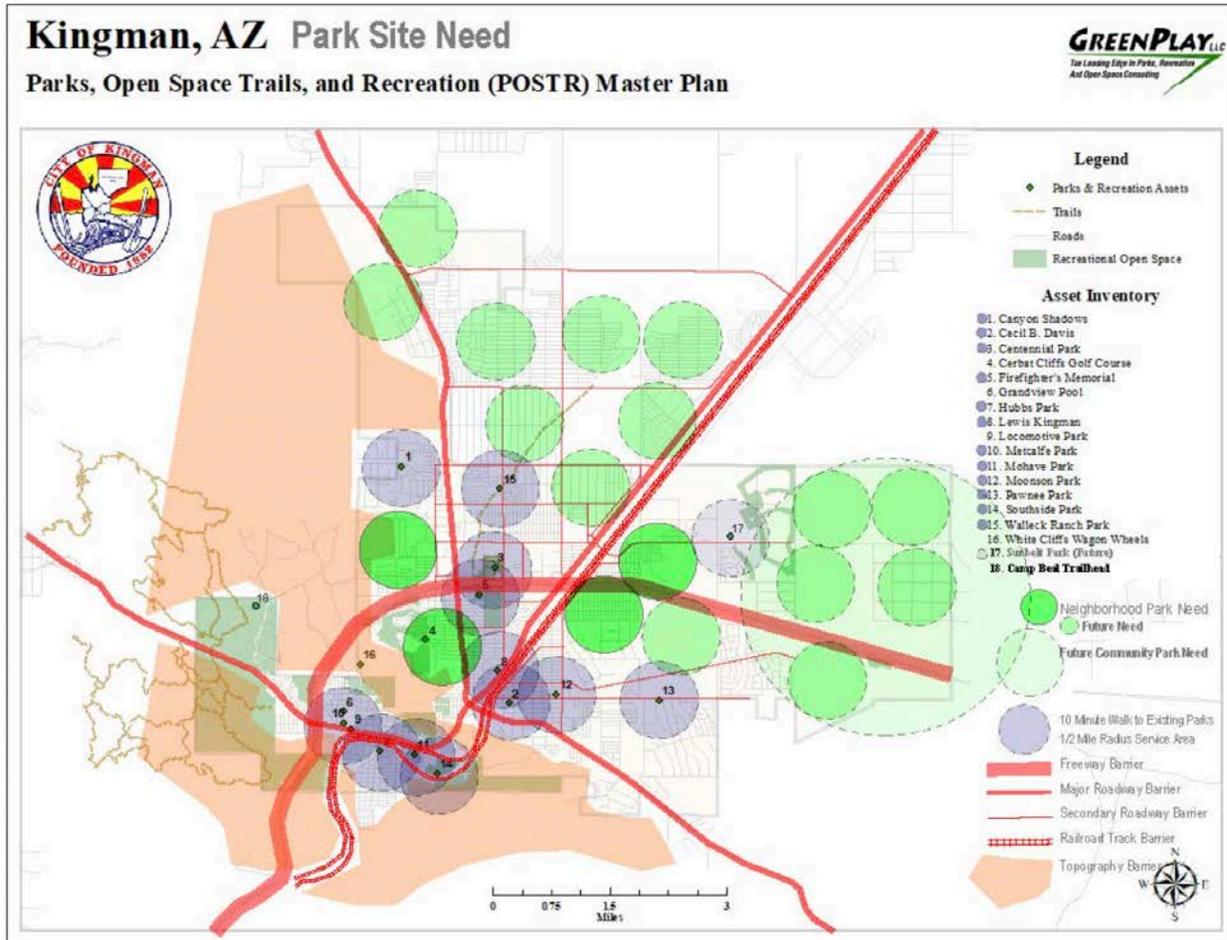
Figure 20: Walkability Analysis Map



Many factors influence walkability including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations, among others.

Environmental barriers can limit walkability. The LOS in this analysis has been “cut-off” by identified barriers where applicable. Pedestrian barriers in Kingman, such as highways, significantly impact the analysis. On the following map, purple areas indicate where walkable LOS values meet or exceed the target. Areas shown in green on the map can be considered areas of need.

Figure 21: Park Site Need



D. Parks and Recreation Influencing Trends

The changing pace of today’s world requires analyzing recreation trends from both a local and national level. From a national perspective, organizations including the National Recreation and Park Association (NRPA), the American College of Sports Medicine (ACSM), and the Outdoor Industry Association (OIA), among many others, attempt to summarize and predict the most relevant trends impacting health, wellness, outdoor recreation, and parks for the current year. This broad level overview of 2020 trends can help prepare agencies to understand what the future of parks and recreation might look, and how agencies can be at the forefront of innovation in the field.

Local participation data, sourced from Esri Business Analyst, as well as community input generated from the engagement process, determine the relevant trends related to Kingman. This information is intended to provide a foundational context for potential recommendations discussed later in this report.

It should be noted that local participation data is gathered from ESRI Business Analyst and measures the Market Potential for leisure activities. Market Potential provides the estimated demand for a service or product by calculating the consumption rate from local and national datapoints.¹ These estimates in participation provide a snapshot of fitness and wellness activities throughout Kingman; participation estimates help frame activities that are uniquely preferred in Kingman compared to the State. Those activities that have the highest participation serve as a key perspective to understanding the community, and thus providing reference for the recommendations referenced throughout the report.

National Parks & Recreation 2020 Trends

The National Recreation and Park Association (NRPA) annually releases a number of predictions that could likely impact parks and recreation agencies. The yearly article identifies the changes agencies are likely to see in the coming year. A summary of key predictions for 2020 are listed below:

- One-third of agencies will have video surveillance in their parks and facilities, and the public will want more for security
- Private businesses will capitalize on delivery services of food and goods via drones in local parks and beaches. Agencies should be prepared on how to regulate the usage of drones in their public areas.
- E-sports will continue to increase in popularity; agencies who are able to provide tournaments or league play can engage teens and young adults that would otherwise not participate in traditional recreation programs.
- Landscape management practices may remove glyphosate, a common pesticide, due to concerns from the International Agency for Research on Cancer (IARC) that the weed killer is “probably carcinogenic to humans.”
- Large parks have the ability to “cool a city” through the presence of trees and green infrastructure. Agencies may look to linear green spaces and trail corridors to reduce climate change and the impacts of extreme heat.
- Recreation centers will continue to become known as community “wellness hubs.” These innovative models of health and wellness will provide safe gathering spaces, access to healthcare providers, food and nutrition assistance, and additional education opportunities. Partnerships will be formed with health-related organizations.

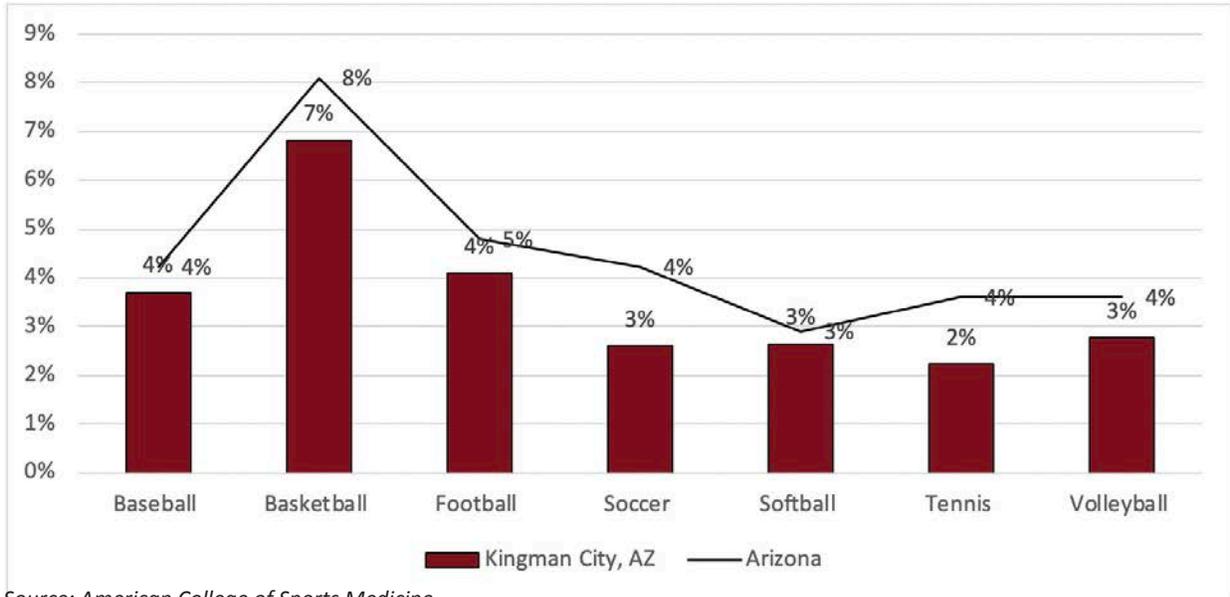
Source: National Recreation and Parks Association

¹ “Methodology Statement: 2019 Esri Market Potential” Esri. https://downloads.esri.com/esri_content_doc/dbl/us/J9672_Market_Potential_DB_Methodology_Statement_2019.pdf, Accessed March 2020

Local Participation - Sports

According to census data, households in Kingman had high levels of participation in basketball (7%), baseball (4%) and football (4%).

Figure 22: Team Sport Household Participation



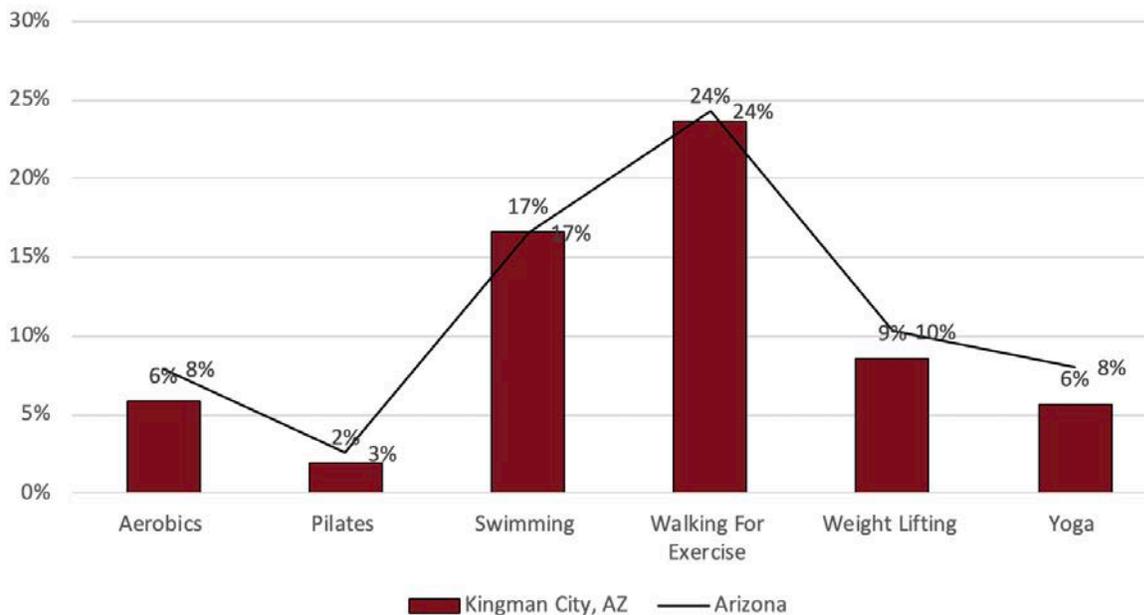
Source: American College of Sports Medicine

Local Participation - Fitness

The **Figure 23** shows household participation in various fitness activities in Kingman. Participation was highest for the following activities:

- Walking for exercise (24%)
- Swimming (17%)
- Yoga (9%)

Figure 23: Fitness and Wellness Participation



Source: American College of Sports Medicine

National Health & Fitness 2020 Trends

For the past 14 years, the American College of Sports Medicine (ACSM) Health and Fitness Journal has released its fitness trends survey, which collects survey data from 3,000 health and fitness professionals. The following items made up the top ten fitness trends from the study for 2020:

1. Wearable Technology
2. High Intensity Interval Training (HIIT)
3. Group Training
4. Training with Free Weights
5. Personal Training
6. Exercise is Medicine
7. Body Weight Training
8. Fitness Programs for Older Adults
9. Health/Wellness coaching
10. Employing Certified Fitness Professionals

Source: American College of Sports Medicine

Local Participation - Outdoor Recreation

Figure 24 shows household participation in various fitness activities in Kingman. Participation was highest for the following activities:

- Freshwater Fishing (14%)
- Camping (12%)
- Hiking (9%)
- Running or Jogging (9%)

Figure 24: Outdoor Recreation Participation



Source: 2018 Esri Business Analyst

Outdoor Recreation

Outdoor recreation has become a thriving economic driver, creating 7.6 million jobs in 2018 and generating \$65.3 billion in federal tax revenue on a national level. Close to half of the US population six and older participated in at least one outdoor activity in 2017. The most popular activity was running – which included both jogging and trail running. Participation among Hispanics and Asians has increased by 1.0 percent and 0.9 percent in the last five years, respectively.¹

According to the Outdoor Industry Report, the State of Arizona, the outdoor recreation economy generated:

- 201,000 direct jobs
- \$21.2 billion in consumer spending
- \$5.7 billion in wages and salaries
- \$1.4 billion in state and local tax revenue

Source: Outdoor Industry Report

Relevant Research Trends

The next section focuses on national research that supports community input heard throughout the engagement process. Where applicable, local information is referenced to provide additional context.

Administrative

Municipal parks and recreation structures and delivery systems have changed as more alternative methods of delivering services are emerging. Certain services are being contracted out and cooperative agreements with non-profit groups and other public institutions are being developed. Newer partners include the healthcare system, social services, justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health agencies is vital in promoting wellness. The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

In addition, the role of parks and recreation management has shifted beyond traditional facility oversight and activity programming. The ability to evaluate and interpret data is a critical component of strategic decision making. In an article in Parks and Recreation Magazine from February 2019, there are several components that allow agencies to keep up with administrative trends and become an agent of change:²

- Develop a digital transformation strategy – how will your agency innovate and adapt to technology?
- Anticipate needs of the community through data – what information from your facilities, programs, and services can be collected and utilized for decision making?
- Continuous education - How can you educate yourself and your team to have more knowledge and skills as technology evolves?
- Focus on efficiency – in what ways can your operations be streamlined?
- Embrace change as a leader – how can you help your staff to see the value in new systems and processes?
- Reach out digitally – be sure that the public knows how to find you and ways that they can be involved.

² “The Digital Transformation of Parks and Rec” National Recreation and Parks Association, <https://www.nrpa.org/parks-recreation-magazine/2019/february/the-digital-transformation-of-parks-and-rec/>. Accessed 2020.

Conservation

One of the key pillars of parks and recreation is the role that it plays in conservation. Managing and protecting open space, providing opportunities for people to connect with nature, and educating communities about conservation are all incredibly important. In many communities this role is led by the Conservation Commission. One of the key components of conservation is addressing climate change. Local parks and recreation can help by building climate resilient communities through water management, green infrastructure, and sustainability. A report by NRPA in 2017 titled “Park and Recreation Sustainability Practices” surveyed over 400 park and recreation agencies and found the top five ways that local departments are taking action on conservation and climate change include:

- Alternative Transportation – 77% reduce carbon footprint through offering transportation alternatives
- Watershed Management – 70% adopt protective measures for watershed management
- Air Quality – 53% plant trees and foster tree canopy development to improve air quality
- Sustainable Education – 52% educate the public about sustainability practices
- Stormwater Management – 51% proactively reduce stormwater through green infrastructure³

Social Media and Marketing

Digital marketing trends are changing rapidly, and many parks and recreation agencies may struggle to understand how to incorporate these new strategies. Agencies should define their target market – or the specific group of people whom the agency wants to offer their programs and services. Fully understanding the needs and desires of their target market will provide valuable insight to improve an agency's marketing effort.

In addition, consider the following platforms and how to best implement some of the following trends:

- Brand: A brand should be reflective of the “personality” of the agency. A brand strategy can help tie together all elements of an agency that are visible to the public, including uniforms, signage, website graphics, and social media.
- Social Media: An agency's social media accounts should inform and entertain, but the primary purpose should be as an engagement tool. Effective social media strategies incorporate interaction with their audience and show an “behind-the-scenes” look at an agency's operations. Instagram stories, twitter polls, and live videos on Facebook are all examples of interactive content designed to engage an audience. Influencer marketing – which relies on partnerships with well-known social media accounts - provides additional opportunities for agencies to extend their reach beyond their typical audience.
- Website: An agency's website should be mobile-friendly, utilize best practices for search engine optimization (SEO), and be oriented to reach an agency's conversion goals. Conversion goals are objectives that an agency sets based on an action that they want visitors to take. Common conversion goals for parks and recreation agencies might include program registrations, membership sign-ups, or downloads of online recreation guides. An agency should set goals based on their overall operations' objectives.
- Application Software: Many agencies develop apps (either in-house or through a third-party developer) that is entirely accessible from mobile devices. The purpose of these varies, but they can be used for residents to report maintenance issues, create interactive activities through Augmented Reality (AR), or find parks through online Geographic Information Systems (GIS). Agencies need to consider the upfront and ongoing resources that it takes to develop and maintain this type of system.

³ “NRPA Report: Park and Recreation Sustainability Practices,” National Recreation and Park Association <https://www.nrpa.org/our-work/Three-Pillars/conservation/climate-resilient-parks/> Accessed 2020.

GENERATIONAL TRENDS

On a national level, activity participation varies based on age, but also varies greatly based on generational preferences. According to the 2018 Sports and Fitness Industry Association (SFIA) report, Millennials were more likely than any other generation to participate in water sports – but typically prefer fitness and outdoor activities.⁴

As Baby Boomers (people born between the years 1946 and 1964) enter retirement, they will be looking for opportunities in fitness, sports, arts, cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults. Boomers are second only to Generation Y and Millennials in participation in fitness and outdoor sports.

Boomers will look to park and recreation professionals to provide opportunities for hobbies and sports. It is anticipated that recreation trends will shift away from games and activities, such as bingo, bridge, and shuffleboard, because Baby Boomers relate these activities with old age.

According to Esri Business Analyst, Baby Boomers make up the largest generational group at 26% of the population in Kingman. Generation Z and Millennials both make up almost 21% of the population, respectively.

- Generation Alpha (Born after 2017): 3%
- Generation Z (Born 1999 – 2016): 21%
- Millennials (Born 1981 – 1998): 21%
- Generation X (Born 1965 – 1980): 18%
- Baby Boomers (Born 1946 – 1964): 26%
- Silent Generation (Born Before 1945): 12%

ACTIVE TRANSPORTATION

In many surveys and studies on participation in recreational activities, walking, running, jogging, and cycling are nearly universally rated as the most popular activities among youths and adults. These activities are attractive as they require little equipment, or financial investment, to get started, and are accessible to a majority of the population. For these reasons, participation in these activities are often promoted as a means of spurring physical activity and increasing public health.

The League of American Bicyclists ranks communities, businesses, and universities across the nation, and created the essential elements – known as the Five E’s – that make these places great for bicycling. The Five E’s are:⁵

- Engineering – Creating places to ride and park that are both safe and convenient
- Education – Providing people the knowledge, skills, and confidence of all ages and abilities to ride
- Encouragement – Adopting a welcome and celebratory culture of bicycling
- Evaluating and Planning - Ensuring there is long term planning for bicycling as a safe transportation option.
- Enforcement – Ensuring safe roads for all users.

⁴ “2018 SFIA Topline Report” Sports and Fitness Industry Association, accessed 2020.

⁵ “The Essential Elements of a Bicycle Friendly America” The League of American Bicyclists, <https://bikeleague.org/content/5-es>, Accessed 2020.

The design of a community's infrastructure is linked to physical activity – if environments are built with bicyclists and pedestrians in mind, more people will choose to bike and walk. Increasing bicycling and walking in a community can have a major impact on improving public health and life expectancy. A brief overview of walking and cycling trends are listed below:

- Bike share systems, making bicycles available to the public for low-cost, short-term use, have been sweeping the nation since 2010. Twenty of the most populous U.S. cities have a functional bike share system.
- There has been a gradual trend of increasing bicycling and walking to work since 2005. Bicycling to work significantly reduces absenteeism due to illness. Regular bicyclists took 7.4 sick days per year, while non-bicyclists took 8.7 sick days per year.
- Cost benefit analyses show that up to \$11.80 in benefits can be gained for every \$1 invested in bicycling and walking.
- Infrastructure to support biking communities is becoming more commonly funded in communities.
- Bicycle touring is becoming a fast-growing trend around the world, including the United States and Canada. "Travelers are seeking out bike tours to stay active, minimize environmental impact, and experience diverse landscapes and cityscapes at a closer level."⁶
- Bicycling and walking projects create 8 to 12 jobs per \$1 million spent, compared to just 7 jobs created per \$1 million spent on highway projects.

TRAILS AND HEALTH

A connected system of trails increases the level of physical activity in a community, according to the Trails for Health initiative of the Centers for Disease Control and Prevention (CDC).⁷ Trails can provide a wide variety of opportunities for being physically active, such as walking/running/hiking, rollerblading, wheelchair recreation, bicycling, , and horseback riding. It has been recognized that active use of trails for positive health outcomes is an excellent way to encourage people to adopt healthy lifestyle changes.⁸

Trails in urban neighborhoods create 'linear parks' which make daily exercise and non-motorized transportation more accessible for residents and visitors. Urban trails should connect people to heavily frequented areas, such as schools, transit centers, businesses, and neighborhoods.⁹

According to the most recent Outdoor Recreation Topline Report, administered by the Outdoor Industry Association, the most popular activity by participation rate is running, jogging, or trail running. 19% of Americans, of 55.9 million people, participated in running across the nation.

In regard to the frequency of participation, cycling was ranked number two behind running, whereas road, mountain, and BMX biking had an average of 48 outings per cycling, or 2.3 billion outings.

6 Hope Nardini, "Bike Tourism a Rising Trend," Ethic Traveler, <http://www.ethicaltraveler.org/2012/08/bike-tourism-a-rising-trend/>, accessed 2020

7 "Parks, Trails, and Health Resources" Centers for Disease Control and Prevention (CDC), https://www.cdc.gov/healthyplaces/healthtopics/parks_resources.htm#tools, accessed 2020

8 "Benefits of Trails," American Trails, <https://www.americantrails.org/resources/benefits-of-trails>, Accessed 2020

9 "Health Community: What you should know about trail building," National Trails Training Partnership: Health and Fitness, <http://www.americantrails.org/resources/health/healthcombuild.html>, accessed 2020.

One of the newest trends in adventure cycling is “fat bikes,” in which multiple speed bikes are made to ride where other bikes can’t be ridden. These bikes have distinctive tires (measuring up to 5 inches wide) and run at low pressure for extra traction. Most fat bikes are used to ride on snow, but they are also very effective for riding on any loose surface like sand or mud. They also work well on most rough terrain or riding through woodland. This type of bike offers unique opportunities to experience nature in ways that wouldn’t be possible otherwise.¹⁰

Electric Assist Bikes, or e-bikes, are becoming commonplace on both paved and non-paved surfaces. For commuters, this option allows for a quick, convenient, and environment-friendly method of transportation. Speeds vary based on the types of E-Bikes, which is typically broken down into two classes:

- Class 1 e-bikes provide electrical assistance only while the rider is pedaling. Electrical assistance stops when the bicycle reaches 20 mph.
- Class 2 e-bikes provide electrical assistance regardless if the rider is pedaling or not. Electrical assistance stops when the bicycle reaches 20 mph.

Agencies around the country are working to proactively regulate e-Bikes on their trails and greenways. Federally, E-bikes are classified as motorized vehicles which designates them to be used specifically on motorized trails, which includes the Bureau of Land Management (BLM) and National Forest (USFS) lands. Statewide, there are also regulations which should be considered at a local level in regard to allowing electrical assisted bicycles on bike paths, pedestrian paths and multi-purpose trails.¹¹

ADVENTURE PROGRAMS

Many people used to look to travel or tourist agencies for adventurous excursions. However, more municipalities have started to offer exciting experiences such as zip lining, challenge/obstacle courses, and other risk-taking elements on a local level. These agencies may form partnerships with specialized companies to provide adventure packages. Private companies may hire and train their own staff, maintain equipment, and develop marketing campaigns. A lease agreement may grant the municipality a certain percentage of gross revenues.

AQUATICS AND WATER RECREATION TRENDS

According to the National Sporting Goods Association (NSGA), swimming ranked second nationwide in terms of participation in 2018.¹² Nationally, there is an increasing trend towards indoor leisure and therapeutic pools. Swimming for fitness continues to be the top aspirational activity for “inactives” in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 Sports, Fitness and Leisure Activities Topline Participation Report, representing a significant opportunity to engage inactive populations. An “inactive” person is defined as one who does not participate in any of the more than 120 sports/activities covered by the Physical Activity Council Report by SFIA, which includes everything from individual and team sports to walking and running.

¹⁰ Steven Pease, “Fat Bikes, How to Get the Most Out of Winter Cycling,” Minnesota Cycling Examiner, <http://www.examiner.com/article/fat-bikes-the-latest-trend-adventure-cycling>, February 1, 2014.

¹¹ “E-bikes on Open Space,” Boulder County, <https://www.bouldercounty.org/open-space/management/e-bikes/>, Accessed 2020

¹² “2018 Sport Participation Snapshot,” National Sporting Goods Association, Accessed 2020.

To add to a more unique aquatics experience, agencies are experimenting with using a variety of new amenities to pools. Most of these elements are related to challenge course elements, with slides, rock climbing elements, and other obstacles. In regard to pool design, zero-depth entry is considered more accessible for young children, seniors, and those with disabilities. Splash pad elements are also becoming more common in shallow waters. In addition, sometimes volleyball nets and basketball hoops can be installed to encourage play.¹³

Additional indoor and outdoor amenities like “spray pads” or “splash pads” are becoming increasingly popular as well. Splash pads are not only enjoyed by children, but also becoming increasingly important because of climate change, and the increasing need for accessible cooling hubs as cities experience hotter, drier summers.

DOG PARKS

On a national level, dog parks continue to see high popularity and have remained among the top planned additions to parks and recreational facilities overtime. Dog parks help build a sense of community and can draw potential new community members together as well as invite tourists who may be traveling with pets.

Recreation Magazine suggests that dog parks can represent a relatively low-cost way to provide an often visited popular community amenity. Dog parks can be as simple as a gated area, or more elaborate with “designed-for-dogs” amenities like water fountains, agility equipment, and pet wash stations, to name a few. Even “spray grounds” are being designed just for dogs. Dog parks are also places for people to meet new friends and enjoy the outdoors.¹⁴

Amenities in an ideal dog park might include the following:

- Benches, shade, and water – for dogs and people
- At least one acre of space with adequate drainage
- Double gated entry
- Ample waste stations well-stocked with bags
- Sandy beaches/sand bunker digging areas
- Custom designed splash pads for large and small dogs
- People-pleasing amenities such as walking trails, water fountains, restroom facilities, picnic tables, and dog wash stations

¹³ “Swim with the Current: What’s Trending in Aquatics,” Campus Rec <https://campusrecmag.com/swim-current-trending-aquatics/>. Accessed 2020.

¹⁴ Dave Ramont, “Parks Gone to the Dogs” Recreation Management Magazine, https://recmanagement.com/feature_print.php?fid=201703FE02

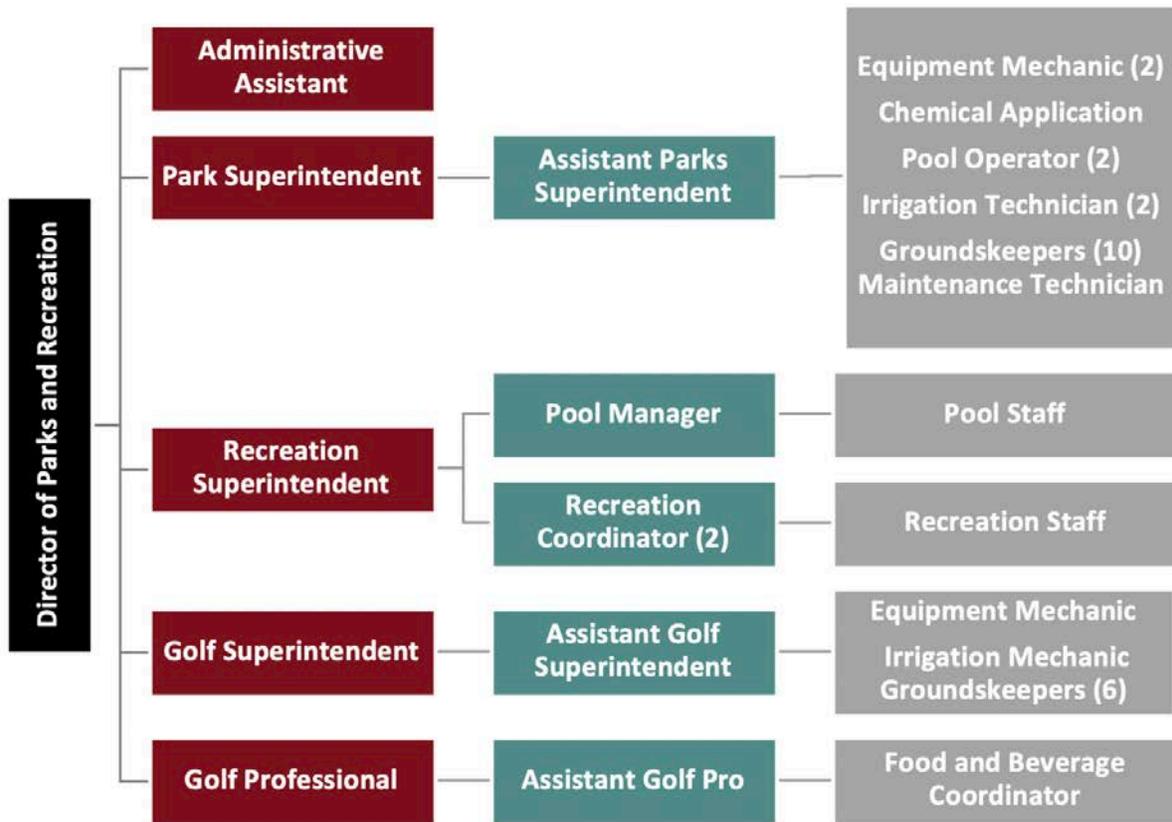
E. Organizational Analysis

Department Organization

KPR is comprised of four divisions:

- **Recreation Administration**
The Recreation Division strives to foster community pride through high quality, intentional, and professional led programs, and events. Annually the division provides a wide range of affordable, inclusive recreational programs and experiences that are meaningful to the well-being of the community.
- **Parks**
Parks Division crews maintain parks, fields, recreational trails, civic building grounds and the City's medians. Funding for the maintenance operations comes from the City's general fund. The maintenance crews operate and maintain all necessary equipment for maintenance operations.
- **Pools**
The Pools Division oversees two outdoor seasonal pools. Centennial Pool is a deep water 50-meter pool offering a 140' waterslide, concessions, picnic tables, and shade area. Grandview Pool is a neighborhood pool with a wading pool for younger swimmers. The Pool Division strives to provide a safe, fun, and creative experience for guest of all ages through swim lessons, open swim and aqua fitness opportunities.
- **Golf**
For nearly 50 years KPR has provided and maintained the scenic and challenging high dessert Cerbat Cliffs Golf Course. Prior to 1995 Cerbat Cliffs was a nine-hole golf course, but through a resident supported, 4-million-dollar Bond the course was expand to 18 holes. In January of 2019, KPR brought operations of the Course, Pro Shop and Grill in house. Prior to 2019 operations had been outsourced.

Figure 25: Department Organization Chart



Organizational Analysis

GreenPlay broadly assessed the organizational and management structure of KPR and staffing to determine effectiveness and efficiency in meeting current and future departmental responsibilities relating to the community’s needs. The needs assessment – including input from staff interviews, community and key stakeholder engagement, and LOS analysis, along with the consultant’s expertise – has identified areas for potential operational enhancement. Detailed actions to address these areas of improvements can be found in **Section III**, Recommendations and Actions.

The year over year budgeted FTE count by division is shown in **Table 8**.

Table 8: Department Year over Year FTE Count

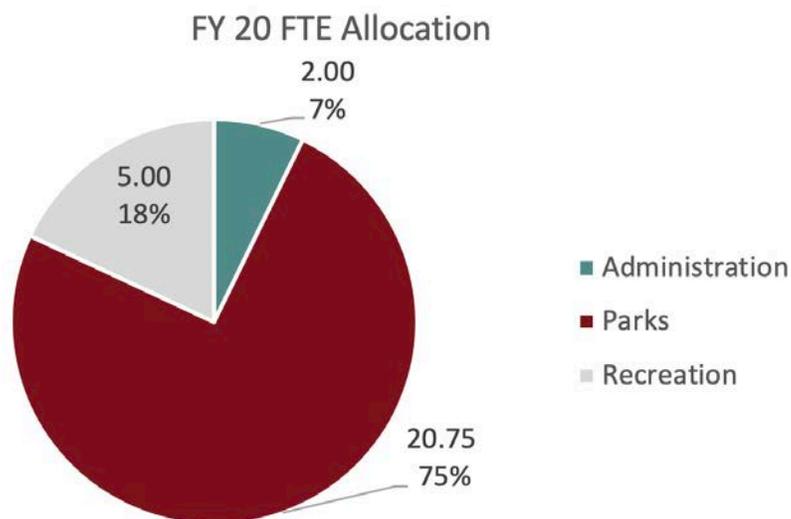
	FY18 Actuals	FY19 Revised	FY 2020 Adopted
Recreation Administration	3.00	3.00	3.00
Parks	20.75	22.75	22.00
Pools	2	2	2
Total	25.75	27.75	27

KPR is maintaining nearly 146 acres of parks for approximately 30,622 residents. According to the 2019 NRPA Performance Review, staffing at the typical park and recreation agency with 30,000 residents includes 28.8 full-time equivalents (FTEs) with a mix of both full-time and part-time staff. This aligns closely with the KPR current staffing allocation. However, the Kingman Parks division oversees more than park acres. The division is also responsible for:

- 16.6 miles of medians and trails
- 18 acres of non-park land/additional City Facilities (Police Station, Fire Stations, Train Depot etc.)
- 9 miles of roadside landscape
- 6 Parking Lots
- 99% of all maintenance of buildings and grounds. Includes: plumbing, H/VAC, roofing, painting, construction, concrete, electrical, fencing, drywall, and logistics.
- Services all Vehicles and Equipment: 20 trucks, 2-vans, 9-ride on mowers, 8-trailers, 4-tractors, 40 gas powered pieces of equipment.
- 20 separate Irrigation Systems: 530 valves - 2,600 sprinklers, 80 Back Flow Controls, 18 Public Restrooms, 27 drinking fountains and the plumbing in ten separate buildings.

We would typically expect to see 50 percent of the FTE’s allocated to parks, 30 percent to recreation and 20 percent to administration. KPR is allocating a higher percentage of FTEs to Parks; however, this is likely justified based on the scope of Kingman Parks has been charged with. The graph below reflects how FTEs are allocated. In the depiction below the Director and Administrative Assistant have been allocated to administration. To align with the KPR budget **Figure 26** reflects there FTEs in Parks.

Figure 26: KPR FTE Allocation



Staffing Considerations

Observations, analysis, and staff feedback were considered to determine if the current staffing organization was satisfactory within KPR. The consultant team has determined that the KPR seems to have an inadequate number of Park staff in place to operate its current system and would benefit from having additional administrative support. Additionally, as the community continues to grow it should consider expanding Recreation program staff to support the expansion of its recreation, wellness, and enrichment offerings.

In order to address design and LOS equity, the City of Kingman needs to put into place parks and open space design guidelines that can be used both for new construction and to keep existing parks up to the same standards. See **Appendix C** for Sample Design Guidelines for Parks.

One hurdle KPR must deal with is related to PT/Seasonal employees are restrictions placed on the number of hours employees can work annually. Due to restrictions tied to the Affordable Care Act many agencies limit PT/Seasonal employees to 1,560 hours annually. The City of Kingman limits PT/Seasonal employees to 988 hours annually. This results in a higher number of employees being required and often hinders KPR's ability to hire qualified individuals.

The operational analysis does not include an analysis of FTEs needed to maintain Sunbelt Park. FTE's above what is being recommended to maintain existing facilities, will be required.

F. Financial Analysis

Current Circumstance

The City of Kingman budgets are adopted annually and are based on a fiscal year starting July 1. The General Fund is the primary operating fund, which accounts for all financial and general government revenues and expenditures. The City's primary revenue source is local sales tax and state shared revenues. The City of Kingman does not collect property tax.

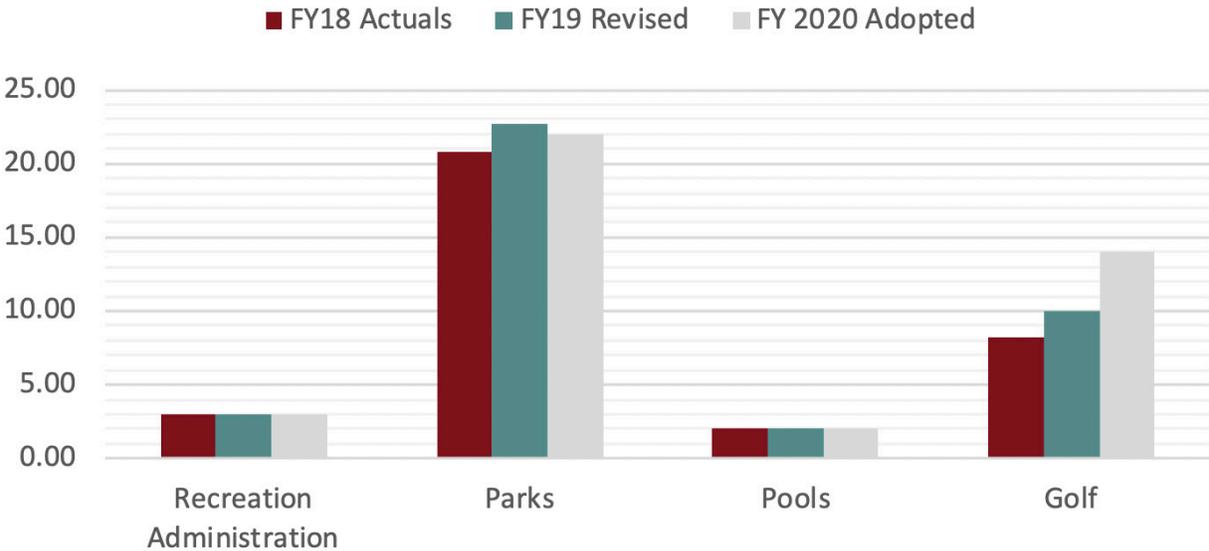
Table 9 shows a snapshot of KPRs most recent general fund budget information.

Table 9: FY18-20 General Fund Budget

	FY18 Actuals	FY19 Revised	FY 2020 Adopted
Recreation Administration	\$480,291	\$605,632	\$632,162
Parks	\$1,756,634	\$2,307,645	\$2,186,219
Pools	\$368,478	\$480,085	\$465,600
Golf	\$1,121,359	\$1,244,644	\$1,482,364

KPR has seen budget growth during the past three budget cycles. Since 2018, the Recreation Administration Division budget has grown by 30 percent, the Park Division budget has grown by 26 percent, and the Pools Division has grown by 27 percent. The increase to the Parks Division that occurred between FY18 and FY19 was to address deferred maintenance.

Figure 27: FY18-FY20 Year Over Year FTE Comparison



Cost Per Maintenance Task

KPR currently does not track maintenance costs per task. Developing a system to track maintenance costs would help in more accurate budget projections and provide historic data that could be used to determine potential maintenance costs for future parks and trails.

Life Cycle Costing Assessment (Maintenance Equipment and Park Amenities)

KPR does not have a life cycle costing assessment program for park amenities and maintenance equipment. Developing life cycle costing assessment program will assist in future maintenance and CIP budget projections.

Park Maintenance Standards

It is difficult to say that there is set dollar amount that should be spent on park, trails, and open space maintenance. Value on maintenance levels is different from community to community. Understanding how dollars are being spent is the groundwork for understanding where adjustments may be made to plan more efficiently for the future. Planning and pro-active attention to standards that are specific to Kingman can help identify the priorities. A written Park Maintenance Operation Plan with task and frequency is currently not in place. See **Appendix D** for example Park Maintenance Best Practices.

According to NRPA, of agencies surveyed, the median operating expenditure is \$3,623 per acre of park and non-park sites for an agency serving approximately 500 people per square mile. Non-park sites are public spaces—such as lawns at a city hall—not designated as parks but whose maintenance and/or operation costs are included in the park budget. KPR is responsible for approximately 679 acres when

factoring in parks, non-park sites, open space, and trails. Based on the FY 20 budget KPR is spending approximately \$3,219 per acre. This is approximately \$400 per acre below what agencies of similar size are spending.

Golf Cart Fleet

The Cerbat Cliffs Golf Course owns and maintains its own vehicles and equipment and is not able to fund routine or planned replacement. The current inventory of 74 carts is approximately seven years old. The average useful life range for this type of vehicle is from five to seven years. The golf fleet is in poor shape with equipment failing on a regular basis. Repairs are needed daily and as many as ten carts have been out of service in one day. Golf cart rentals are often second only to greens fees in total revenue produced by a golf course. Fleet management is vital to the financial health of most facilities.

Irrigation

An irrigation system is a key component of the golf course infrastructure. Some components of the Cerbat Cliffs Golf Course irrigation system are nearly 50 years old. The current system is showing signs of failure and repairs are a consistent challenge. It is typical for a golf course maintenance staff to nurse an old irrigation system along for many years and incur excessive expenditures for repairs and hand watering. However, at some point it is important to consider the cost of doing nothing. Ongoing preventive maintenance and repair can extend the life of an irrigation system, but eventually mechanical components simply wear out and need to be replaced. If left too long, finding replacement parts for an irrigation system may become increasingly difficult. Worse yet, there could be a catastrophic failure of the irrigation system and water could be unavailable for several days or weeks.

Replacing an irrigation system or upgrading major irrigation system components provides opportunities to refine irrigation system design to meet current and future needs while taking advantage of current technology that can make water applications more uniform and efficient. The goal is to have an efficient and dependable irrigation system that serves the needs of the golf course for many years into the future while conserving precious financial and water resources. In nearly all cases, a new irrigation system produces better water application efficiency and flexibility, reduces labor and repair costs, and translates into improved turf quality and better playing conditions.

Revenue-to-Operating Expenditures

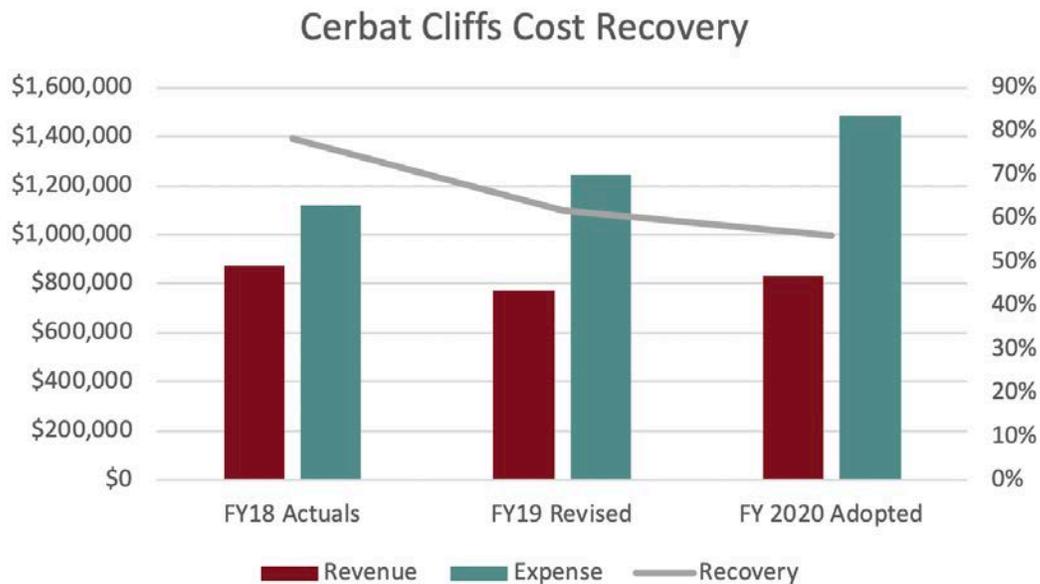
According to 2019 NRPA Agency Review the typical parks and recreation agency in the United States recover 27.3 percent of its operating expenditures from non-tax revenues. This measurement is also known as cost recovery. During the past three years the Recreation Administration division has maintained an average cost recovery of 27.6 percent. The Pool division has retained an average cost recovery of 17.3 percent. The combined average cost recovery during the past three fiscal year is 22.5 percent.



FY20 Cost Recovery for the Golf Division is projected at 56 percent. Cost Recovery at Cerbat Cliffs Golf Course has declined over the past three fiscal years. Historically Golf Courses have been expected to turn revenue or cover all cost. The golf industry as a whole is suffering, with economic and geographic factors making some courses feel the impact more than others. The cost to maintain a municipal golf course is rising, and as many cities

and parks departments feel the strain of tighter budgets, everyday expenses represent enough of a burden, let alone the improvements needed to be competitive. **Figure 28** reflects the year over year cost recovery at Cerbat Cliffs the past three fiscal years. The growth in expenses starting in FY19 reflect facility operations being brought in house, this included the hiring of a Golf Course Superintendent. Since 2010 the KPR Director had been serving in a dual role as Director and Golf Course Superintendent. As the Golf Division settles into its expanded role, expenses and revenues should be closely monitored.

Figure 28: Year over Year cost recovery at Cerbat Cliffs

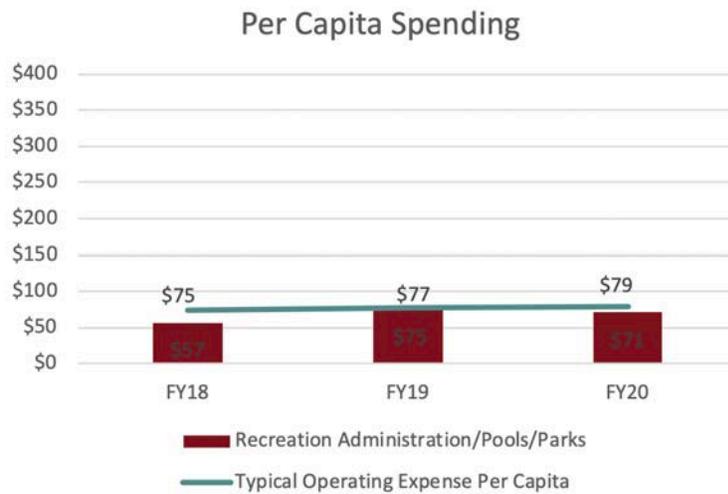


OPERATING EXPENDITURES PER CAPITA

Another metric NRPA aggregates and reports on annually in its Agency Performance Review is typical operating expenditures per capita. This measurement marks non-capital dollar spending for each person living in Kingman. In 2019, the typical parks and recreation agency spent \$78.69 for each person within their service boundary. In FY20 KPR is projected to spend \$71 for each person within their service boundary. Between FY18 and FY19 KPR experienced substantial growth. The budget grew by 23 percent, putting it line with typical per capatia spending. The FY20 budget contracted by three percent impacting the per capita spending.

OPERATING EXPENDITURES PER CAPITA: \$78.69/YEAR

Figure 29: Operating Expenditures per Capita, FY18 - FY20

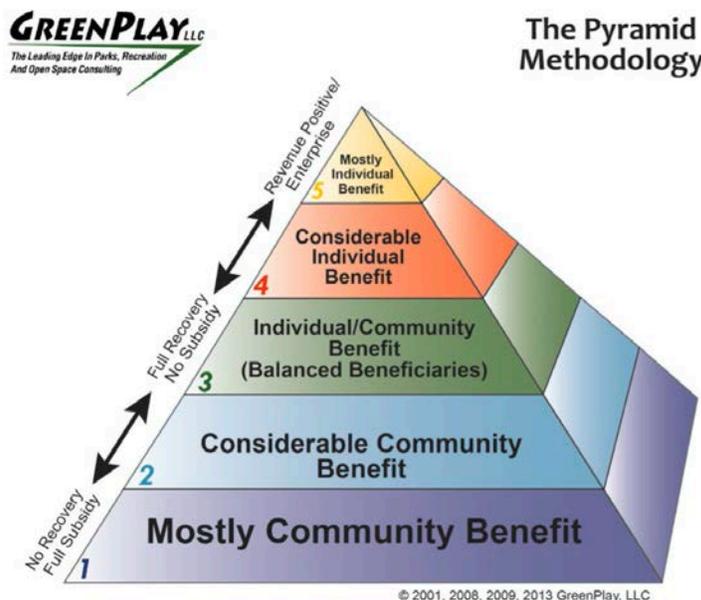


Financial Sustainability for Program Delivery

It is important for the City to develop a Resource Allocation and Pricing Philosophy that reflects the values of the community and the responsibility it has to the community. This philosophy will be especially important if the City moves forward in the development of new programs and additional and/or expanded facilities, and as it strives for sustainability and determines how much it is willing to subsidize operations with tax dollars.

One means of accomplishing this goal is applying a process using an industry tool called the “Pyramid Methodology.” This methodology develops and implements a refined cost recovery philosophy and pricing policy based on current “best practices” as determined by the mission of the agency and the program’s benefit to the community and/or individual.

Figure 30: Pyramid Methodology



Critical to this philosophical undertaking is the support and understanding of elected officials, and ultimately, citizens. Whether or not significant changes are called for, the agency wants to be certain that it is philosophically aligned with its residents. The development of the cost recovery philosophy and policy is built on a very logical foundation, using the understanding of who is benefitting from recreation services to determine how the costs for that service should be offset.

Recreation programs and services are sorted along a continuum of what delivers the greatest individual benefit to what delivers the greatest community benefit. The amount of subsidy for each level (not necessarily each individual program) is then determined to create an overall cost recovery philosophy.

Developing effective ongoing systems that help measure success in reaching cost recovery goals and anticipate potential pitfalls are dependent on the following:

- Understanding of current revenue streams and their sustainability.
- Tracking all expenses and revenues for programs, facilities, and services to understand their contributions to overall Department cost recovery.
- Analyzing who is benefitting from programs, facilities, and services and to what degree they should be subsidized.
- Acknowledging the full cost of each program (those direct and indirect costs associated with program delivery) and where the program fits on the continuum of who benefits from the program or service to determine appropriate cost recovery targets.
- Defining direct costs as those that typically exist purely because of the program and the change with the program.
- Defining indirect costs as those that would typically exist anyway (like full-time staff, utilities, administration, debt service, etc.)
- Program fees should not be based on ability to pay, but an objective program should be in place that allows for easy access for lower income participants, through availability of scholarships and/or discounts. In many instances, qualification for scholarships and/or discounts can mirror requirements for free or reduce cost lunch in schools.

Potential Funding Support

KPR should continue to pursue funding strategies that provide alternative funds from the City's General Fund. The top three funding strategies are listed below:

1. Reinstatement of Developer Investment Fees (DIF)
In 2012 the City of Kingman suspended DIF fees. It is strongly recommended that the City reinstate DIF fees as a funding mechanism for growth related to public facilities.
2. Consider a bond referendum for expanded and new facilities
The City should consider a bond referendum to meet the needs and demands of the growth in the City of Kingman. The bonds could assist in funding the capital needs, renovation, and new facilities. These bonds would be general obligation bonds initiated through City Council approval and citizen vote. The survey results were somewhat favorable when the public was asked if they would vote in favor of a bond referendum for capital improvements for Parks and Recreation. A bond referendum was supported by 42 percent of survey respondents. Thirty-three percent of respondents were neutral. Funding the priorities identified by the public as well as educating the public with a campaign, would improve the odds of a successful bond referendum vote.

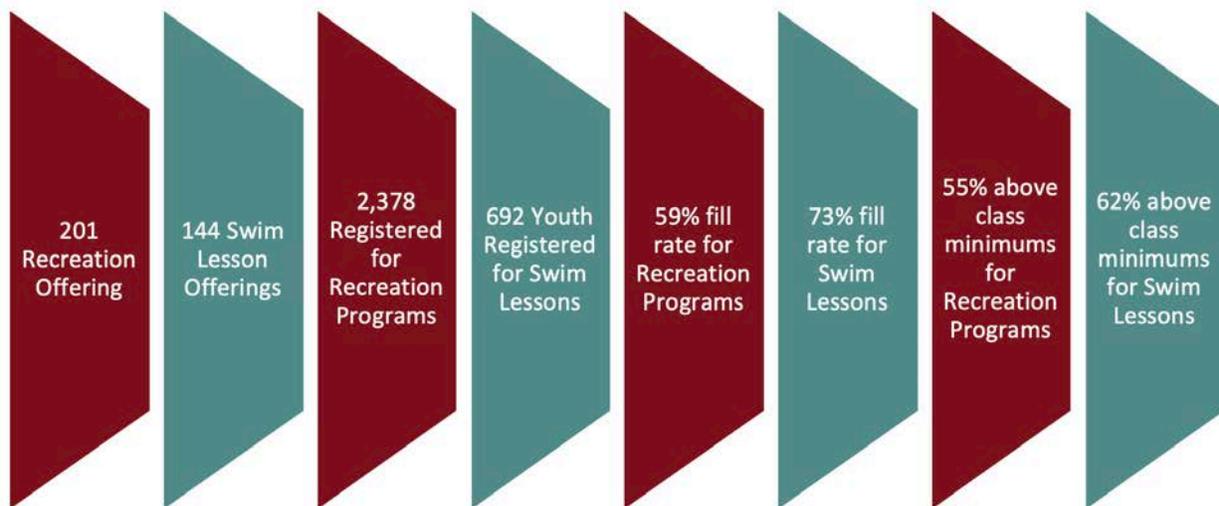
- Development of a non-profit foundation for parks and recreation, or “Friends of” group. The foundation would operate as a non-profit organization, working on behalf of the public agency to raise needed dollars to support its vision and operational needs. The dollars raised by the foundation are tax-exempt. Foundations promote specific causes, activities, or issues that a park-and-recreation system needs to address. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of park-related memorabilia, etc.

Appendix B provides additional funding sources to explore.

G. Program Analysis

The City of Kingman prides itself on the quality and diversity of public recreation programs and activities the City offers and purposefully seeks to make participation affordable and financially accessible for all residents. For the size of the Kingman Parks and Recreation Department, the quantity and variety of programs provided is high. Programs are well attended and are in high demand by the community. *Figure 31* highlights registration and participation for 2018.

Figure 31: 2018 Program Trends

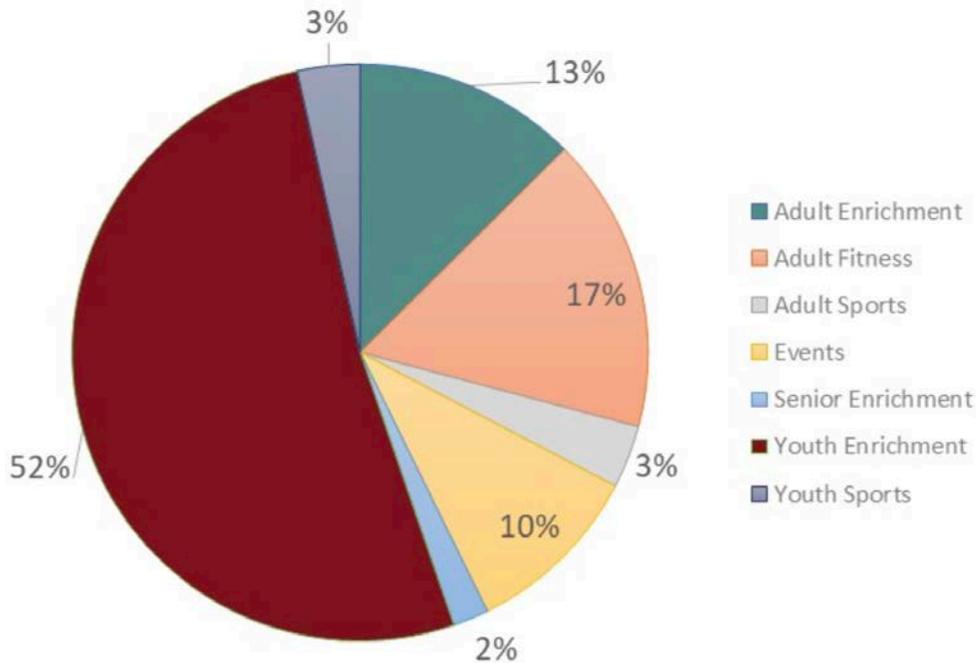


Recreation programs are offered throughout the year to provide an opportunity for adults and children to experience new activities or further expand current knowledge and abilities. The range of programs offered throughout the year include dance, Zumba, quilting, and co-ed kickball. Participants may sign up for a class that is offered on a monthly basis, six or eight-week session or as an individual workshop. Department programs have been organized into the following categories:

- Youth Enrichment
- Youth Sports
- Adult
- Adult Sports
- Senior
- Events
- Aquatics
- Adult Fitness

Figure 32 represents program distribution by category.

Figure 32: Program Distribution by Category



Program Availability

It is important that Department maintains its ability to enrich the quality of life for all Kingman residents and to deliver services at the level residents are accustomed to experiencing. The lack of indoor space limits programs and services offered by KPR and was a reoccurring theme during public engagement and stakeholde interviews.

Program Development

Understanding core services in the delivery of parks and recreation services will allow KPR to improve upon those areas while developing strategies to assist in the delivery of other services. The basis of determining core services should come from the vision and mission developed by the City and what brings the greatest community benefit in balance with the competencies of KPR, current trends, and the market.

KPR should pursue program development around the priorities identified by customer feedback, program evaluation process, and research. The following criteria should be examined when developing new programs.

- **Need:** outgrowth of a current popular program, or enough demonstrated demand to successfully support a minimal start (one class for instance)
- **Budget:** accounting for all costs and anticipated (conservative) revenues should meet cost recovery target established by KPR
- **Location:** appropriate, available and within budget
- **Instructors:** qualified, available and within budget
- **Materials and supplies:** available and within budget
- **Marketing effort:** adequate and timely opportunity to reach intended market, within budget (either existing marketing budget or as part of new program budget)

Successful programs utilize continuous creative assessments, research, and planning. Maintaining the current registration data and evaluation process will help to assure success. Using historical participation levels to determine program popularity and participant feedback can be helpful in deciding if programs should be continued.

Moreover, new leisure and recreation trends may drive different needs. It is easy to focus on programs that have worked for several years, especially if they are still drawing enough interested participants to justify each program's continuation. Starting new programs, based on community demand and/or trends, can be risky due to the inability to predict their success. If the program interest seems strong, as with those identified in the citizen survey, then the programs should be expanded. Lack of available space may hinder new or expanded opportunities in some cases.

Key Findings for Programs

- Registration data reflects high interest and participation in Recreation and Swim programs.
- Few offerings are geared toward seniors. Currently only 2% of programs are designed specifically for seniors.
- The lack of indoor recreation space limits program offerings and reach.
- KPR does not have a consistent way to evaluate the success of current program offerings.
- Feedback from the Statistically Valid Survey indicates strong levels of satisfaction with activities provided KPR. People genuinely enjoy and derive value from KPR recreation programs and activities.



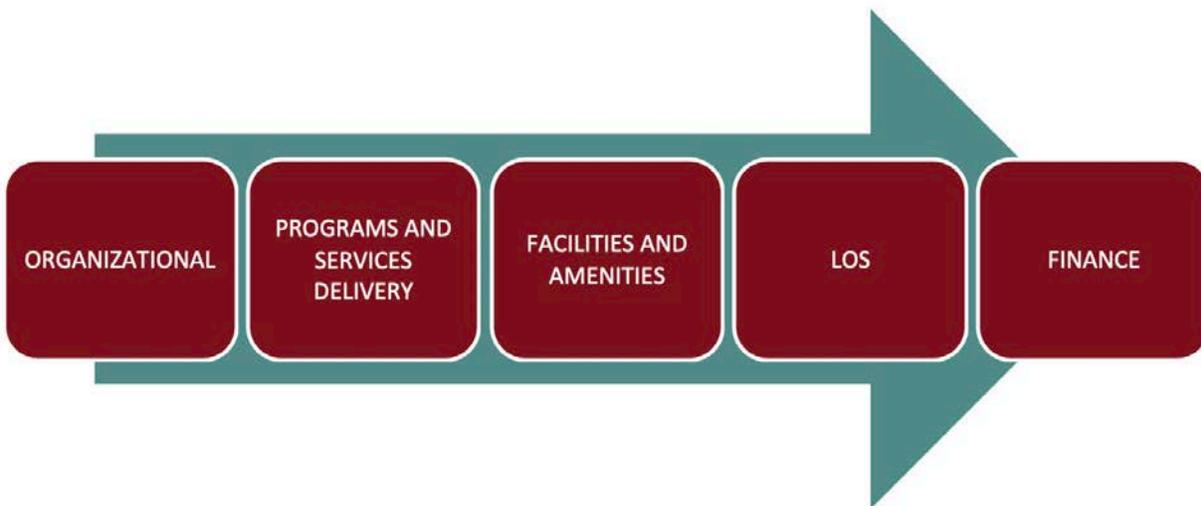
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III. KEY OPPORTUNITIES



In June of 2020, the KPR master plan project team viewed a Findings Presentation. This presentation focused on sharing summary information on demographic data, focus group, stakeholder and leadership interviews, the community needs assessment survey, and LOS findings. The Findings Presentation concluded with acknowledging a continued need for informed decision-making and provided a summary of key opportunities – resulting from analyses of the data collected. Feedback from those who viewed the Findings Presentation confirmed that these themes and issues are indeed those that KPR should take into consideration in developing the 2020 Parks and Recreation Master Plan recommendations.

During a Visioning Workshop held in June 2020, a more in-depth review of issues allowed the KPR’s project team to respond to approximately thirty consultant-created recommended strategies. A tool known as the Key Issues Matrix identified, by category, the issues, the origin of qualitative input and quantitative data, and preliminary recommendations. Five categories of issues were identified:



A. Implementation

After analyzing the recurring themes and issues, a variety of recommended goals and objectives were developed to guide the improvement of parks, recreation facilities, and trails, in Kingman. These recommendations focus on enhancing public recreation in the City through improvements to existing park facilities and recreation amenities, recommended amenities, increased organizational efficiency, improved programming, and service delivery, and expanded financial opportunities.

There has been a primary focus on maintaining, sustaining, and improving KPR parks, recreation, and trails services. KPR should work to implement the recommendations of the 2020 Parks and Recreation Master Plan Update. As conditions in the city change, and as the methods used to put the recommendations into practice evolve, these may result in the recommendations changing over time.

B. Recommendations

Goal 1: Continue to Advance Organizational Efficiencies

Objective 1.1 – Continue to enhance and improve internal and external communication regarding KPR activities and services

KPR currently does a good job of promoting its programs and activities through its website, flyers, and social media, but there is room for growth. When asked how residents prefer to receive their information from KPR, survey respondents highlighted local media (46%), activity guide/brochure (41%), emails (33%), and newsletters (33%) also received relatively high response. These findings suggest a diversity of options is preferred among residents.

Familiarity among Invite respondents in Kingman is moderate-to-mostly familiar. In fact, 48 percent of Invite respondents rated their familiarity either a 4 or 5 out of 5. An additional 29 percent provided a 3 out of 5 familiarity rating with 23% rating either a 1 or 2 out of 5.

To continue to be successful, KPR should develop a marketing plan that will guide communication and promotion of its activities and facilities. See Appendix E for steps to developing a marketing plan. Such a marketing effort will create greater awareness of the City recreation offerings and should include a department branding effort. Once developed, the Marketing Plan should be updated every year and include marketing strategies that incorporate the efforts of partner departments and promote ongoing and completed projects.

Objective 1.2 – Staff appropriately to meet current demand and maintain established quality of service

As recommendations in the Master Plan are implemented, it will be vital for the City to increase staffing levels to continue to maintain current and desired performance standards. An evaluation of current FTE's reveals a short fall in Recreation Administration and Parks.

Additionally, restrictions placed on the number of hours PT/Seasonal employees can work annually has created staffing challenges for KPR. Due to restrictions tied to the Affordable Care Act many agencies limit PT/Seasonal employees to 1560 hours annually. The City of Kingman limits PT/Seasonal employees to 988 hours annually.

Goal 2: Grow Programs and Service Delivery

Objective 2.1 – Continue to look for opportunities to expand recreational programs and services

KPR should continue to look for opportunities to expand recreational programs and activities based on community demand, market demand and current trends.

In addition to active recreation programming, KPR should promote passive recreation opportunities throughout the City. These activities require fewer resources from KPR and can enhance the perception of Kingman. Online information, trailhead signage, and maps can assist in promoting passive recreation.

KPR should continue to monitor recreational trends and community needs to stay current with programming and demand. Additionally, KPR should conduct an annual services assessment process which evaluates which programs should be continued, modified, or divested from based on established criteria

Goal 3: Improve and Expand Facilities and Amenities

Objective 3.1 – Expand trail connectivity

A high priority from the public engagement process was the desire for improved connectivity of the existing trails system. Evaluating existing and proposed trails, along with gap analysis (the review of current trail gaps within the trail system as a whole), KPR should prioritize developing trails that link to existing and future parks and facilities.

Key concepts identified through the LOS analysis to expand trail connectivity that should be considered are:

- Identify locations for neighborhood walk in access.
- Consider a phased approach to connect Stockton Hill Road to White Cliffs Canyon Trail followed by an extension to Camp Beale Loop Trail

Develop and implement a wayfinding program that covers signage standards, directional and distance signage, maps, and the use of apps.

Objective 3.2 – Continue to maintain and improve existing facilities

KPR has done an excellent job with routine maintenance; however, some asset replacement and upgrades to amenities need addressing. The age and usage of many facilities present additional challenges in maintaining and upgrading these facilities and amenities.

The inventory from this Master Plan should be used to address the deferred maintenance backlog and create an asset replacement schedule to address the low scoring components. These plans and a park assessment should be reviewed annually and updated as needed.

Objective 3.3: Develop new amenities at existing or new parks based on LOS analysis

Based on the LOS analysis, KPR should look for opportunities to add new components at existing parks or to acquire new park land where the LOS may be below the desired threshold.

Some areas of focus identified through LOS analysis are:

- Rectangular and diamond sports fields
- Tennis Courts
- Ratio of acres of park land per 1,000 people is below NRPA standards
- Limited access to neighborhood parks in a few existing areas of the city. Beyond 10-minute walk (1/2 mile) and/or cut off by major roadway/highway, railroad, or topography.
- Absence of a community parks in east area of city

Objective 3.4: Look for opportunities to develop a new recreation center to meet community demand

KPR is currently is running out of space to conduct programs at existing facilities. Focus group and survey respondents rated an indoor facility as a high priority to develop. Seventy percent of invite survey respondents agreed Kingman needs an indoor recreation center.

Objective 3.5: Upgrade convenience and customer service amenities at existing facilities

As KPR upgrades and improves existing facilities, it should explore opportunities to add shelters at parks, and upgrade trail head amenities. Consider adding trailhead marker, maps, dog waste station, shade, and benches at trailheads.

As part of the Marketing Plan, KPR should evaluate wayfinding signage for facilities on trails, and within parks. KPR should develop signage standards for parks and trails and provide measured distances and loop maps. Improved wayfinding signage will contribute to a greater sense of connectivity.

Goal 4: Increase Financial Opportunities

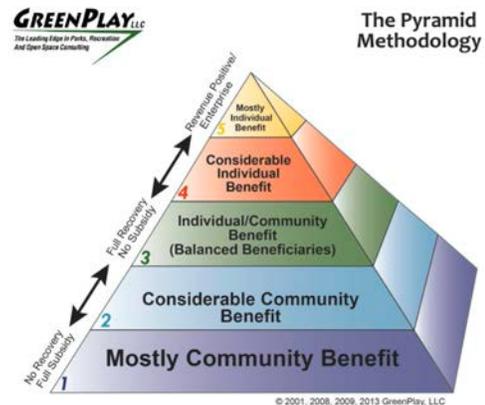
Objective 4.1: Explore funding opportunities

As the demand for services and amenities continues to increase, it is important for KPR to consider alternative funding mechanisms. Consideration should be given to reinstating DIF Fees, pursuing a bond referendum for expanded and new facilities and of the development of a non-profit foundation for parks and recreation system wide. A general fund increase is also recommended to increase the Parks budget to address per acre spending shortfall.

Objective 4.2 Explore Developing and Implementing a Resource Allocation and Cost Recovery Philosophy and Pricing Policy and Practice

KPR should pursue a formal resource allocation and cost recovery philosophy, model, and policy that is grounded in the values, vision, and mission of Kingman. KPR should consider developing a pricing methodology that reflects the community's values, while generating revenues to help sustain Kingman facilities, parks, programs, and services.

KPR should review current program and rental fees on an annual basis to ensure they are equitable, and that the collection of fees is resulting in the appropriate cost recovery. As part of the master planning process, revenue and expenses were evaluated to determine current subsidies.



Objective 4.3 Implement use of the City's asset management software system

The City of Kingman is taking steps to implement an asset management software system. Once the system is implemented KPR should actively pursue the use of the City's asset management system to expand the current workorder system and to implement asset replacement schedules This will improve budget planning by ensuring a coordinated approach to the optimization of costs, risks, service/ performance and sustainability of KPR assets.

C. Action Plan, Cost Estimates and Prioritization

The following tables represent a summary of the previous goals and objectives, with the addition of action items. These items provide tangible actions that the City can employ to complete the desired goals and objectives. All cost estimates are in 2020 figures where applicable. Most capital and operational cost estimates are dependent on the extent of the enhancements and improvements determined.

Timeframe designations recommended to complete tasks are noted as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)
- Ongoing (occurs on a continuous basis)

Goal 1: Continue to Advance Organizational Efficiencies

Objective 1.1: Continue to enhance and improve internal and external communication regarding department activities and services.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Develop a marketing plan for KPR that includes but is not limited to: <ul style="list-style-type: none"> • Branding of KPR • Wayfinding and signage standards • Increased use of social media • Use and development of KPR’s website • Partnership opportunities 	\$0	Staff Time (\$7,500 - \$10,000)	Short-Term
1.1.b Continue to engage the community in current and future parks, recreation, and open space planning efforts.	\$0	Staff Time (\$3,500 - \$5,000)	Short-Term

Objective 1.2: Staff appropriately to meet current demand and maintain established quality of service.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>1.2.a Increase staffing levels to maintain quality of service; new positions in Parks and Recreation Administration have been identified. Consider adding two FTE's to supplement existing Park staff and one FTE to support increased administrative task, and marketing needs.</p>	<p>\$0</p>	<p>Will vary based on positions filled</p>	<p>Short-Term</p>
<p>1.2.b Hiring and retention challenges exist with limitations placed on the number of hours part-time employees can work. Partner with Human Resources to develop a plan to better understand the guidelines and evaluate if modifications are possible.</p>	<p>\$0</p>	<p>Staff Time (1,000 - \$1,500)</p>	<p>Short-Term</p>

Goal 2: Grow Programs and Service Delivery

Objective 2.1:

Continue to look for opportunities to expand recreational programs and services.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Conduct an annual services assessment process which evaluates which programs should be continued, modified, or divested from based on established criteria.	\$0	Staff Time (\$3,000 - \$5,000)	Short-Term
2.1.b Keep current with trends in recreational programming and develop new programs based on current trends and community needs and demand.	\$0	Staff Time (\$3,000 - \$5,000)	Ongoing

Goal 3: Improve and Expand Facilities and Amenities

Objective 3.1: Expand trail connectivity.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Continue working with other City Departments and agencies to provide trail connectivity.	Multimodal Paths \$87 per linear foot	Additional staff for maintenance of new trails	Short-Term
3.1.b Plan and construct trails that link to existing and future facilities.	TBD	Additional staff for maintenance of new trails	Mid Term
3.1.c Develop and maintain a priority list for improving and adding trails and pathways.	\$0	Staff time	Ongoing
3.1.d Develop and implement a wayfinding program that covers signage standards, directional and distance signage, maps, and the use of apps.	Major trailhead / trail junction signage: \$10,000 per sign Secondary and directional signage: \$3000 – \$5,000 / sign.	Staff Time (\$5,000)	Mid-Term

Objective 3.2: Continue to maintain and improve existing facilities and amenities.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>3.2.a Address low scoring components and amenities from the Master Plan inventory by upgrading, replacing, or repurposing components or amenities where appropriate. Create an asset replacement schedule.</p>	TBD	Staff time (\$3,500 - \$5,000)	Ongoing
<p>3.2.b Develop a written Park Maintenance Operation Plan with task and frequency. See Appendix D for example Park Maintenance Standards</p>	\$0	Staff time (\$3,500 - \$5,000)	Short-Term
<p>3.2. c Address Parks with low lighting identified in LOS analysis</p>	TBD	Staff time	Mid-Term
<p>3.2.d Explore golf fleet replacement options. The fleet is past its useful life.</p>	TBD	Staff time	Short-Term

<p>3.2.e Pursue the services of an independent irrigation design engineer with experience in golf course systems should be obtained to objectively evaluate the irrigation system and recommend improvement options.</p>	<p>TBD</p>	<p>Staff time</p>	<p>Short-Term</p>
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Objective 3.3: Develop new amenities at existing or new parks based on LOS analysis.

<p>Actions</p>	<p>Capital Cost Estimate</p>	<p>Operational Budget Impact</p>	<p>Timeframe to Complete</p>
<p>3.3.a Prioritize adding rectangular and diamond sports fields to meet community demand.</p>	<p>TBD</p>	<p>Ongoing maintenance costs</p>	<p>Long-Term</p>
<p>3.3.b Add additional Tennis Courts to address NRPA LOS recommendations and community need.</p>	<p>TBD</p>	<p>Ongoing maintenance costs</p>	<p>Long-Term</p>
<p>3.3.c Acquire park land to meet NRPA recommended ratio of acres of park land per 1,000 residents, to address shortage of neighborhood parks in multiple identified regions of Kingman and absence of a community parks in east Kingman.</p>	<p>TBD</p>	<p>Ongoing maintenance costs</p>	<p>Mid-Term</p>

Objective 3.4: Look for opportunities to develop a new recreation center to meet community demand.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>3.4.a Look for opportunities to develop a new recreation center to meet community demand. Conduct a feasibility study for a new recreation center. Develop priorities along with conceptual plans, financial projections for construction, O&M budget projections, and pro-forma for operations</p>	<p>\$30,000 - \$45,000 (study) \$380 per SF 30K-70K SF \$11.5M to \$26M</p>	<p>Staff Time</p>	<p>Short-Term</p>

Objective 3.5: Upgrade convenience and customer service amenities at existing facilities.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>3.5.a Explore opportunities to add park shelters and upgrade trail head amenities.</p>	<p>TBD</p>	<p>Ongoing maintenance costs</p>	<p>Mid-Term</p>
<p>3.5.b Develop and implement trail head standards. Consider adding trailhead marker, maps, dog waste station, trash can, shade and benches at trailheads.</p>	<p>\$20,000</p>	<p>Ongoing maintenance costs</p>	<p>Short-Term</p>

Goal 4: Increase Financial Opportunities

Objective 4.1: Explore funding opportunities

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Reinstate DIF as a funding mechanism for growth related to public facilities	\$0	Staff Time (\$3,000 - \$5,000)	Short-Term <i>priority</i>
4.1.b Explore the feasibility of a bond referendum for capital building projects	\$0	Staff Time (\$3,000 - \$5,000)	Short-Term
4.1.c Develop a non-profit foundation for parks and recreation to pursue grant opportunities and philanthropic donations.	\$0	Staff Time (\$2,000 - \$2,500)	Mid-Term
4.1.d Seek increased General Fund allocations to address recommendations from the Master Plan and increased capital funding.	Will vary based on projects recommended	Staff Time (\$2,000 - \$2,500)	Short-Term
4.1.e Explore sponsorship and naming rights opportunities.	\$0	Staff Time (\$3,000 - \$4,000) Potential increased revenue or decreased expenses	Ongoing

Objective 4.2: Explore developing and implementing a cost recovery and pricing philosophy and policy.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a Develop a resource allocation and cost recovery philosophy, model, and policy that reflects community values. Review program and rental fees on an annual basis to ensure they are equitable, and that the collection of fees is resulting in the appropriate cost recovery	\$30-\$45K if contracted	Staff Time	Mid-Term
4.2.b Explore opportunities to increase Cost Recovery at the Golf Course. Evaluate current fee structure, ongoing expenses, and options for new revenue streams.	\$0	Staff Time	Short-Term

Objective 4.3: Implement use of the City’s asset management software system.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.3.a Begin using City’s workorder system when implemented to expand workorder system and to manage and track equipment and inventory to improve budget planning	\$0	Staff Time	Short-Term

APPENDIX A: INVENTORY SUMMARY

Kingman Parks Inventory

Canyon Shadows		2+		719 Crestwood Drive, Kingman, AZ	
Item	Quantity	Condition	Lights	Notes:	
Parking Spaces	9	2	Yes	2 ADA 7 Standard / Bollard lights	
Restroom(s)	0				
Concession Stand	0				
Drinking Fountain(s)	2	2			
Ramada(s)	2	2	Yes	#1 (2) Tables / #2 (1) Table	
Picnic Table(s)	5	3		5 Stand alone (3)	
BBQ(s)	2	2			
Benches	5	2		5	
Playground(s)	1	2	Bollard	Resilient surface maybe too thin	
Splash Pad	No				
Soccer Field(s)	No				
Baseball Field(s)	No				
Softball Field(s)	No				
Basketball Courts(s)	0.5	2	-	Minor cracks in slabs, need restripe	
Volleyball Court(s)	No				
Tennis Court(s)	No				
Racquet Ball Court(s)	No				
Skate Park	No				
Horse Shoe Pit(s)	2	2			
Dog Park	No				
Disc Golf	No				
Swimming Pool	No				
Stage	No				
Site Lighting	14	2		Bollards	
Signage	0				
Landscape		two - three		Nice	
Irrigation		3			
ADA Issues				No ADA @ Westside/No Detectable W @ parking	
Bike Rack	1				
Sidewalks	1	two - three		Some cracks	

Kingman Parks Inventory

Cecil B. Davis Park		2-		600 Van Buren and Southern	
Item	Quantity	Condition	Lights	Notes:	
Parking Spaces	20	2-	-	Count aerial (2 Lots)	
Restroom(s)	1	2-			
Concession Stand	No				
Drinking Fountain(s)	1				
Ramada(s)	2		Yes	#1 roof loose metal, #1 holes	
Picnic Table(s)	4	2-			
BBQ(s)	1				
Benches	10	2+			
Playground(s)	1	2	-	Shaded, sand looks thin	
Splash Pad	1	2+	-		
Soccer Field(s)	0			Practice Field only	
Baseball Field(s)	0	1	-	Practice Field only Backstop only no infield	
Softball Field(s)	No				
Basketball Courts(s)	1	2+	-		
Volleyball Court(s)	No				
Tennis Court(s)	No				
Racquet Ball Court(s)	No				
Skate Park	No				
Horse Shoe Pit(s)	No				
Dog Park	No				
Disc Golf	No				
Swimming Pool	No				
Stage	No				
Site Lighting	NO				
Signage	Yes			Monument	
Landscape		1		Poor, gophers	
Irrigation		?			
ADA Issues				No DTW	
Bike Rack	1				
Community Garden	1				

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Cecil B. Davis

Kingman Parks Inventory

Centennial Park		2		3332 Harrison Street, Kingman, AZ	
Item	Quantity	Condition	Lights	Notes:	
Parking Spaces	514	2	-	chainlink @ maintainance yard/ exposed panels & in turf	
Restroom(s)	1			2 trim needs paint	
Concession Stand	1			1	
Drinking Fountain(s)	2			2	
Ramada(s)	5	2-	Yes	#4=2+ / #? = 1+ Wood/	
Picnic Table(s)	42				
BBQ(s)	9			7 BBQ Pit	
Benches	8				
Playground(s)	2	2-		1E Quad 2- in 2+ Shade	
Splash Pad	No				
Soccer Field(s)	2	2+	Yes	New Qualite overlay on ballfields, 5 Overlays areas on ballfields- 4 -U6-U8 30yd x20yd fields; 2 -U6-U8 40 yd x 30 yd fields; 1 - U11-U12 70 yd x 40 yd field / 3 on open grass area - 2 U11-U12 & 1 full size soccer field 110yd x65yd	
Baseball Field(s)	0				
Softball Field(s)	7	2	Yes	Infields nice! Fence wear, 3 fields wood poles old lights	
Basketball Courts(s)	2	1	Yes	Cracking, coat worn off, wood poles, coverage?	
Volleyball Court(s)	2			Where? Concrete?	
Tennis Court(s)	4	3	Yes	Lights look old, courts nice. 4 benches	
Racquet Ball Court(s)	2	1+	?	Cracked floor	
Skate Park	No				
Horse Shoe Pit(s)	3	2-			
Dog Park	1			New	
Fitness Course	1				
Swimming Pool	1				
Stage	No				
Site Lighting			-	None	
Signage	Yes			Regulatory	
Landscape		2			
Irrigation		?	?		
ADA Issues				? DF @ Ramada	
Bocce	2	2			

Kingman Parks Inventory

Firefighter's Memorial Park		1	2000 Detroit Avenue, Kingman, AZ	
Item	Quantity	Condition	Lights	Notes:
Parking Spaces	80	1+	Yes	Old street lights/ check aerial for count, move items out of lawn? Gophers in lawn
Restroom(s)	2	2		Old Restroom? <u>Tear down</u>
Concession Stand	No			
Drinking Fountain(s)	1			
Ramada(s)	1	2-		conduit coming off column
Picnic Table(s)	5	2-		
BBQ(s)	3	2		1 brick @ ramada = 1 / 1 in lawn by play = 2
Benches	11	3		
Playground(s)	1	3	-	
Splash Pad	No			
Soccer Field(s)	No			
Baseball Field(s)	No			
Softball Field(s)	No		no	2 @ adjacent school back stop poor! Bleachers poor?
Basketball Courts(s)	No			
Volleyball Court(s)	No			
Tennis Court(s)	No			
Racquet Ball Court(s)	No			
Skate Park	1	2	Yes	old, non-dark sky lights, hiding area
Horse Shoe Pit(s)	No			
Dog Park	No			
Disc Golf	1			
Swimming Pool	No			
Stage	No			
Site Lighting				None
Signage	Yes	1		Monument
Landscape		2-		Big Pines, remove tree grates @ ---, No shrubs only @ --- -/ Turf rough gophers
Irrigation		1		
ADA Issues				No DTW S. Lot

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Firefighter's Memorial

Kingman Parks Inventory

Grandview Pool		2-		323 Gold Street. Kingman, AZ	
Item	Quantity	Condition	Lights	Notes:	
Parking Spaces	100	2			
Restroom(s)	1	2			
Concession Stand	N/A				
Drinking Fountain(s)	1	2			
Ramada(s)	0	2			
Picnic Table(s)	2				
BBQ(s)	0				
Benches	5	2			
Playground(s)	No				
Splash Pad	No				
Soccer Field(s)	No				
Baseball Field(s)	No				
Softball Field(s)	No				
Basketball Courts(s)	No				
Volleyball Court(s)	No				
Tennis Court(s)	No				
Racquet Ball Court(s)	No				
Skate Park	No				
Horse Shoe Pit(s)	No				
Dog Park	No				
Disc Golf	No				
Swimming Pool	1				
Stage	No				
Site Lighting					
Signage					
Landscape					
Irrigation					
ADA Issues					

Decking delaminating - 1

Kingman Parks Inventory

Hubbs Park		2-/1+		420 Golconda Avenue, Kingman, AZ
Item	Quantity	Condition	Lights	Notes:
Parking Spaces	10	2	-	1 Spot blocked by dumpster
Restroom(s)	No			
Concession Stand	No			
Drinking Fountain(s)	1	1		Doesn't Work / Rusted Out
Ramada(s)	1			(facia) missing
Picnic Table(s)	4	1		3 why @ West edge
BBQ(s)	1	2-		Hazard to Kids Hot Metal
Benches	2	2-		
Playground(s)	1	1	-	exposed bolt, slide missing, decks metal support patch
Splash Pad	No			
Soccer Field(s)	No			
Baseball Field(s)	No			
Softball Field(s)	No			
Basketball Courts(s)	1	2		less than half
Volleyball Court(s)	No			
Tennis Court(s)	No			
Racquet Ball Court(s)	No			
Skate Park	No			
Horse Shoe Pit(s)	1	1	-	don't look used
Dog Park	No			
Disc Golf	No			
Swimming Pool	No			
Stage	No			
Site Lighting	2	1		old street lights
Signage				
Landscape		1		turf poor west side, gophers
Irrigation		1		
ADA Issues				

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Hubbs Park

Kingman Parks Inventory

Lewis Kingman Park		1+	2200 E Andy Devine Ave, Kingman, AZ	
Item	Quantity	Condition	Lights	Notes:
Parking Spaces	35	1		N. Edge Poor! Homeless / why maintenance building / drive poor, spaces not all striped
Restroom(s)	1	1		Patching, poor roof beams
Concession Stand	No			
Drinking Fountain(s)	1	2		
Ramada(s)	4	2		cool old modern ramadas (----)
Picnic Table(s)	10	2		4 Concrete, 6 Plastics
BBQ(s)	3	2		
Benches	1	2		Old concrete
Playground(s)	No			consider?
Splash Pad	No			
Soccer Field(s)	No			
Baseball Field(s)	No			
Softball Field(s)	No			
Basketball Courts(s)	No			
Volleyball Court(s)	No			
Tennis Court(s)	No			
Racquet Ball Court(s)	No			
Skate Park	No			
Horse Shoe Pit(s)	No			
Dog Park	1			3 Cells, 2 Drinking Fountain with Bowl, Citizen said not working
Disc Golf	No			
Swimming Pool	No			
Stage	No			
Site Lighting	6			Some old street lights
Signage	Yes	1		Regulatory
Landscape		1		Nice, pines, cypress, dirt west of restroom
Irrigation		1		
ADA Issues		1		No DTW, symbol No ADA to memorial, No ramp @ dog park stalls

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Lewis Kingman

Kingman Parks Inventory

Locomotive Park		2- 309 West Beale Street, Kingman, AZ		
Item	Quantity	Condition	Lights	Notes:
Parking Spaces	12	2	-	
Restroom(s)	No			
Concession Stand	No			
Drinking Fountain(s)	No			
Ramada(s)	1	2-		
Picnic Table(s)	1	3		
BBQ(s)	0			
Benches	13	Mix 2-3		
Playground(s)	No			
Splash Pad	No			
Soccer Field(s)	No			
Baseball Field(s)	No			
Softball Field(s)	No			
Basketball Courts(s)	No			
Volleyball Court(s)	No			
Tennis Court(s)	No			
Racquet Ball Court(s)	No			
Skate Park	No			
Horse Shoe Pit(s)	No			
Dog Park	No			
Disc Golf	No			
Swimming Pool	No			
Stage	No			
Site Lighting	Yes	1		Exposed Conduit
Signage	Yes	2		
Landscape		2-		
Irrigation		2-		
ADA Issues				No DTW

Kingman Parks Inventory

Metcalf Park		2- 314 West Beale Street, Kingman, AZ		
Item	Quantity	Condition	Lights	Notes:
Parking Spaces	15			
Restroom(s)	1	2-		
Concession Stand	No			
Drinking Fountain(s)	1	1		Rusting
Ramada(s)	1			
Picnic Table(s)	7	2- 1-		2 Poor
BBQ(s)	1	1		Breaking
Benches	3			
Playground(s)	1	1		Pea Gravel Surface
Splash Pad	No			
Soccer Field(s)	No			
Baseball Field(s)	No			
Softball Field(s)	No			
Basketball Courts(s)	No			
Volleyball Court(s)	No			
Tennis Court(s)	No			
Racquet Ball Court(s)	No			
Skate Park	No			
Horse Shoe Pit(s)	No			
Dog Park	No			
Disc Golf	No			
Swimming Pool	No			
Stage	1	2-		With Cover
Site Lighting				
Signage				
Landscape		2-		Shrub hiding areas
Irrigation		2-		
ADA Issues				

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Metcalf Park

Kingman Parks Inventory

Mohave Park		2-		208 Mohave Avenue, Kingman, AZ	
Item	Quantity	Condition	Lights	Notes:	
Parking Spaces	8	2			
Restroom(s)	No				
Concession Stand	No				
Drinking Fountain(s)	1	1			
Ramada(s)	1	1			
Picnic Table(s)	5	1+			
BBQ(s)	1	2			
Benches					
Playground(s)	1	1			
Splash Pad	No				
Soccer Field(s)	No				
Baseball Field(s)	No				
Softball Field(s)	No				
Basketball Courts(s)	0.25			1/4 with Hoop	
Volleyball Court(s)	No				
Tennis Court(s)	No				
Racquet Ball Court(s)	No				
Skate Park	No				
Horse Shoe Pit(s)	No				
Dog Park	No				
Disc Golf	No				
Swimming Pool	No				
Stage	No				
Site Lighting	1	1		Old Street Light	
Signage					
Landscape		1		Gophers	
Irrigation		? 1			
ADA Issues		2		No ADA to Play	

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Mohave Park

Kingman Parks Inventory

Monsoon Park		2- 814 Eastern Street, Kingman, AZ		
Item	Quantity	Condition	Lights	Notes:
Parking Spaces	0			only on street, roll curb issue
Restroom(s)	No			port-a-poty
Concession Stand	No			
Drinking Fountain(s)	No			
Ramada(s)	0			
Picnic Table(s)	No			
BBQ(s)	0			
Benches				
Playground(s)	No			
Splash Pad	No			
Soccer Field(s)	No			Practice Field only
Baseball Field(s)	No			
Softball Field(s)	No			
Basketball Courts(s)	No			
Volleyball Court(s)	No			
Tennis Court(s)	No			
Racquet Ball Court(s)	No			
Skate Park	No			
Horse Shoe Pit(s)	No			
Dog Park	No			
Disc Golf	No			
Swimming Pool	No			
Stage	No			
Site Lighting	None			
Signage	Yes			Regulatory
Landscape		2-		Turf, North Down Slope too steep to mow
Irrigation		?		
ADA Issues				No Access

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Monsoon Park

Kingman Parks Inventory

Pawnee Park		2+		2198 Pawnee Drive, Kingman, AZ	
Item	Quantity	Condition	Lights	Notes:	
Parking Spaces	8	2+			
Restroom(s)	No				
Concession Stand	No				
Drinking Fountain(s)	1	2-			
Ramada(s)	1	2-		Roof damage, structure good	
Picnic Table(s)	1	3			
BBQ(s)	1	2			
Benches	1	2+			
Playground(s)	1	3			
Splash Pad	No				
Soccer Field(s)	No				
Baseball Field(s)	No				
Softball Field(s)	No				
Basketball Courts(s)	No				
Volleyball Court(s)	No				
Tennis Court(s)	No				
Racquet Ball Court(s)	No				
Skate Park	No				
Horse Shoe Pit(s)	No				
Dog Park	No				
Disc Golf	No				
Swimming Pool	No				
Stage	No				
Site Lighting	5	2		Bollards	
Signage					
Landscape				Erosion West Edge	
Irrigation					
ADA Issues				Parking Not defined	
Bike Rack	1	3			

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Pawnee Park

Kingman Parks Inventory

Southside Park		2 East/1 West		1000 Buchanan Street, Kingman, AZ
Item	Quantity	Condition	Lights	Notes:
Parking Spaces	300	2-	-	Parking edges no curbs -great trail views
Restroom(s)	2	2+	-	
Concession Stand	1	2+	-	
Drinking Fountain(s)	4	2-		Need New Drinking Fountatin at 2 West fields
Ramada(s)	1	2		
Picnic Table(s)	2	2		
BBQ(s)	0			
Benches				
Playground(s)	2	1+E, 2 W		East Sand Surface, West rubber surface
Splash Pad	No			
Soccer Field(s)	1			Hybrid-Extension U9-U10 Soccer field L x W in Yds. 55-65 L x 35-45 W
Baseball Field(s)	6	4-2+, 2-0	Yes	1 SW need new lights & Poor back stops, work turf lip
Softball Field(s)	0			
Basketball Courts(s)	No			
Volleyball Court(s)	No			
Tennis Court(s)	No			
Racquet Ball Court(s)	No			
Skate Park	No			
Horse Shoe Pit(s)	2			
Dog Park	No			
Disc Golf	No			
Swimming Pool	No			
Stage	No			
Site Lighting				None
Signage	Yes	1-		
Landscape		2-		
Irrigation		2E 1W		
ADA Issues				No parking to east fields

Kingman Parks Inventory

Walleck Ranch Park		2		3850 Willow Road, Kingman, AZ	
Item	Quantity	Condition	Lights	Notes:	
Parking Spaces	20	2	Bollard	Broken Curb	
Restroom(s)	1	2 to 3			
Concession Stand	No				
Drinking Fountain(s)	3	2			
Ramada(s)	3	2	Yes	#2 Roof Dented	
Picnic Table(s)	5	1 to 2		Plastisol coming off	
BBQ(s)	3	2			
Benches	6	2-		Mix wood/recycled	
Playground(s)	1	2 to 3		Sand thin @ swings	
Splash Pad	No				
Soccer Field(s)	No				
Baseball Field(s)	No				
Softball Field(s)	No				
Basketball Courts(s)	1	3		Full	
Volleyball Court(s)	No				
Tennis Court(s)	No				
Racquet Ball Court(s)	No				
Skate Park	No				
Horse Shoe Pit(s)	2				
Dog Park	1	3	-	Across street/ New/ Drinking Fountain with Bowl	
Disc Golf	No				
Swimming Pool	No				
Stage	No				
Site Lighting	8	2 to 3	Bollard	Some replaced	
Signage	Yes	2		Regulatory only	
Landscape		2+			
Irrigation		2+			
ADA Issues		-			
Sidewalks	1	3			
Bike Rack	2				

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Walleck Ranch Park

Kingman Parks Inventory

White Cliffs Wagon Wheels				N White Cliffs Rd
Item	Quantity	Condition	Lights	Notes:
Parking Spaces	N/A			
Restroom(s)	No			
Concession Stand	No			
Drinking Fountain(s)	No			
Ramada(s)	N/A			
Picnic Table(s)	No			
BBQ(s)	N/A			
Benches	0			
Playground(s)	No			
Splash Pad	No			
Soccer Field(s)	No			
Baseball Field(s)	No			
Softball Field(s)	No			
Basketball Courts(s)	No			
Volleyball Court(s)	No			
Tennis Court(s)	No			
Racquet Ball Court(s)	No			
Skate Park	No			
Horse Shoe Pit(s)	No			
Dog Park	1			
Disc Golf	No			
Swimming Pool	No			
Stage	No			
Site Lighting				
Signage	No			
Landscape	Yes			
Irrigation	Yes			
ADA Issues	Yes			



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APPENDIX B: CITY OF KINGMAN POTENTIAL FUNDING SOURCES

The following funding sources are currently being used or could be used by the City of Kingman Parks and Recreation Department to create the necessary budgets for capital and operational expenditures. These are purposefully not prioritized for consideration.

Corporate Sponsorships

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also sometimes used for programs and events.

Dedication/Development Fees

These fees are assessed for the development of residential and/or commercial properties with the proceeds to be used for Parks and Recreation purposes, such as land acquisition, new facilities, park land improvements and vehicles/equipment.

Grants

A variety of special grants either currently exist through the Federal and State governmental systems or will be established through the life of current and proposed facilities.

Fees/Charges

A fee based on a traditional price-cost relationship that recovers a portion or the total cost of a service or program.

Cell Towers

Cell towers attached to existing light poles in game field complexes is another source of revenue the City could seek in helping support the system. The City needs to establish some guidelines as it relates to cell towers located at City facilities.

Friends Associations

These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

Advertising Sales

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the City's program guide, on scoreboards, sports field fencing, and other visible products or services that are consumable or permanent that exposes the product or service to many people.

Permits (Special Use Permits)

These special permits allow individuals to use specific park property for financial gain. The City either receives a set amount of money or a percentage of the gross service that is being provided.

Volunteerism

The revenue source is an indirect revenue source in that persons donate time to assist in providing a product or service on an hourly basis. This reduces the City's cost in providing the service plus it builds advocacy into the system.

Ticket Sales/Admissions

This revenue source is on accessing facilities for self-directed activities such as pools, skateboard parks, ballparks, and entertainment activities. These user fees help offset operational costs.

Franchise Fee on Cable

This allows cities to add a franchise fee on cable to be designated for parks. The normal fee is \$1.00 a month or \$12.00 a year per household. Fees are usually designated for open space acquisition or capital improvements.

10,000 Rounds Priced Anyway the Superintendent of Golf or Department Director Desires

This pricing strategy allows the operator to maximize his revenues during peak times and fill in excess capacity in the low use times to maximize play. The City benefits by the increase in play because of the incentives to users and from peak periods.

Lighting Fees

Some cities charge additional fees for the lighting charges as it applies to leagues, special use sites, and signature type facilities that require lighting above a recreational level. This includes demand charges.

These following alternative funding sources are potential funding opportunities the City of Kingman Parks and Recreation Department should consider for additional funding of capital and operational expenditures.

General Obligation Bonds/Bond Referendum

Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements. A bond referendum may be necessary to meet the needs and demands of the growth in the City of Kingman. The bonds could assist in funding the capital needs, renovation, and new facilities. These bonds would be general obligation bonds initiated through City Council approval and citizen vote. The survey results were somewhat favorable when the public was asked if they would vote in favor of a bond referendum for capital improvements for Parks and Recreation. A bond referendum was supported by 42 percent of survey respondents. Thirty-three percent of respondents were neutral. Funding the priorities identified by the public as well as educating the public with a campaign, would improve the odds of a successful bond referendum vote.

Partnerships

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a City department, or a private business and a City agency. Two partners jointly develop revenue producing Recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner. Partnership agreements need to be established and reviewed annually.

Foundation/Gifts

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

Recreation Service Fees

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to

all organized activities, which require a reservation of some type, or other purposes as defined by the local government. Examples of such activities include adult basketball, volleyball, and softball leagues, youth baseball, soccer, and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

Inter-modal Transportation and Efficiency Act

This funding program, commonly called TEA-21 Grants was authorized by the Federal Government in 1991. Funds are distributed through the state. There are several million dollars in enhancement revenues available for transportation related projects, including bicycle and pedestrian trails, rail depot rehabilitation, landscaping, and beautification projects.

Land and Water Conservation Fund

These funds are awarded for acquisition and development of parks, recreation and supporting facilities through the National Park Service and State Park System.

Hotel, Motel and Restaurant Tax

Tax based on gross receipts from charges and meals services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

Private Concessionaires

Contract with a private business to provide and operate desirable recreational activities financed, constructed, and operated by the private sector with additional compensation paid to the City.

Naming Rights

Many cities have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.

Licensing Rights

This revenue source allows the Department and City to license its name on all resale items that private or public vendors use when they sale clothing or other items with the cities name on it. The normal licensing fee is 6 to 10% of the cost of the resale item.

Gaming Tax

This tax is popular in the Midwest and Rocky Mountain states that have gambling. These dollars come in a form of a percentage of what the City and state receive. This is a very popular revenue source that is typically shared with schools, libraries and parks.

Capital Improvement Fees

These fees are on top of the set user rate for accessing facilities such as golf, recreation centers, sports complexes, and pools to support capital improvements that benefit the user of the facility.

Merchandising Sales

This revenue source comes from the public or private sector on resale items from gift shops and pro shops for either all of the sales or a set gross percentage.

Concession Management

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The City either contracts for the service or receives a set of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

Subordinate Easements – Recreation/Natural Area Easements

This revenue source is available when the City allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the City on an annual basis.

Irrevocable Remainder Trusts

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the City in a trust fund that allows the fund to grow over a period of time and then is available for the City to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Life Estates

This source of money is available when someone wants to leave their property to the City in exchange for them to live on their property until their death. The City usually can use a portion of the property for park purposes and then all of it after the person's death. This revenue source is popular for individuals who have a lot of wealth and their estate will be highly taxed at their death and their children have to sell of their property because of probate costs. This allows the person to receive a good tax deduction yearly on their property while leaving a life estate. It is good for the City because they do not have to pay for the land.

Sale of Mineral Rights

Many cities sell their mineral rights under parks for revenue purposes to include water, oil, natural gas and other by products for revenue purposes.

Special Fundraisers

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

Utility Roundup Programs

Some park and recreation agencies have worked with their local utilities on a round up program whereby a consumer can pay the difference between their bill up to the even dollar amount and they then pay the department the difference. Ideally, these monies are used to support utility improvements such as sports lighting, irrigation cost and HVAC costs.

Family Tree Program

Many cities have worked with local hospitals to provide cash to the parks system to buy and plant a tree in honor of every newborn in the City. The hospitals invest \$250.00 to \$300.00 and receive the credit from the parents of the newborns. The parks system gets new trees of ample size.

Gift Catalogs

Gift catalogs provide organizations the opportunity to let the community know on a yearly basis what their needs are. The community purchases items from the gift catalog and donates them to the city.

Maintenance Endowments

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements and infrastructure needs. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

Sell Development Rights

Some cities sell their development rights below park ground or along trails to fiber optic companies or utilities. The park agency detains a yearly fee on a linear foot basis.

Signage Fees

This revenue source taxes people and businesses with signage fees at key locations with high visibility for short term events. Signage fees range in price from \$25.00 per signs up to \$100.00 per sign based on the size of the sign and location.

Raffling

Some cities purchase antique cars that can be raffled off against Hole-In-One contests. The city buys the cars, takes Hole-In-One insurance out and sells tickets at golf tournaments on the course for \$1.00 to \$5.00.

Manufacturing Product Testing and Display

This is where the city works with specific manufacturers to test their products in parks, recreation facilities and in program services. The city tests the product under normal conditions and reports back to the manufacturer how their product is doing. Examples are in lighting, playgrounds, mowers, irrigation systems, seed & fertilizers, and tires on vehicles (etc.). This city gets the product for free but must pay for the costs of installation and for tracking results.

Land Swaps

This is where the city trades property to improve their access of protection of resources. This could include property gain by the city for non-payment of taxes or where a developer needs a larger or smaller space to improve their profitability. The city typically gains more property for more recreation opportunities in exchange for the land swap.

Patron Cards

This allows patrons of a specific recreational facility to purchase patron cards for a month or a year that allows them special privileges above the general public. These privileges include having rights to early tee times, reservations, and special tours, shows or events. The patron cards can range in price from \$15.00 a month to \$150.00 a year.



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APPENDIX C: SAMPLE DESIGN GUIDELINES FOR PARKS

Design Guidelines for Park Components

To address design and LOS equity, the City of Kingman should put into place park design guidelines that can be used both for new construction and to keep existing parks up to the same standards. Developed parks should be required to be made up of a combination of the following components upon approval by the Parks and Recreation Director, or designated representative, based on LOS, and according to the formula in the next section.

List A - Infrastructure – Required

- Electricity
- Irrigation
- Security lighting
- Trash receptacles (min. 1 per acre - no more than 6 per acre)
- Landscaping (using plants from recommended plant list to be developed by the Community Services Department)
- Water service
- Trees

List B - Pre-selected components – Select 2

- Group picnic ramada (min size 800 sf and 6 tables)
- (2) Individual ramadas (min size 400 sf and 2 tables)
- Open turf area (min size 3,000 sf., max size 10,000 sf)
- Natural area (min size 10,000 sf)

List C - Components of choice – Select 2

- Amphitheater
- Basketball (one full court)
- Bocce ball
- Disc golf course (min 9 baskets)
- Fitness course
- Handball or racquetball
- Horseshoe pits
- Loop walk (min length 2000 lf.)
- Natural area (if not used as pre-selected component)
- Off-leash dog area – fenced (min size - 1 acre)
- Volleyball
- Open turf (if not used as pre-selected component)
- Playground
- Practice backstop (with turf size adequate for min. 200 ft. foul lines – may be on required turf area)
- Other Sports Courts (i.e., Pickle Ball, etc.)
- Public Art
- Shuffleboard
- Spray ground
- Tennis

Water feature (A passive water-based amenity that provides a visual focal point. Includes fountains, ponds, and waterfalls)

Or

(In lieu of 2 List B and 2 List C)

List D – Specialty components

Select 1 List B component and one item listed below with required parking and restrooms (can be enclosures for portable toilets) and 5 items from List E – Comfort and Convenience features

- Group picnic ramada (min size 800 sf and 6 tables)
- (2) Individual ramadas (min size 400 sf and 2 tables)
- Open turf area (min size 3,000 sf., max size 10,000 sf)
- Natural area (min size 10,000 sf)

List E - Comfort and Convenience Features – Select 5

All may be counted only once, except as noted

- BBQ grills (min. 1 per every 2 tables)
- Benches (min. 2 per acre)
- Bicycle Racks (min. to serve 8 bikes)
- Drinking fountains (min. 1 per every 4 acres)
- Lighting for night use – i.e. shielded sports lighting (counted 1 per item)
- Parking (min. 10 cars)
- Picnic tables (min. one per acre beyond those in List B)
- Portable restroom enclosures
- Restrooms with plumbing (counts as 2 items)
- Shade structures for components from List B, C, or D (other than List B ramadas) counted 1 per item.
- Trail head with parking (min. 4 cars)

Recommended Park Design Standards Formula

The following formula represents the recommended minimum LOS that should be provided in all parks in Kingman. Large parks (over 10 acres) or parks that are intended to serve a regional purpose may be required by the Department to include additional components. The exact quantity and nature of such parks will be determined in an additional review process conducted by the Department.

All proposed parks must have the following elements:

- Required infrastructure (all of the items on List A)
 - Components
 1. (2) Pre-selected components (List B)
 2. (2) Components of Choice (List C)
- OR-
1. Pre-selected Component (List B) and (1) Specialty Component (List D)
 2. (5) Comfort and Convenient features of choice (List E)

APPENDIX D: PARK MAINTENANCE BEST PRACTICES

The maintenance standards, as detailed on the following pages, are based on a Level (1), (2) and (3) modes (tasks and frequencies of each task) and follow best practices as established by the National Recreation and Park Association.

General Parks Maintenance

Both the Frequency and time frame vary for each level.

Task	Level 1	Level 2	Level 3
	Frequency	Frequency	Frequency
Turf			
Mow/Trim/Blow Clippings	1x/5 days	1x/7 to 10 days	1 or 2x/year
Aerate	2x/year	1x/year	As needed
Overseed	1x/year	As needed	Not performed
Fertilize	2 to 4x/year	1x/year	Not performed
Apply weed control	1x/year and as needed	As needed	As needed
Trim Shrubs	1x/5 days	1x/year	As needed
Pick up trash prior to mowing	1x/5 days	1x/10 days	1x/10 days
Control Pest	As needed	As needed	As needed
Manage leaves	2x/year and as needed	2x/year and as needed	1x/year
Line Trim	1x/week	1x/week	Monthly
Edge	1x/month	1x/year	As needed
Pavilion/Shelters			
Clean and Sweep	1x/week	As needed	As needed
Remove and/or replace Garbage Bags and Trash cans	Daily	As needed	As needed
Paint Pavilion	1x/week	1x/2 years	As needed
Power wash	1x/year	2x/year	As needed
Inspect Electrical System	1x/year	1x/year	1x/year
Inspect Picnic Tables	1x/week	1x/week or as needed	Monthly
Restrooms			
Clean and restock	2x/day (weekdays); 2x/day weekend	1x/day (weekdays); 2x/day (weekends)	Daily
Odor removal	7x/week	7x/week	Weekly
Repair vandalism	As needed	As needed	As needed
Remove and/or replace Garbage Bags and Trash cans	7x/week	7x/week	2x/week
Mechanical Inspection (plumbing)	1x/month	1x/month	1x/month
Schedule Lighting/Mechanical Systems	1x/week	1x/week	1x/year
Seasonal start-up and close-up	2x/year	2x/year	1x/year

Fence			
Inspect	1x/week	1x/year and following storms	1x/year and following storms
Repair	As needed	As needed	As needed
Replace	As needed	As needed	As needed
Repaint	As needed	As needed	As needed
Vegetation Control	1x/year and as needed	1x/year and as needed	1x/year and as needed
Mulching			
Apply Mulch	2x/year	1x/year	As needed
Weed Control	2x/year	1x/year	As needed
Playgrounds			
Inspect and Document	Weekly	Monthly (7x/year)	Bi-Monthly (4x/year)
Major Annual Inspection	Annually	Annually	Annually
Repair	As needed	Monthly (7x/year)	As needed
Clean and pick up trash	Daily	Weekly	Weekly
Remove graffiti	As needed	As needed	As needed
Inspect water fountains	Weekly	Monthly	As needed
Rake fiber mulch	Weekly	Monthly	Monthly
Seal rubberized, poured in place	Annually	Annually	Every 2 years
Supplement Fiber Mulch	Annually	Every two years	As needed
Replace	Every 15 years	Every 15 years	As needed
Inspect for Pest/Bees/etc	Weekly	Monthly	As needed

APPENDIX E: DEVELOPING A MARKETING PLAN



1

Step 1 – Develop a consistent brand

While it does have a mission statement, the Department does not have a clear brand message or position. Today, marketing has evolved from a product-focused strategy to an idea or story-focused strategy. People are connecting with brands that tell the best story and with which they identify. Without a brand position, the Department is relying on the public and other user groups to dictate the story being told by the Department, creating inconsistent story telling.

2

Step 2 – Develop goals for the marketing effort as a whole

These goals should be unique to the Department and should go beyond “increasing awareness” or “attracting new users.” They should translate the desired brand into tangible goals that can influence the overall direction of the strategy.

3

Step 3 – Define target markets and segments

Defining the target markets or segments for the Department goes deeper than “everyone.” Target segments could be defined in many ways but should focus on the similarities of large groups. For example, the Department should focus its efforts toward:

- Current user groups – sports associations, clubs, etc.
- Young families with children.
- Outdoor enthusiasts.
- Long-time residents.

4

Step 4 – Define the goals for each channel of communication

Due to the nature of parks and recreation services, marketing channels take on a wide variety of forms in the industry. These channels include:

- Recreational programming
- Events, festivals, and concerts
- Mapping
- Pricing
- Social media, including the website
- Print media – seasonal guides
- Online media/video
- Arts/cultural services
- Mobile applications
- Online searches
- Text
- Email
- Signage/wayfinding
- Trail connectivity
- Paid advertising
- Utility bill inserts
- Presentations to local groups
- Monument sign
- Staff networks (word of mouth)

Each channel, and subsequent goal, should be developed with specific target markets in mind.

5

Step 5 – Define the content guidelines for each channel

Content guidelines should be developed so that messages consistently reinforce the brand, story, and goals of the marketing efforts. Like the other steps, these guidelines need to be unique to the area or Department, and should include the use of:

- Colloquial language
- Events
- Pop culture
- Growing trends
- Brand messages

These guidelines should combine with the input received regarding target segments and marketing channels to build out the most appropriate messaging.

6

Step 6 – Define evaluation methods for marketing efforts

Lastly, evaluation methods should be based on the brand, segments, goals, and content that is unique to the Department in order to establish and reinforce an authentic brand. If efforts are evaluated based on other benchmarks, the Department may inaccurately conclude the success or failure of its effort. Opportunities for the Department include:

- Funding campaigns
- Investment in historical structures
- Engagement through social media
- Utilization of resources, like maps
- Park usage/event participation
- Increased demand for rentals
- Lower rates of vandalism
- Informal surveys and feedback

Standards, Procedures, Processes

Basic marketing standards:

- Information is accurate, grammar and punctuation are correct
- Logo standards are followed
- Produce all marketing collateral in electronic formats to the maximum extent practicable.
- When producing print materials, limit quantities based on need (size of target market) and budget.
- All copy is approved by Division Heads and/or Director prior to final production/publication.

Minimum required information on all marketing materials:

- Agency name – Kingman Parks and Recreation or Parks and Recreation Department
- Appropriate logo – Updated City of Kingman logo
- Appropriate website URL – www.cityofkingman.gov

The Recreation Administration Division should develop and maintaining the Department-specific Marketing Plan. The Plan is reviewed and updated as needed, or at least on an annual basis.

Marketing Checklist

Refer to the following checklist when developing marketing campaigns or promotional efforts:

- Identify need for the promotion.
- Define the target market.
- List the characteristics of the target market.
- Estimate the size of the target market.
- Analyze results of past marketing efforts to the target population.
- Estimate the cost of the planned promotion.
- Develop a timeline for the promotion.
- Assess and determine the most effective marketing tools for the promotion.
- Confirm available resources (budget allocation; staffing; access to facilities, equipment, supplies; etc.) for the promotion.



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APPENDIX F: KINGMAN MASTER PLAN SURVEY REPORT



Table of Contents

- Intro, Methodology & Key Findings
- Demographics
- Current Usage & Satisfaction
- Communication
- Future Facilities and Programs
- Financial Choices and Vision

2  RRC

Introduction

The purpose of this study was to gather community feedback on the Kingman's facilities, trails, amenities, programs, future planning, communication, and more. Furthermore, questions focused on the future of trails in Kingman were specifically asked to aid in improving the trail systems.

This survey research effort and subsequent analysis were designed to assist Kingman in developing a plan to reflect the community's desires, needs, and priorities for the future. The goal was to ensure all residents had a chance to voice their opinion in this process. Through the two survey samples, the community provided valuable feedback to help the City plan for the future.

3  RRC

Methodology

Primary methods:

1 = Statistically Valid (Invitation Survey)
Mailed survey with an option to complete online

2 = Open Link Survey
Online survey available to all residents

3,500 Mailings Sent to Kingman Residents



The Invite Survey represents the randomly sampled results of Kingman residents. A sample size of 398 completed invite surveys leads to a margin of error of +/- 4.9%. Further, strong participation from the Open Link Survey further rounds out the data. Open Link respondents are usually more frequent users and passionate about parks and recreation whereas Invite respondents are a sample of both users and non-users.



4 RRC

Weighting the Data



1

The underlying data from the invitation survey were weighted by age of respondent to adjust for the known demographics of **City of Kingman** residents across different demographic cohorts in the sample.



2

Using U.S. Census Data, the age distribution in the sample were adjusted to more closely match the population profile of **Kingman residents.**

5 RRC

Top Findings



Familiarity of parks and recreation is moderate among respondents

Approximately 48% of respondents rated their familiarity either a 4 or 5 out of 5, but there is room to improve by diversifying outreach methods to raise awareness of residents in Kingman.



Satisfaction is high for many aspects of parks and recreation in Kingman

All aspects rated by respondents received a 4.1 out of 5.0 or higher. Thus, residents are relatively satisfied with what is currently provided.



Centennial Park and other community parks are used most frequently by residents

Approximately 71% of Invite respondents used Centennial Park in the past 12 months and 48% used other neighborhood / community parks, highlighting relatively strong interest in parks.



Preferred communication methods are diverse

From social media to emails to newsletters, respondents seek a diversity of online and traditional promotional materials. Diversifying information is important as different ages typically prefer varied communication methods.

6 

Top Findings



Amenities at neighborhood parks and Centennial Park are most important

Respondents stated that the amenities at specific parks and Centennial Park were most important to their household. This correlates with frequent usage too. Trail usage was also relatively high.



Trail and pathways are important to most respondents

Over 70% of respondents stated that trails connectivity was at least "moderately" important to their household. Further, a diverse array of difficulties in trail systems are desired in Kingman.



The Importance / Performance Matrix highlights areas to improve

Based on the matrix developed through importance of facilities/programs and how well they are meeting community needs, trails and pathways, special events, youth recreation programs, and athletic courts are areas to look for improvement.



Indoor multi-use facility ranks high as a future priority

Over 70% of Invite respondents agreed that Kingman needs an indoor recreation center / multi-purpose facility. Several open-ended comments also discuss the need for a facility to escape the heat during the summer season.

7 

Demographics



Demographic Profile (Invite Sample)

40% of respondents are under 45 years old with 60% over 45.



47% of respondents' households earn under \$50k per year.



29% of Invite households have children at home.



16% require ADA-accessible facilities and services in Kingman.

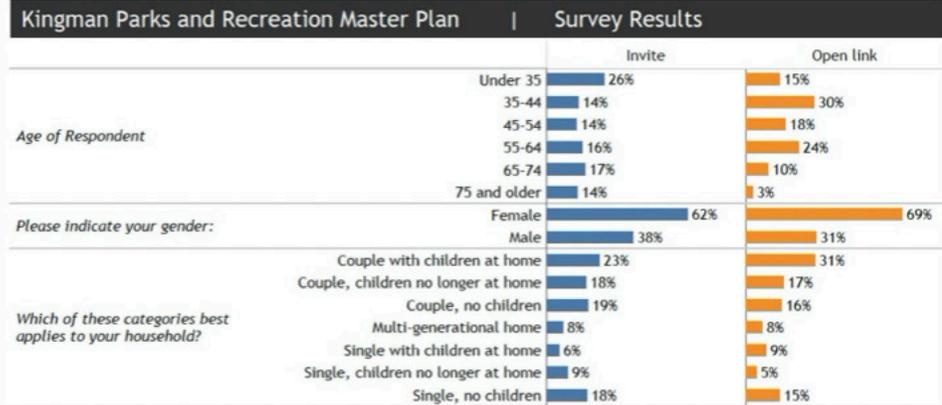


41% have lived in Kingman for over 20 years.



Demographic Profile

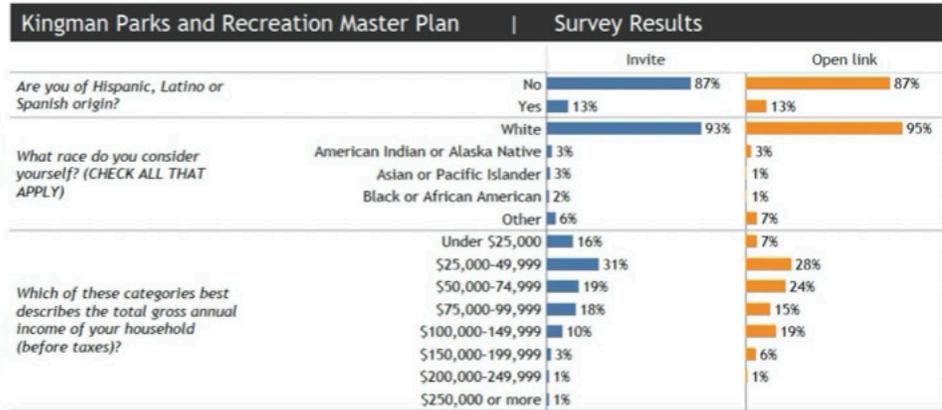
Age is well-distributed across the spectrum of ranges with 40% of respondents under the age of 45 and 60% over 45. Invite respondents were more spread across the entire age range compared to Open Link results. Invite respondents are more likely to be female (62%), a common finding in survey research. The largest share of invite respondents are couples with children at home (23%) followed by couples without children (19%). In total, approximately 29% of Invite households have children at home.



10 

Demographic Profile

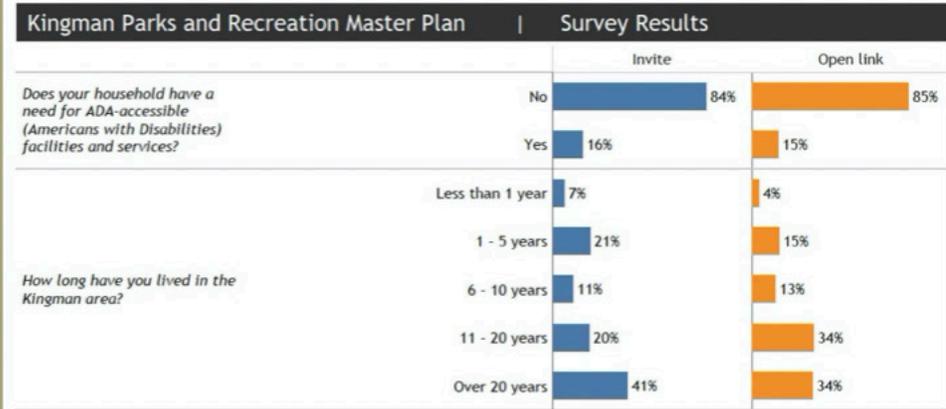
Of all respondents, 13% identify as Hispanic/Latino/Spanish origin. Approximately 93% of Invite respondents identify as White with 3% American Indian or Alaskan Native, 3% Asian or Pacific Islander, 2% Black or African American, and 6% as some other race. Approximately 47% of Invite respondents earn under \$50k per year with an additionally 37% earning between \$50k-\$99,999. Only 15% earn over \$100k per year. Open link results were similar in their responses.



11 

Demographic Profile

About 16% of Invite respondents and 15% of Open link respondents said they have a need for ADA-accessible services and facilities in Kingman. This percentage identifies a significant portion of the community which may need modifications to facilities or services to participate. Furthermore, over 60% of Invite respondents have lived in Kingman at least 11 years with 41% residing over 20 years in Kingman.

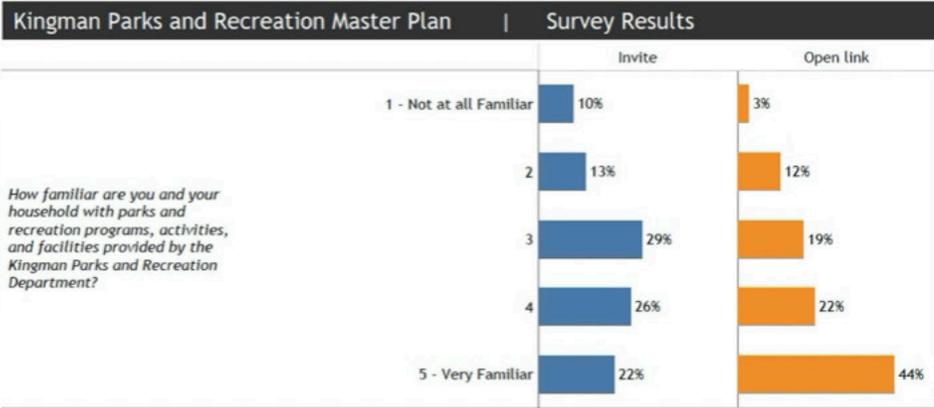


Current Facilities and Programs



Familiarity

Familiarity among Invite respondents in Kingman is moderate-to-mostly familiar. In fact, 48% of Invite respondents rated their familiarity either a 4 or 5 out of 5. An additional 29% provided a 3 out of 5 familiarity rating with 23% rating either a 1 or 2 out of 5. Open link respondents were much more familiar with what is offered, but there are likely segments that could have their awareness raised through increased promotional efforts.



14 RRC

Familiarity By Age - Invite Only

By age, the level of familiarity does not differ by a large margin. However, those 65 and older appear to be slightly less familiar than younger age groups. That said, they may be less frequent users which would explain their lower familiarity. Overall, there were not any major differences in familiarity across age ranges. A portion of all respondents are less familiar with what is offered in Kingman.



15 RRC

Frequency of Use

Centennial Park (71%) sees by far the most frequent use by Invite respondents. Following in usage by respondents are neighborhood/community parks (48%), splash pad (31%), Camp Beale Loop Trail (28%), and dog parks (27%). Open link respondents are more likely to use the Camp Beale Loop Trail (50%), parks and recreation programs (37%), and the White Cliff Wagon Wheels Trail (39%) than Invite respondents.



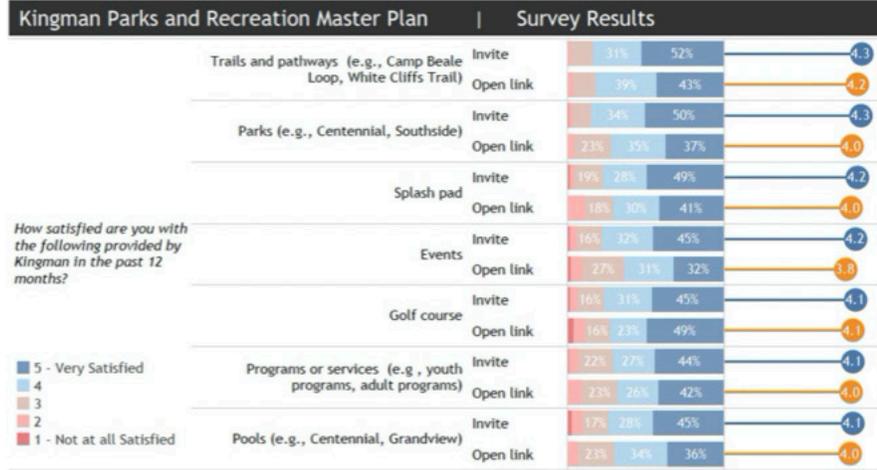
Top 3 Usage

When asked to rank which facilities/programs respondents use the most, Centennial Park (72%) and neighborhood / community parks (48%) rise to the top of the list for both Invite and Open link respondents. Following behind for Invite respondents is the splash pad (27%), dog parks (22%), and the Camp Beale Loop Trail (20%).



Satisfaction

When asked about their satisfaction of a variety of parks and recreation aspects, trails and pathways (4.3), parks (4.3), splash pad (4.2), and events (4.2) rated the highest. Nonetheless, there were no facilities/programs that were rated below a 4.0 out of 5.0 which signals high satisfaction across the board. Open link respondents were relatively equal in their ratings with a few slight differences.



18 RRC

Facility and Program Importance Top of List

Respondents were asked to rate how important a variety of facilities and services were to their household. Invite respondents identified amenities at parks (4.2), Centennial Park (4.1), and neighborhood/community parks (4.0) as most important. Open link respondents were similar in their importance ratings.



19 RRC

Facility and Program Importance

Bottom of List

The least important facilities/services to Invite respondents are Cerbat Cliffs Golf Course (2.8), community center (3.0), and Grandview Pool (3.0). Further down the list of importance also include Cook Canyon Trail (3.0), senior recreation programs (3.1), and Centennial Pool (3.1). However, many of these facilities/programs likely have a dedicated userbase that is passionate about what is offered.



Level of Needs Met

Top of List

Respondents were then asked to rate how well these facilities and services are meeting the needs of the community. Centennial Park (4.2), neighborhood / community parks (4.0), athletic fields (4.0), Centennial Pool (4.0), and the splash pad (4.0) are meeting the needs of Kingman well currently. In fact, all facilities on the top of the list are close in ratings, highlighting positive results.



Level of Needs Met
Bottom of List

The facilities that are meeting the community's needs the least are adult recreation programs (3.5), community center (3.7), and senior recreation programs (3.6). These are more moderately perceived to be meeting the needs of the community when compared to other facilities and services in Kingman.



Importance / Performance Matrix

High importance/ Low needs met

These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.

High importance/ High needs met

These amenities are important to most respondents and should be maintained in the future but are less of a priority for improvements as needs are currently being adequately met.

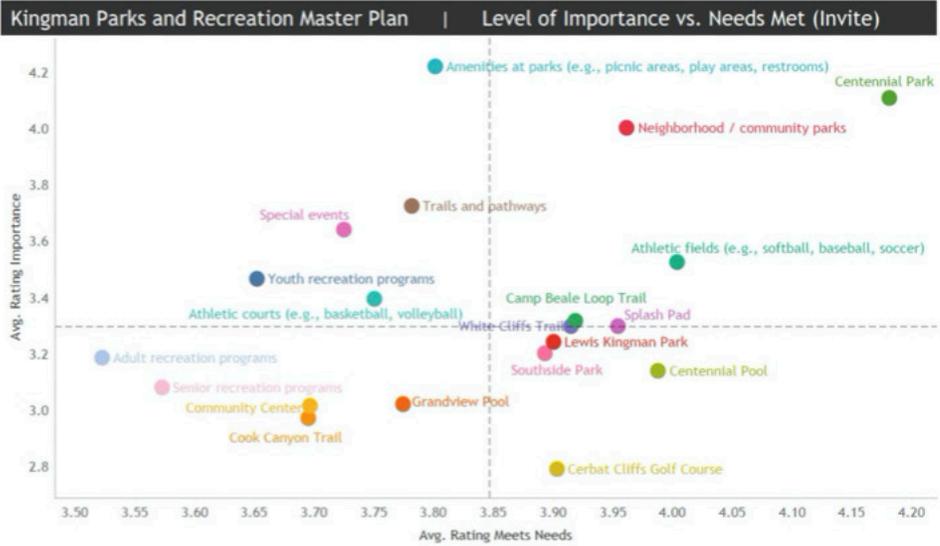
Low importance/ Low needs met

These "niche" facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

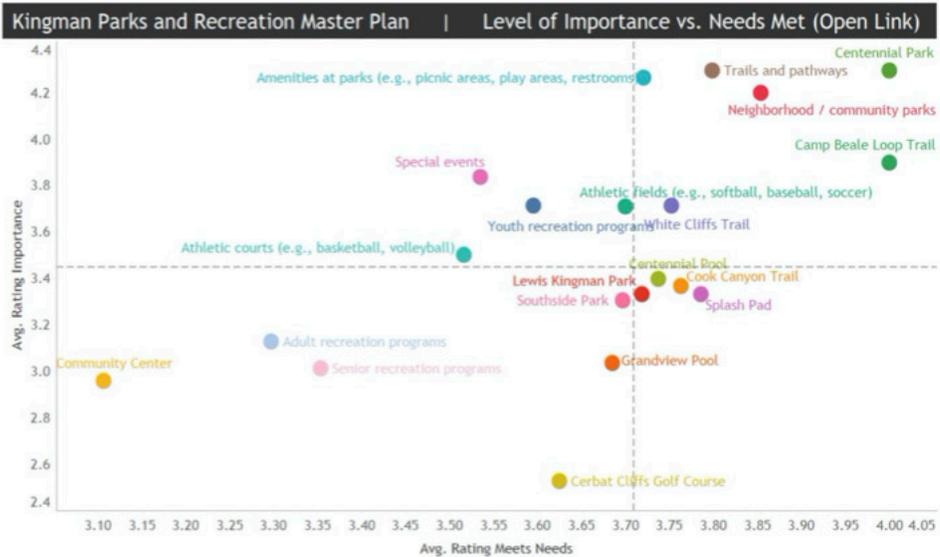
Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.

Low importance/ High needs met

Importance / Performance Matrix (Invite Only)



Importance / Performance Matrix (Open Link)



Parks and Recreation Statements

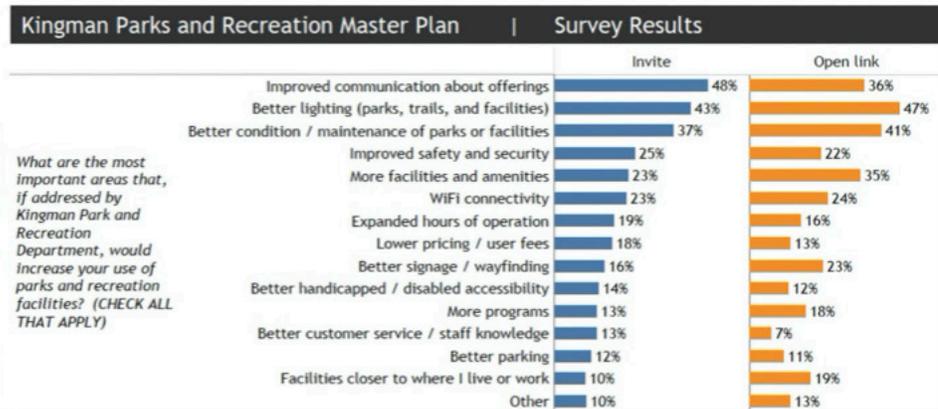
Several statements were developed to gauge the extent to which respondents agree or disagree. In general, most respondents agreed with all statements, especially the need for an indoor multi-purpose center (72% agreed). Respondents also agreed on parks and facilities being well-maintained (69%), that they feel safe at parks and recreation facilities in Kingman (65%), and satisfaction with overall variety of offerings to meet community needs (69%).



26 RRC

Increasing Use

Respondents were asked what improvements would increase their use of parks and recreation services in Kingman. Improved communication about offerings (48%), better lighting (43%), and better condition / maintenance of parks or facilities (37%) were at the top of the list for Invite respondents. Improved safety and security (25%), more facilities/amenities (23%) and WiFi connectivity (23%) were also near the top of the list.



27 RRC

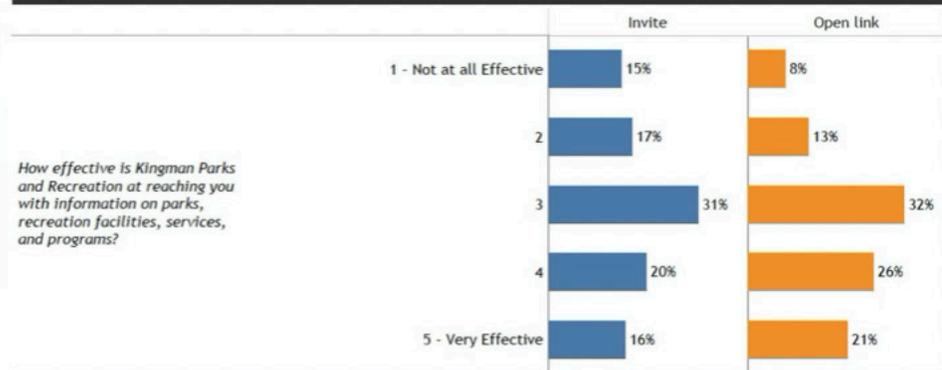
Communication



Kingman Parks and Recreation is perceived to be moderately effective in their communication efforts. Approximately 31% of Invite respondents rated the effectiveness a 3 out of 5. An additional 36% rated the effectiveness as 4 or 5 out of 5 with 32% rating it a 1 or 2 out of 5. There is still room to improve, however, as most respondents did not provide a 4 or 5 rating. Many times it could be a combination of residents not knowing where to find information and/or the information being delivered in a format they may not use.

Communication Effectiveness

Kingman Parks and Recreation Master Plan | Survey Results

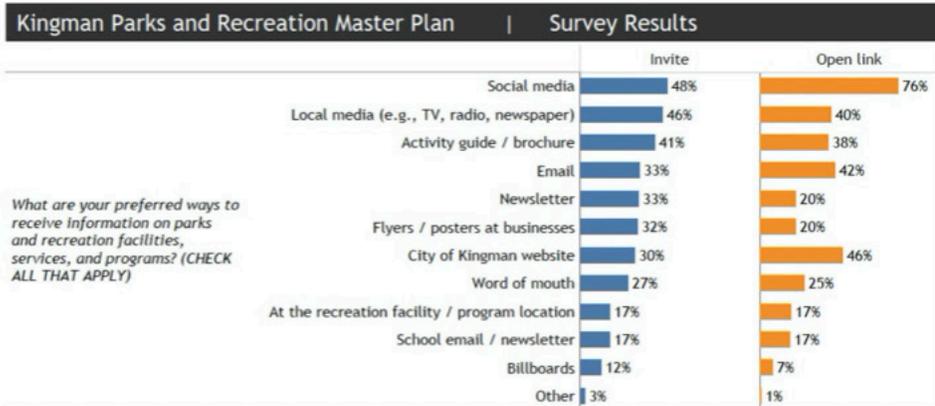


Top Communication Methods (Invite)



Both Invite and Open link respondents prefer social media (48% Invite, 76% Open link) as the method to receive information on parks and recreation facilities, services, and programs. For Invite respondents, local media (46%), activity guide/brochure (41%), emails (33%), and newsletters (33%) also received relatively high response. These findings suggest a diversity of options is preferred among residents.

Communication Methods



Future Facilities and Amenities



Future Needs – Top of List

Respondents were provided with a variety of priorities for the future. As displayed, Invite respondents rated a new indoor multi-purpose recreation center as the top priority (3.7) followed by improvements at existing parks and facilities (3.6), improving communication and information (3.6), increasing trails/pathway connectivity (3.5), and expanding programs and activities (3.4). Open link results were similar but placed more emphasis on increasing connectivity.



Future Needs – Bottom of List

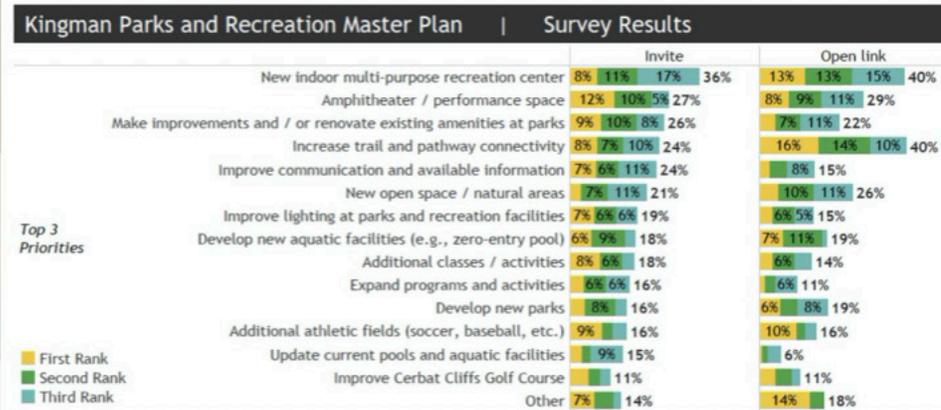
The lowest priority items for the future are improving Cerbat Cliffs Golf Course (2.4), adding additional athletic fields (2.9), developing new aquatic facilities (3.1), and additional classes/activities (3.1). However, there are likely passionate user groups among these lower rated priorities that should be considered when thinking of improvements despite the lower priority ratings.



34 RRC

Future Needs – Top 3 Priorities

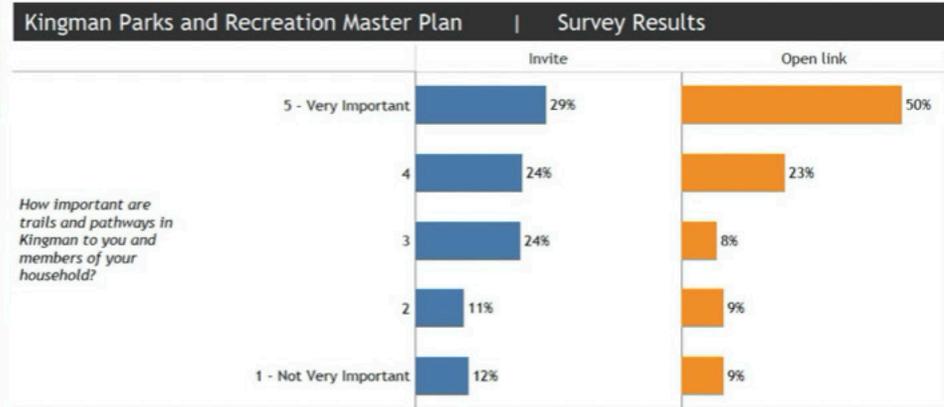
When asked to choose their top three priorities, Invite respondents highlighted a new indoor multi-purpose center (36%), amphitheater / performance space (27%), and improvements at existing parks (26%). An amphitheater / performance space did not receive a top rating in the importance scale, but it is a high priority for those who did rate it as important. Making improvements at existing sites and trail connectivity are also important to many respondents.



35 RRC

Importance of Trails

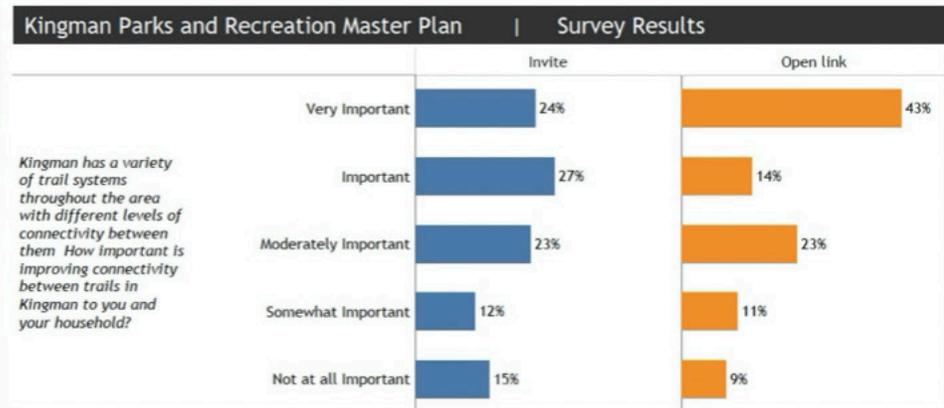
Trails had an expanded focus for future planning efforts as Kingman has a variety of trail systems throughout the area. In terms of importance, Invite respondents see trails as relatively important to their household (53% rated 4 or 5). Only 23% rated trails as not that important (1 or 2). Open link respondents see trails as much more important with 50% rating their importance as 5 out of 5, and an additional 23% as 4 out of 5. Trails generally are important to Kingman residents as displayed through other results too.



36 RRC

Trail Connectivity

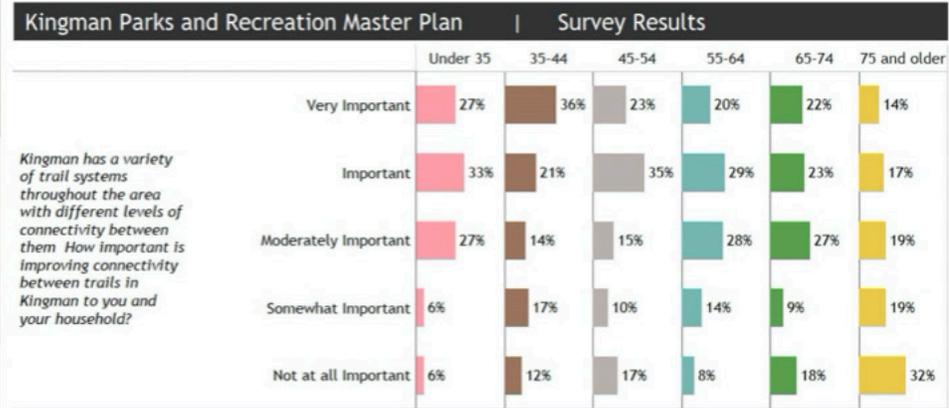
Trail connectivity is another topic that has been mentioned throughout other survey questions. Respondents were asked how important improving trail connectivity was to their household. As displayed, many see it as either "very important" or "important" (51%). Open link respondents again placed higher importance on connectivity than Invite respondents (67% important or very important). This further solidifies the finding that trail connectivity is an important topic for the future according to many Kingman residents.



37 RRC

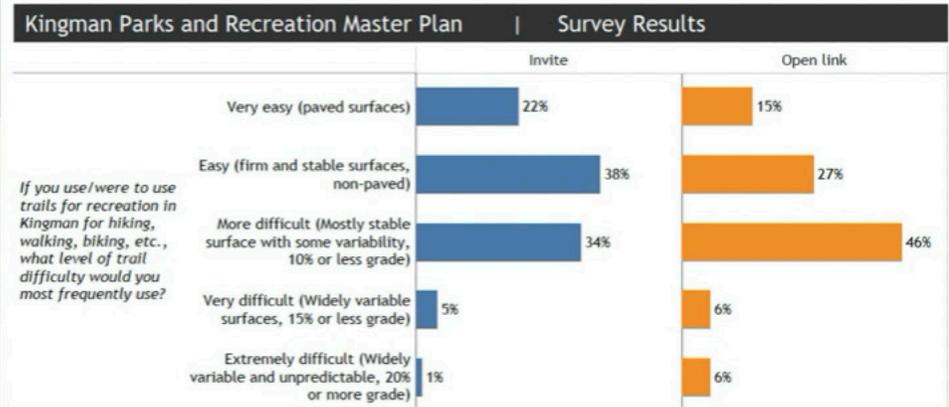
Trail Connectivity By Age – Invite Only

By age, trail connectivity does see major shifts in importance apart from those 75 and older. Anywhere from 45% - 60% rated connectivity as "important" or "very important." Those 75 and older were less likely to see it as important, but they may not use the trail systems as widely as those with families and/or children at home. Approximately 25% of respondents rate connectivity with lower importance.



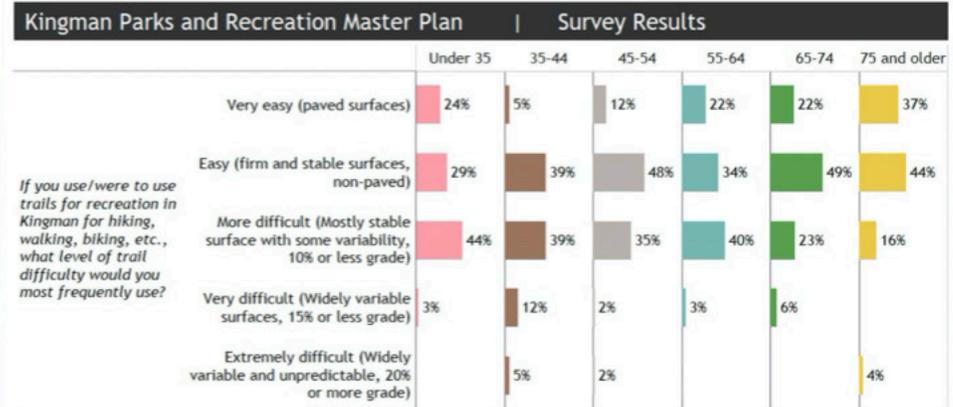
Trail Difficulty

Trail difficulty is another topic of interest to address in Kingman. Using the International Mountain Biking Association's trail difficulty ratings, respondents specified which level of trail difficulty they use the most in Kingman. Most respondents use trails that are defined as "more difficult (10% or less grade)" or easier (94%). Only a handful of respondents use "very difficult" or "extremely difficult" trails. That said, there are a wide variety of trail types that are used including both paved and non-paved options.



Trail Difficulty By Age – Invite Only

By age, there is not a major difference in those using "very" or "extremely difficult" trails, but there are differences in paved vs. non-paved preferences. In fact, 37% of those 75 and older prefer paved trails while only 5% of those aged 35-44 use paved trails (very easy). Therefore, a diversity of trail options is needed to satisfy all types of users.



Financial Choices and Vision



Financial Choices

Respondents were asked to rate how strongly they would support a variety of funding mechanisms in Kingman. The top funding source, in terms of support, are naming rights / sponsorships for facilities (3.8), followed by a dedicated foundation for parks and recreation (3.7), and more private / public partnerships (3.7). A bond referendum (3.2) and new dedicated sales tax (2.7) received less support by respondents.



42 RRC

Key Issues and Vision

A variety of key issues were presented for the future and rated on their importance to respondents. Ensuring facilities and programs are affordable for all residents (4.4) is the top issue for Invite and Open link respondents. Providing family-oriented offerings (4.2) and a high level of safety (4.1) followed for Invite respondents.



43 RRC

Key Issues and Vision

Towards the bottom of the list for key issues are increasing access (3.4), developing new facilities (3.5), and redesigning/repurposing existing facilities (3.5). However, there were not a large volume of respondents who didn't see these as important, but more moderately important compared to other issues.



Additional Comments



Additional Comments

Respondents were asked to provide any thoughts or suggestions they had through an open-ended comment at the end of the survey. Below is a word cloud and comment examples found through open-ended comments in Kingman. Comments ranged from those who praise Kingman for what is offered currently, many site-specific changes requested, and discussion about an indoor facility to escape summer temperatures. A full listing of comments are provided in the appendix document.

I think Kingman Parks & Recreation is doing a pretty good job as it is with what it (the department) has to work with.

Keeping the usage fee's affordable is very important. Information about area's that are available for use, dates, locations and prices.

Even though our town is small I think that safety should be a concern in all aspects. Please give our youth more places to hang out and participate in healthy activities.

An indoor facility would be great for kids because of out extreme summer temperatures. Making it affordable is important too.



46 RRC



Thank You

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