



The City of Sunrise

Leisure Services Department
Needs Assessment & Service Delivery Study



ACKNOWLEDGEMENTS

CITY OF SUNRISE COMMISSION

Roger Wishner, Mayor

Donald K. Rosen, Deputy Mayor

Sheila D. Alu, Assistant Deputy Mayor

Lawrence A. Sofield, Commissioner

CITY OF SUNRISE

Bruce J. Moeller, City Manager

Sarah Hannah, Assistant City Manager

LEISURE SERVICES DEPARTMENT STAFF

Caryl Ungerer, Leisure Services Director

Beth Zickar, Assistant Director of Leisure Services

AECOM PROJECT TEAM

David Barth, Principal-in-Charge

Ryan P. Cambridge, Landscape Designer

PROS CONSULTING INC.

Leon Younger, President

Neelay Bhatt, Manager

ETC LEISURE VISION

Ron Vine, Vice President

Jason Morado, Project Manager

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INTRODUCTION TO METHODOLOGY

In June of 2009, the City of Sunrise hired Glatting Jackson Kercher Anglin Inc. (now AECOM) to perform a Leisure Services Department Needs Assessment and Service Delivery Study. The purpose of this study was to enhance the level of services provided to the public by the City of Sunrise. The City desired that the study include an evaluation of existing facilities, programs and services provided by the City's Leisure Services Department, as well as an evaluation of the Department's effectiveness in providing these services to the community.

To help better differentiate between community needs and community priorities (the greatest common needs of the community), the consulting team employed the practice of triangulation; utilizing anecdotal, qualitative, and quantitative evaluation techniques. Each technique cross-references one another, providing an alternate window through which the Leisure Services system can be viewed. Following is a summary of each of the techniques used during the needs assessment process.

ANECDOTAL:

The consulting team completed a comprehensive evaluation of the existing condition of each of the parks and recreation facilities within the city. Each facility was evaluated based on a uniform set of criteria and entered into a matrix comparing each facility and their various evaluation criteria. This process allows for the physical condition of the system to be viewed as a whole and helps to identify any key strengths and

weaknesses occurring system-wide.

QUALITATIVE:

Throughout the needs assessment process, the consulting team met with and interviewed key stakeholders, and facilitated three public workshops to gain additional input. The information gathered at these interviews/workshops helped to validate both the anecdotal site evaluations and the quantitative techniques that follow below.

QUANTITATIVE:

Generally, quantitative techniques utilize formulas or numbers and therefore tend to have the greatest degree of credibility. The consulting team employed the following quantitative techniques.

- A comprehensive **Level of Service (LOS) Evaluation** that examined the following:
 - Acreage (the number of parks and recreation acres per 1,000 population)
 - Facilities (the number of parks and recreation facilities per 1,000 population)
 - Access (the ability of residents in all parts of the city to access parks and recreation facilities within an equitable walking or driving distance)
 - Programs (the ability of residents of all ages and abilities to access programs of similar quality)
 - Quality (every resident should have access to similar quality)

recreational facilities and experiences.

- A **Mail/Telephone Survey** was completed by ETC Leisure Vision to provide the most statistically accurate cross-section of the parks and recreation needs of city residents.
- A **programs assessment** was performed to help better understand the program offerings, life-cycle, structure, and associated operational costs within Sunrise.
- A **Municipal Fee Comparison** and benchmarking study was completed to help better understand how the City of Sunrise parks and recreation system compares with those of its surrounding neighbors as well as cities which Sunrise may aspire to emulate.
- To understand the internal operating structure of the Leisure Services Department, an **Operations, Management, and Maintenance Evaluation** was performed.