

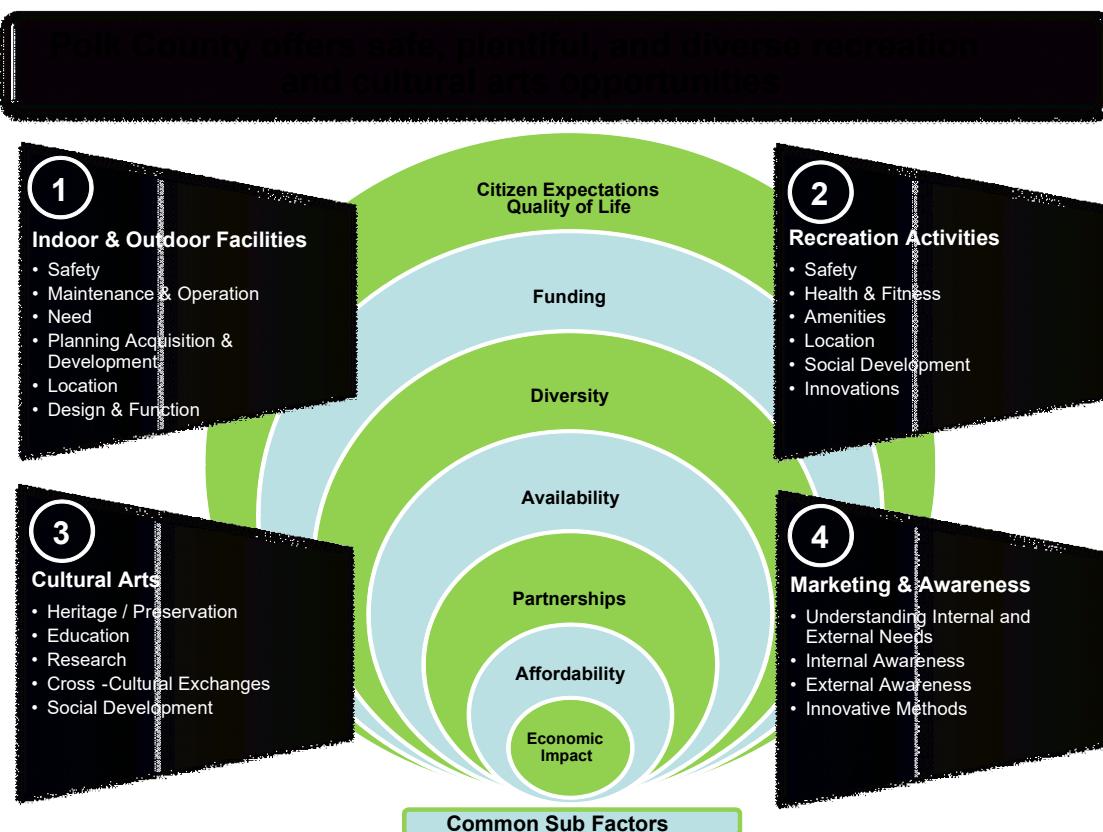
## Recreation and Cultural Arts

**“Polk County offers safe, plentiful, and diverse recreation and cultural arts opportunities.”**

### Primary Factors for Achieving the Result

As shown on the Recreation and Cultural Arts causal map, the primary factors affecting the Polk County Board of County Commissioners' (BoCC) ability to meet resident expectations are:

1. Adequate indoor and outdoor recreation and cultural arts facilities
2. Resident satisfaction with quantity/quality of recreational programs and activities
3. Resident satisfaction quantity/quality of cultural programs and activities
4. Awareness of recreational and cultural arts opportunities



## **Strategies for Achieving the Result**

The primary purpose of the programs included in the Recreation and Cultural Arts Result Area is to maintain and operate the County recreational facilities, History Center, and libraries. The programs are all in the Parks and Natural Resources Division and were submitted to the Recreation and Cultural Arts Result Area because they help the County achieve the result through one or more of the following strategies:

1. Maintain and/or improve the quality/quantity of facilities for recreation and cultural arts
2. Enhance resident satisfaction with the quantity and quality of recreational activities
3. Enhance resident satisfaction with the quantity and quality of cultural arts activities
4. Provide marketing strategies to capitalize on the recreational and cultural arts opportunities that exist in the County

**RECREATION AND CULTURAL ARTS**  
**DIVISION PROGRAM SUMMARY**

Program (number listed is the program number)	FTE	Adopted FY 23/24			Plan FY 24/25		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
<b>Parks and Natural Resources</b>							
Countywide Library Grants - 367	0.00	173,685	550,000	723,685	134,616	550,000	684,616
Countywide Library System - 364	0.00	-	6,085,542	6,085,542	-	6,993,081	6,993,081
History Center - 102	6.00	987,487	10,000	997,487	993,798	10,000	1,003,798
Lake and River Enhancement - 95	0.00	-	3,232,718	3,232,718	-	530,006	530,006
Lake and River Enhancement Reserves - 370	0.00	-	586,114	586,114	-	619,545	619,545
Library Impact Fee Reserves and Other - 1322	0.00	-	4,407,613	4,407,613	-	5,033,459	5,033,459
Parks & Rec. Impact Fees Operating Admin. - 369	0.00	-	4,220,125	4,220,125	-	6,491,016	6,491,016
Parks & Recreation CIP - 368	0.00	-	18,523,712	18,523,712	-	1,450,000	1,450,000
Parks and Recreation Admin - 1624	0.00	-	359,091	359,091	-	373,761	373,761
Parks Maintenance - 35	83.00	-	11,415,292	11,415,292	-	11,128,763	11,128,763
Parks Reserves & Others - 453	0.00	-	11,719,945	11,719,945	-	10,921,132	10,921,132
Recreation Activities - 36	17.50	-	2,484,149	2,484,149	-	2,590,111	2,590,111
Reserves Library Fund - 481	0.00	-	2,473,632	2,473,632	-	2,830,854	2,830,854
<b>Subtotal</b>	<b>106.50</b>	<b>1,161,172</b>	<b>66,067,933</b>	<b>67,229,105</b>	<b>1,128,414</b>	<b>49,521,728</b>	<b>50,650,142</b>
<b>TOTAL BoCC</b>	<b>106.50</b>	<b>1,161,172</b>	<b>66,067,933</b>	<b>67,229,105</b>	<b>1,128,414</b>	<b>49,521,728</b>	<b>50,650,142</b>

Programs highlighted in gray are not printed

## Recreation and Cultural Arts

<b>Appropriations</b>	<b>Actual FY 21/22</b>	<b>Budget FY 22/23</b>	<b>Adopted FY 23/24</b>	<b>Plan FY 24/25</b>
Personal Services Expenses	5,610,630	7,664,012	8,353,199	8,651,193
Operating Expenses	6,810,765	8,568,292	9,406,331	9,754,578
Capital Expenses	8,790,188	19,766,935	22,189,355	2,182,950
Debt Service	6,714	0	0	0
Grants And Aids	3,790,645	3,981,149	4,381,176	4,681,202
Interfund Transfers	420,732	3,690,844	4,157,570	398,409
Indirect Expense	1,620,192	1,622,760	1,585,868	1,585,868
InKind Expense	0	5,000	5,000	5,000
Reserves	0	16,728,313	17,150,606	23,390,942
<b>Total Result Area</b>	<b>27,049,866</b>	<b>62,027,305</b>	<b>67,229,105</b>	<b>50,650,142</b>

<b>Revenue by Fund</b>	<b>Actual FY 21/22</b>	<b>Budget FY 22/23</b>	<b>Adopted FY 23/24</b>	<b>Plan FY 24/25</b>
00100 General Fund	623,723	1,091,986	1,161,172	1,128,414
10150 Special Revenue Grants	1,288,474	2,657,121	1,172,254	613,375
12180 Lake And River Enhancement Trust Funds	277,993	3,820,670	3,818,832	1,149,551
12240 Impact Fees	2,653,315	9,769,611	12,696,547	11,524,475
14930 Leisure Services MSTU Funds	16,106,284	37,357,973	39,821,126	26,410,392
14950 Libraries MSTU Funds	5,161,408	7,329,944	8,559,174	9,823,935
30900 2019 Capital Improvement Project Fund	2,694,808	0	0	0
<b>Total Result Area</b>	<b>28,806,005</b>	<b>62,027,305</b>	<b>67,229,105</b>	<b>50,650,142</b>

### Personnel

Full Time Equivalents	98	107	107	107
-----------------------	----	-----	-----	-----

## TRENDS AND ISSUES

The programs in this Result Area are from the Parks and Natural Resources Division. For FY 23/24, this division has maintained a status quo budget with some minor increases. Residents expect Polk County to have safe, plentiful, and diverse recreation and cultural arts opportunities. To address these expectations these programs focus on operations and maintenance of the County's facilities, providing recreational and/or cultural arts related activities, and program and activity marketing. For information see [www.polk-county.net/things-to-do/parks-and-recreation](http://www.polk-county.net/things-to-do/parks-and-recreation).

Like other Polk County funds, the economy and prior property tax reform reduced funding in the Parks MSTU Fund, one of the primary funding sources for recreation and cultural arts programs. The last seven years the Board's Strategic plan for this area focused on maintaining operating revenues and service delivery. To accomplish this, existing resources were reallocated to the Parks MSTU Fund. This additional property tax revenue along with an increase in property value since has helped to fund this plan. The Parks MSTU Fund continues to be able to sustain operations and maintenance programs. Future appropriations have been allocated both in operating programs and in the Community Investment Program in maintaining and repurposing existing facilities.

As stated previously, with the population increase, easing of the economic downturn, construction and increased use of facilities comes an overall significant increase in the demand for services in the areas of parks and recreation and natural areas. In order to provide for additional facilities, the Board approved a funding plan to complete the last phase of the Northeast Regional Park. This provided for additional ballfields with support facilities and is funded through debt proceeds, impact fees, and Tourism Tax dollars. Work was completed with additional support facilities anticipated during FY 22/23 and FY 23/24. Additionally, planned improvements at the Simmers-Young Park consisting of resurfacing existing fields with artificial turf in phases is ongoing. Tourism Taxes assisted with that project as well. The Parks and Natural Resources Division will always be faced with the need for additional facilities and resources. However, attempting to address the need for resources without a significant increase in revenue will be a challenge.

As a special note, supply chain and workforce related issues continue to impact the way the Division does business for the foreseeable future. Workload and service methods continue to be examined and adjusted as new information becomes available and based on the available resources at the time.

Overall staff recruitment and retention continues to be an issue in today's environment. There are few options available currently when it comes to staffing and recruitment.

## History Center

<b>Program Number:</b>	102
<b>Result Area:</b>	Recreation and Cultural Arts
<b>Division:</b>	Parks and Natural Resources
<b>Section:</b>	N/A

### **I. Program Offer Description:**

The mission of the History Center is to (1) collect, preserve, research, interpret, and exhibit the material record of human culture, (2) collect and provide access to historical and genealogical materials, and (3) promote and encourage the knowledge and appreciation of the region's rich and diverse history.

### **II. Contribution to Result:**

To meet Florida Statute 96-462 and to contribute to the Recreation and Cultural Arts Result Area, the History Center will:

- \* Ensure a well-maintained and secure repository for artifacts, genealogical materials, and donations of historical significance for citizens
- \* Provide a venue for residents to immerse themselves into the footsteps and mindsets of ancestors and create a sense of community by bringing history to life
- \* Discover the County's heritage and define who the County is as a community
- \* Provide a destination venue for visitors seeking heritage tourism
- \* Offer Countywide outreach programming
- \* Coordinate activities of Polk County Historical Commission

**This Program is:** Not Mandated ( )      **Mandated:** Federal ( ) State ( X ) Local ( X )

### **III. Performance Objectives:**

- 1 Acquire, manage, and preserve items for the historical museum inventory and the genealogical library collection
- 2 Create and produce historical and genealogical educational programs relevant to regional history
- 3 Provide learning opportunities through exhibits and programs
- 4 Provide community involvement through the volunteer program
- 5 Develop and maintain collaborative relationships with other regional historical and genealogical organizations
- 6 Assure State covenants are satisfied regarding preservation of historic 1908 Courthouse

### **IV. Measures:**

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
<b>Workload Indicators:</b>					
# Artifacts, documents, and photographs accepted, accessioned	1	32	30	30	30
# Events and exhibits held or produced at the History Center	2,3,5	50	40	40	40
# Tours scheduled and conducted	2,3	44	55	55	55
# Outreach programs developed, scheduled, and presented	2,3,5	96	25	24	25
# of volunteers recruited and trained	4	15	12	12	12
<b>Effectiveness Indicators:</b>					
Visitor attendance - on site (Museum)	3	27,275	40,000	40,000	40,000
Visitor (Library) - Actual	3	1,780	1,500	1,500	1,500
% of artifacts, photos, and documents entered into collection	1	100%	100%	100%	100%
# of dedicated volunteers hours	4	1972	1,600	1,600	1,600
<b>Efficiency Indicators:</b>					
Cost per visitor (\$)	N/A	\$20.59	\$21.40	\$22.55	\$22.55

### **Significant Changes**

There are no significant changes to this program.

### History Center

	<b>Actual FY 21/22</b>	<b>Budget FY 22/23</b>	<b>Adopted FY 23/24</b>	<b>Plan FY 24/25</b>
<b>Personnel:</b>				
Full Time Equivalents	6.00	6.00	6.00	6.00
<b>Funding Sources:</b>				
General Fund Subsidy	292,999	794,293	926,819	951,428
Charges For Services	589	0	0	0
Interest	<b>(25,437)</b>	0	0	0
Interfund Transfer	316,743	0	0	0
Intergovernmental	0	5,000	5,000	5,000
Miscellaneous	13,285	93,918	60,668	42,370
Others (Centrl I/D Inkind/Othr)	10	5,000	5,000	5,000
	<b>Total Program</b>	598,189	898,211	997,487
<b>Revenue by Fund:</b>				
General Fund	598,189	888,211	987,487	993,798
Special Revenue Grants	0	10,000	10,000	10,000
	<b>Total Program</b>	598,189	898,211	997,487
<b>Appropriations:</b>				
Personal Services Expenses	446,533	472,494	501,173	522,026
Operating Expenses	149,122	420,717	491,314	476,772
Debt Service	2,534	0	0	0
InKind Expense	0	5,000	5,000	5,000
	<b>Total Program</b>	598,189	898,211	997,487

## Lake & River Enhancement

<b>Program Number:</b>	95
<b>Result Area:</b>	Recreation and Cultural Arts
<b>Division:</b>	Parks and Natural Resources
<b>Section:</b>	N/A

### I. Program Offer Description:

Provide safe and accessible boating facilities to enhance the boating experiences of Polk County residents

### II. Contribution to Result:

This program services 44 boat ramp sites with 54 ramps and 21 docks/piers. This program also supports the BoCC-appointed Lakes Access Advisory Committee's (LAAC) mission to expand public access to Polk County lakes. The program provides and maintains access to Polk County's lake and river resources for recreational activities such as fishing, hunting, skiing, boating, and bird watching.

**This Program is:** Not Mandated ( ) Mandated: Federal ( ) State ( ) Local (X)

### III. Performance Objectives:

- 1 Maintain 44 boat ramp sites with 54 total ramps
- 2 Improve existing facilities
- 3 Construct new boat ramps
- 4 Inspect boating facility inventory

### IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
<b>Workload Indicators:</b>					
# of boating facilities annual inspections	4	910	750	750	750
# of boat ramp repairs	1	11	25	25	25
# of facilities improved annually	2	3	2	2	2
# of ramps constructed/replaced annually	3	-	1	1	1
<b>Effectiveness Indicators:</b>					
% of completed inspections	4	121%	100%	100%	100%
% of boat ramp repairs completed	1	44%	100%	100%	100%
<b>Efficiency Indicators:</b>					
Cost per inspection (\$)	4	\$6.96	\$21.07	\$21.07	\$21.07

### Significant Changes

There are no significant changes for this program.

	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Full Time Equivalents	0.00	0.00	0.00	0.00
<b>Funding Sources:</b>	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Lake And River Enhancement Trust Funds	0	3,023,638	2,873,343	160,207
Charges For Services	364,331	344,490	347,492	357,916
Licenses and Permits	136,972	12,081	11,883	11,883
Miscellaneous	6	0	0	0
Total Program	501,309	3,380,209	3,232,718	530,006
<b>Revenue by Fund:</b>	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Lake And River Enhancement Trust Funds	501,309	3,380,209	3,232,718	530,006
Total Program	501,309	3,380,209	3,232,718	530,006
<b>Appropriations:</b>	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
Personal Services Expenses	99,921	110,000	99,922	99,922
Operating Expenses	100,738	145,153	136,188	128,969
Capital Expenses	53,700	3,102,899	2,975,493	280,000
Grants And Aids	10,000	10,000	10,000	10,000
Indirect Expense	9,589	12,157	11,115	11,115
Total Program	273,948	3,380,209	3,232,718	530,006

## Parks Maintenance

<b>Program Number:</b>	35
<b>Result Area:</b>	Recreation and Cultural Arts
<b>Division:</b>	Parks and Natural Resources
<b>Section:</b>	N/A

### **I. Program Offer Description:**

The Parks Maintenance program provides maintenance, operations, and management services for 3,025 park acres with diverse amenities for routine patron use, scheduled activities, and special events while targeting guidelines of the National Recreation Parks Association (NRPA). It includes personal services and operating expense for Parks Administration.

### **II. Contribution to Result:**

The program services 16 community parks, 28 neighborhood parks, six regional parks, and 47 specialty parks including one ATV park, five campgrounds, four arenas, two shooting ranges, three dog parks, one historical venue, 51 boat launches, trails, and other properties. The amenities include 88 softball/baseball fields, 50 multi-purpose fields, 29 league support facilities, 32 basketball courts, 42 playgrounds, 21 docks, two boardwalks, seven tennis courts, 67 restroom facilities, and 165 picnic shelters/pavilions. Basic grounds maintenance services include mowing, trash removal, and restroom cleaning. This program also provides many specialized services such as pest control, athletic field turf maintenance, limited park construction services, irrigation maintenance, playground equipment service, and maintenance.

#### 1. Maintaining/improving quality/quantity of facilities for recreation and cultural arts:

- A. Attending/hosting various types of meetings (League Board, Community, etc.) to solicit input on existing services and improve resident satisfaction by facilitating requests
- B. Providing a wide range of facilities/amenities that fulfill recreational needs for all ages
- C. Maintaining facilities throughout the County that are near or easily accessible for residents
- D. Recording maintenance activities on a Computerized Maintenance Management System (CMMS) database utilizing data to improve services and efficiencies
- E. Maintaining a very diverse system of facilities for active (athletic fields), passive (trails), and cultural (Homeland Historical Park) recreational enjoyment
- F. Utilizing school facilities to mitigate facility deficits and minimize land purchase and construction costs
- G. Maintaining 43 sites that have public access to County lakes/rivers
- H. Partnering with public and private organizations such as the School Board, Southwest Florida Water Management District (SFWMD), Mosaic, etc., to provide, develop, and acquire additional facilities
- I. Working with various committees to identify needs, funding sources, and operational rules (e.g. Friends of the Parks, Lake Access Advisory Committee (L.A.A.C.))
- J. Constructing/installing standard amenities for functional efficiency and maintenance ease, as well as upgrading picnic shelters, scoreboards, and boat ramps
- K. Performing periodic reviews to ensure services are competitive with private market, standardizing amenities to reduce maintenance costs, and automating functions where possible in order to be effective stewards of taxpayer dollars

#### 2. Enhancing resident satisfaction with quantity and quality of recreational activities:

- A. Providing a diverse inventory of facilities that accommodate a wide range of recreational opportunities including athletic fields, mountain bike trails, nature trails, horse trails, livestock arenas, and dog parks
- B. Providing maintenance services for patrons to safely enjoy recreational activities at all facilities
- C. Providing safe facilities for patrons to participate in activities that promote health and fitness
- D. Providing facilities that attract and accommodate special events and athletic tournaments resulting in a positive economic impact

#### 3. Enhancing resident satisfaction with the quantity and quality of cultural arts activities:

- A. Providing facility and grounds maintenance services to Homeland Historical Park, which hosts special events and educational programs relating to Polk County's history
- B. Preserving the historically-significant collection of buildings located in Homeland Historical Park

#### 4. Providing marketing strategies to capitalize on recreational and cultural opportunities that exist in the County:

- A. Attending Town Hall meetings, expos, civic events, community meetings, etc., to provide information and to promote recreational activities
- B. Operating a website to provide information and educate residents about recreational facilities and opportunities

<b>This Program is:</b>	<b>Not Mandated ( X )</b>	<b>Mandated: Federal ( ) State ( ) Local ( )</b>
-------------------------	---------------------------	--------------------------------------------------

## Parks Maintenance

### III. Performance Objectives:

1	Mow/trim high-use parks twice weekly during growing season and weekly in remaining parks
2	Perform twice daily restroom cleanings in high-use parks and twice weekly cleanings in remaining parks
3	Perform playground inspections every 45 days
4	Remove trash from high-use parks twice weekly and once per week in remaining parks
5	Upgrade/improve facilities for user safety and comfort

### IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
<b>Workload Indicators:</b>					
# park acreage mowed	1	26,218	40,000	40,000	40,000
# of restroom cleanings	2	11,196	21,770	21,770	21,770
# of playground inspections	3	462	524	524	524
# of trash removals	4	8,863	12,760	12,760	12,760
# of clay area groomings	5	337	600	600	600
# of athletic turf areas serviced	5	1,653	3,120	3,120	3,120
# of turf field renovations	5	12	8	8	8
# of MSTU park improvement projects	5	2	2	2	2
<b>Effectiveness Indicators:</b>					
% of mowings completed as scheduled	1	66%	100%	100%	100%
% restrooms cleaned as scheduled	2	51%	100%	100%	100%
% playground inspections completed as scheduled	3	88%	100%	100%	100%
% trash removals completed as scheduled	4	69%	100%	100%	100%
% of athletic turf fields serviced	5	53%	100%	100%	100%
% of turf field renovations completed	5	150%	100%	100%	100%
% of MSTU park improvement projects completed	5	100%	100%	100%	100%
<b>Efficiency Indicators:</b>					
Cost per acre mowed	1	\$10.18	\$16.31	\$16.88	\$17.47
Cost per restroom cleaned	2	\$12.31	\$16.31	\$16.88	\$17.47
Cost per playground inspection	3	\$13.15	\$10.87	\$13.80	\$15.50
Cost per trash removal	4	\$27.29	\$25.00	\$30.79	\$31.87

### Significant Changes

There are no significant changes for this program.

### Parks Maintenance

	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
<b>Personnel:</b>				
Full Time Equivalents	77.00	83.00	83.00	83.00
<b>Funding Sources:</b>				
Leisure Services MSTU Funds	8,253,163	9,942,161	10,569,876	10,522,888
Charges For Services	85,657	480,973	572,982	584,441
Interest	4,121	0	0	0
Intergovernmental	0	187,500	251,000	0
Miscellaneous	43,846	19,813	21,434	21,434
Total Program	8,386,787	10,630,447	11,415,292	11,128,763
<b>Revenue by Fund:</b>				
Special Revenue Grants	0	187,500	251,000	0
Leisure Services MSTU Funds	8,386,787	10,442,947	11,164,292	11,128,763
Total Program	8,386,787	10,630,447	11,415,292	11,128,763
<b>Appropriations:</b>				
Personal Services Expenses	4,025,350	5,405,432	5,941,400	6,136,805
Operating Expenses	4,047,196	4,349,315	4,685,192	4,440,958
Capital Expenses	131,875	704,700	617,700	380,000
Debt Service	1,755	0	0	0
Grants And Aids	180,611	171,000	171,000	171,000
Total Program	8,386,787	10,630,447	11,415,292	11,128,763

## Recreation Activities

<b>Program Number:</b>	36
<b>Result Area:</b>	Recreation and Cultural Arts
<b>Division:</b>	Parks and Natural Resources
<b>Section:</b>	N/A

### **I. Program Offer Description:**

Provide safe, affordable, and enjoyable leisure, athletic, and educational experiences that enhance the quality of life for the residents and visitors of Polk County.

### **II. Contribution to Result:**

Recreation Activities Program contributes to the Recreation and Cultural Arts result by:

1. Purchasing Strategy #1: Maintain/enhance quality/quantity of recreation/cultural arts facilities
  - A. Provides environmental education program to 550 children through the Summer Recreation Program. The program imparts strategies to children in order to promote positive habits and foster respect for parks and natural lands.
  - B. Has successfully received grant awards which provided renovation work to Homeland Heritage Park and generated park beautification projects
  - C. Provides athletic facility checks during high-use times to assure park function, safety, and the welfare of the public.
  - D. Monitors and programs electrical field lighting system. This automated system allows electronic scheduling of field lighting, thus reducing utility costs
  - E. Staff oversees the maintenance, scheduling, and staffing of five resource centers.
  - F. Staff creates public/private partnerships to assist with the maintenance, programming, and appearance of facilities
  - G. Maintains wireless internet service at each center to provide the public greater access opportunities to services and information
  - H. Staff is onsite to assure use is appropriate, safe, and healthy and maintenance issues are reported in a timely manner
2. Purchasing Strategy #2: Enhance resident satisfaction with the quality/quantity of recreational activities
  - A. Allows parents to maintain employment during summer months by supplying safe alternative childcare in the Summer Recreation Program which 550 children participate annually
  - B. Provides a glimpse at Polk County's past and teaches respect for heritage through educational tours and historically themed special events at Homeland Heritage Park
  - C. Provides more than 45 special events annually throughout the County allowing families to have diverse, wholesome, and affordable recreational experiences
  - D. Monitors BoCC mandated youth coach training for over 700+ adults annually, allowing for more prepared sports coaches. Programming provides a first line of defense for the health and welfare of children
  - E. Monitors 27 youth athletic leagues of 12,000 children, ensuring leagues operate efficiently and adults working with youth meet established criteria ensuring a safe environment for the County's youth
  - F. Solicits input from participants in all phases of programming, allowing for direct comment in relation to program decisions through the use of program response cards and focus groups
  - G. Serves as the first contact with County government for many of residents through youth leagues, special events, or resource center activities
  - H. Enhances funding by aggressively seeking sponsorships and volunteers for programming
  - I. Hosts educational programs targeted to improve the health and quality of life of residents
  - J. Hosts neighborhood association meetings in the centers. Each meeting is attended by a Parks & Recreation employee allowing communities direct access to County government
3. Purchasing Strategy #3: Enhance quality/quantity of cultural arts activities
  - A. Contributes to a diverse parks system, Homeland Heritage Park, a historical, cultural, and educational venue, where 6,000 to 10,000 school children annually experience a living history of Polk County through themed educational programs and special events
  - B. Provides cultural arts and educational programming (black heritage festival, Hispanic heritage festival, arts and poetry festival, storytelling festival, and back to school program)
  - C. Summer Recreation supports cultural arts through daily activities and field trips to cultural arts venues
  - D. Strive to provide qualified and screened staff
  - E. Conduct surveys to ascertain needs and acceptance of programs and facilities
4. Purchasing Strategy #4: Provide marketing strategies to capitalize on recreational and cultural opportunities in Polk County
  - A. Possesses the ability to contact many people through large youth athletic leagues, Resource Centers, special events, and relationship with the School Board
  - B. Utilizes internet-based promotional methods (Facebook, Twitter, and Instagram)
  - C. Obtained sponsorship with media to assist with large-scale marketing
  - D. Enhances scope of events to attract additional patrons from outside the County
  - E. Hosts non-profit, service oriented, and civic group meetings to assist with exposure of facilities and program opportunities
5. Economic Development Group: The campgrounds, numerous special events, cultural/historic programs, and athletic events of Parks and Recreation draw visitors to the County and provide substantial economic impact

<b>This Program is:</b>	<b>Not Mandated ( X )</b>	<b>Mandated: Federal ( ) State ( ) Local ( )</b>
-------------------------	---------------------------	--------------------------------------------------

## Recreation Activities

### III. Performance Objectives:

- 1 Implement new programs/events and improve the quality of existing programs/events
- 2 Increase program awareness and participation
- 3 Provide affordable and safe summer recreation programs
- 4 Provide programming for children, adults, and seniors
- 5 Increase resident/tour/special event patronage and school tours at Homeland Heritage and Mosaic Peace River Parks
- 6 Produce cultural special events and programs
- 7 Develop public/private partnerships to enhance programming and volunteerism

### IV. Measures:

	Key Obj.	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
<b>Workload Indicators:</b>					
Recreation programs/events	1,2,3,5,6	27	35	25	25
Program/event patronage	1,2,6,7	13,525	21,211	18,000	18,000
# of summer recreation registrations	1,2,3	73	520	400	300
# of coaches certifications provided	4	eliminated	eliminated	eliminated	eliminated
Homeland Heritage Park patronage	1,5,6	7,132	8,000	6,500	7,000
<b>Effectiveness Indicators:</b>					
Growth in attendance of programs/events	1,2,3,5	22%	5%	-5%	3%
Satisfaction per program response cards	1,2,3,5	95%	85%	85%	85%
Produce cultural/historic special events	1,2,3,5	8	12	10	10
% of youth leagues performing background checks	1,3,4,5	100%	100%	100%	100%
% of programs offered at attendance capacity	1,2,3,5,6	40%	50%	50%	50%
<b>Efficiency Indicators:</b>					
% increase in event/program sponsorship	1,2,7	0%	5%	5%	10%
% increase of partnered programming to total programming	1,2,7	5%	5%	5%	5%
% increase in volunteer hours	2,7	20%	5%	5%	5%
% of rental agreements processed in five business days	1	95%	95%	95%	95%

### Significant Changes

There are no significant changes for this program.

	Actual FY 21/22	Budget FY 22/23	Adopted FY 23/24	Plan FY 24/25
<b>Personnel:</b>				
Full Time Equivalents	14.50	17.50	17.50	17.50
<b>Funding Sources:</b>				
Leisure Services MSTU Funds	542,434	2,155,518	2,235,225	2,337,342
Charges For Services	956,694	175,628	192,238	196,083
Fines And Forfeitures	180	0	0	0
Intergovernmental	0	53,375	53,375	53,375
Miscellaneous	3,050	4,765	3,311	3,311
Others (Centrl I/D Inkind/Othr)	90	0	0	0
Total Program	1,502,448	2,389,286	2,484,149	2,590,111
<b>Revenue by Fund:</b>				
Special Revenue Grants	0	53,375	53,375	53,375
Leisure Services MSTU Funds	1,502,448	2,335,911	2,430,774	2,536,736
Total Program	1,502,448	2,389,286	2,484,149	2,590,111
<b>Appropriations:</b>				
Personal Services Expenses	781,952	1,387,191	1,482,997	1,550,791
Operating Expenses	712,996	992,095	991,152	1,028,820
Capital Expenses	5,075	10,000	10,000	10,500
Debt Service	2,425	0	0	0
Total Program	1,502,448	2,389,286	2,484,149	2,590,111