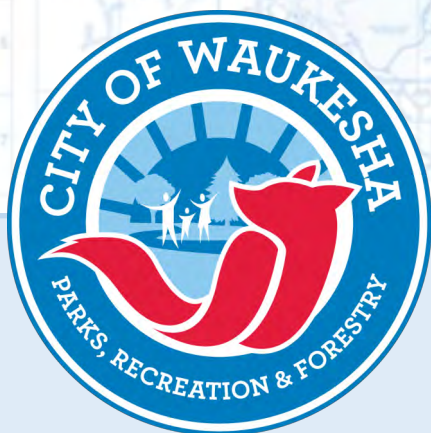


**2023-2027**



# **Recreation Programming and Service Plan**

**PRFB 01/16/2023**



**City of Waukesha Parks, Recreation and Forestry Department  
1900 Aviation Dr. Waukesha, WI 53188**

# **Waukesha Parks, Recreation & Forestry Department**

## **Recreation Programming & Services Plan**

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# **Acknowledgements**

## **City of Waukesha, Park and Recreation Board**

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# **Review of Planning Documents**

## **Park and Recreation System Master Plan (2007 – formally Park & Open Space Plan; new plan in process 2023)**

The Park and Recreation System Master Plan for the City of Waukesha, assesses the vitality and needs of the current City park system and provides direction for maintenance, growth, and programming for the next fifteen years.

## **City of Waukesha Bicycle and Pedestrian Facilities Plan (2012)**

The City of Waukesha Bicycle and Pedestrian Facilities Plan “guides the development of a network of bicycle and pedestrian routes linking activity centers and destinations within the City as well as to the larger regional network of trails and destinations.” The goal of the plan is to not only improve bicycling and walking conditions in the City but to also “contribute to economic development opportunities and enhanced quality of life for the community.” Recommendations of the plan included 51 miles of proposed bike lanes, six miles of proposed bike boulevards and approximately seven miles of shared lane routes.

## **The National Community Survey (2022)**

This survey was completed in 2022 and provided a report about the “livability” of Waukesha. The National Community Survey captured residents’ opinions in ten facets of the community: Economy, Mobility, Community Design, Utilities, safety, National Environment, Parks and Recreation, Health and Wellness, Education, Arts and Culture, Inclusivity, and engagement. This survey helps the city understand people’s preferences about what issues they wish to support and how they want to extend their support.

## **City Strategic Plan (2017; new plan to be developed in 2023)**

The City of Waukesha strategic plan defines high level goals and objectives that the organization is pursuing to enhance the community’s existing amenities and to make the City of Waukesha “the community of choice.” In this plan, the major challenges and opportunities facing Waukesha were identified and the course was plotted. Waukesha continues to be a dynamic city that is proactive rather than purely reactionary. With a vision for the future, we will define our own destiny.

## **City of Waukesha Parks, Recreation and Forestry Department Strategic Plan (2018; new plan in process 2023)**

The strategic was developed through a very inclusive process that involved both internal and external community stakeholders to help identify priority goals and develop specific action plans for the next five years. These plans greatly aid the department’s efforts towards achieving the vision while continuing to fulfill the mission.

## **Recreation Programming and Services Plan (2018-2023)**

The Recreation Programming and Services Plan is directly linked with the WPRF 2018-2023 Strategic Plan, incorporating recreation programming/services into the strategic plan’s specific goals and action steps.

## **Executive Summary**

This plan has been prepared to provide direction to the City of Waukesha Parks, Recreation and Forestry Department in developing and maintaining comprehensive recreation programs, services and facilities provided by the Parks, Recreation and Forestry Department – Recreation Division. The Recreation Program Plan and its development emphasize the role in achieving our vision while continuing to fulfill our mission. During the process, common themes emerge that identify key community characteristics and constraints that help shape the Recreation Program Plan recommendations. Understanding and responding to the changing recreation interests of the City of Waukesha is crucial to the continued success of the department.

The Recreation Programming and Services Plan is a fluid document that requires regular review and updates to keep initiatives focused and relevant. We are dedicated to accomplishing the Program Master Plans and will work closely with the community to ensure our organization delivers a high level of programs and services to our residents.

***Vision:*** “Gold Medal” services.... exceptional quality of life.

***Mission:*** To be responsive and committed in providing essential park, recreation and urban forestry services making our community a desirable place to live, work and play.

# **Recreation Program and Services Planning Process**

The Recreation Programming and Services plan was completed through a four (4) phase development process.

## **Phase I: Data Collection and Assessment**

Demographics, program evaluations, budgetary and performance indicators are some of the numerous tools that are utilized by department staff to evaluate programmatic success based on the department vision and mission, community priorities and guiding principles. To benefit all individuals, gaps in service are analyzed and addressed to ensure the delivery of inclusive and universal programming where tiered levels of service exist.

## **Phase II: Comprehensive Plan Development**

Team Planning Workshops – Members of the Recreation Team participated in several work sessions. During these sessions, the team articulated their vision for the future of the Recreation division and the values that depict what the organization stands for and the way it carries out its activities. Direction was guided by the results of the data and community outreach tools listed in phase I.

## **Phase III: Development of Recommendations**

A first draft of the Recreation Programming and Service Plan was developed based on Phase I and Phase II. These recommendations were reviewed by the department leadership team.

## **Phase IV: Review, revision, presentation and approval process**

The Recreation Program and Service plan is approved and adopted by the Parks, Recreation and Forestry Department Board. The Recreation Program and Service plan is reviewed annually and revised every five years.

## **Operational Database - Program Segmentation**

1. **Validated Community Needs Assessment and trends analysis-**

This independent survey was completed in 2022 and provided a report about the “livability” of Waukesha. The National Community Survey captured residents’ opinions in ten facets of the community: Economy, Mobility, Community Design, Utilities, Safety, Natural Environment, Parks and Recreation, Health and Wellness, Education, Arts and Culture, Inclusivity, and engagement. This survey helps the city understand people’s preferences about what issues they wish to support and how they want to extend their support.

2. **City of Waukesha Parks, Recreation and Forestry Department Strategic Plan (2018; new plan in process 2023)-**

The strategic plan was developed through an inclusive process that involved both internal and external community stakeholders to help identify priority goals and develop specific action plans for the next five years. These plans greatly aid the department’s efforts towards achieving the vision while continuing to fulfill the mission.

3. **City of Waukesha Park and Open Space Plan (2007)** – This document contains an inventory of park locations, existing facilities, observed issues and recommendations for improvement.

4. **Annual reports**

Recreation Programming, Facility Rental Services, and the Pool/Aquatic Program - These reports include information on the number of participants enrolled in programs, types of programs and services offered, volunteer statistics, number of rental sessions/usage numbers and financial statistics for each program report.

A “Best Customer” report has also been developed to provide information on our best customer’s demographics, such as age, sex, cultural background, etc.

The Financial Assistance Annual Report provides us with information regarding economic barriers to recreation affecting our customers.

Community Development Block Grants goals and objectives, demographic reports and service maps are created for the following program areas/services: Senior Activity Coordinator, Adaptive Programs, Playground programs in federal revitalization zones.

Community Learning Centers Annual Performance Report shows performance measurements per federal requirement for Hawthorne and Hadfield Community Learning Centers.

4K Benchmark Assessment Data highlights the performance of community and school 4K sites.

Fees and Charges Schedule displays program direct cost, expenses, current fees, proposed fees, and enrollment numbers. The Park and Recreation Board approves this schedule three times a year.

Volgistics Volunteer Report highlights annual unduplicated volunteers, engagement numbers and service hours.

## 5. Inventories of programs, services and facilities - Program Segmentation

WPRF aligns service philosophy and community priorities with fiscal reality. Our comprehensive revenue policy assists in determining where to responsibly allocate the public's tax-dollars (subsidy) while providing a clear picture of the "true cost of doing business" for all services.

WPRF's priorities guide the use of financial resources. WPRF employs these priorities by assisting in the creation of "Service Categories". Service Categories help identify which services should be allocated resources (tax-subsidies, etc....).

### **Service Categories**

**Inclusion:** This service provides for reasonable accommodation to any Department activity, park and/or facility providing leisure opportunities to people with physical or cognitive disabilities. Inclusion is a federal mandate; therefore, it may require full subsidy. (Examples: hearing interpreters, afterschool aide, swim aide).

**Non-Monitored Access:** This service provides open access to parks, athletic fields, trails, open space, and recreation facilities, without any staff/volunteer supervision or oversight. (Examples: parks, playgrounds, athletic fields/courts, trails, open space).

**Community Events:** These are large-scale community events that are highly intensive and typically occur on an annual basis. (Examples: JanBoree, July 4<sup>th</sup> Parade & Fireworks, Music in the Park, Operation Honor, Movies in the Park).

**Drop-in Monitored Access:** Activities which do not require registration, are non-instructional, and include staff/volunteer supervision or oversight. (Examples: public open swim, formal gardens, open cards).

**Education Services:** Programs, classes, services that are oriented towards life skills and/or academic/education focused. (Examples: before/afterschool programs, home school, 3 & 4-Year-old preschool, babysitting training, lifeguard training)

**Skill Based Activities-Beginner/Intermediate:** Classes, clinics, workshops, and other structured recreation activities (supervised/instructed) in which pre-registration is required and the primary intent is to acquire or enhance a specific beginner/intermediate skill set. (Examples: tumbling, youth sports leagues, swim lessons, general fitness classes)

**Special Events:** Events that serve a special interest and/or smaller portion of the community and typically occur on an annual basis. (Examples: Buchnerfest, Pool Special Event, **Senior** Musical Event, Arbor Day Event)

**Skill Based Activities – Advanced/Competitive/Specialized Services:** Classes, clinics, workshops, and other structured recreation activities (supervised/instructed) in which pre-registration is required and the primary intent is to acquire or enhance a specific advanced/competitive skill set. (Examples: adult sports leagues, advanced pickleball, yoga) or programs, services which have a limited enrollment and provide a specialized service benefitting participants exclusively. (Examples: family trips, senior trips)

**Rentals:** This service consists of parks, shelters, athletic fields, special areas and recreation facility rentals available throughout the park system. (Examples: Schuetze Recreation Center Gym, Bethesda Picnic Shelter, Frame Park Baseball Field, Les Paul Performance Center)

**Resale:** This service provides the availability of non-consumable and consumable goods for purchase at various Department facilities. (Examples: swim goggles, swim diapers, concessions, softballs)

#### **4. Participant Involvement**

The Waukesha Parks, Recreation & Forestry Department develops programs and services with the involvement of City residents and program participants. This participant-centered program planning focuses the park and recreation organization directly on the needs of the participant. We utilize a variety of methods to involve residents in our planning process. The following is a listing of current participant involvement methods; this involvement is ever changing as we are always looking for new ways to involve residents in our planning process.

- 21<sup>st</sup> Century Community Learning Center Advisory Council – community partners, parents, school district staff work to meet the basic and academic needs enrolled in the Community Learning Center.
- Adult Softball Advisory Group – approximately ten participants provide feedback on adult softball programs (men's, women's, coed).
- Community Playground Builds – residents can assist with playground building and other park improvements.
- Friends of WPRF – this “friends’ group” serves as an advocacy group and a sounding board for WPRF issues.
- Informational meetings – discussions held regarding park capital projects, neighborhood park issues, or other programming opportunities in which citizens may share input.
- Neighborhood meetings – discussions held with WPRF Director and citizens in neighborhood parks, can be general in nature or issue oriented.
- Oktoberfest Work Group – citizen, organization representatives and sponsors plan engaging event for the community.
- Park Foundation of Waukesha Inc. – Community members raising money to support WPRF mission.
- Program volunteers – volunteers conduct a variety of programs, such as: youth sports, afterschool programs, special events or park/facility workdays.
- Senior Advisory Committee –committee that serves as a brainstorming group, makes recommendations to staff about policies/programs, helps develop Waukesha Senior Citizen goals, reviews and evaluates day to day functions of programs and helps provide direction and input on other pertinent department related topics.
- Senior Program Leaders – Golden Agers leaders, Bridge Club leaders, etc.
- Waukesha JanBoree Committee – organization representatives working on this winter special event.
- Waukesha Unlocked Committee - community representatives work with the community to showcase, built cultural landscape, and share stories with residents and visitors through a two-day event
- WPRF Board – composed of five citizen members, one school district member and two members of the Common Council. The Board governs and manages the public parks, parkways, recreational property, recreational activities, and urban forestry program which reflect the needs and interests of all residents.

These are structured methods to obtain information from participants to assist staff in all recreation program and service planning. Many of these committees or opportunities are ongoing, while others have a specific issue focus and will end once the project is resolved.

### **Compliance with Standards**

The Recreation Management team stays current on program industry standards and complies with them to continually improve and maintain a quality experience and manage risk. High quality standards are part of our planning information base.

Program Standards Include:

- 21<sup>st</sup> Century Community Learning Center – Wisconsin After-School Continuous Improvement Process
- Before and Afterschool Program – Wisconsin After-School Continuous Improvement Process
- Fitness Programs – Must maintain Certification from Nationally Accredited Association
- Aquatics – Certified Pool Operator/Aquatics Facility Operator, American Red Cross Lifeguarding and Water Safety Instructor certificates are required for all staff
- Preschool – ECERS – Early Childhood Environment Rating Scale, The Wisconsin Early Learning Standards; Wisconsin Department of Public Instruction Certified Instructor required
- Babysitting – American Red Cross Certification
- Gymnastics – U100 – Fundamentals of Gymnastics Instruction; USA Gymnastic University Required



## **Self-Directed Programs and Services**

Waukesha Parks, Recreation & Forestry provides self-directed programs and services to City of Waukesha residents, allowing individuals and groups to participate in recreation activities without leadership, under only general supervision. We operate numerous facilities, where the role of WPRF is to provide general supervision only. We do have rules and regulations for safety and courteous use of the facilities, along with a plan for the general supervision and maintenance of facilities. The following is a list of current self-directed programs and services we provide, and is updated annually as facilities and services change.

- Acres of open space (1,146)
- Athletic fields: 17 softball, 9 baseball (one synthetic), 1 football, 16 soccer (one synthetic)
- Basketball courts (11)
- Bethesda Park walking tour
- Biba Playground – Sentinel Park
- Bird watching
- Boardwalk in Fox River Sanctuary
- Born Learning Trails (2)
- Fishing Piers at Fox River
- Formal Gardens
- Frame Park Walking Tour
- Fully accessible playgrounds (32)
- High Rollers Fun Rentals (paddleboat and bike rentals)
- Hillcrest Park Walking Tour
- Ice skating rinks with warming shelter (2)
- Interpretive Signage at Historic Parks
- Kayak/Canoe launch (one ADA Kayak Launches) at Fox River
- Open Cards
- Open Gym Activities (Walking)
- Open Painting
- Open Swim (2 outdoor pools)
- Outdoor adult bikes at the Schuetze playground
- Park shelters with picnic tables (24)
- Pet Exercise Area / Dog Run
- Pickleball courts (24)
- Playground Passport
- Public Art Walking Tour
- Recreation Trails (paved and rustic – 12 miles)
- Riverwalk
- Sand volleyball courts (6)
- Skatepark
- Sledding Hills
- Tennis courts (40)
- Thrive equipment (adult exercise equipment) Frame Park Playground
- Tree Walk EB Shirts

Additional self-directed programs and services being considered for development are disc golf course, splash pad and permanent beer garden a gathering place for park users.

These self-directed programs and services are marketed in the WPRF Activity Guides, Trail Map, WPRF website, social media, Rental Guide, and other service specific brochures/flyers.

## **Leader-Directed Programs and Services**

Waukesha Parks, Recreation & Forestry provides leader-directed programs and services to City of Waukesha residents, this encompasses the most recreation programs we offer the community. This approach to service delivery refers to those programs that provide direct face-to-face leadership of an activity. These programs are often oriented toward providing skills, knowledge, or information to the participant. This type of leadership is most often provided by individuals who are employed as instructors, coaches, or leaders. Volunteers are also used in leadership roles. The following is a listing of current leader-directed programs and services we provide, and this listing is updated annually as facilities and services change.

### **Youth Enrichment**

- Art Classes
- Babysitting Training
- Ballet
- Cheerleading
- Dance
- Fox Tale 4K Preschool
- Fox Tale Preschool
- Holiday Classes
- Home School Physical Education & Art
- Mini & Mighty Masters Art Studio
- Music Makers
- Pre-school Athletic Skills
- Preschool Field Trips
- Tae Kwon Do
- Tumbling

### **Youth Sports**

- Baseball League
- Basketball
- Blast ball
- Challenger International Soccer Camp
- Golf Lessons
- Lacrosse
- Learn to Skate
- Recreation Tree Climbing
- Soccer Instruction
- Soccer League
- Soccer Stars
- Softball League
- Tag Rugby
- T-Ball League
- T-Ball Stars
- Tennis Lessons

### **Playgrounds / School Programs**

- Afterschool Programs
- Before school Programs
- 21<sup>st</sup> Century Community Learning Centers

- Cool School “Rec” (day camp)
- Cool School Summer Explorers (day camp)
- Day Off Program
- Leading Forward: Leadership for Teens
- Playground Field Trips
- Preschool Playgrounds (Wee, Summer & Afternoon Friends)
- Traditional Summer Playgrounds

### **Adult Enrichment**

- Cooking Classes
- Digital Photography
- Environmental “Green” Classes
- Family Trips
- Painting
- Recreation Tree Climbing
- Tree Identification
- Self Defense

### **Adult & Lifetime Sports**

- Fall Softball Leagues
- Football Leagues
- Basketball Leagues
- Golf Lessons
- Kickball Leagues
- Pickleball
- PT (Progressive Tennis)
- Summer Softball Leagues
- Tae Kwon Do
- Tennis Lessons

## **Leader-Directed Programs and Services - Continued**

### **Fitness, Dance & Wellness**

- Beginning Fitness
- Boot Camp (indoor & outdoor)
- Cardio
- Circuit
- Social Dance
- QiGong
- Sculpting/Reps
- Stretch
- Tai Chi
- Walking
- Yoga
- Zumba / Aqua Zumba

- Senior Strength
- Speaker Series
- Transportation Classes
- Yoga
- Zumba Gold

### **Adaptive Recreation**

- Mainstreamed (30% Before/Afterschool Program Participants Have Identified Education Plans)

### **Aquatics**

- 101 Ways to Water Walk
- Deep Water Jog
- Diving Lesson
- Learn to Swim
- Lifeguard Training
- Lifeguard Instructor Training
- Parent/Tot Swim Lessons
- Preschool: Introduction to Water Skills
- Private Group Swim Lessons
- Synchronized Swim Lessons
- Water Exercise
- Water Safety Instructor Certification

### **Older Adults**

- American Mah Jongg Class and Meet Ups
- Basic Functional Fitness
- Benefit Specialist
- Bingo
- Bridge Clubs/Lessons
- Brown Bag Conversations
- Bunco
- Cardio Dance
- Dart Ball
- Day Trips
- Energy Assistance
- Gardening Group
- Gentle Chair Yoga
- Gentle Yoga
- iPad Basics
- Maximize your Medicare
- Music Special Events
- Order in the Court Series
- Painting & Open Studio

### **Family Programming**

- Day trips
- Kayaking
- Tae Kwon Do
- Recreation Tree Climbing

These leader-directed programs and services are marketed in the WPRF Activity Guides, WPRF website, social media, and other service specific brochures/flyers. All programs are planned and evaluated through the Programming Cycle. See addendums & service matrix for specific classes in program areas.

## **Facilitated Programs and Services**

Waukesha Parks, Recreation & Forestry promotes Facilitated Programs and Services whenever appropriate. Facilitated services should be provided to individuals and small groups of individuals to stimulate and assist them to become independent and in control of their own organization or activity. WPRF can provide individuals with different levels of assistance to promote facilitation, either initial organizing or with on-going programming. The purpose is to help individuals become fully capable of handling their own recreation. At this time, WPRF has limited involvement with the facilitation of programs and services, but we continue to evaluate all programs and implement facilitation. Following is a listing of current facilitated programs and services we provide, and this listing is updated annually as programs and services change.

- Bridge is Fun Club
- Environmental Education Program (Waukesha School District)
- High Rollers Fun Rentals
- Open Bridge
- Rotary Club
- Spring City Garden Club
- Trailbreaker Marathon (The Park Foundation of Waukesha)
- Waukesha Tennis Association

## **Special Events**

Waukesha Parks, Recreation & Forestry responds to citizen interest by providing special events throughout the year. Special events are occasions for drawing individuals together to enjoy a recreation experience that is meaningful, significant, and relevant to well-being. Typically, they are a singular occurrence, an unusual or extraordinary activity, deviating from the routine or normal, and generally have a large number of attendees involved in the event. An event may serve multiple functions with three broad purposes: to affect the organizational climate; to promote the community; and/or to enhance the economic status of the organization or community. The following are special events coordinated by WPRF for the Waukesha community:

- 5K Run (before/afterschool)
- Adult Summer Softball Tournament
- Arbor Day Celebration
- Boat Regatta (before/afterschool)
- Buchnerfest
- Civic Band Concerts
- Earth Day Parks Clean Up
- Family Kickball Tournament (before/afterschool)
- Financial Assistance Spring Walk
- Future 4 Waukesha Pizza, Polka, Art in the Park
- Grand Openings/Anniversaries of Facilities
- Holiday Celebrations
- Independence Day Parade & Fireworks
- Monday Night at the Movies
- Moving Wall (Vietnam Veteran's Memorial)
- National Kids to Park Day
- National Night Out
- Neighborhood Beer Gardens
- Oktoberfest
- Operation Homefront Drive
- Operation Honor: A Salute to Veterans
- Special Family Trips
- Trailbreaker Marathon
- Tribute Tuesday Concerts
- Waukesha 500
- Waukesha JanBoree
- Waukesha Unlocked
- WPRF/Library Family Celebrations
- Youth Sport Appreciation

There are also special events that are coordinated by other community agencies which utilize/rent our park facilities to run the events.

## **Outreach to Diverse and Underserved Populations**

WPRF strives to make services available to all cultures and populations within the Waukesha community. Adequate opportunities for recreation must be available to persons of all races, creeds, colors, ages, and gender, regardless of physical or mental ability or economic level.

### **We utilize several methods to identify community needs:**

- Community Development Block Grant (CDBG) identified Neighborhood Revitalization Strategy Areas. These are neighborhoods in Waukesha that are primarily residential and at least 51% of the residents are low and moderate income. WPRF has targeted these neighborhoods for direct youth programming at little or no cost (see Census tract map for Waukesha with data for percent of economically disadvantage).
- Utilization of school principals, social workers, and teachers to identify children or families in need.
- WI Department of Public Instruction – accountability report cards show school wide performance and distribution of students across the four Wisconsin Student Assessment System (WSAS) performance levels for the most recent three years.
- Increased marketing of our Financial Assistance Program has increased the accessibility of persons who have financial barriers to recreation programming.
- WPRF networks with many social service agencies in Waukesha who assist us in identifying residents of need (physical, mental, emotional, or economic).

### **Following are examples of outreach programs specifically designed to reach the underserved populations:**

- Saratoga Summer Playground Program – located on school grounds, centered in a Neighborhood Revitalization Strategy Area. Registration is taken onsite at the school grounds, with no charge for the child's participation in the program. Registration and program information at this park is written in both English and Spanish. We see an increase in children's participation when we make registration easier for parents. We also have a bi-lingual playground leader to decrease any language barriers with the participants or parents. This playground site is a collaboration of community partners to increase services – Waukesha Police Department, Waukesha Library, University of Wisconsin – Extension, and St. Vincent de Paul Churches who provide free bag lunches at the park. This program is provided at no cost to the participants through a CDBG grant.
- Horeb Summer Playground Program - located at a park site, centered in a Neighborhood Revitalization Strategy Area. Registration is taken onsite at this park, with no charge for the child's participation in the program. Registration and program information at this park is written in both English and Spanish. We see an increase in children's participation when we make registration easier for parents. This playground site is a collaboration of community partners to increase services – Waukesha Police Department, Waukesha Library, University of Wisconsin – Extension, and Salvation Army who provides free bag lunches at the park. This program is provided at no cost to the participants through a grant from the CDBG.
- Hawthorne and Hadfield/Whittier Community Learning Centers offer students a "free" extended school day filled with learning opportunities in a safe, supportive environment and encourage our students' efforts to improve their academic achievement and enhance their physical, mental, and social well-being. The program provides after school (Monday-Friday), family involvement opportunities and parent engagement. The program utilizes community partnerships to support children's development and reduce barriers to overall success. Community Learning Centers are funded through the Wisconsin Department of Public Instruction 21st Century Community Learning Center Grant program.

- Senior Adults Open Programs – we provide many “drop-in” programs for senior adults at no cost. These programs are designed for people 55+ who have financial barriers limiting their participation in other fee-based programs. These programs are located at a community center in a Neighborhood Revitalization Strategy Area and focus on education and socialization for senior adults. These programs are provided at no cost to the participants through a grant from the CDBG.
- Interpreters for the hearing impaired are provided by WPRF. Persons with this need must inform the department of their request and this service is provided at no cost to the participant.
- For families with financial barriers to recreation, the WPRF Financial Assistance program is available. City residents must verify eligibility by providing one of the following documents – Aid to Families with Dependent Children, verification letter from a school indicating the applicant qualifies for free or reduced-price school meals or proof of receiving Badgercare, Food Share, Foster Care, Medicaid or Supplemental Security Income. Families who are eligible for WPRF financial assistance will receive a discounted rate on classes/programs. During difficult economic times, we have seen an increase in person’s utilizing the Financial Assistance program.
- Free Meal Sites over 15,000 lunches served between 3 park sites each summer: St. Vincent De Paul serves at Saratoga Park; Salvation Army serves at Sentinel Park and Horeb Park.
- Adaptive Needs at Before/Afterschool and Community Learning Center Sites: Community Development Block Grant Dollars support Professional Development, Tools and Materials for 80 staff members supporting 700+ students (30% identified with special needs).
- Dementia/Alzheimer Education: Alzheimer’s Association of Southeastern WI Chapter provides opportunities to boost brain power and understand normal aging impacts versus Dementia/Alzheimer’s.
- CESA 1 (Cooperative Educational Service Agency) – Provides Social Emotional Education to Before and Afterschool Staff.
- Cops and Kids Foundation (Community Learning Center Programming): Provides Badges and Bullseye Programs, Gutter Ball program and Archery program to help youth with barriers develop positive relationship with the Police Department.
- ERAs Senior Network (Senior Programs - Advisory): Provides education programs and connects seniors with volunteer resources (yard work, grocery shopping, friendly visitor, etc.).
- Lion’s Club (Pre-School Eye Screening): Lion’s club helps identify children that need glasses at a very young age.
- Metro Transit Waukesha provides orientation/ride along programs for seniors and Afterschool participants.
- Parent’s Place (Parent Education – Therapy from Afterschool Referrals): Parents Place is a non-profit family resource center for families with children ages 0-18. WPRF works with Parents to provide parent and child educational programs (Social Skills/Self Esteem, The Spirited Child, Love and Logic, etc.) at before, afterschool and at the Community Learning Centers and individualized therapy.
- Pro Health Care (Seniors: education, volunteers): Pro Health Care provides a Power of Attorney for Health Care at no charge so vulnerable senior citizens have a trusted person to act on their behalf in a medical emergency.
- Texas Roadhouse (Senior – Veteran recognition): Texas Roadhouse helps honor our veterans by providing a free meal for our Operation Honor veterans program. WPRF had a guest speaker in 2017 that discuss engaging veterans after deployment and PTSD.



- University of Wisconsin – Extension (Nutrition Education to Underserved Areas): The UW Extension together with WPRF provides nutrition education at park sites and Before/After school sites.
- Waukesha County Aging and Disability Resource Center – ADRC (Senior Programming - Resources): ADRC services complement WPRF services as they provide information, assistance, counseling and supportive services for adults age 60 and older. ADRC provides benefit specialist services at our Schuetze Recreation Center and educational presentations throughout the year.
- Waukesha County Health and Human Services Juvenile Services (Positive Programming): WPRF provides pool pass packages to juvenile services in efforts to provide fun, safe and healthy activities to at risk youth and their families during summer months.
- Waukesha Housing Authority (Senior Programming Partner)
- Waukesha Police Department (Resource, Advisory, Education, Special Events)
- Waukesha Public Library (Programming at Location of Identified Need, Special Events, and Advisory): The library staff provide Family literacy programs, a Bright Beginnings program, Storytime and book talks that target academically challenged youth and their families.
- Energy Services (Senior Education): Seniors can learn about weatherization, energy assistance and crisis programs and how to apply for assistance.
- Workforce Development (Work Experience Program for Youth): WPRF works with Workforce Development to provide experiences for youth that struggle to obtain employment. Some experiences have led to seasonal employment.
- All Waukesha's existing open space, recreational facilities and programs are designed to meet the special needs of all residents regardless of age, gender, or ability. Master plans are developed to improve and/or develop public parks to ensure the highest and best use of existing resources. We provide barrier free access to all new park facility construction and play areas. We encourage participation and accommodation of all interested participants at park and recreation meetings and in recreation programs. We comply with the Americans with Disabilities Act.

#### **Staff Training:**

Full time and Part time staff: (Regular mandatory Equity, Diversity, and Inclusion) Currently completed a 4-part series: Cultural Competence; Understanding Equity, Diversity and Inclusion, Addressing Microaggressions in the workplace

Seasonal Staff: WPRF supervisors lead and coordinate training. Some of the training partners include CESA 1, Bee Awesome Yoga and Mindfulness and Parent's Place. Training for program provide the necessary tools and knowledge to work with children with physical and cognitive disabilities within our program setting. Some topics include nonviolent Crisis Intervention, Mindfulness, Positive Behavior Interventions, and behavior management practices.

#### **Financial assistance program:**

- Information is shared on our website, social media, activity guide, through School Social Workers, County Social Workers and through WPRF board reports.
- The board and department believe that everyone, regardless of income, should be able to participate in city-sponsored recreation opportunities.
- City residents requesting financial assistance must verify eligibility through Aid to Families with Dependent Children (AFDC) or Temporary Assistance for Needy Families (TANF) payment stub, Badgercare, Food Share, Foster Care, Medicaid, or Supplemental Security Income (SSI).
- Percentage of assistance depends on what level they qualify (25% to 65%)
  - Facility rentals and contracted events/services are not eligible for assistance.

# **Program and Service Determinants**

The Waukesha Parks, Recreation & Forestry Department (WPRF) is committed to delivering programs and service.

The Recreation Division uses a program evaluation and assessment form to evaluate and understand the impact of new and existing programs and services. This form includes the extent to which each program supports the six determinants (as recommended by the National Recreation and Parks Association) listed below. The form is completed for new programs (in addition to the course proposal form) and formally completed every 5 years for existing programs and services.

1. Conceptual foundations of play, recreation and leisure
2. Organizational agency philosophy, mission and vision and goals and objectives
3. Constituent interests and needs
4. Creation of constituent-centered culture
5. Experiences desirable for clientele
6. Community Opportunities

## **A. Conceptual foundations of play, recreation and leisure**

Recreation programs should reflect the basic conceptual foundations of play, recreation and leisure. Play as a form of behavior is usually thought of as creative, spontaneous expression. Recreation is an activity in which a person engages for a positive, purposeful end and leisure promotes opportunities for relaxation or recreation in time away from daily responsibilities. Often recreation programs reflect the spirit of play in their design, promoting open, free and expressive opportunities for individuals.

WPRF promotes programs and services which enhance social, cognitive, physical and mental well-being of individuals. We offer a variety of healthy and fun recreation and leisure choices to all ages, throughout the community, focusing on the following:

- Providing opportunities for creative and intellectual expression.
- Promoting health and well-being.
- Allow for opportunities that encourage enjoyment and self-expression.
- Enhancing physical and cognitive skill development and abilities.
- Encouraging opportunities for socialization and engagement.
- Variety and affordable opportunities for all.
- Safe environment for play.
- Enriching the quality of life for the Waukesha community.
- Promoting the development of leisure awareness.

The conceptual foundations of play, recreation and leisure are the basis of a positive recreation experience which can include a creative experience, individual growth and development, and self-enhancement. These foundations are integrated into the recreation programs and services provided by WPRF.

“Play for grown people is recreation- the renewal of life; For children, it is growth - the gaining of life.”  
Joseph Lee, Father of American Playground

## B. Organizational agency philosophy, mission and vision and goals and objectives

The Waukesha Parks, Recreation & Forestry Department is guided by its vision and mission.

***Vision:*** “Gold Medal” services.... exceptional quality of life!

***Mission:*** To be responsive and committed in providing essential park, recreation and urban forestry services making our community a desirable place to live, work and play.

Recreation Division goals for the next five years are reinforced through the City of Waukesha Parks, Recreation and Forestry Department Strategic Plan (2018; new plan in process 2023)

### **Recreation Division Goals and Objectives**

**Goal:** Strengthen community image and sense of belonging by providing a place for our diverse citizen population to gather for citywide festivals, as well as public and private events.

#### **Objectives**

- a. Deliver special events that connect individuals to each other and to the community.
- b. Continue to implement the facilities that are relevant to all community members, provide a personal touch and easy access for all residents, create social gathering spaces for the community.
- c. Upgrade and improve existing parks and facilities focusing on accessibility.
- d. Pursue funding for park and recreation development including development of revenue generating recreation facilities and activities which can aid in the development of new facilities and the maintenance of existing facilities.
- e. Encourage the use of parks for public, cultural, art and history events that are circular and inclusive.
- f. Tell the story of the park and recreation department through interpretive displays and programming and by celebrating key milestones in park and recreation history that create strong social connections.

**Goal:** Provide recreational experiences and places that promote health equity fostering cognitive, social, emotional, and physical development.

#### **Objectives**

- a. Ensure the parks, recreational facilities and program offerings are reflective of the community population and needs.
- b. Be the source of information about recreation opportunities city-wide.
- c. Facilitate programming partnerships with groups and organizations that support health equity with intent to include marginalized populations.
- d. Adapt programming to meet diverse lifestyles and make it easy for individuals and families to participate.
- e. Provide opportunities for self-directed recreation on land and water throughout the park system.
- f. Explore ways to integrate non-traditional recreation opportunities for all ages.
- g. In addition to a staff that is multi-generational, implement employment recruitment and retention staff strategies that include more cooperative efforts and increased communication.

**Goal: Foster community engagement to meet the ever-changing needs of the community.**

**Objectives**

- a. Cooperatively work with the school district and other partners.
- b. Conduct periodic surveys and reviews of program and services and their benefit to the community.
- c. Encourage diverse citizen involvement with the development of programs and all facets of our operation.
- d. Provide volunteer opportunities that are meaningful to Waukesha's diverse population to further the work of the Waukesha Parks, Recreation and Forestry Department.
- e. Recruit adults to be positive role models in the lives of youth through mentoring and coaching.
- f. Encourage and manage large scale volunteer projects that accommodate the desire of local business and corporations to volunteer in the community.
- g. Provide opportunities for sponsors to feel engaged with the community.

**Goal: Facilitate community problem solving**

**Objectives**

- a. Identify and reduce barriers to participation in programs.
- b. Continue to provide targeted services to marginalized population.

**Goal: Support economic development**

**Objectives**

- a. Provide unique, innovative signature facilities, programs, and events to draw users throughout the region.
- b. Consider the need for indoor and outdoor facilities with the capacity to support increased recreation programming year-round.
- c. Actively seek innovative funding methods to retain financial flexibility, match user benefits, interest, and increase facility services.

**Goal: Strengthen safety and security**

**Objectives**

- a. Positively influence youth.
- b. Communicate clear expectations of behavior to park visitors.
- c. Train all staff to recognize and divert dangerous activity within the park system.
- d. Ensure all staff are visible, welcoming and positive.
- e. Ensure facilities are well maintained.
- f. Support community policing efforts.
- g. Cooperate with other agencies to provide available resources and preventative programs to Waukesha residents in need.

**Goal: Protect environmental resources and educate the public**

**Objectives**

- a. Provide environmental education and nature based recreation that encourages all people to explore, protect, understand and become stewards of natural areas.
- b. Develop strong connections between community and neighborhood nature areas through programming.
- c. Provide and support other entities in providing programming that teaches residents to reduce their individual negative impact on the natural environment.
- d. Engage volunteers in the maintenance and preservation of our parks.

**Goal: Prioritize Fairness, Diversity, Equity, and inclusion.**

**Objectives**

- a. **Fairness** – utilize several methods to gain awareness and identify community need in the context of how we can serve as a community.
- b. **Diversity** – recognize and engage differences, explore the impact of diversity on perspectives, assumptions, and approaches, and identify ways to enhance the contribution of all.
- c. **Equity** - acknowledge societal inequities/underserved populations, set clear goals toward greater equity, and act to reduce barriers.
- d. **Inclusive** – create Environments in which any individual feels welcomed, respected, supported and valued to fully participate.

## **Critical Issues**

- a. **Employment Recruitment and Retention:** There is a nationwide and statewide shortage of seasonal workers. The labor market is tight and wages have been bid up to try to respond to the tightening labor market. Balancing the Waukesha Parks, Recreation and Forestry Department cost recovery model and community demand is a challenge.
- b. **Serving the Underserved:** Youth cannot grow and progress unless their basic needs are met. The challenges are significant and continue to grow in our community. Waukesha Park and Recreation must attempt to balance need and simultaneously service all sectors of the population of taxpayers who expect services.
- c. **Special Interest Groups and Differing Opinions:** Internet, media and social networking have affected recreation services and have also affected how people interact and react to the debate about services, needs and future direction. Social networking has allowed individuals and small organizations to influence policy, decision making and planning.
- d. **Diversity:** Promote socially inclusive environments that nurture and respect all demographics, influencing who, what and how we offer programs and services.

## **Basic Premises**

**The new paradigm assumes that public recreation agencies will:**

- a. Provide services based on social and economic unit.
- b. Provide programs of human service that may go far beyond traditional recreation activities.
- c. Act as a community organizer and catalyst in matching community resources to citizen need.
- d. Fund services from a variety of sources including fee for service, sponsorships, donations, sale of services, contract arrangement, barter, agency partnerships and cooperation with the private sector as well as tax resources.
- e. Plan by anticipating a preferred future, organizing services including marginalized groups in response to participants needs and careful community wide analysis.
- f. Plan in cooperation with agencies, community informants as well as with staff.
- g. Develop a benefit base marketing approach to operations.
- h. Evaluate services in terms of human consequences.
- i. Instill staff importance of being customer focused and culturally sensitive.
- j. Justify budgets in terms of social need and program results.
- k. Ongoing goal of human development and community organization.
- l. Maintain culture defined by meaningful work, deep employee engagement, job organizational fit and strong leadership.
- m. Conduct internal assessment: assess staff capacity, secure funding, build leadership support, create a plan with clear goals and include community engagement framework.
- n. Diversify revenue sources.
- o. Continue to keep inclusion and equity a focus in planning and practices.
- p. Further health equity through increased access and promotion of better health outcomes.

The WPRF vision and mission set the direction for all programs, services and planning goals to ensure WPRF is moving in a positive direction and provide a high level of service to residents.

## **Values**

In general, values are important and enduring beliefs or ideals shared by the members of an organization about what is good or desirable and what is not. Values exert major influence on the behavior of an individual and serve as broad guidelines in all situations.

Following are the values of the WPRF Recreation Division which guide our Recreation Programming and Services:

- *Quality and Affordable* – We are committed to providing quality and affordable recreation programming and services that offer value to the Waukesha Community.
- *Comprehensive and Diverse* – We believe comprehensive and diverse recreation programs and services provide every resident with a wide variety of recreation opportunities.
- *Safety* – The commitment to provide safe programs and facilities for participants, users and staff is fully integrated into all services we provide.
- *Creative and Innovative* – We embrace staff providing creative and innovative recreation programs and services to continually improve and advance all services provided.

## C. Constituent interests and needs

The WPRF mission provides the focus of a responsive service provider, incorporating constituent interests and needs in all we do.

***Mission:*** *To be responsive and committed in providing essential park, recreation and urban forestry services making our community a desirable place to live, work and play.*

**The City Strategic Plan (2017; new plan to be developed in 2023)** identifies a goal to become a customer focused organization. The **WPRF (2018: new plan in process 2023) Strategic Plan Goal #1** states “WPRF is an Exceptional, Customer-Focused Organization”. These plans identify constituent’s interests and needs as a high priority for our services.

The recreation programs and services, interests, and needs of Waukesha residents are determined through the following methods:

- Citizen Satisfaction Survey (statistically valid) of Waukesha residents every five years  
Information gathering through interviews and focus groups as part of **City of Waukesha Parks, Recreation and Forestry Department Strategic Plan (2018; new plan in process 2023) Groups** included were: community members at-large, area business representatives, elected officials, community leaders, WPRF board members, seasonal employees and volunteers, union employees, management and supervisors
- Citizen advisory groups/committees, i.e. Senior Advisory Committee, Softball Advisory, Friends of WPRF, 21<sup>st</sup> Century Community Learning Center Advisory Council, JanBoree Committee, Oktoberfest Work Group, Waukesha Unlocked Committee, etc.
- Public informational meetings and hearings
- Program/class evaluations
- “Best Customer” report
- Collection and analysis of City demographic and census information
- Face-to-face feedback and suggestions from customers to staff
- Documentation of citizens concerns and suggestions through rental comment cards, registration form feedbacks, online City service concerns, monthly feedback report and alderperson referrals
- Civic committees, boards or partners, i.e. Waukesha Youth Collaborative, Arts of Waukesha County, CVB (Convention & Visitors Bureau), Future “4” Waukesha, Sports Committee, Park Foundation of Waukesha etc.
- Attend professional conferences, workshops, webinars
- Awareness of standards and mandates related to recreation programming/services



## **D. Creation of Constituent-Centered Culture**

Programs and services reflect the WPRF culture where constituent's needs are the prime factor in creating and providing programs. This can be reflected not only in program design but in terms of staff behaviors, architecture, furniture, technology, forms of address, decision making style, planning processes and forms of communication.

## **E. Experiences desirable for clientele**

Programs and services must be designed to meet the desired needs of the specific clientele, and which will entice them to participate. This is particularly true when programming for clientele with special needs, including people with disabilities, underserved youth, and older adults.

Facilities for programs and services are designed to be safe, clean, attractive, pleasant and barrier free for all clientele.

WPRF utilizes a programming process when planning and delivering all types of recreation programs. The analysis and degree of complexity when conducting assessments, setting goals and objectives, and evaluating programs will vary with the type of program or service being provided.

## F. Community opportunities

WPRF serves a diverse Southeastern Wisconsin community of nearly 72,000 residents. Established in 1926, we have developed a wide range of public spaces offering recreational and park opportunities for over 96 years. Aided by an adopted Park & Open Space Plan, the park system has grown to include 50 sites encompassing nearly 1,100 acres of parkland and natural resource areas. Facility opportunities abound featuring:

- 2 Outdoor Pools – Horeb Springs Aquatics Center (zero depth with water slides) and Buchner Pool (traditional 50 meter pool with separate wading pool)
- 12 miles of trails
- Environmental Education Center
- Recreation Center
- Community Building
- Boardwalk
- 24 Park Shelters
- 32 Playgrounds
- 40 Tennis Courts
- 24 Permanent Pickleball Courts
- 11 Basketball Courts
- Skate Park
- Sand Volleyball Courts
- Formal Gardens
- Les Paul Performance Center
- Amphitheater
- Toboggan Run
- Outdoor Ice Skating
- 17 Softball Fields
- 9 Baseball Fields (one Synthetic)
- 1 Football Field
- 16 Soccer Fields (one Synthetic)

In addition, an extensive trail system and Riverwalk corridor link with regional trails. The department also plans and cares for an extensive urban forest that totals nearly 30,000 street, park and public property trees.

Waukesha is a community in which a variety of organizations provide recreation services. Non-profits, school districts, sports clubs, government agencies and private for-profit enterprises do provide different levels of recreation offerings. **City of Waukesha Parks, Recreation and Forestry Department Strategic Plan (2018; new plan in process 2023)** As identified in the **Goal #3**, WPRF fosters partnerships and community connections. We are always seeking to expand community partnerships with public, non-profit and private entities. Utilizing all resources cooperatively will assist in expanding programs and services in the community. We see WPRF to be a leader in this area. Our facilities are in every Waukesha neighborhood providing the needed link to all families and individuals.

## **Health and Wellness/Program Promotion**

WPRF continually educates the citizens in our community regarding the physical, social, and mental health benefits of leisure, play and exercise through public presentations, educational programming, and educational publicity.

### **Staff General Program Presentations:**

WPRF staff frequently attends service club meetings, PTA meetings, college classrooms, local health fairs, and other group meetings to inform the public of the recreational programs that are offered by the department. During these presentations, staff also educates meeting attendees regarding the overall health benefits of department programs, services, and facilities including the psychological, physical, social, economic, and environmental benefits. Presentation tools include our Gold Medal Video, Banquet Power Point, and our Park, Recreation and Community Impact Power Point.

### **Educational Special Events:**

#### **4K Summer Learning and Technology Event**

WPRF educated parents on the importance of motivational reading and engagement during the summer months to reduce the learning gap that occurs during the summer months.

Farmer's Market, Waukesha Unlocked, Playground Passport, JanBoree, Buchnerfest and other special events:

Through promotional items and activities staff positively engage the public to learn more about the programs and services as well as the benefits of leisure activities.

### **All Programs:**

WPRF takes the time to cross market activities in all program areas.

### **Senior Programs:**

Once a month the Senior Activity Coordinator delivers Senior Newsletters and other information to all our senior cooperative partners (County, Saratoga, Carroll University, apartment complexes, La Case, Waukesha Memorial Hospital, the Library and Rehabilitation Hospital of Wisconsin) increasing informational outreach.

### **Summer Explorers, Before and Afterschool, Playgrounds and Cool School Recreation, and 4K:**

The youth development programs listed promote the importance of physical activity, mental and cognitive well-being. In addition to the participants, WPRF works hard to educate the parents about these benefits and the importance of physical activity and the healthy development of youth through flyers, parent meetings and daily touch points.

### **Forestry Articles:**

Branching Out articles provide information on the benefit of trees, tips on planting, selection, and threats that our urban forest faces.

### **T-Shirts:**

Sports program, Summer Programs, Staff Shirts

Use tagline that support NRPA Park and Recreation Month initiative.

### **Educational Publicity:**

Activity Guide, Senior Newsletters and website contain information regarding department facilities, programs, and services as well as the benefits of leisure activities that are frequently included to encourage city residents to take part in programs and services that will assist them to live longer, healthier and safer lives.

Information on the benefits of volunteering is included in our activity guide and senior newsletter with an educational article

## **Interagency Partnerships**

WPRF works with other public agencies, nonprofit associations, and for private for-profit agencies to ensure maximum coverage with a minimum of duplication. Joint programs are established wherever possible.

The City of Waukesha maintains an inventory of Culture and Leisure opportunities which takes into considerations local and regional public sector, non-profit and private sector competition into consideration in data analysis.

We have varied levels of cooperative programming from partnerships to informal affiliations. Formalization of current partnerships is a high priority of WPRF. Following is a listing of organizations with which we have some level of cooperative programming or services. A brief explanation of the community connection follows each organization.

**P = Partner    A = Affiliate**

### **2022 Partner/Affiliation List**

1. AARP (programming) - A
2. Adaptive Community Approach Program (adopt a park, volunteers) - A
3. Adventure Rock (special events) - A
4. Alaskan Malamute Club of Wisconsin (special event) - A
5. Allied Veteran's Council (special events) - P
6. Allo' Chocolat (programming) - A
7. AllWriters' Workplace and Workshop (special events) - A
8. Alzheimer's Association Southeastern WI Chapter (education, programming) - A
9. American Red Cross (education) - P
10. Americorps NCSS (volunteers) - A
11. Ameriprise Financial Services, Inc. (volunteers) - A
12. Andrew Frame House (special events) - A
13. Aries Industries (special events) - A
14. Ascension Lutheran (volunteers) - A
15. Ascension Wisconsin Hospital (special events) - A
16. Baird Financial (volunteers) - A
17. Banting Elementary School (afterschool programming) - P
18. Batteries Plus Bulb (volunteers) - A
19. Berg Management (volunteers) - A
20. Bethesda Elementary School (afterschool programming) - P
21. Bell Ambulance (special events) - A
22. BMO Harris Bank (volunteers) - A
23. Boy Scouts of America Potawatomi Unity (volunteers) - A
24. Bridge Church (volunteers) - P
25. B.R.O.A.D.S for a Cause (volunteers) - A
26. Broadscope (adaptive needs) - A
27. Brookfield Academy (volunteers) - A
28. Brookfield Central Key Club (volunteers) - A
29. Brookfield Central Red Kettle Club (volunteers) - A
30. Brookfield East High School (volunteers) - A
31. Burris Logistics (special events) - A
32. Camping World (volunteers) - A
33. Carmax (volunteers) - A
34. Carroll University (programming, volunteers, facility partnerships, marketing, special events) - P
35. Catholic Community of Waukesha: St. Mary's, St John Neuman and St. Joseph (volunteers) - A
36. Catholic Memorial (special events) - A
37. CBS 58 (special events) - P

38. CESA 1 (education) - P
39. Challenger Sports (programming) - A
40. Christ of Life (special events) - A
41. Christ the Servant (volunteers)- A
42. Church of Jesus Christ and Latter-Day Saints (volunteers) - A
43. City of Waukesha Chamber of Commerce (special events) - A
44. City of Waukesha Citizen's Academy Graduates (volunteers) - P
45. Chef Pam's Kitchen (special events) - A
46. Children's Hospital (programming) - A
47. Christina Hampe (programming) - A
48. City of Waukesha Clean Water Plant (special events) - P
49. Club 400 (special events, programming) - A
50. Community Development Block Grants (funding, partnerships) - P
51. Cops and Kids Foundation (programming) - P
52. Couri Insurance (special events) - A
53. Crossfit Waukesha (volunteers) - A
54. Custom Brush Signs (marketing, special events) - A
55. Divino Gelato Café (special events) - A
56. Downtown Business Association (volunteers) - P
57. Dry Hootch (special events) - A
58. Dunbar Oak Neighborhood Association (volunteers) - A
59. E Achieve Academy – Wisconsin Online Charter School (volunteers) - A
60. Eaton Corporation (special events) - A
61. EB Shurts Environmental School (volunteers) - P
62. Educators Credit Union (volunteers) - A
63. Elmbrook Church (volunteers) - A
64. ERAs Senior Network (volunteers) - A
65. Ethnos360 Bible Institute (special events) - A
66. First Baptist (volunteers) - A
67. First Federal Bank (volunteers) - A
68. First Student (special events) - A
69. First Congregational United Church (special events) - A
70. First United Methodist Church (special events) - A
71. FiServ (volunteers) - A
72. Ford Construction (volunteers) - A
73. Fox River Christian Church (volunteers) - A
74. Fox River Sports (volunteers) - A
75. Friends of Retzer Nature Center (special events) - P
76. Friends of the Waukesha Public Library (volunteers) - P
77. Friends of WPRF (advocacy, adopt a park program, volunteers) - P
78. Froedtert Menomonee Falls (volunteers) - A
79. Future "4" Waukesha Community Partners (education/programming, special events) - P
80. Galilee Lutheran (volunteers) - A
81. Generac (volunteers) - A
82. General Electric of Waukesha (volunteers) - A
83. Girl Scouts of America (volunteers) - A
84. Grace Lutheran Church (special events) - A
85. Guardian Credit Union (volunteers) - A
86. Habitat for Humanity (volunteers) - A
87. Hadfield Elementary School (Community Learning Center programming) - P
88. Hawthorne Elementary School (Community Learning Center programming) - P
89. HAWS, Humane Animal Welfare Society (programming, special events) - A
90. Healing Hearts (special events, programming) - A
91. Hebron Housing Services (volunteers) - A
92. Helping Hearts – Waukesha State Bank (volunteers) - A

93. Heritage Christian School (volunteers) - A
94. Heyer Elementary School (afterschool programming) - P
95. High Rollers (community rentals, special events) - P
96. Hoopers Hands (programming) - P
97. Hope Center (volunteers) - A
98. Husco (special events) - A
99. Hydro-Thermal Corporation (special events) - A
100. INNIO Waukesha Gas Engines (special events) - A
101. Immucor (volunteers) - A
102. Innio (volunteers) - A
103. Julie Toman (programming) - P
104. Junior achievement (programming) - A
105. Just Serve (volunteers) - A
106. Keller Dance Studio (programming) – P
107. Kelly Bullard Fitness LLC (programming) - P
108. Kettle Moraine Key Club (volunteers) - A
109. Kettle Moraine National Honor Society (volunteers) - A
110. Kiwanis Early Risers (programming, volunteering) - A
111. La Casa de Esperanza (programming, special events, volunteers) - A
112. Landmark Credit Union (volunteers) - A
113. Landmark Commission (special events, signage) - A
114. Leadership Waukesha (volunteers) - P
115. Les Paul Foundation (special events) - P
116. Lion's Club (volunteers, programming, special events) - A
117. Living Word Lutheran Church (special events) - A
118. Lowell Elementary (programming) - P
119. Mama Ducky's (special events) - A
120. Marie Coakley (programming, special events) - P
121. Masonic Lodge #37 (volunteers, special events) - A
122. Meijer (special events) - A
123. Metro Mountain Bike Association (special events) - A
124. Metro Transit Waukesha (education, advisory, special events) - P
125. Metal-Era LLC (special events) - A
126. MetalTek International (special events) - A
127. Milwaukee Bucks (volunteers, programming) - P
128. Milwaukee Institute of Art and Design MAID (volunteers) - A
129. Milwaukee Moms (volunteers) - A
130. Milwaukee Veterans Administration (volunteers) - A
131. Modern Ink Signs and Graphics (special events) - A
132. Ms. Ink (Bee Awesome Yoga) Shawna Muren (programming) - P
133. Music Maker and More (programming) - P
134. Muskego American Legion Post (programming) - A
135. Muskego High School (programming) - A
136. Muskellunge Club of Wisconsin (special events) - A
137. Mukwonago High School (volunteers) - A
138. National Guard (volunteers) - A
139. National Recreation and Park Association (education) - P
140. NETA – National Exercise Training Association (education) - P
141. Nev's Ink (special events) - A
142. New Berlin West High School (volunteers) - A
143. New Berlin Eisenhower High School (volunteers) - A
144. Novo Group (volunteers) - A
145. Oconomowoc Area School District (volunteers) - A
146. On the Water, LLC (programming) - P
147. Orange Hat Publishing (special events) - A



148. Parent's Place (programming) - P
149. Parilla Kitchen LLC (programming) - P
150. Pewaukee High School (volunteers) - A
151. Prairie Elementary School (afterschool programming) - P
152. Prairie Home Cemetery (special events) - P
153. Pro Health Care (education, volunteers, events) - A
154. Prolec-GE Waukesha. Inc (volunteers, special events) - A
155. Raised Grain Brewing Company (special events) - A
156. ReMax Realtors - A
157. Retzer Nature Center (special events, education) - P
158. Riley Construction (volunteers) - A
159. RiverGlen Christian Church - A
160. Rose Glen Elementary School (programming) - P
161. Rotary Club, Noon (facility partnership, volunteers) - A
162. Rotary Club, Sunrise (volunteers, special events) - A
163. Salvation Army (free bag lunch program, volunteers) - P
164. Salem United Methodist Church (special events) - A
165. Sam's Club (special events) - A
166. School District of Waukesha (education, programming, facility partnership, special events, volunteers) - P
167. Seek Careers (volunteers) - A
168. Sew Much More (special events) - A
169. Silver Circle Sports (special events) - P
170. Sole Sisters Club (volunteers) - A
171. Southbrook Church (volunteers) - A
172. SPARK Literacy (special events, programming, public art) - P
173. Spring City Garden Club (education, volunteers, special events) - P
174. Spring City Spinners Bicycle Club (volunteers) - A
175. Spring Sports (programming) - P
176. Starbucks Waukesha (volunteers) - A
177. St. Joseph Catholic Church (special events) - A
178. St. John's Northwestern Military Academy (volunteers) - A
179. St. Luke's Lutheran Church (volunteers, special events) - A
180. St. Mark's Lutheran Church (volunteers) - A
181. St. Matthias Episcopal Church (special event) - A
182. St Vincent de Paul (free bag lunch program, volunteers) - P
183. Stars of Hope (special events) - A
184. STEM Academy of Waukesha – Randall (afterschool programming) - P
185. STEM Academy of Waukesha - Saratoga (programming) - P
186. Summit View Elementary School (summer programming) - P
187. T-Mobile (volunteers) - A
188. Target (volunteers) - A
189. The Clarke Hotel/Five Points Pub (special events) - A
190. The Freeman (media) - A
191. The Park Foundation of Waukesha (volunteers, advocacy, special events) - P
192. Thomas Press (special events) - A
193. Thrive Architects (special events) - A
194. Tree Top Explorers (programming) - P
195. Trinity Lutheran Church (volunteers)- A
196. United States Tennis Association – Midwest/Wisconsin (programming) - P
197. United Way of Waukesha County (volunteers) - A
198. University Lake School (volunteers) - A
199. University of Wisconsin – Steven's Point (internship) - P
200. University of Wisconsin – Whitewater (internship) - P
201. University of Wisconsin – Extension (education) - P

202. University of Wisconsin – Waukesha (programming) - P
203. Urethane Systems (special events) - A
204. Urban Forestry Council (education) - P
205. US Bank (volunteers) - A
206. VIBE Fitness (volunteers) - A
207. Vyrion Corporation (volunteers) - A
208. Walmart (volunteers) - A
209. Waterstone Bank (volunteers) - A
210. Waukesha 4-H (volunteers) - A
211. Waukesha and Pewaukee Convention and Visitors Bureau (marketing) - A
212. Waukesha Bike Alliance (programming, volunteers) - A
213. Waukesha Choral Union (volunteers) - A
214. Waukesha City Church (special events) - A
215. Waukesha Civic Theater (special events, programming) - A
216. Waukesha County Aging and Disability Resource Center (programming) - P
217. Waukesha County Airport (special events) - P
218. Waukesha County Business Alliance (special events, marketing, volunteers) - A
219. Waukesha County Citizen's Academy Alumni Association (volunteers) - P
220. Waukesha County Community Foundation (programming) - P
221. Waukesha County Parks and Land Use (education, programming, special events) - P
222. Waukesha County Historical Museum (education programming, special events, volunteers) - P
223. Waukesha County Fair Association (volunteers) - P
224. Waukesha County Technical College (programming) - P
225. Waukesha County Youth Volunteers (volunteers) - P
226. Waukesha Downtown Business Association (special events) - P
227. Waukesha Early Risers Kiwanis Club (volunteers) - A
228. Waukesha East Alternative High School (volunteers) - P
229. Waukesha Elks Lodge (programming, volunteers, special events) - A
230. Waukesha Express Swim Team (programming) - P
231. Waukesha Floral and Greenhouse (special events) - A
232. Waukesha Fire Department (programs, training, special events) - P
233. Waukesha Food Pantry (volunteers) - A
234. Waukesha Free Masons (volunteers) - A
235. Waukesha Housing Authority (programming) - P
236. Waukesha Leadership Seminars (volunteers) - P
237. Waukesha Lion's Club (volunteers) - A
238. Waukesha Noon Kiwanis Club (volunteers) - A
239. Waukesha Noon Rotary Club (volunteers) - A
240. Waukesha North High School (special event, volunteers) - P
241. Waukesha North Key Club (volunteers) - P
242. Waukesha South Key Club (volunteers) - P
243. Waukesha South National Honor Society (volunteers) - P
244. Waukesha Sunrise Rotary Club (volunteers) - A
245. Waukesha State Bank – Helping Hearts (volunteers) - A
246. Waukesha Police Citizen's Academy Alumni (volunteers) - P
247. Waukesha Police Department (resource, advisory, special events) - P
248. Waukesha Public Library (programming, special events, advisory) - P
249. Waukesha Radio 540AM/101FM the SHA (special events) - A
250. Waukesha Recycling Center (programming, education) - P
251. Waukesha Tennis Association (programming, facility maintenance) - P
252. Waukesha Youth Collaborative (education, programming) - P
253. Waukesha West key Club (volunteers) - A
254. Waukesha West Interact (volunteers) - A

- 255. Waukesha West High School (volunteers) - P
- 256. Waukesha Women's Club (volunteers) - P
- 257. Wauwatosa Key Club (volunteers) - A
- 258. WE Energies (education, special events) - P
- 259. WCTC Dental Programs (special events) - A
- 260. WCTC (volunteers) - A
- 261. WI Dairy Council (special events) - A
- 262. Wildeck (volunteers) - A
- 263. Wisconsin Arborist Association (education) - P
- 264. Wisconsin Department of Natural Resources (education) - P
- 265. Wisconsin Department of Public Instruction (programming, education, funds) - P
- 266. Wisconsin Geocaching Association (programming) - P
- 267. Wisconsin Homeschool Service (volunteers) - A
- 268. Wisconsin Lutheran College (volunteers) - A
- 269. Wisconsin Park and Recreation Association (education) - P
- 270. Wisconsin Philharmonic (special events) - A
- 271. Workforce Development (staffing) - P
- 272. YMCA of Waukesha (programming, facility partnership, special events) - P

# Program Master Plan



Program/Service Area: **Adaptive Recreation**

	Person Responsible	Time Frame (Year)	Measurement
<b>Goal</b> Expand adaptive offerings through community partnerships  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Additional parent outreach offerings utilizing community resources</li> <li>b. Explore summer programming opportunities</li> </ul>	Recreation Supervisor's  Recreation Programmer  Sports Coordinator	2023-27	
<b>Goal</b> Explore opportunities for an Inclusion Specialist  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Seek additional funding through Community Block Grant</li> <li>b. Partner with other agency to strengthen position support</li> </ul>	Recreation Team	2023-27	
<b>Goal</b> Seek additional opportunities and funding for training and staff development in adaptive recreation  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Identify new partnerships with agencies specializing in training and care for staff working with participants of all abilities</li> <li>b. Seek alternative funding through SPARS</li> </ul>	Recreation Team	Ongoing	
<b>Goal</b> Develop a WPRF training program for working with adaptive recreation and services  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Establish expectations, procedures, and evaluations of programs to support adaptive services</li> <li>b. Seek partnerships to implement training and services</li> </ul>	Recreation Team	2023-27	

**Program Objectives - Adaptive Recreation**

- Provides individuals with disabilities the opportunity to overcome perceived limitations and boundaries.
- Foster a sense of pride, confidence and self-esteem that will carry over into everyday lives.
- Encourage and support participants to explore new activities to challenge themselves.

**Guiding Principles for Adaptive Recreation**

- WPRF will ensure that every person, regardless of ability, has an equal opportunity to participate in recreation.
- Adaptive Recreation programming will provide opportunities for individuals with disabilities to develop independence, confidence, and fitness through participation in adaptive programs.
- WPRF will facilitate adaptive programs in a carefully planned educational setting utilizing trained professionals, the appropriate adaptive equipment, and at an accessible venue.
- WPRF staff, activity providers and volunteers are committed to providing professional instruction in a comfortable and supportive atmosphere to create a caring and a fun environment for all participants.

# Program Master Plan



## Program/Service Area: **Adult Sports**

	Person Responsible	Time Frame (Year)	Measurement
<p>Goal: Increase use of Saratoga Sports Complex</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>a. Increase daytime sports offerings (kickball, softball, non-traditional sports)</li> <li>b. Develop rental packages of offerings for private rentals (traditional and non-traditional use)</li> </ul>	<p>Sports Coordinator</p> <p>Recreation Facilities Coordinator</p>	2023	
<p>Goal: Improve current facilities to be more conducive to programming.</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>a. Move Saratoga fences back to 300'; install turf infields on all diamonds.</li> <li>b. Analyze facility/complex (building) design to meet current and future needs (storage, vendor, staff use, rental use, sound systems, shade, etc.)</li> <li>c. Evaluate lighting at Saratoga (parking lot), Prairie football field, Buchner softball field and Schuetze Recreation Center Gym</li> </ul>	<p>Sports Coordinator</p> <p>Building/Facilities Maintenance Supervisor</p> <p>Grounds Maintenance Supervisor</p> <p>Recreation Facilities Coordinator</p>	<p>2024</p> <p>2023</p> <p>2023</p>	
<p>Goal: Increase adult engagement in traditional and non-traditional sports opportunities</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>a. Explore community partnerships</li> <li>b. Survey adult population to evaluate needs and interests</li> <li>c. Explore increased use of private and public gym spaces</li> <li>d. Create a work group to explore adult sports offerings (soccer, etc)</li> </ul>	<p>Sports Coordinator and Recreation Supervisor</p>	<p>2023-27</p> <p>2023</p> <p>2023</p> <p>2023</p>	

### **Program Objectives - Adult Sports**

- Fosters a sense of belonging and community pride.
- Increase fitness and overall healthy lifestyle.
- Learn and build sports specific skills.
- Enjoy a positive leisure experience.
- Promote teamwork and good sportsmanship.

### **Guiding Principals**

- WPRF recognize that the structure of our program must meet the needs of our players and community.
- The City is committed to providing quality programming through upgraded facilities and offerings.
- It is essential that WPRF encourages and supports safe interactions in adult sports programs.

# Program Master Plan

Program/Service Area: **Adult Enrichment**



	Person Responsible	Time Frame (Year)	Measurement
<b>Goal</b> To expand environmental and healthy lifestyle programs in conjunction with community partners  <b>Objectives</b> <ol style="list-style-type: none"> <li>Develop partnerships with city and county entities to create an environmental awareness program</li> <li>Evaluation and review CHIPP goals and implement program initiatives</li> </ol>	Recreation Supervisor	2023-2027	
<b>Goal</b> Expand adult cooking program at Buchner Community Room.  <b>Objectives</b> <ol style="list-style-type: none"> <li>Develop partnerships with new ethnic cooking instructors (Ex: Italian, Mexican, Indian)</li> <li>Develop and increase holiday themed cooking classes</li> <li>Expand Buchner Concessions infrastructure to compliment learn to cook class</li> <li>Utilize materials donated from WCTC with new programming</li> </ol>	Recreation Supervisor	2023-27	
<b>Goal</b> Further partnership with library and other local organizations to expand adult offerings  <b>Objectives</b> <ol style="list-style-type: none"> <li>Develop two programs per year in art, music, and literature with community partners</li> </ol>	Recreation Supervisor	2023-2024	



b. Identify two organizations per year to meet and discuss community need			
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### **Values for Adult Enrichment**

- WPRF will provide excellent programs and services lead by certified instructors
- WPRF will collaborate with community partners to expand outreach and program offerings
- WPRF strives for continuous improvement by participants through continuing education and quality programming

### **Guiding Principles for Adult Enrichment**

- Provide a safe, secure and welcoming environment for learning that is conducive to developing self-esteem, self-actualization and empowerment
- WPRF will provide classes which are barrier free and accessible to all
- Adult enrichment classes will have performance measures and will be responsive to community needs
- WPRF will foster a healthy and supportive learning environment that recognizes and builds on the strengths and talents of program participants

# Program Master Plan

Program/Service Area: **Aquatics**



	Person Responsible	Time Frame (Year)	Measurement
<b>Goal</b> Incorporate the American Red Cross Learn to Swim program as part of School District of Waukesha Summer School curriculum to increase youth water safety  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Reduce multiple barriers for parents to enroll their child in swim lessons as measured through parent evaluations</li> <li>b. Offer a lesson free of cost to the parent/participant</li> <li>c. Pilot the program with one school and grow the program to multiple sites</li> </ul>	Recreation Supervisor  Recreation Services Manager	Ongoing	
<b>Goal</b> Increase Aquatic Staffing  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Train new group of Lifeguard Instructors In January-March</li> <li>b. Expand <i>free</i> pre-season lifeguard offerings</li> <li>c. Lobby for \$15 per hour starting wage</li> <li>d. Execute WPRF Recreation &amp; Recruitment Retention Plan to retain our current staff and grow our pre-season candidates</li> </ul>	Recreation Supervisor	2023+	
<b>Goal</b> Develop a sustainable splashpad for Meadow View Park  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Research, plan and develop splashpad layout with revenue generating features</li> <li>b. Research and develop revenue plan for sustainability and ongoing replacement of features</li> </ul>	*Recreation Supervisor  Recreation Team  PFOM  Buildings Supervisor	2023	

<b>Goal</b> Increase programming and rentals at Buchner Pool  <b>Objectives</b> <ol style="list-style-type: none"> <li>Expand morning fitness offerings</li> <li>Recruit new instructors, utilizing aqua rider bikes and in-water trampolines</li> <li>Develop new programming utilizing the current channel at Buchner</li> </ol>	Recreation Supervisor	Ongoing	
<b>Goal</b> Develop Horeb Springs Aquatic Center equipment replacement Master Plan  <b>Objectives</b> <ol style="list-style-type: none"> <li>Evaluate current equipment and estimate remaining life expectancy</li> <li>Prioritize equipment replacement and submit items to CIP</li> </ol>	Recreation Supervisor  Recreation Services Manager  PFOM  Buildings Supervisor	2023	
<b>Goal</b> Improve play value/user experience at Horeb Springs Aquatic Center  <b>Objectives</b> <ol style="list-style-type: none"> <li>Invest in new spray features</li> <li>Allocate Turbo Chef ovens to streamline concession operations and increase revenue</li> <li>Research/purchase shade solution for Horeb concessions deck</li> </ol>	Recreation Supervisor  Recreation Services Manager  PFOM  Buildings Supervisor	Ongoing	

### Values for Aquatics

- Provide a facility that is safe, clean and accessible to the community
- WPRF actively supports an open and welcoming environment to individuals and groups of all ages and abilities
- WPRF will offer diverse aquatic programming opportunities
- WPRF aquatics will provide an opportunity to relieve stress and develop relationships

### Guiding Principles for Aquatics

- Positive swimming experiences will develop a lifelong love for water
- Aquatic programming will help develop the growth of the whole individual and will promote personal excellence
- WPRF aquatic staff will show a passion for excellence. Staff members will approach every task with an intent to do the best possible job
- WPRF staff will display unconditional respect for colleagues, program participants and pool patrons

# Program Master Plan

Program/Service Area: **Fitness, Dance, and Wellness**



	Person Responsible	Time Frame (Year)	Measurement
<b>Goal</b> Support health equity by participating in the Waukesha County Health and Human Services Community Health Improvement Plan and Process (CHIPPP)	*Recreation Supervisor (Aquatic/Fitness)	2023-28	
<b>Objectives</b> <ol style="list-style-type: none"> <li>Address one or more basic needs from Waukesha County CHIPPP assessment (economic stability, transportation, housing, food security, affordable child care)</li> <li>Address one or social needs from Waukesha County CHIPPP (social interactions, connections, communications, information, access, availability, work force challenges)</li> <li>Recreation Supervisor to serve on County CHIPPP Board</li> </ol>	Recreation Team		
<b>Goal</b> Expand fitness and dance opportunities that increase social interaction, health, well-being, and quality of life	Recreation Supervisor	2023-24	
<b>Objectives</b> <ol style="list-style-type: none"> <li>Expand Ballroom Dance program to include all Swing, Cha Cha, Rumba, Merengue, Waltz</li> <li>Analyze participant surveys as well as national trends to guide new offerings</li> </ol>			
<b>Goal</b> Increase continuing education opportunities for fitness instructors to provide a customer focused experience	Recreation Supervisor	2023-24	
<b>Objectives</b> <ol style="list-style-type: none"> <li>Encourage in-person instructor participation in workshops and</li> </ol>			

<p>conferences geared towards the customer experience</p> <p>b. Host continuing education opportunities to maximize staff participation and offset costs</p>			
<p><b>Goal</b></p> <p>Promote and expand outdoor fitness opportunities utilizing parks, trails, and open space to promote overall well-being in a natural setting</p> <p><b>Objectives</b></p> <p>a. Introduce new parks and trails to program participants utilizing outdoor programming</p> <p>b. Provide a safe and positive workout experience in an outdoor setting utilizing current park infrastructure</p>	Recreation Supervisor	Ongoing	
<p><b>Goal</b></p> <p>Integrate WPRF fitness and wellness expertise within the City and other public entities</p> <p><b>Objectives</b></p> <p>a. Expand partnerships with Everside Health (City/County wellness center)</p> <p>b. Promote current opportunities to City staff</p> <p>c. Integrate fitness and wellness into trainings</p>	Recreation Supervisor	Ongoing	

#### Values for Fitness, Dance, Wellness

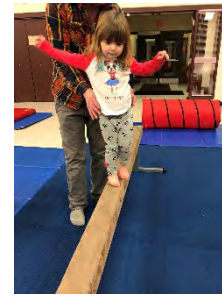
- WPRF is dedicated to improving health and well-being of Waukesha Residents
- WPRF is committed to new and innovative fitness, dance, and wellness programs
- WPRF will provide safe equipment, well maintained facilities and certified staff/instructors
- WPRF is committed to creating a fun, friendly and motivating environment where participants can easily make positive lifestyle changes

#### Guiding Principles for Fitness, Dance, Wellness

- Provide an environment that fosters exceptional fitness, dance and wellness offerings to enhance physical and mental well being
- Enrich quality of life through fitness, dance and wellness offerings

# Program Master Plan

Program/Service Area: **Pre-School (Early Childhood)**



	Person Responsible	Time Frame (Year)	Measurement
<b>Goal</b> Re-start the multi-generational community garden program as part of established program curriculum <b>Objectives</b> <ol style="list-style-type: none"> <li>Incorporate the community gardens as part of preschool curriculum; teach youth 5 and under the life cycle of plants and how to care for them</li> <li>Form a group of volunteers who help maintain gardens</li> </ol>	Recreation Supervisor   3k/4k Instructors   Recreation Supervisor	2023	
<b>Goal</b> To expand birth – 5-year old recreational program offerings focused around the parent/child experience <b>Objectives</b> <ol style="list-style-type: none"> <li>Collaborate and partner with community organizations that support early childhood learning</li> <li>Analyze program participant surveys and enhance the participant experience using survey data</li> <li>Explore contracting our instructor/services to public and private facilities</li> </ol>	Recreation Supervisor   Pre-School Staff	2023-27	
<b>Goal</b> To provide annual continuing education opportunities for staff development focusing on improving program quality <b>Objectives</b> <ol style="list-style-type: none"> <li>Mandate annual continuing education for WPRF staff working with children 5 and under</li> <li>Collect continuing education surveys from staff and evaluate which organizations provide the best opportunities for professional development</li> </ol>	Recreation Supervisor   Preschool Staff   Tumbling staff	2024	

<b>Goal</b> To create and implement an environmental education program for youth 5 and under <b>Objectives</b> <ol style="list-style-type: none"> <li>a. Utilize EB Shurts building/partner with SDW to provide environmental education classes</li> <li>b. Explore partnership with Waukesha County and use of Retzer Nature Center to offer a comprehensive urban/rural environmental program</li> </ol>	Recreation Supervisor	2023-24	

### Values for Preschool

- WPRF will provide safe and accessible preschool programs
- WPRF preschool staff will act as leaders and model collaboration and competence
- Preschool staff will build relationships with families through caring, encouragement and acceptance
- Preschool staff will treat all families with honor and respect
- WPRF staff value diversity of cultures, languages, customs, religion, family type and education

### Guiding Principles for Preschool

- WPRF will provide programs that are comprehensive and developmentally appropriate
- All children are capable and competent of achieving positive early learning
- Provide opportunities for active exploration
- Support young children to learn through the context of positive relationships

# Program Master Plan

Program/Service Area: **Senior Adults**



	Person Responsible	Time Frame (Year)	Measurement
<b>Goal</b> Inform seniors on access to services and educate seniors on independent living issues <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Educate seniors on services provided by the ADRC and Eras</li> <li>b. Expand information and educate seniors on aging in place</li> <li>c. Identify individuals in need and connect them with service programs</li> <li>d. Partner with Wisconsin Energy Services assistance to provide information to residents</li> </ul>	Recreation Supervisor  Senior Coordinator	2023-27	
<b>Goal</b> Expand senior programs and continue to meet the changing needs of seniors of all categories <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Encourage involvement at all socio-economic levels by expanding special events with no fee by 25%</li> <li>b. Expand functional fitness opportunities for seniors focusing on balance and strength</li> </ul>	Senior Coordinator	2023-27	
<b>Goal</b> Evolve the level of cooperation between Waukesha Parks, Rec & Forestry (WPRF), and the Waukesha Housing Authority <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Meet with housing complex activity directors</li> <li>b. Encourage participation in programs at Schuetze Recreation Center (SRC)</li> <li>c. Provide two special events per year at different low-income housing site's to highlight activity offerings at SRC</li> </ul>	Recreation Supervisor  Senior Coordinator	2023-27	



<p><b>Goal</b></p> <p>Enhance cooperation between WPRF and the Aging and Disability Resource Center of Waukesha County (ADRC)</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Increase marketing efforts through the delivery of Activity Guides to cooperative partner locations</li> <li>b. Evolve the level of services and programs offered through partner agencies to include veteran services</li> <li>c. Offer one collaborative program with the ADRC per programming season</li> <li>d. Obtain training for SRC staff to become a dementia friendly facility</li> <li>e. Work with Alzheimer's Association to develop an educational series</li> </ul>	<p>Senior Coordinator</p> <p>Recreation Supervisor</p>	<p>2023</p>	
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### Values for Seniors

- WPRF will provide excellent programs and services lead by qualified instructors
- WPRF will collaborate with community partners to expand outreach and program offerings
- WPRF will provide positive events that allow senior adults to interact and build friendships with other community members
- WPRF strives for continuous improvement by participants through continuing education and quality programming
- WPRF will provide activities that are pleasurable as well as improve health and well being
- WPRF will offer senior programs that are intellectually stimulating

### Guiding Principles for Seniors

- WPRF will offer a full spectrum of high quality offerings to include enrichment and wellness, fitness, and social development
- WPRF will involve the senior population in programming decisions
- WPRF will offer a variety of free senior programming

# Program Master Plan

Program/Service Area: **Rentals and Facilities**

[illegible]

<p>Goal Improve and expand overall marketing and visibility of city's facilities (athletic, buildings, shelters)</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>a. Reorganize website to make navigating easier and include pictures and video of facilities</li> <li>b. Acquire professional level pictures and video of facilities to use online, in social media and e-mail correspondence</li> <li>c. Perform regular surveys to rental groups to find areas of strength and weaknesses as well as to obtain positive testimonials to use for marketing</li> </ul>	Rental Coordinator	2023+	
<p>Goal Plan for and execute Frame Park Baseball Diamond Upgrade and new enclosed pavilion for special events</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>a. Addition of concession stand, grandstand with additional seating and locker rooms</li> <li>b. Analyze staffing schedule and needs for concession stand</li> <li>c. Communicate and facilitate discussions with Carroll University on preferences and requests</li> </ul>	Rental Coordinator	2024-27	
<p>Goal Plan for and execute new enclosed pavilion for special events</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>a. Develop conceptual pavilion plan for Frame Park that could accommodate large scale events and rentals</li> <li>b. Complete needs analysis</li> <li>c. Gain approval of project through the CIP process</li> </ul>	<p>Rental Coordinator</p> <p>Special Events Coordinator</p>	2023	
Goal			

<p>Increase the Les Paul Bandshell rentals to foster overall community use, community engagement and revenue generation.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Increase rentals by 100% from previous year</li> <li>b. Market the bandshell using a variety of sources i.e. website, posters, social media, and local merchants, etc.</li> </ul>	Rental Coordinator		
<p><b>Goal</b> Enhance Frame Park Amenities for community enjoyment and increased rental revenue.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Research Park Enhancements (including trellises at Rotary and upgraded at Frame Gardens and shade structure at Frame Park Amphitheater) with pictures, pricing, materials.</li> <li>b. Present Park Enhancements Recommendations to Management Team</li> <li>c. Seek funding source for projects including sponsorships.</li> <li>d. Move to complete Projects</li> <li>e. Market these opportunities to community and for rentals.</li> </ul>	<p>Rental Coordinator</p> <p>Rental Coordinator/Grounds Supervisor</p> <p>Management Team</p> <p>Recreation Service Manager/Rental Coordinator/SPARS Coordinator</p> <p>Grounds Supervisor</p> <p>Management Team</p>	2023-27	
<p><b>Goal</b> Improve intradepartmental communication to increase facility awareness and improve service.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Attend quarterly Grounds, Building and Forestry Operation meetings.</li> <li>b. Attend quarterly administration team meetings.</li> <li>c. Evaluate current work orders procedure with Management Team and make recommendation for improvement.</li> </ul>	<p>Rental Coordinator</p> <p>Management team</p>	2023	

### Program Objectives - WPRF Rentals

- Bring people together providing social gathering spaces for families, small groups and organizations.
- Provide opportunities for individuals and small groups of individuals to be independent and control their own organization and activity.
- Supports additional health and wellness opportunities through facilitated partnerships.

### **Guiding Principles for WPRF rentals**

- WPRF plays a strong role in facilitating events that bring the community together.
- The organization believes that rentals and facilities encourage and support the interaction of neighbors, friends and families
- It is essential that WPRF provides safe and secure environments for rentals.

# Program Master Plan



Program/Service Area:

## Partnerships/Sponsorships/Alternative Revenue

	Person Responsible	Time Frame (Year)	Measurement
<b>Goal</b> Increase SPARS revenue  <b>Objectives</b> a. Sponsorship value (cash and in-kind) increases by 10% every year b. Write at least two grant applications for projects/programs annually d. Identify additional opportunities for revenue recovery in all divisions	SPARS Coordinator       Management Team	2023-2027	
<b>Goal</b> Create one appealing document to highlight all sponsorship opportunities  <b>Objectives</b> a. Create attractive and engaging template design for booklet pages b. Use template to highlight each opportunity and create booklet that can be printed, emailed, or easily accessed online	SPARS Coordinator (In conjunction with Marketing Coordinator)	2024	
<b>Goal</b> Identify value of departmental assets that could be used to enhance sponsorship benefits/opportunities and increase revenue recovery  <b>Objectives</b> a. Create internal list of departmental assets  b. Get quotes from professional organizations to provide valuation study  c. Include valuation study in budget	SPARS Coordinator      Recreation Service Management	2024	

<b>Goal</b> Institute a Sponsorship Policy  <b>Objectives</b> a. Research and review other organization sponsor policies  b. Create sponsorship agreement template  c. Write and propose Sponsorship Policy	SPARS Coordinator	2024	
<b>Goal</b> Implement a Customer Relations Management (CRM) Program  <b>Objectives</b> a. Define needs b. Research and select CRM application c. Build implementation plan/timeline d. Select CRM e. Set goals and parameters f. Build database and set up program g. Train h. Build in automations i. Develop continuous improvement plan	Recreation Team	2023-2027	
<b>Goal</b> Develop financial assistance program campaign  <b>Objectives</b> a. Determine goals and timeline b. Develop story, powerful content c. Promote campaign d. Monitor program e. Recognize supporters	Recreation Team		

## Program Objectives - SPARS

To recognize sponsors and partners as integral to the success of our department and quality of life in the City of Waukesha.

To create partner and sponsor agreements are mutually beneficial and based on mutual respect.

To enhance events, programs, and projects with sponsorships and partnerships from internal departments, external organizations and businesses.

To recognize sponsors and partners for their contributions to the community.

## Guiding Principles

WPRF recognizes facilities, events, and services offer value to the community.

WPRF is committed to offering excellent programming and services to all residents, regardless of social or economic standing.

The organization is dedicated to supplementing tax dollars with alternative revenue to keep programming and services affordable to all.

WPRF believes in providing opportunities for local organizations and businesses to grow civic pride and engage in their community.





# Program Master Plan

Program/Service Area: **Special Events**

	Person Responsible	Time Frame (Year)	Measurement
<b>Goal</b> Gather and analyze data related to customer demographics and experience to improve quality and customer satisfaction of special events.	Special Events Coordinator  SPARS Coordinator	2023	
<b>Objectives</b> <ol style="list-style-type: none"> <li>Develop systems to capture customer satisfaction using a variety of tools</li> <li>Implement special event data collection systems</li> <li>Utilize results to solicit and maintain sponsorships, future planning and marketing</li> </ol>			
<b>Goal</b> Quantify Special Event attendance to drive resource development, future planning, and internal and external marketing efforts	Special Events Coordinator  SPARS Coordinator	2024	
<b>Objectives</b> <ol style="list-style-type: none"> <li>Develop method for estimating attendance</li> <li>Execute attendance collection methods</li> <li>Evaluate results with stakeholders and share</li> </ol>			
<b>Goal</b> Research and implement new art and culture activities	Special Events Coordinator	2023	
<b>Objectives</b> <ol style="list-style-type: none"> <li>Connect with community organizations to present culturally diverse opportunities</li> <li>Identify and provide gap services</li> </ol>			

		2018-22	
<b>Goal</b> Engagement Team  <b>Objectives</b> a.	Special Events Coordinator	2018-22	
<b>Goal</b> Develop winter destination site(s) to promote year-round wellness  <b>Objectives</b> a. Develop work group to assess locations (use/needs)  b. Research opportunities for winter activities  c. Create plan for management team review and budget submission	Special Events Coordinator  Rec Team	2022-23	
<b>Goal</b> Establish a permanent beer garden that provides a gathering place for residents and financially supports special events  <b>Objectives</b>  a. Gather potential vendor input and access locations b. Survey stakeholders to gauge interest c. Create work team to develop plan	Special Events Coordinator	2020	

### Program Objectives - Special Event

- Build a sense of belonging and community pride.
- Bring people together from different backgrounds and different neighborhoods throughout the city.
- Promote events in which our residents share a day, a week, or an hour of transformation, laughter, and fun.
- Create opportunities to interact, celebrate, enrich people's lives, promote inclusiveness, and stretch imaginations.
- Build family traditions, opportunities to participate, inclusiveness and unique experiences.
- Provide a chance for neighbors and strangers and small groups to interact and have common experiences.

### Guiding Principles for Special Event Participation

- WPRF plays a strong role to encourage and help events that bring the community together, and ensure they take place safely on its streets and in its parks.
- WPRF believes in providing special events that provide positive economic impact.
- It is essential that the City of Waukesha encourage and support the safe interaction of neighbors, friends, families and strangers through the shared experience.

	Person Responsible	Time Frame (Year)	Measurement
<p><b>Goal</b> Leadership and staff acknowledge and support the vital role of volunteers in achieving the organization’s purpose and mission, thus, creating an organizational culture of volunteer inclusiveness</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Staff is given training and recognition to work effectively with volunteers and are aware of the difference between staff and volunteer roles within the organization</li> <li>b. Input from volunteers is welcomed and solicited for the organization’s planning and evaluation – Feedback/Evaluation plan is developed</li> </ul>	<p>Volunteer Coordinator</p> <p>Volunteer Coordinator</p>	<p>2023</p> <p>2023</p>	
<p><b>Goal</b> Improve volunteer orientation, training and performance evaluation: Each volunteer is provided organizational information, policy/procedure information and program/service specific training</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Redesign and update the Volunteer Handbook to include organizational information, policy and procedure information &amp; program/specific training</li> <li>b. Enhance the ongoing training plan to upgrade volunteer skills (Lead Volunteers) via youtube videos, Facebook etc.</li> <li>c. Performance Evaluations and surveys are completed at appropriate intervals</li> </ul>	<p>Volunteer Coordinator</p> <p>Volunteer Coordinator</p> <p>Volunteer Coordinator &amp; PRF Management Team</p>	<p>2023</p> <p>2024-2025</p> <p>2023</p>	

<p><b>Goal</b> Increase membership in the Friends of WPRF Group and develop education and advocacy roles in order to increase public interaction</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Form a Membership Committee and define goals</li> <li>b. Develop quarterly activities to keep members engaged and active. (Educational &amp; Advocacy opportunities-Tree Walk, Park Tours)</li> <li>c. Identify opportunities to involve the Friends of WPRF with Public Informational Meetings (PIM) for Community Playground Builds, etc.</li> </ul>	<p>Volunteer Coordinator</p> <p>Volunteer Coordinator</p> <p>Volunteer Coordinator/PRF Management Team</p>	<p>2023</p> <p>2024</p> <p>2024</p>	
<p><b>Goal</b> Further develop the Adopt a Park Program to ensure participants are engaged, active and at least 50 % of “adoptable” City of Waukesha parks are chosen by Communities, Individuals, Families, etc.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Develop an Adopt a Park recruitment &amp; Recognition Plan to ensure that all participants in the program are recognized with a park sign</li> <li>b. Plan for annual Adopt a Park Volunteer meeting.</li> <li>c. Further engage current and new Adopt a Park participants with new projects (planning for Earth Day)</li> </ul>	<p>Volunteer Coordinator/GBF</p> <p>Volunteer Coordinator/GBF</p> <p>Volunteer Coordinator/GBF</p> <p>Volunteer Coordinator</p>	<p>2023</p> <p>2024</p> <p>2023</p>	
<p><b>Goal</b> Identify and utilize online tools to ensure access for all volunteers to participate, be more engaged in order to provide a well-informed volunteer base.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. <i>Volgistics</i> – Volunteer administrative forms are posted online and linked to City of Waukesha website</li> <li>b. <i>Sign Up Genius</i> – maintain and grow volunteer contact database through messaging</li> </ul>	<p>Volunteer Coordinator</p> <p>Volunteer Coordinator</p>	<p>2023</p> <p>2024</p>	

## Values for Volunteer Involvement

- Volunteer involvement is vital to the community. It fosters civic responsibility, participation and interaction.
- Volunteer involvement strengthens communities. It promotes change and development by identifying and responding to community needs.
- Volunteer involvement mutually benefits both the volunteer and organization. It increases the capacity of organizations to accomplish their goals, and provides volunteers with opportunities to develop and contribute.
- Volunteer involvement is based on relationships. It creates opportunities for volunteer organizations to accomplish goals by engaging and involving volunteers, and it allows volunteers an opportunity to grow and give back to the community in meaningful way.

### **Guiding Principles for Volunteer Involvement**

- WPRF recognize that volunteers are a vital human resource and will commit to the appropriate infrastructure to support them.
- The organization's practices ensure effective volunteer engagement.
- The organization commits to providing a safe and supportive environment for volunteers.
- Volunteers have responsibilities. Volunteers make a commitment and are accountable to the organization.
- Volunteers will act with respect for WPRF and community
- Volunteer will act responsibly and with integrity.

# Program Master Plan

Program/Service Area: **Youth Development,**

## Before and After School Programs



	Person Responsible	Time Frame (Year)	Measurement
<b>Goal:</b> Increase student academic achievement, social emotional development, and attendance in our Before and After School program  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Seek additional project-based learning opportunities for social development and encourage peer to peer interaction as part of daily lesson plans (Igloos build stem challenge)</li> <li>b. Seek additional opportunities for students to demonstrate decision-making skills and responsible behaviors in personal, school and community contexts</li> </ul>	Recreation Supervisor, Education  Recreation Programmer,  CLC School Coordinator	Ongoing	
<b>Goal:</b> Implement an environmental education school year curriculum to encourage students to explore, protect, understand, and become stewards of natural areas  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Partner with outside agencies such as School District of Waukesha, and Waukesha County to enhance offerings in Before and After School.</li> <li>b. Develop additional programming using our enrichment bins (rotating curriculum bins)</li> </ul>	Recreation Supervisor, Education  Recreation Programmer,  CLC School Coordinator	Ongoing	
<b>Goal:</b> Increase parent involvement to enhance overall student achievement  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Seek additional resources and partnerships for parent outreach at all before and after school sites.</li> <li>b. Incorporate parent involvement in our Advisory Committee.</li> </ul>	Recreation Supervisor, Education  Recreation Programmer,  CLC School Coordinator	Ongoing   2022-23	
<b>Goal:</b> Increase use of You for Youth Curriculum to enhance student learning and staff development  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Promote more opportunities for Project Base Learning</li> <li>b. Implement You for Youth Tool Kit for professional development</li> </ul>	Recreation Supervisor, Education  Recreation Programmer,	Ongoing	

c. Seek additional curriculum support via online	CLC School Coordinator and Site Coordinators		
<b>Goal:</b> Partner with additional elementary schools in Waukesha to meet community demand and expectations  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Seek opportunities for additional Community Learning Center sites (Heyer)</li> <li>b. Explore opportunities at elementary schools in the School District of Waukesha as Request for Proposals becomes available (Summit View, Meadowbrook)</li> </ul>	Recreation Supervisor, Education  Recreation Programmer,  CLC School Coordinator		
<b>Goal:</b> Provide additional professional development for staff and parent workshops to proactively work with behaviors/anxiety/trauma/bullying  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Partner with Cooperative Educational Service Agencies (CESA 1), School District of Waukesha, Parents Place, and other agencies to provide relevant professional development and additional staff tools</li> <li>b. Incorporate individual professional development and training opportunities for staff throughout the year (PD resource binder/online trainings)</li> </ul>	Recreation Supervisor, Education  Recreation Programmer,  CLC School Coordinator	2022-27	
<b>Goal:</b> Establish alternative revenue resources in before and after school programs to provide additional services  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Seek additional Community Learning Center grant opportunities for qualifying programs to target the underserved</li> <li>b. Seek USDA funding for healthy snack options</li> <li>c. Seek alternative revenue sources for trainings and professional development</li> <li>d. Seek alternative revenue sources for special events/project-based learning activities through our SPARS coordinator</li> </ul>	Recreation Supervisor, Education  Recreation Programmer,  SPARS Coordinator	Ongoing	
<b>Goal:</b> Review and establish an improved staffing structure to meet the needs and growth of the Before and After School program  <b>Objectives</b> <ul style="list-style-type: none"> <li>a. Establish a plan to increase continuity between summer and school year programs</li> </ul>	Recreation Supervisor/ Education Recreation Programmer/ WPRF Leadership Team	2022-27	



<ul style="list-style-type: none"> <li>b. Evaluate, identify, and recommend staffing needs to ensure direct leadership in the Before and After School program</li> <li>c. Explore opportunities for an Inclusion Specialist (CDBG funds)</li> </ul>			
<p><b>Goal:</b> Review all safety and security policies with the City of Waukesha Police department, in partnership with the School District of Waukesha.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Create consistency between WPRF Before and Afterschool and SDW.</li> <li>b. Build relationships with the assigned police officers at each of the 10 before and afterschool</li> </ul>	<p>Recreation supervisor/ Education</p> <p>Recreation Programmer/ WPRF Leadership Team</p>		

# Program Master Plan

Program/Service Area: **Youth Development, Cool School, Summer Explorers, Traditional Playgrounds**

	Person Responsible	Time Frame (Year)	Measurement
<p><b>Goal: Positive</b> Increase participation/attendance and student social-emotional growth</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Establish a weekly goal setting program for our participants with a student/staff reflection piece</li> <li>b. Establish a weekly method of communicating individual child outcomes with parents/guardians</li> </ul>	<p>Recreation Supervisor/ Education</p> <p>Recreation Programmer</p> <p>Instructors</p>	2022-27	
<p><b>Goal:</b> Grow enrollment and overall summer programming in Youth Development</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Meet with principals and Summer School Coordinator to determine summer accessibility and needs.</li> <li>b. Service the underserved population through a traveling summer recreation program at identified parks.</li> <li>c. Enhance our summer preschool offerings</li> </ul>	<p>Recreation Supervisor/ Education</p> <p>Recreation Programmer</p>	2022-27	
<p><b>Goal:</b> Partner with agencies to offer additional outdoor education and environmental education offerings throughout summer.</p> <p><b>Objectives</b></p>	Recreation Supervisor/ Education	2022-27	

<ul style="list-style-type: none"> <li>a. Meet with School District of Waukesha, Carroll University, Waukesha County to determine possible partnerships to new or existing programs.</li> <li>b. Meet with WPRF Forestry Department and other agencies to establish environmental programming in our programs.</li> <li>c. Incorporate environmental education in our enrichment bins</li> </ul>	Recreation Programmer		
<p><b>Goal:</b> Implement the American Red Cross Learn to Swim Program as a component of our full day summer programs</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>a. Survey Families throughout the Waukesha Community.</li> <li>a. Work with Waukesha Parks, Recreation and Forestry Aquatics team and School District of Waukesha to implement locations and schedule.</li> </ul>	Recreation Programmer/  Recreation Supervisor's	2022-27	

### Program Objectives - Youth Involvement

- Fosters a place where children feel they belong, have a sense of purpose where all backgrounds, beliefs and perspectives are valued.
- Promote curiosity in all learners to explore, grow and develop into the stewards of the future.
- Engage children to try new things, build on their current knowledge and challenge them to achieve mastery that will build a strong foundation for lifelong learning.
- Build a culture of innovation and creativity that will help children to succeed now and throughout life.
- Encourage children to become leaders of tomorrow through strong role models that display a positive attitude, modeling respect and kindness and a courage to stand up for and do what is right.
- Promote service to others as a foundation of youth leadership.

### Guiding Principals

- WPRF recognize that the structure of our program must meet the needs of our students, families, school and community.
- WPRF is committed to providing quality programming, connecting students and families to the program and community at large.
- Our organization is dedicated to the academic, social emotional and physical development of youth in our program by providing education opportunities through recreation.
- Our organization believes to reach all students in our community financial barriers must be reduced.
- WPRF believes strong partnerships among staff, students, parents, school and community are essential.

- WPRF understands that excellence requires hard work, dedication and continual evaluation to meet the needs of students and our community.

# Program Master Plan

Program/Service Area: **Youth Enrichment**



	Person Responsible	Time Frame (Year)	Measurement
<b>Goal</b> To enhance youth enrichment programs for ages 5-16 years focusing on a high-quality participant experience  <b>Objectives</b> <ol style="list-style-type: none"> <li>Seek and develop community partnerships with established reputations to offer new youth enrichment opportunities</li> <li>Require all programming to include activities that support development of social, mental, physical, or creative abilities</li> <li>Develop program curriculum focused on developing positive skills to help youth become responsible adults</li> </ol>	Recreation Supervisor's  Recreation Programmer	2023-27	
<b>Goal:</b> Implement an environmental education curriculum to encourage participants to explore, protect, understand, and become stewards of natural areas  <b>Objectives</b> <ol style="list-style-type: none"> <li>Partner with outside agencies such as School District of Waukesha, and Waukesha County to enhance offerings</li> <li>Develop additional programs</li> </ol>	Recreation Supervisor's  Recreation Programmer	2023-27	
<b>Goal:</b> Develop wellness education programs to encourage healthy, active lifestyles.  <b>Objectives</b> <ol style="list-style-type: none"> <li>Promote cooking and healthy living programs.</li> <li>Promote outdoor wellness opportunities for youth.</li> </ol>	Recreation Supervisor's  Recreation Programmer	2023-27	

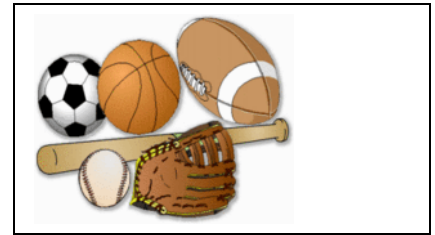
**Program Objectives - Youth Enrichment**

- Fosters a place where children feel they belong, have a sense of purpose where all backgrounds, beliefs and perspectives are valued.
- Encourage the curiosity in all learners to explore, grow and develop into the stewards of the future.
- Increase youth engagement by having them try new things, build on their current knowledge, challenge them to achieve mastery that will build a strong foundation for lifelong learning.
- Develop a culture of innovation and creativity that empowers children to succeed now and throughout life.
- Encourage children to become leaders of tomorrow through strong role models that display a positive attitude, model respect and kindness and courage to stand up for and do what is right.
- Encourage service to others as a foundation of youth leadership.

**Guiding Principals**

- WPRF recognize that the structure of our program must meet the needs of our students, families and community.
- WPRF is committed to providing quality programming, connecting students and families to the program and community at large.
- Our organization believes to reach all students in our community financial barriers must be reduced.
- WPRF believes strong partnerships among staff, students and parents are essential.
- WPRF understands that excellence requires hard work, dedication and continual evaluation to meet the needs of students and our community.

# Program Master Plan



## Program/Service Area: Youth Sports

	Person Responsible	Time Frame (Year)	Measurement
<p>Goal: Build Lacrosse Education program for grades 4K – K and 1<sup>st</sup> and 2<sup>nd</sup> Grade and offer 3<sup>rd</sup> – 4<sup>th</sup> Grade</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>a. Provide a quality Lacrosse program in response to community need.</li> <li>b. To increase the awareness of physical exercise, through parent survey.</li> <li>c. Seek program sponsorships to support programs and equipment</li> </ul>	Sports Coordinator	<p>2023</p> <p>2023</p> <p>2023</p>	
<p>Goal: To improve the quality of youth sports</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>a. Utilize paid coaches and volunteers to provide the most qualified coaching staff to our team</li> <li>b. Educate staff and volunteer through training to create consistency throughout the league and provide information on best practices.</li> </ul>	Sports Coordinator	2023-2028	
<p>Goal: Explore facility partnerships to expand program offerings.</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>a. Seek programming space through local schools and/or private organization.</li> <li>b. Explore additional independent contractual services for future programming</li> </ul>	Sports Coordinator	<p>2023</p> <p>2023-2028</p>	
<p>Goal: Improve current facilities to be more conducive to programming.</p> <p>Objectives</p>			2019 WRO Scoreboards Installed

a. Analyze facility/complex (building) design to meet current and future needs (storage, vendor, staff use, rental use, sound systems, picnic area, etc.)  b. Future lighting and turf infields installed on all diamonds  c. Evaluate field/building improvements at Mindiola Park.	Sports Coordinator Building/Facilities Maintenance Supervisor	2023-2028	
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### **Program Objectives - Youth Sports**

- Fosters programs where children feel they belong, have a sense of purpose where all backgrounds, beliefs and perspectives are valued.
- Develop curiosity in all participates to explore, grow and develop.
- Learn new recreation and leisure skills.
- Develop children to become leaders of tomorrow through strong role models that display a positive attitude, modeling respect and kindness and a courage to stand up for and do what is right.
- Build strong partnerships among staff, players, parents, and coaches.
- Promote physical activity building strength and coordination
- Develop healthy lifestyle choices.
- Have fun through sports involvement.
- Learn, build and improve sports specific skills.

### **Guiding Principals**

- WPRF recognize that the structure of our program must meet the needs of our players, families, and community.
- The organization is committed to providing quality programming, connecting players and families to the program and community at large.
- WPRF is dedicated to the social emotional and physical development of youth in our program by providing sports opportunities through recreation.
- Our organization believes to reach all families in our community financial barriers must be reduced.

## **Resources Needed for Implementation**

Waukesha Parks, Recreation & Forestry Department does provide many recreational programs and services for a fee. The Parks, Recreation & Forestry Board approves a Comprehensive Revenue Policy every 5 years or as needed. This comprehensive plan identifies fees that will be charged for specific programs and services. This policy and manual is reviewed and adopted by the Park Board and has proved to be a very useful tool to utilize when setting fees.

The *WPRF Fees & Charges Philosophy* is as follows:

*The City of Waukesha Parks, Recreation & Forestry (WPRF) Board and Department is committed to providing quality comprehensive community services and programs that meet the needs of Waukesha residents.*

*WPRF staff will recommend program fees & charges through a fiscally responsible plan of balancing affordable fees with the need for cost recovery. Each program will be evaluated individually, with a higher level of subsidy consideration being given to broad-based community programming. Both direct and indirect costs will be identified and considered when determining the fees & charges for each program.*

*As part of the overall pricing program, staff will seek alternative revenue whenever possible, including sponsorships, grants, partnerships and other revenue producing opportunities. In order to provide a comprehensive and inclusive community recreation program, WPRF must be sensitive to the special recreation needs and socio-economic makeup of the community. Adapted recreation programming and a financial assistance program will be included in the overall department services. In most cases, City of Waukesha residents will pay a lower fee than non-residents for program participation.*

**For additional information on WPRF Comprehensive Revenue Policy, see Appendix C**

## **Prioritizing and timelines**

WPRF has worked carefully to align their Program Master Plans using information from their operational database which includes extensive community outreach and internal/external assessment that became the basis for the work to begin.

Each Program Master plan defines how to achieve goals with defined timeframes, responsibilities and an area to comment on measurements.

WPRF wants their plan to remain dynamic and to not lose momentum post-planning. The Recreation team has defined a quarterly plan review process. These mini-planning sessions will allow for appropriate review of strategies and goals and allow the team to redefine action steps as internal and external needs change and provide opportunity to celebrate successes.

## **Comprehensive Plan and Annual Review**

The review and update of the Recreation Program and Service plan is an essential piece of the overall planning process. Updates to the Recreation Programming Plan will coincide with the updates to the Park and Open Space plan and strategic Plan to maintain continuity among the planning documents.

Plan updates will consider changes in community demographics, industry and local trends, resource availability and feedback from program participants.

Participant feedback provides important information for improving program and service offerings. Participants are asked to complete program evaluations following a specific program. For activities that are ongoing evaluations are completed mid-year. Post rental (buildings and shelter) comment

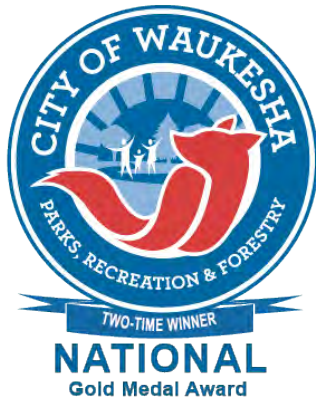


card are also used as service evaluations and any facility rental modification are addressed immediately with staff.

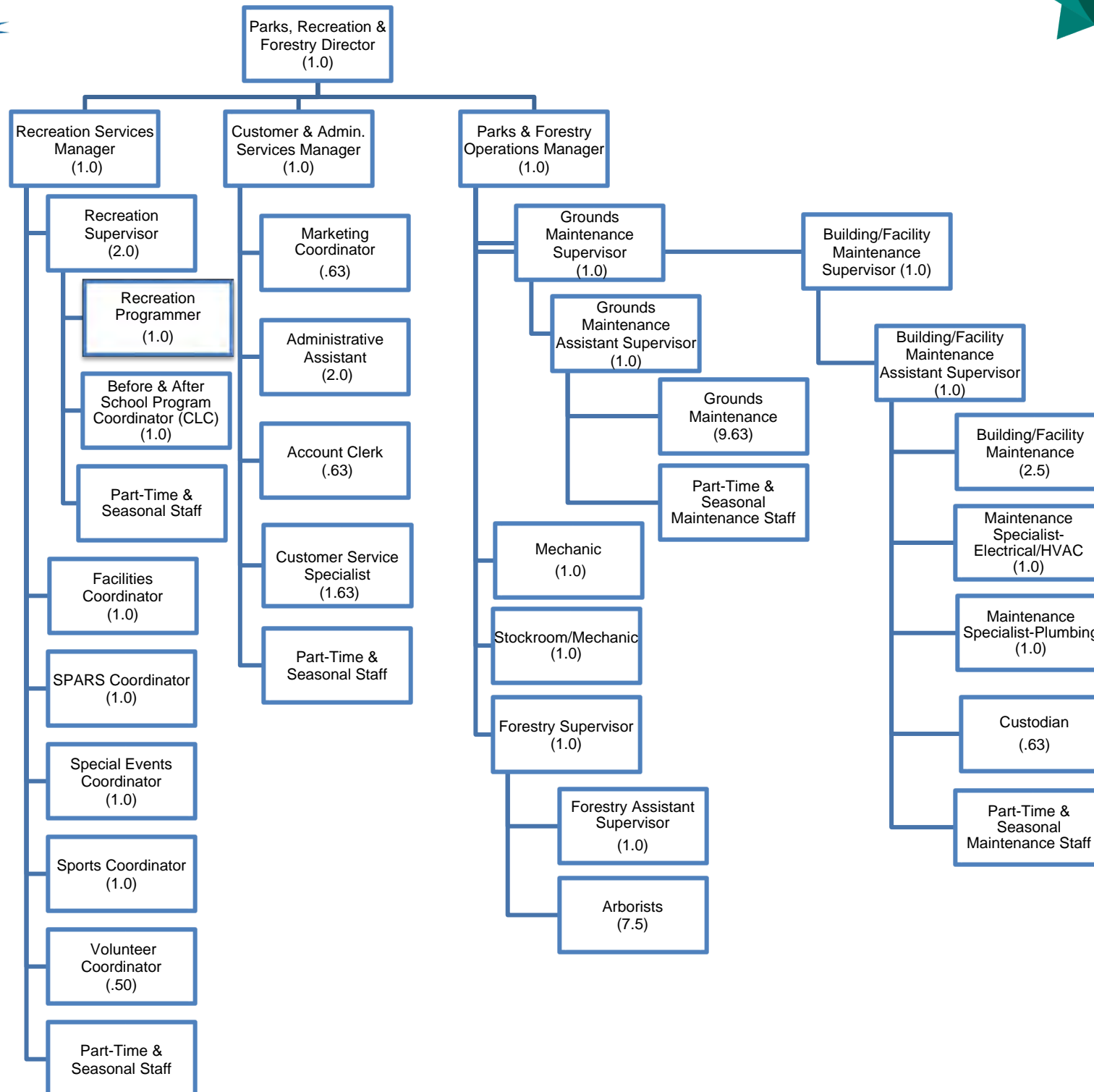
Our annual evaluations and reports including: Facility Rental Services, Pool/Aquatic Program, Best Customer, Financial Assistance, Community Block Grant Reports, Community Learning Center Performance, 4K Benchmark Assessment Data and Fees and Charges Schedule will provide important information/direction in the fine tuning of program offerings.

# **Appendix A**

## Organization Chart



# City of Waukesha Parks, Recreation & Forestry Department Organizational Chart 2023



# **Appendix B**

## Operational Database and Program Segmentation Information

## Inventory of Centers:

Center Name	Square Feet	Amenities	Other Comments
Buchner Pool and Community Center	1,870 Wading Pool  9,890 Main Pool  2,453 Current Channel and Slide Plunge Pool	Olympic size rectangular pool with dedicated lap swimming, volleyball, basketball, fitness bikes, aqua jog belts and 1-meter diving board. Children's pool zero depth entry with spray features and small slide. Channel and side plunge pool with slides, relaxation and exercise. Food and beverage allowed on concession deck. Dedicated lap swim lane during all swim hours.	Summer Operation
EB Shurts	7,992	Located in the tranquil Fox River Sanctuary surrounded by landscaped park that includes a garden-arboretum. It is bordered by the Fox River Trail and Fox River. Amenities include: Glacier Drumlin trail access, trail user restrooms, Caterer's kitchen, 95-ft attached outdoor deck, parking lot, 2 classrooms (Live display, Habitat Display), resource area office and storage space.	Joint building usage: School District of Waukesha Environmental Education Center and WPRF Multipurpose Use (School District of Waukesha Attendance at EB Shurts 8,000 to 9,000 visitors with the help of over 1,000 volunteers)
Horeb Springs Aquatics Center	5,419	Two flume slides, zero depth entry with water features, three meter and one meter diving boards, full concession menu and concession desk, "Splashtastic Parties" on the deck and pool rental.	Summer Operation
Rotary Building – Community Center	3,097	Located along the Fox River in beautiful Frame Park, this picturesque setting is a perfect place for receptions, parties and meetings. A vast array of landscaped planting's surround this building. A 1.7-mile multi-use trail loops around the river right to the front door. Amenities include: Caterer's kitchen, bocce ball court, fireplace, piano, parking and view of Fox River, trail user bathroom.	
Schuetze Recreation Center	19,047	Located on the south end of frame park, the Schuetze Recreation center amenities include: Gym, conference room, 2 large group meeting rooms, kitchen/meeting room, office, storage space, resource area	

## **Waukesha, Wisconsin Park and Recreation Influencing Trends 2022**

Staying on top of current trends while providing programs, services, and facilities for parks, recreation and forestry can be both challenging and rewarding. Understanding and responding to the changing recreation interests of the City of Waukesha is crucial to the continued success of the Department.

The following highlights relevant local, regional, and national recreation trends relative to the City of Waukesha demographic and their identified desires and interests.

### **Demographics Trends**

Demographic trends are important to analyze when creating meaningful recreational programming. From 2010-2020, the population of the City of Waukesha rose 4.3%. In 2021, the largest share of population by age group in Waukesha County was 25-54 at 36.2%. It's notable that the largest projection of population by age group (1970-2050 projection) is ages 25-54, approximately 165,000. [1] Therefore recreational opportunities should trend toward options for this age group. According to *Recreation Management*, Outdoor Recreation has been boosted by the Coronavirus Pandemic. Utilizing information from the Outdoor Industry Association they provided that Americans looked to outdoor opportunities for recreation citing that "participants were more likely to be female, younger, living in urban areas and slightly more ethnically diverse". "Initial findings of the special new participant report show strong overall increase in outdoor recreation by a slightly more demographically and socio economically diverse participant base". [2] Some recommendations might be utilizing park outdoor spaces more efficiently and thoughtfully.

[1] *Waukesha County by the Numbers. Using Economic and Demographic Data to Understand Economic Development Opportunities. 2021 Update. Matt Kures*

[2] *Recreation Management Ideas and Solutions for Recreation, Sports and Fitness Facilities*

### **Parks and Facility Trends**

Recreation trends, pertaining to parks and facilities, revolve around coming out of and overcoming the Covid-19 pandemic and adapting to the change in landscape because of it. Parks and recreation facilities are essential in establishing and maintaining the quality of life in any community, now more than ever. Providing an outlet in the great outdoors for people to exercise or socialize has long been the provenance of parks, and the pandemic seemingly only boosted people's use of these spaces. According to *Recreation Management* magazine's "Trends in Parks & Recreation," initial findings of the special new participant report show strong overall increases in outdoor recreation by a slightly more demographically and socioeconomically diverse participant base. This highlights the need to ensure equitable access to the outdoors for all. It further goes on to state that with so many more people turning to parks and trails over the past year, it's no surprise that park respondents were most likely to be planning to

add more outdoor outlets for activities. As a result of this, the most planned additions for park respondents were:

1. Outdoor fitness areas and fitness trails
2. Splash play areas
3. Walking and hiking trails
4. Dog parks
5. Playgrounds
6. Park shelters
7. Disc golf courses
8. Bike trails
9. Park restroom structures
10. Open spaces and natural areas

It's important to note that all these features are among the types of amenities that have become much more popular over the past year as the coronavirus pandemic forced people to seek their fitness and socialization in the great outdoors, according to the Recreation Management 2022 article. Recognizing the importance placed on outdoor recreation and adjusting future to increase outdoor amenities will prove to be crucial in order to meet the demand of residents and the community.

According to Neelay Bhatt, a nationally recognized Parks, Recreation and Sports consultant, "The pandemic has forever altered the parks and recreation industry including several others. There's no going back to 'the way things were. For organizations to thrive in this new normal, it is critical that they embrace change, adopt new technologies and build a culture of innovation." After all, according to the Recreation Management article, 68% of park respondents said they had closed indoor facilities, and only 35.1% said they closed outdoor facilities because of the pandemic.

*"Trends in Parks & Recreation," Recreation Management, 2022*

*"The Emerging Parks and Recreation Industry Trends in 2022 (and beyond)," [www.omnify.com](http://www.omnify.com), 2022*

## **Before and Afterschool Trends**

Research shows that high-quality afterschool programs improve student's educational outcomes, school, and social and emotional learning.

Afterschool programming has been shown to improve social and academic outcomes for students. One of the biggest challenges is the continued demand for affordable afterschool programs. According to their research, for every child enrolled, three are waiting to get into a program, that equates to roughly 25 million children who are unable to access afterschool programs. The barriers continue to be program cost, availability, and transportation or accessibility. The Nita M. Lowey 21st Century Community Learning Centers (21st CCLC) program, is the only dedicated federal funding stream, is available specifically for local afterschool, before-school, and summer learning programs. Through state education-awarded grants, this program currently serves nearly 2 million youths. As federal funding has not kept up with inflation,

the 21st CCLC funding level is now \$10 million lower in inflation-adjusted terms since 2014. Thus, leaving the burden of funding such programs fall on states, communities, and families. Support for engaging and enriching afterschool programs reached its highest level in history in 2020 in, with 87 percent bipartisan parent support of public funding for programs that provide afterschool opportunities to students in communities that have few opportunities for children and youth. However, allocating additional funding for afterschool can be difficult with tight state budgets.

## **Youth Program Planning Trends**

Hiring Program Staff is a particularly important topic this year. Hiring struggles are widely known in the recreation program industry.

Training and Education for youth program staff is critical. Equally critical is delivering this information as pre-camp or pre-program training.

Agencies and organizations are using several delivery platforms for recruitment strategies and to provide quality trainings to strengthen and increase the overall quality of programs.

*“Afterschool Programs That Follow Evidence-Based Practices to Promote Social and Emotional Development are Effective” Joseph A Durlak, Loyola University Chicago and Roger P. Weissberg, University of Illinois at Chicago*

*America After 3PM Demand Grows, Opportunity Shrinks, Afterschool Alliance*

*2022 Youth Program Planning: Out with the Old and In with the New, Sandy Weaver MS, December 15, 2021*

NRPA - <https://www.nrpa.org/parks-recreation-magazine/2022/january/top-trends-in-parks-and-recreation-for-2022/>

## **Volunteer Trends**

According to a 2019 report from Americorps, an estimated “30% of Americans or 77.9 million people reported they volunteered for an organization or association.” Another report through Americorps stated that “Consistent with previous research, 2019 volunteering rates vary by demographic, socioeconomic, and family characteristics”. The article states that to understand this dynamic, one needs to look at social inequities like race, class and gender as deeply intertwined. Quite a range of factors influence volunteer trends across the board. [4] Unduplicated volunteers at the City of Waukesha have increased both volunteer hours and engagement numbers from 2021-2022. [5] This trend has been evident over the last 4 years in Waukesha, except for the year 2020, due to the Coronavirus pandemic.



**City of Waukesha Parks,  
Recreation & Forestry  
Volunteers**

	<b>2021</b>	<b>2022</b>
<b>Program Enrollment</b>	36	
<b>Volunteer Hours</b>	22,037	28,218
<b>Volunteer Engagements</b>	10,031	10,400
<b>Number of Unduplicated Volunteers</b>	1,542	1,764
<b>Totals Value (hours x \$28.54 - \$29.99)</b>	\$628,935.98	\$846,257.82

[3] AmeriCorps, Office of Research and Evaluation. (2021). *Key Findings from the 2019 Current Population Survey: Civic Engagement and Volunteering Supplement.* (by Laura Hanson Schlachter, Ph.D.). Washington, DC: Author.

[4] Americorps 2019 “Volunteering in America: Cities”

[5] 2022 Annual Report, City of Waukesha

### **Special Events Trends**

The world of event planning has gone through many changes over the last two years, and it may take another year to feel “normal” again. The list below reflects some of the current trends in the event management industry.

- Holiday events
- Themed special events
  - Immersive experiences using technology
    - augmented reality – overlays visual, audio, or other sensory information
    - extended reality – ultra-realistic settings despite your location
    - Touch free experience
- Shift from money making to marketing – use events as public relations opportunities
- Microevents – smaller attendance, greater ROI
- Focus on ambiance
  - Creativity in delivery
  - Lighting
- Hybrid events
- Continued conversion of indoor to outdoor activities

*Omnify - the emerging park and recreation industry trends in 2021 and beyond*

*Recreation Management - <https://recmanagement.com/feature/202106FE03>*

*AMP Event Group - <https://www.amp-events.com/blog/6-event-industry-trends-for-2022>*

*NRPA - <https://www.nrpa.org/parks-recreation-magazine/2022/january/top-trends-in-parks-and-recreation-for-2022/>*

## **Technology Trends**

Governments continue to see communities prioritize indoor/outdoor access and support technical advancements in buildings and infrastructure. Some advancements include:

- Automatic mowing equipment
- Self- maintained toilets
- Robotic cleaning systems
- Semi-autonomous drones for tasks – chemical application
- Software solutions and advanced reservation procedures to manage crowds and capacity
  - Contactless payments
- Online tools for hybrid work culture
- Wi-Fi access in parks
- Charging stations in parks
- Downloadable contents such as augmented-reality walks, games, exhibits
- Making parks Insta-worthy (photogenic spots for Instagram)
- Glow in the Dark Plants to Light Trails

*Omnify - the emerging park and recreation industry trends in 2021 and beyond*

*Recreation Management - <https://recmanagement.com/feature/202106FE03>*

*AMP Event Group - <https://www.amp-events.com/blog/6-event-industry-trends-for-2022>*

*NRPA - <https://www.nrpa.org/parks-recreation-magazine/2022/january/top-trends-in-parks-and-recreation-for-2022/>*

## **Sports Trends**

The National Parks and Recreation Association stated in their 2022 trends article that multiple studies have found a sharp and continuing decline in youth sport participation. This trend has been alarming to youth sports organization and child health experts. Rachel Banner, director of park access for NRPA believes that we will see considerable innovation in how sports programs are offered, and there will be a return to community-based sports. “Parks and recreation agencies are ideally positioned to be the multi-sport providers”. Trends include a rise in non-traditional sports. Pickleball will continue to increase in popularity as virtually anyone can play in a variety of indoor and outdoor settings.

Recreation Management documents that adult recreation sports volleyball, softball, football, and soccer have sustained their momentum. Flashback sports – kickball, dodgeball, wiffleball have been trending nationwide in clientele in their 20's and 30's. There has also been popularity adapting the classics (example 3 x 3 soccer).

Short-term programming continues to grow – one weekend events, one day events or two weekends.

Pickleball continues to dominate with the main driver being the over 50 crowd.

*2022 Recreation Management – Programming: Recreational Sports*

NRPA - <https://www.nrpa.org/parks-recreation-magazine/2022/january/top-trends-in-parks-and-recreation-for-2022/>

### **Aquatic Trends**

The aquatics industry has faced many challenges which have helped shape current trends. The COVID-19 pandemic has been detrimental to Aquatic Staffing levels, and the US is faced with a nationwide lifeguard shortage. Due to the shortage, many facilities shuttered their doors in 2022 due to insufficient staffing levels. Due to a lack of staff, splash pads are becoming more popular as they require a lean staff to operate. According to Recreation Management, Splash play areas continue to be desirable park assets, with 24.9% of facilities planning as they improve play value and require a small staff to operate.

The top ten most common program additions in 2021 include:

- Programs for those with physical disabilities (planned by 30% of those who will be adding programs, up from 28.3% in 2019)
- Dive-in movies (29.1%, down from 38.7%)
- Programs for those with developmental disabilities (26.1%, virtually unchanged from 26%)
- Aqua-yoga and other balance programs (24.2%, down from 28.3%)
- Aquatic aerobics (18.8%, down from 21.4%)
- Learn-to-swim programs (16.4%, up from 12.1%)
- Water safety training (12.7%, up from 11%)
- Adult swim teams (10.9%, down from 16.2%)
- Lifeguard training (10.9%, up from 9.2%)
- Youth swim teams (10.3%)

WISN 12 - <https://www.wisn.com/article/cool-waters-to-remain-closed-this-summer/40053466#>  
Recreation Management - [https://recmanagement.com/feature\\_print.php?fid=202102su01](https://recmanagement.com/feature_print.php?fid=202102su01)

## **Senior Trends**

Citizens age 65+ is the fastest growing category in the United States. According to the U.S. Census Bureau, 13.0 percent of the U.S. population was at least 65 years old in 2010. Just five years later, this percentage had risen to 14.9 percent or 47.8 million people. The Census Bureau anticipates the 65-plus population will swell to 65.9 million, nearly 38 percent, between 2020 and 2025. This group will grow even further to 82.3 million by 2040, at which time it will represent 21.7 percent of the total U.S. population and will be larger than the percentage of the population under the age of 18.

There has been a significant increase in demand for active older adult programming. Senior fitness, special events and especially Pickleball have seen huge increases in attendance. According to the NRPA Top Trends Report, Pickleball is estimated to have more than 4 million people playing with exponential growth anticipated.

According to the National Council on Aging, Senior Centers serve as a gateway to the nations aging network, connecting 1 million older adults to vital community services. Trends with 55+ programming include:

- Meal and nutrition programs
- Information and assistance
- Health, fitness, and wellness programs
- Transportation services
- Public benefits counseling
- Employment assistance
- Volunteer and civic engagement opportunities
- Social and recreational activities
- Educational and arts programs
- Intergenerational programs

NRPA - <https://www.nrpa.org/parks-recreation-magazine/2017/july/parks-and-recreation-serving-a-growing-older-population/>

NCO - <https://ncoa.org/article/get-the-facts-on-senior-centers>

# **Waukesha, WI**

## **The National Community Survey**

Report of Results  
2022

**Report by:**



**Visit us online!**  
[www.polco.us](http://www.polco.us)

## About The NCS™

The National Community Survey™ (The NCS™) report is about the “livability” of Waukesha. A livable community is a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live. The survey was developed by the experts from National Research Center at Polco (NRC).

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions considering ten central facets of a community:

- Economy
- Mobility
- Community Design
- Utilities
- Safety
- Natural Environment
- Parks and Recreation
- Health and Wellness
- Education, Arts, and Culture
- Inclusivity and Engagement

The report provides the opinions of a representative sample of 417 residents of the City of Waukesha collected from January 13th, 2022 to March 3rd, 2022. The margin of error around any reported percentage is 5% for all respondents and the response rate for the 2022 survey was 16%. Survey results were weighted so that the demographic profile of respondents was representative of the demographic profile of adults in Waukesha.



## How the results are reported

For the most part, the percentages presented in the following tabs represent the “percent positive.” Most commonly, the percent positive is the combination of the top two most positive response options (i.e., excellent/good, very safe/somewhat safe, etc.). On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in the tab “Complete data.” However, these responses have been removed from the analyses presented in most of the tabs. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

## Comparisons to benchmarks

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in surveys from over 600 communities whose residents evaluated the same kinds of topics on The National Community Survey. The comparison evaluations are from the most recent survey completed in each community in the last five years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. The communities in the database represent a wide geographic and population range. In each tab, Waukesha’s results are noted as being “higher” than the benchmark, “lower” than the benchmark, or “similar” to the benchmark, meaning that the average rating given by Waukesha residents is statistically similar to or different (greater or lesser) than the benchmark. Being rated as “higher” or “lower” than the benchmark means that Waukesha’s average rating for a particular item was more than 10 points different than the benchmark. If a rating was “much higher” or “much lower,” then Waukesha’s average rating was more than 20 points different when compared to the benchmark.

The survey was administered during the COVID-19 pandemic, a time of challenge for many local governments. While we provide comparisons to national benchmarks, it is important to note that much of the benchmark data was collected prior to the pandemic. This may impact how your City’s 2022 ratings compare to other communities’ ratings from the past five years.

## Methods

### Selecting survey recipients

All households within the City of Waukesha were eligible to participate in the survey. A list of all households within the zip codes serving Waukesha was purchased from Go-Dog Direct based on updated listings from the United States Postal Service. Since some of the zip codes that serve the City of Waukesha households may also serve addresses that lie outside of the community, the exact geographic location of each housing unit was compared to community boundaries using the most current municipal boundary file. Addresses located outside of the City of Waukesha boundaries were removed from the list of potential households to survey. Each address identified as being within city boundaries was further identified as being within one of the 15 districts. From that list, addresses were randomly selected as survey recipients, with multi-family housing units (defined as those with a unit number) sampled at a rate of 5:3 compared to single family housing units.

An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the introduction of the survey.

### Conducting the survey

The 2,700 randomly selected households received mailings beginning on January 13th, 2022 and the survey remained open for 7 weeks. For 1,200 households, the first mailing was a postcard inviting the household to participate in the survey. The next mailing contained a cover letter with instructions, the survey questionnaire, and a postage-paid return envelope. The final mailing contained a reminder letter, another survey, and a postage-paid return envelope. For the remaining 1,500 households, the first mailing was a postcard inviting the household to participate, followed one week later by a reminder postcard. All mailings included a web link to give residents the opportunity to respond to the survey online. All follow-up mailings asked those who had not completed the survey to do so and those who had already done so to refrain from completing the survey again.

The survey was available in English and Spanish. All mailings contained paragraphs in both languages instructing participants on how to complete the survey in their preferred language.

About 3% of the 2,700 mailed invitations or surveys were returned because the household address was vacant or the postal service was unable to deliver the survey as addressed. Of the remaining 2,618 households that received the invitations to participate, 417 completed the survey, providing an overall response rate of 16%. The response rate was calculated using AAPOR’s response rate #2\* for mailed surveys of unnamed persons.

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents’ opinions are relied on to estimate all residents’ opinions. The margin of error for the City of Waukesha survey is no greater than plus or minus five percentage points around any given percent reported for all respondents (417 completed surveys).

In addition to the randomly selected “probability sample” of households, a link to an online open participation survey was publicized by the City of Waukesha. The open participation survey was identical to the probability sample survey with two small updates; it included a map at the beginning asking where the respondent lives and a question about where they heard about the survey. The open participation survey was open to all city residents and became available on February 17th, 2022. The survey remained open for two weeks. The data presented in the following tabs exclude the open participation survey data, but a tab at the end provides the complete frequency of responses to questions by the open participation respondents.

## Analyzing the data

Responses from mailed surveys were entered into an electronic dataset using a “key and verify” method, where all responses are entered twice and compared to each other. Any discrepancies were resolved in comparison to the original survey form. Range checks as well as other forms of quality control were also performed. Responses from surveys completed on Polco were downloaded and merged with the mailed survey responses.

The demographics of the survey respondents were compared to those found in the 2010 Census and 2019 American Community Survey estimates for adults in the City of Waukesha. The primary objective of weighting survey data is to make the survey respondents reflective of the larger population of the community. The characteristics used for weighting were age, sex, race, Hispanic origin, housing type, housing tenure, and area. No adjustments were made for design effects. Weights were calculated using an iterative, multiplicative raking model known as the ANES Weighting Algorithm.\* The results of the weighting scheme for the probability sample are presented in the following table.

NRC aligns demographic labels with those used by the U.S. Census for reporting purposes, when possible. Some categories (e.g., age, race/Hispanic origin, housing type, and length of residency) are combined into smaller subgroups.

		Unweighted	Weighted	Target*
Age	18-34	8%	35%	34%
	35-54	27%	33%	33%
	55+	65%	32%	32%
Area	Area 1	6%	7%	7%
	Area 2	4%	8%	8%
	Area 3	5%	7%	7%
	Area 4	6%	7%	7%
	Area 5	10%	6%	6%
	Area 6	6%	7%	7%
	Area 7	5%	7%	7%
	Area 8	5%	6%	6%
	Area 9	8%	7%	7%
	Area 10	6%	7%	7%
	Area 11	3%	6%	6%
	Area 12	8%	6%	6%
	Area 13	12%	6%	6%
	Area 14	9%	7%	7%
	Area 15	6%	7%	7%
Hispanic origin	No, not Spanish, Hispanic, or Latino	96%	89%	89%
	Spanish, Hispanic, or Latino	4%	11%	11%
Housing tenure	Own	81%	58%	58%
	Rent	19%	42%	42%
Housing type	Attached	34%	49%	49%
	Detached	66%	51%	51%
Race & Hispanic origin	Not white alone	9%	18%	18%
	White alone, not Hispanic or Latino	91%	82%	82%
Sex	Female	57%	52%	52%
	Male	43%	48%	48%
Sex/age	Female 18-34	4%	18%	18%
	Female 35-54	17%	16%	16%
	Female 55+	36%	18%	18%
	Male 18-34	4%	17%	17%
	Male 35-54	10%	17%	17%
	Male 55+	29%	14%	14%



The survey datasets were analyzed using all or some of a combination of the Statistical Package for the Social Sciences (SPSS), R, Python, and Tableau. For the most part, the percentages presented in the reports represent the “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., excellent/good, very safe/somewhat safe, essential/very important, etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month.

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in the tab “Complete data”. However, these responses have been removed from the analyses presented in the reports. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

## Contact

The City of Waukesha funded this research. Please contact Rebecca Pederson of the City of Waukesha at [rpederson@waukesha-wi.gov](mailto:rpederson@waukesha-wi.gov) if you have any questions about the survey.

## Survey Validity

See the Polco Knowledge Base article on survey validity at <https://info.polco.us/knowledge/statistical-vali>

\* See AAPOR’s Standard Definitions for more information at

<https://www.aapor.org/Publications-Media/AAPOR-Journals/Standard-Definitions.aspx>

\* Pasek, J. (2010). ANES Weighting Algorithm. Retrieved from

<https://web.stanford.edu/group/iriss/cgi-bin/anesrake/resources/RakingDescription.pdf>

\* Targets come from the 2010 Census and 2019 American Community Survey

## Highlights

### Residents enjoy a high quality of life and a strong sense of safety in Waukesha.

The overall quality of life in Waukesha received positive ratings from about 8 in 10 residents. A similarly high proportion of residents were pleased with Waukesha as a place to live and to raise children, on par with comparison communities across the nation. About 6 in 10 survey participants also approved of the city as a place to retire. In addition, most respondents would recommend living in Waukesha to others (82%) and planned to remain in the city for the next five years (85%).

Results indicated that residents generally feel safe in Waukesha, contributing to the positive quality of life experienced in the community. About 9 in 10 reported feeling very or somewhat safe in their neighborhood and in Waukesha's downtown/commercial area during the day. Three-quarters favorably rated the overall feeling of safety in the city as a whole and reported feeling safe from violent crime and property crime. All safety-related services on the survey also received high marks from the majority of respondents. About 8 in 10 offered excellent or good ratings for the city's fire services, ambulance/EMS services, fire prevention and education, and animal control. Police services garnered positive reviews from three-quarters of residents, while crime prevention and emergency preparedness were viewed favorably by at least 6 in 10. All of these ratings were on par with the national average.

### Waukesha's mobility and related services are valued by residents.

About three-quarters of residents awarded high marks to the ease of walking and ease of travel by car in Waukesha, and nearly 7 in 10 did the same for the overall quality of the city's transportation system. Over half were also pleased with the ease of travel by bicycle and public parking. At least 7 in 10 provided excellent or good ratings for snow removal and street cleaning services, and about 6 in 10 approved of the city's street lighting, traffic enforcement, and sidewalk maintenance. These ratings were all similar to benchmark comparison communities nationwide. Positive evaluations were given to traffic flow on major streets (66%) and the city's bus or transit services (71%), on par with custom benchmark comparisons but higher than the national averages. In addition, the ease of travel by public transportation in Waukesha was rated favorably by nearly 6 in 10 respondents, surpassing both sets of benchmarks.

### Residents identify the City's utility infrastructure as a priority and a potential opportunity for growth.

When asked about which aspects of the community the City should focus on in the next two years, about 9 in 10 respondents prioritized the overall utility infrastructure. In comparison, just over half of residents gave positive ratings to the quality of the utility infrastructure in Waukesha (57% excellent or good), indicating that this may be a potential area of growth for the coming years. Storm water management and sewer services received favorable evaluations from about three-quarters of respondents, on par with other communities across the nation. However, only about half offered positive ratings for the city's utility billing, which was lower than both national and custom benchmark comparisons. Garbage collection (51%) and drinking water (40%) also scored much lower than both sets of benchmarks.

### Waukesha's economy is a strong community feature.

Evaluations of the city's economy were favorable, with three-quarters of respondents offering positive reviews of Waukesha's overall economic health. About 7 in 10 felt that Waukesha was an excellent or good place to work, similar to comparison communities across the nation, and employment opportunities in the city received above-average ratings from respondents (61%). In a custom question unique to Waukesha's survey, two-thirds of respondents reported that employer amenities (such as remote working abilities, access to childcare, ease of commute, and wellness-supporting policies and facilities) should be an essential or very important area of focus for the City in the coming years.

Additionally, residents were pleased with the overall quality of business and service establishments (81% excellent or good), the variety of such establishments (74%), and the vibrancy of Waukesha's downtown/commercial area (66%), all of which were on par with benchmark comparisons. About 7 in 10 awarded high marks to the city's shopping opportunities, higher than the national benchmarks. When asked to rate the availability of certain amenities within their neighborhoods and surrounding areas (as opposed to the city as a whole), about 7 in 10 residents positively assessed the availability of grocery stores, general shopping and personal services, and restaurants in their vicinity.

## Facets of livability

Resident perceptions of quality and importance for each of the facets of community livability provide an overview of community strengths and challenges that are useful for planning, budgeting and performance evaluation. The charts below show the proportion of residents who rated the community facets positively for quality and the priority (importance) placed on each. Also displayed is whether local ratings were lower, similar, or higher than communities across the country (the national benchmark).

**Please rate each of the following characteristics as they relate to Waukesha as a whole.**

(% excellent or good)		vs. benchmark*
Overall economic health	76%	Similar
Overall quality of the transportation system	69%	Similar
Overall design or layout of residential and commercial areas	56%	Similar
Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	57%	Similar
Overall feeling of safety	74%	Similar
Overall quality of natural environment	76%	Similar
Overall quality of parks and recreation opportunities	88%	Similar
Overall health and wellness opportunities	80%	Similar
Overall opportunities for education, culture, and the arts	69%	Similar
Residents' connection and engagement with their community	58%	Similar

**Please rate how important, if at all, you think it is for the Waukesha community to focus on each of the following in the coming two years.**

(% essential or very important)		
Overall economic health	89%	Similar
Overall quality of the transportation system	63%	Similar
Overall design or layout of residential and commercial areas	65%	Similar
Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	91%	Similar
Overall feeling of safety	87%	Similar
Overall quality of natural environment	82%	Similar
Overall quality of parks and recreation opportunities	78%	Similar
Overall health and wellness opportunities	76%	Similar
Overall opportunities for education, culture, and the arts	75%	Similar
Residents' connection and engagement with their community	70%	Similar

\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

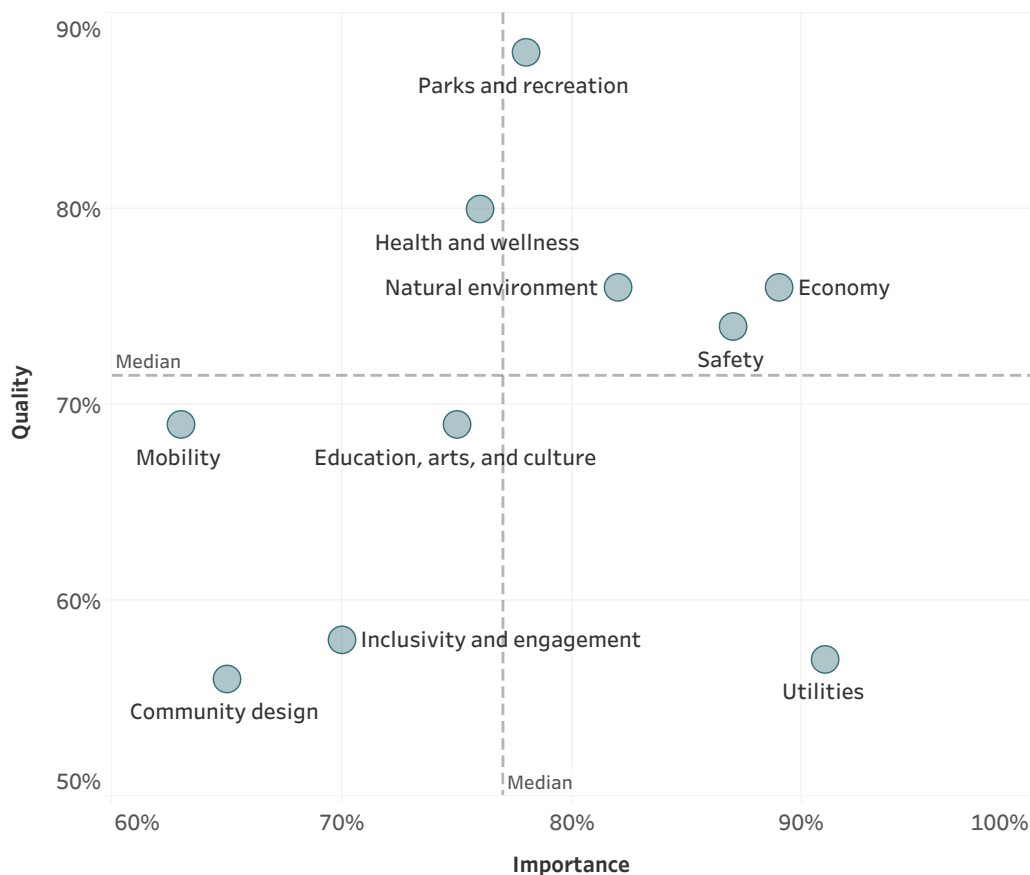
## Balancing performance and importance

Every jurisdiction must balance limited resources while meeting resident needs and striving to optimize community livability. To this end, it is helpful to know what aspects of the community are most important to residents and which they perceive as being of higher or lower quality. It is especially helpful to know when a facet of livability is considered of high importance but rated as lower quality, as this should be a top priority to address.

To help guide City staff and officials with decisions on future resource allocation, resident ratings of the importance of services were compared to their ratings of the quality of these services. To identify the services perceived by residents to have relatively lower quality at the same time as relatively higher importance, all services were ranked from highest perceived quality to lowest perceived quality and from highest perceived importance to lowest perceived importance. Some services were in the top half of both lists (higher quality and higher importance); some were in the top half of one list but the bottom half of the other (higher quality and lower importance or lower quality and higher importance); and some services were in the bottom half of both lists.

Services receiving quality ratings of excellent or good by 72% or more of respondents were considered of “higher quality” and those with ratings lower than 72% were considered to be of “lower quality.” Services were classified as “more important” if they were rated as essential or very important by 77% or more of respondents. Services were rated as “less important” if they received a rating of less than 77%. This classification uses the median ratings for quality and importance to divide the services in half.

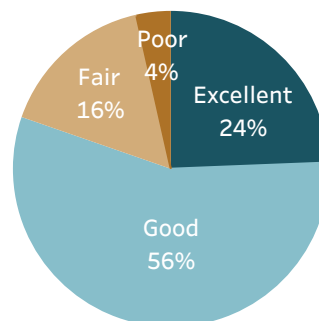
The quadrants in the figure below show which community facets were given higher or lower importance ratings (right-left) and which had higher or lower quality ratings (up-down). Facets of livability falling closer to a diagonal line from the lower left to the upper right are those where performance ratings are more commensurate with resident priorities. Facets scoring closest to the lower right hand corner of the matrix ( higher in importance and lower in quality) are those that may warrant further investigation to see if changes to their delivery are necessary to improve their performance. This is the key part of this chart on which to focus. Facets falling in the top left hand corner of the chart (lower in importance but higher in quality) are areas where performance may outscore resident priorities, and may be a consideration for lower resource allocation.



## Quality of life

Measuring community livability starts with assessing the quality of life of those who live there, and ensuring that the community is attractive, accessible, and welcoming to all.

The overall quality of life in Waukesha



Please rate each of the following aspects of quality of life in Waukesha.  
(% excellent or good)

		vs. benchmark*
Waukesha as a place to live	83%	Similar
The overall quality of life	81%	Similar

Please indicate how likely or unlikely you are to do each of the following.  
(% very or somewhat likely)

Remain in Waukesha for the next five years	85%	Similar
Recommend living in Waukesha to someone who asks	82%	Similar

Please rate each of the following in the Waukesha community.  
(% excellent or good)

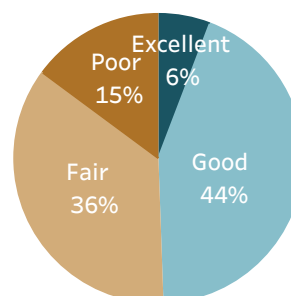
Overall image or reputation	67%	Similar
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\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Governance

Strong local governments produce results that meet the needs of residents while making the best use of available resources, and are responsive to the present and future needs of the community as a whole.

Overall confidence in Waukesha government



Please rate the quality of each of the following services in Waukesha.  
(% excellent or good)

		vs. benchmark*
Overall customer service by Waukesha employees	85%	Similar
Public information services	67%	Similar

Please rate the following categories of Waukesha government performance.  
(% excellent or good)

Treating residents with respect	62%	Similar
Generally acting in the best interest of the community	61%	Similar
The overall direction that Waukesha is taking	60%	Similar
Treating all residents fairly	56%	Similar
Being open and transparent to the public	54%	Similar
Being honest	54%	Similar
Informing residents about issues facing the community	54%	Similar
The job Waukesha government does at welcoming resident involvement	51%	Similar
Overall confidence in Waukesha government	50%	Similar
The value of services for the taxes paid to Waukesha	46%	Similar

Overall, how would you rate the quality of the services provided by each of the following?  
(% excellent or good)

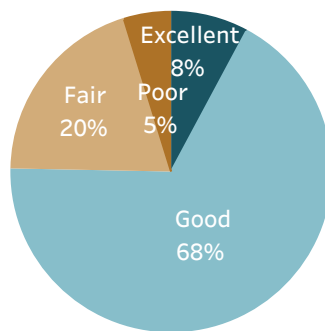
The City of Waukesha	70%	Similar
The Federal Government	40%	Similar

\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

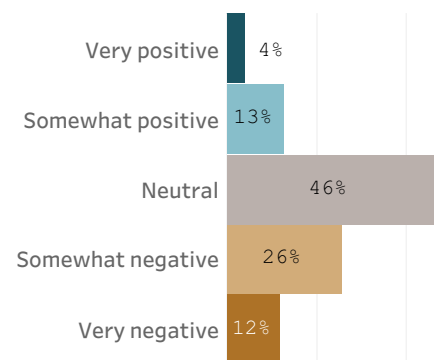
## Economy

Local governments work together with private and nonprofit businesses, and with the community at large, to foster sustainable growth, create jobs, and promote a thriving local economy.

Overall economic health of Waukesha



What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:



Please rate each of the following aspects of quality of life in Waukesha.  
(% excellent or good)

		vs. benchmark*
Waukesha as a place to work	72%	Similar
Waukesha as a place to visit	62%	Similar

Please rate each of the following characteristics as they relate to Waukesha as a whole.  
(% excellent or good)

Overall economic health	76%	Similar
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Please rate each of the following in the Waukesha community.  
(% excellent or good)

Overall quality of business and service establishments	81%	Similar
Variety of business and service establishments	74%	Similar
Shopping opportunities	71%	Higher
Vibrancy of downtown/commercial area	66%	Similar
Employment opportunities	61%	Higher
Cost of living	50%	Similar

Please rate the quality of each of the following services in Waukesha.  
(% excellent or good)

Economic development	62%	Similar
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What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:  
(% very or somewhat positive)

What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	<div><div></div></div> 17%	Lower
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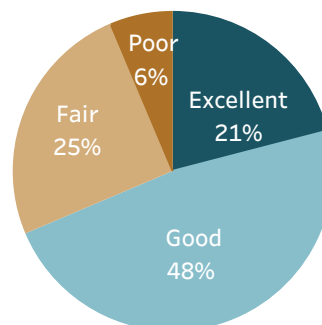
\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.



## Mobility

The ease with which residents can move about their communities, whether for commuting, leisure, or recreation, plays a major role in the quality of life for all who live, work, and play in the community.

Overall quality of the transportation system in Waukesha



Please rate each of the following characteristics as they relate to Waukesha as a whole.  
(% excellent or good)

		vs. benchmark*
Overall quality of the transportation system	69%	Similar

Please also rate each of the following in the Waukesha community.  
(% excellent or good)

Ease of walking	77%	Similar
Ease of travel by car	73%	Similar
Traffic flow on major streets	66%	Higher
Ease of travel by bicycle	63%	Similar
Ease of travel by public transportation	58%	Higher
Ease of public parking	56%	Similar

Please indicate whether or not you have done each of the following in the last 12 months.  
(% yes)

Walked or biked instead of driving	46%	Lower
Carpooled with other adults or children instead of driving alone	43%	Similar
Used public transportation instead of driving	11%	Lower

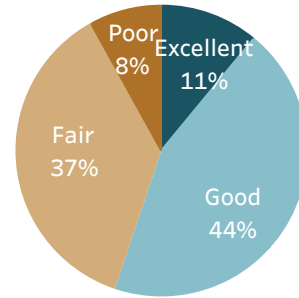
Please rate the quality of each of the following services in Waukesha.  
(% excellent or good)

Snow removal	75%	Similar
Street cleaning	73%	Similar

Bus or transit services	71%	Higher
Street lighting	65%	Similar
Traffic enforcement	59%	Similar
Sidewalk maintenance	58%	Similar
Traffic signal timing	52%	Similar
Street repair	38%	Similar

\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Overall design or layout of Waukesha's residential and commercial areas



## Community design

A well-designed community enhances the quality of life for its residents by encouraging smart land use and zoning, ensuring that affordable housing is accessible to all, and providing access to parks and other green spaces.

Please rate each of the following aspects of quality of life in Waukesha.  
(% excellent or good)

		vs. benchmark*
Your neighborhood as a place to live	82%	Similar

Please rate each of the following characteristics as they relate to Waukesha as a whole.  
(% excellent or good)

Overall design or layout of residential and commercial areas	56%	Similar
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Please also rate each of the following in the Waukesha community.  
(% excellent or good)

Preservation of the historical or cultural character of the community	74%	Similar
Overall appearance	73%	Similar
Public places where people want to spend time	71%	Similar
Overall quality of new development	65%	Similar
Well-designed neighborhoods	58%	Similar
Variety of housing options	58%	Similar
Well-planned residential growth	56%	Similar
Well-planned commercial growth	56%	Similar
Availability of affordable quality housing	46%	Similar

Please rate the quality of each of the following services in Waukesha.  
(% excellent or good)

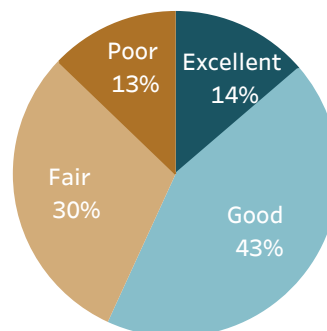
Land use, planning and zoning	52%	Similar
Code enforcement	48%	Similar

\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Utilities

Services such as water, gas, electricity, and internet access play a vital role in ensuring the physical and economic health and well-being of the communities they serve.

Overall quality of the utility infrastructure in Waukesha



Please rate each of the following characteristics as they relate to Waukesha as a whole.  
(% excellent or good)

		vs. benchmark*
Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	57%	Similar

Please rate the quality of each of the following services in Waukesha.  
(% excellent or good)

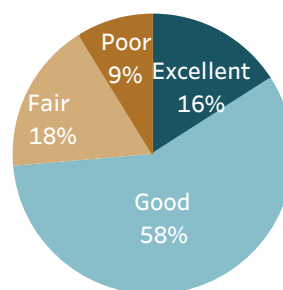
Storm water management	79%	Similar
Sewer services	74%	Similar
Utility billing	52%	Lower
Garbage collection	51%	Much lower
Drinking water	40%	Much lower

\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Safety

Public safety is often the most important task facing local governments. All residents should feel safe and secure in their neighborhoods and in the greater community, and providing robust safety-related services is essential to residents' quality of life.

Overall feeling of safety in Waukesha



Please rate each of the following characteristics as they relate to Waukesha as a whole.  
(% excellent or good)

vs.  
benchmark\*

Overall feeling of safety	74%	Similar
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Please rate how safe or unsafe you feel:  
(% very or somewhat safe)

In your neighborhood during the day	91%	Similar
In Waukesha's downtown/commercial area during the day	87%	Similar
From fire, flood, or other natural disaster	83%	Similar
From violent crime	79%	Similar
From property crime	74%	Similar

Please rate the quality of each of the following services in Waukesha.  
(% excellent or good)

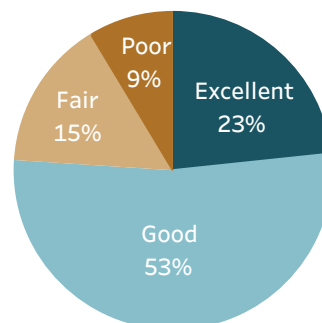
Fire services	88%	Similar
Ambulance or emergency medical services	81%	Similar
Fire prevention and education	79%	Similar
Animal control	79%	Similar
Police services	75%	Similar
Crime prevention	66%	Similar
Emergency preparedness	63%	Similar

\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Natural environment

The natural environment plays a vital role in the health and well-being of residents. The natural spaces in which residents live and experience their communities has a direct and profound effect on quality of life.

Overall quality of natural environment in Waukesha



Please rate each of the following characteristics as they relate to Waukesha as a whole.  
(% excellent or good)

		vs. benchmark*
Overall quality of natural environment	76%	Similar

Please also rate each of the following in the Waukesha community.  
(% excellent or good)

Air quality	81%	Similar
Water resources	79%	Similar
Cleanliness	74%	Similar

Please rate the quality of each of the following services in Waukesha.  
(% excellent or good)

Preservation of natural areas	71%	Similar
Recycling	69%	Similar
Waukesha open space	68%	Similar
Yard waste pick-up	63%	Similar

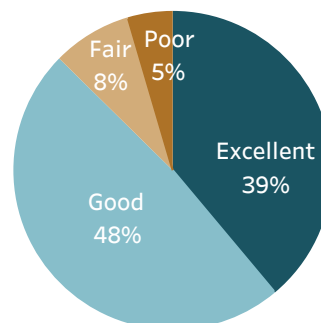
\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Parks and recreation

"There are no communities that pride themselves on their quality of life, promote themselves as a desirable location for businesses to relocate, or maintain that they are environmental stewards of their natural resources, without such communities having a robust, active system of parks and recreation programs for public use and enjoyment."

- National Recreation and Park Association

Overall quality of the parks and recreation opportunities



Please rate each of the following characteristics as they relate to Waukesha as a whole.

(% excellent or good)

		vs. benchmark*
Overall quality of parks and recreation opportunities	88%	Similar

Please also rate each of the following in the Waukesha community.

(% excellent or good)

Recreational opportunities	80%	Similar
Fitness opportunities	78%	Similar
Availability of paths and walking trails	78%	Similar

Please rate the quality of each of the following services in Waukesha.

(% excellent or good)

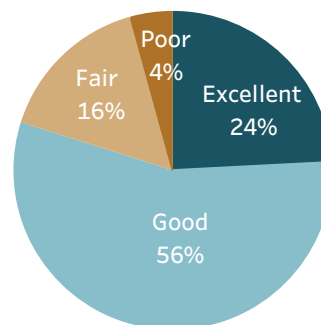
City parks	87%	Similar
Recreation programs or classes	85%	Similar
Recreation centers or facilities	81%	Similar

\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Health and wellness

The characteristics of and amenities available in the communities in which people live has a direct impact on the health and wellness of residents, and thus, on their quality of life overall.

Overall health and wellness opportunities in Waukesha



Please rate each of the following characteristics as they relate to Waukesha as a whole.  
(% excellent or good)

		vs. benchmark*
Overall health and wellness opportunities	80%	Similar

Please also rate each of the following in the Waukesha community.  
(% excellent or good)

Availability of affordable quality food	74%	Similar
Availability of affordable quality health care	71%	Similar
Availability of preventive health services	67%	Similar
Availability of affordable quality mental health care	51%	Similar

Please rate your overall health.  
(% excellent or very good)

Please rate your overall health.	65%	Similar
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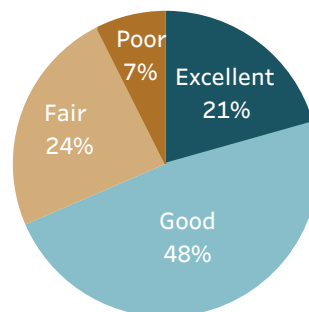
\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.



## Education, arts, and culture

Participation in the arts, in educational opportunities, and in cultural activities is linked to increased civic engagement, greater social tolerance, and enhanced enjoyment of the local community.

Overall opportunities for education, culture and the arts



Please rate each of the following characteristics as they relate to Waukesha as a whole.

(% excellent or good)

		vs. benchmark*
Overall opportunities for education, culture, and the arts	69%	Similar

Please also rate each of the following in the Waukesha community.

(% excellent or good)

Opportunities to attend special events and festivals	75%	Similar
Opportunities to attend cultural/arts/music activities	70%	Similar
Adult educational opportunities	67%	Similar
Community support for the arts	67%	Similar
K-12 education	58%	Lower
Availability of affordable quality childcare/preschool	48%	Similar

Please rate the quality of each of the following services in Waukesha.

(% excellent or good)

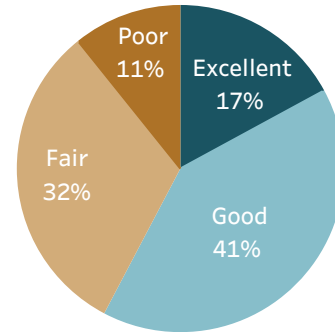
Public library services	89%	Similar
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\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Inclusivity and engagement

Inclusivity refers to a cultural and environmental feeling of belonging; residents who feel invited to participate within their communities feel more included, involved, and engaged than those who do not.

Residents' connection and engagement with their community



Please rate each of the following aspects of quality of life in Waukesha.  
(% excellent or good)

		vs. benchmark*
Waukesha as a place to raise children	80%	Similar
Sense of community	68%	Similar
Waukesha as a place to retire	62%	Similar

Please rate each of the following characteristics as they relate to Waukesha as a whole.  
(% excellent or good)

Residents' connection and engagement with their community	58%	Similar
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Please rate the job you feel the Waukesha community does at each of the following.  
(% excellent or good)

Making all residents feel welcome	71%	Similar
Valuing/respecting residents from diverse backgrounds	59%	Similar
Attracting people from diverse backgrounds	58%	Similar
Taking care of vulnerable residents	56%	Similar

Please also rate each of the following in the Waukesha community.  
(% excellent or good)

Opportunities to participate in social events and activities	74%	Similar
Opportunities to volunteer	68%	Similar
Neighborliness of residents	68%	Similar

Opportunities to participate in community matters	67%	Similar
Sense of civic/community pride	64%	Similar
Openness and acceptance of the community toward people of diverse backgrounds	54%	Similar

\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

## Residents' participation levels

Please indicate whether or not you have done each of the following in the last 12 months.  
(% yes)

vs.  
benchmark\*

Voted in your most recent local election	68%	Lower
Contacted the City of Waukesha for help or information	43%	Similar
Volunteered your time to some group/activity	27%	Similar
Watched a local public meeting	23%	Similar
Contacted Waukesha elected officials to express your opinion	17%	Similar
Campaigned or advocated for a local issue, cause, or candidate	15%	Similar
Attended a local public meeting	12%	Similar

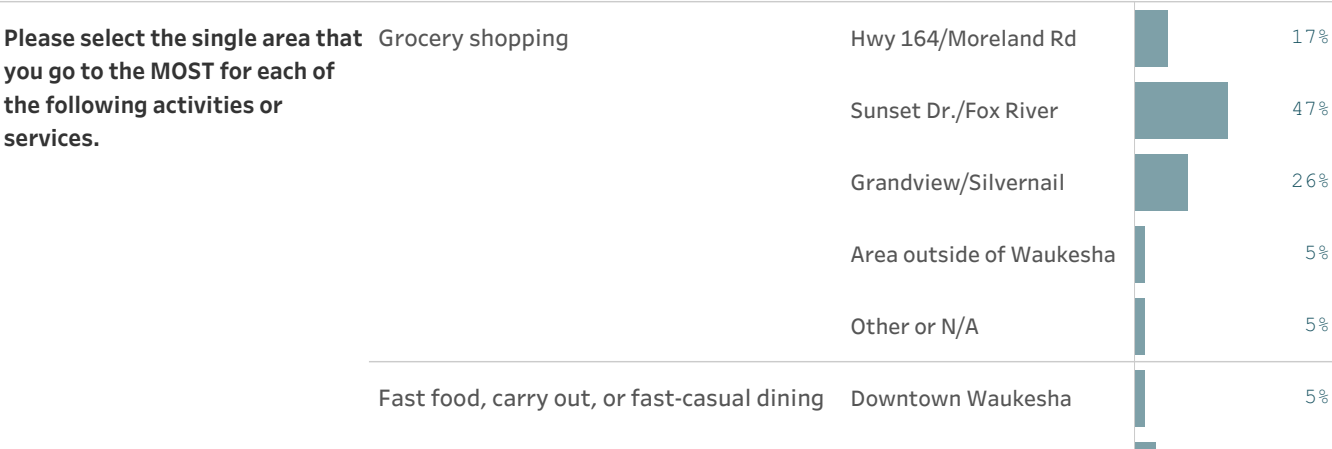
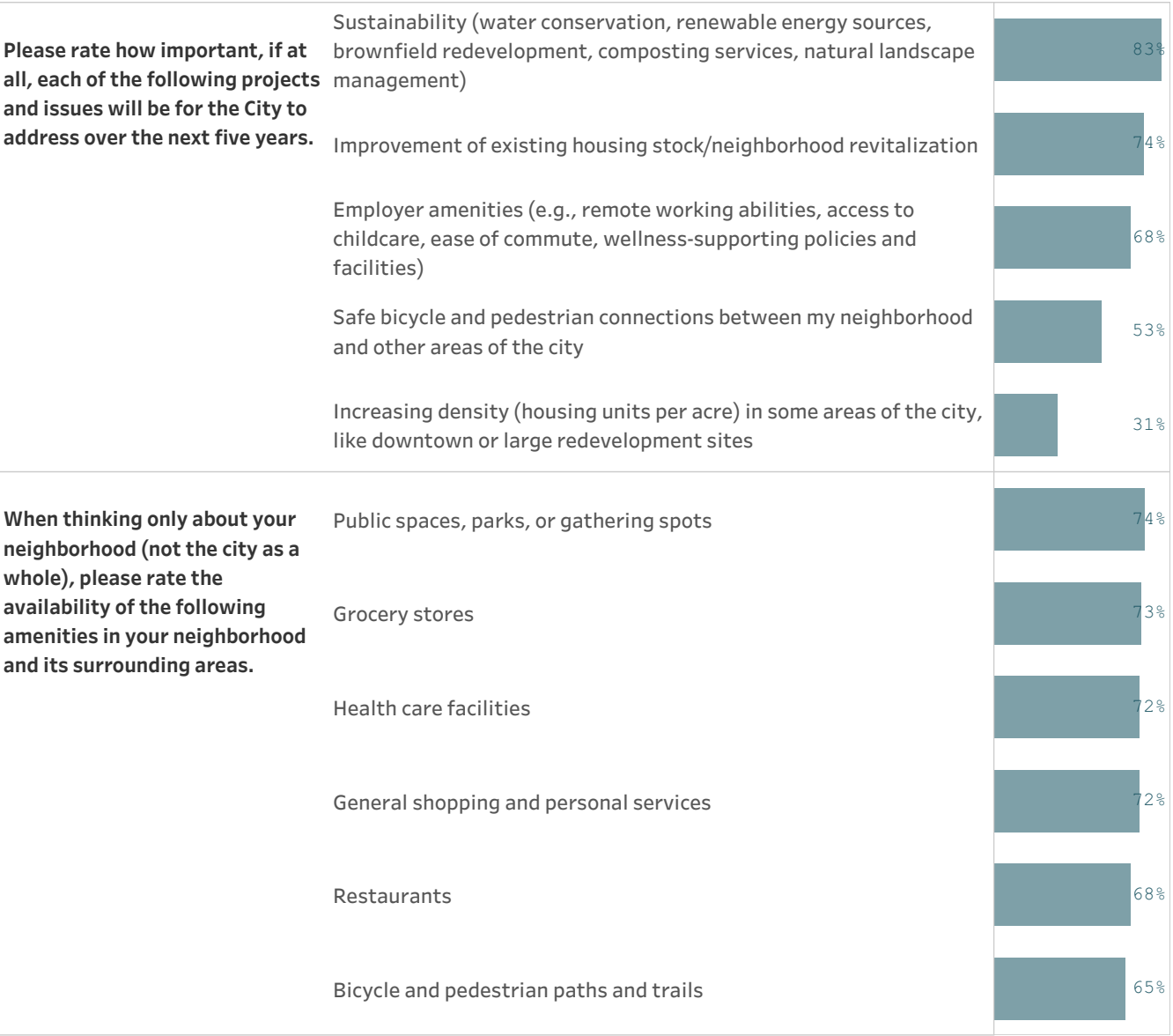
In general, how many times do you:  
(% a few times a week or more)

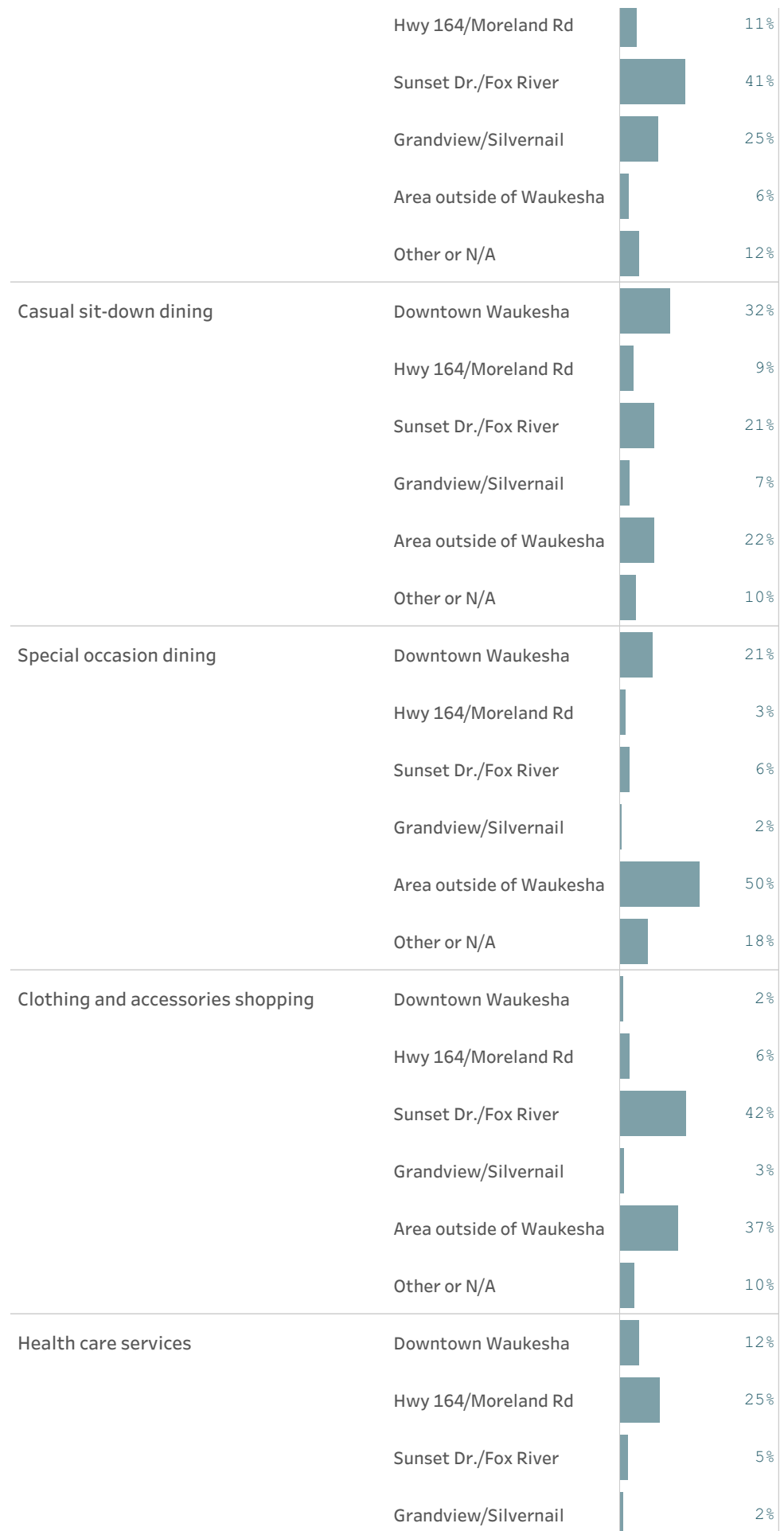
Use or check email	94%	Similar
Access the internet from your cell phone	90%	Similar
Access the internet from your home	89%	Similar
Visit social media sites	74%	Similar
Shop online	44%	Lower
Share your opinions online	22%	Similar

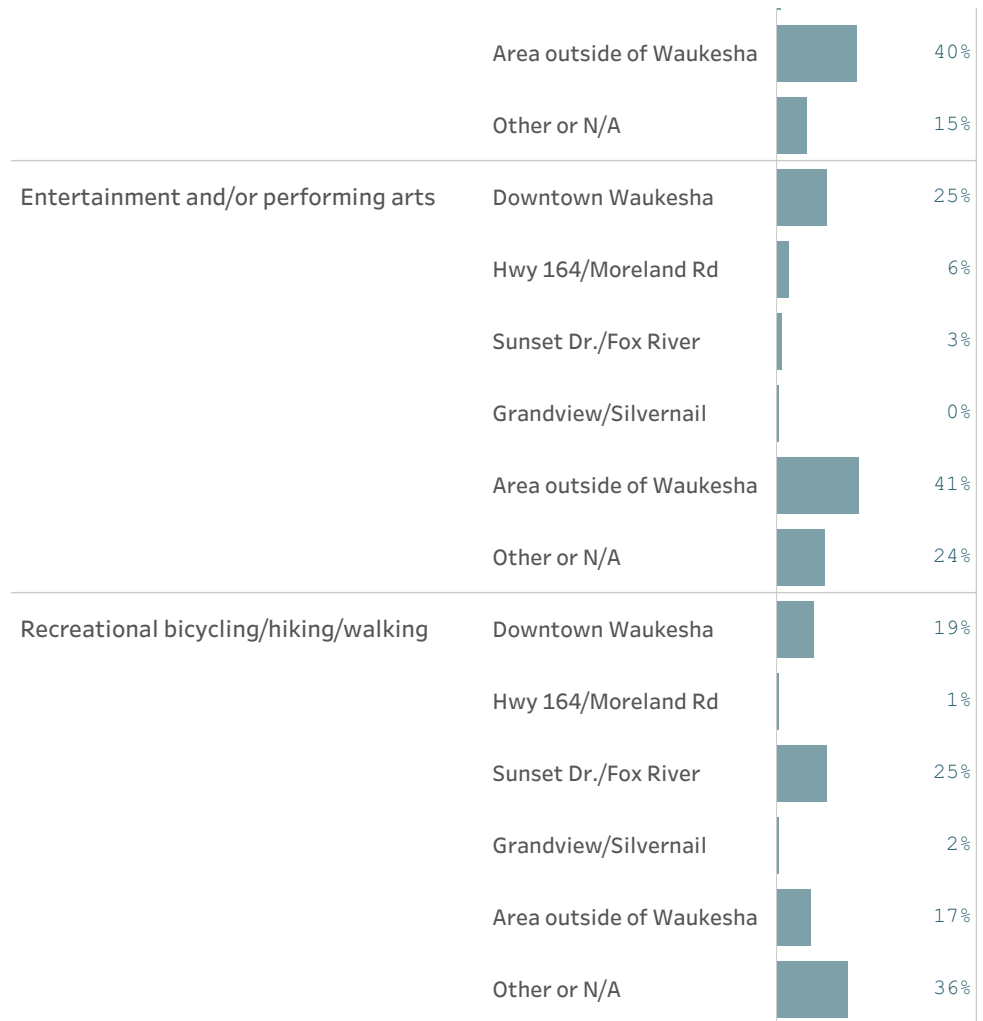
\* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

# Custom questions

Below are the complete set of responses to each custom question on the survey. By default, “don’t know” responses are excluded, but may be added to the table using the response filter below.







## National benchmark tables

This table contains the comparisons of Waukesha's results to those from other communities. The first column shows the comparison of Waukesha's rating to the benchmark. Waukesha's results are noted as being "higher", "lower" or "similar" to the benchmark, meaning that the average rating given by Waukesha residents is statistically similar to or different than the benchmark. The second column is Waukesha's "percent positive." Most commonly, the percent positive is the combination of the top two most positive response options (i.e., excellent/good). The third column is the rank assigned to Waukesha's rating among communities where a similar question was asked. The fourth column is the number of communities that asked a similar question. The fifth column shows the percentile for Waukesha's result -- that is what percent of surveyed communities had a lower rating than Waukesha.

			% positive	Rank	Number of communities	Percentile
Please rate each of the following aspects of quality of life in Waukesha.	Waukesha as a place to live	Similar	83%	281	392	28
	Your neighborhood as a place to live	Similar	82%	203	325	37
	Waukesha as a place to raise children	Similar	80%	239	394	39
	Waukesha as a place to work	Similar	72%	155	377	59
	Waukesha as a place to visit	Similar	62%	181	319	43
	Waukesha as a place to retire	Similar	62%	266	379	30
	The overall quality of life	Similar	81%	258	435	40
	Sense of community	Similar	68%	116	327	64
Please rate each of the following characteristics as they relate to Waukesha as a whole.	Overall economic health	Similar	76%	143	299	52
	Overall quality of the transportation system	Similar	69%	26	135	81
	Overall design or layout of residential and commercial areas	Similar	56%	185	293	37
	Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	Similar	57%	103	132	22
	Overall feeling of safety	Similar	74%	275	375	26
	Overall quality of natural environment	Similar	76%	209	304	31
	Overall quality of parks and recreation opportunities	Similar	88%	56	138	60
	Overall health and wellness opportunities	Similar	80%	107	294	63
	Overall opportunities for education, culture, and the arts	Similar	69%	132	297	55
	Residents' connection and engagement with their community	Similar	58%	62	133	54
Please indicate how likely or unlikely you are to do	Recommend living in Waukesha to someone who asks	Similar	82%	214	310	31



<b>Please indicate how likely or unlikely you are to do each of the following.</b>	Remain in Waukesha for the next five years	Similar	85%	132	303	56
<b>Please rate how safe or unsafe you feel:</b>	In your neighborhood during the day	Similar	91%	260	359	27
	In Waukesha's downtown/commercial area during the day	Similar	87%	237	334	29
	From property crime	Similar	74%	91	143	37
	From violent crime	Similar	79%	111	143	21
	From fire, flood, or other natural disaster	Similar	83%	60	131	54
<b>Please rate the job you feel the Waukesha community does at each of the following.</b>	Making all residents feel welcome	Similar	71%	72	138	48
	Attracting people from diverse backgrounds	Similar	58%	74	136	46
	Valuing/respecting residents from diverse backgrounds	Similar	59%	102	136	25
	Taking care of vulnerable residents	Similar	56%	89	133	33
<b>Please rate each of the following in the Waukesha community.</b>	Overall quality of business and service establishments	Similar	81%	65	302	78
	Variety of business and service establishments	Similar	74%	31	133	77
	Vibrancy of downtown/commercial area	Similar	66%	82	283	71
	Employment opportunities	Higher	61%	62	331	81
	Shopping opportunities	Higher	71%	90	317	71
	Cost of living	Similar	50%	100	296	66
	Overall image or reputation	Similar	67%	263	372	29
<b>Please also rate each of the following in the Waukesha community.</b>	Traffic flow on major streets	Higher	66%	77	348	78
	Ease of public parking	Similar	56%	146	273	46
	Ease of travel by car	Similar	73%	147	327	55
	Ease of travel by public transportation	Higher	58%	42	278	85
	Ease of travel by bicycle	Similar	63%	130	329	60
	Ease of walking	Similar	77%	129	329	61
	Well-planned residential growth	Similar	56%	58	135	57
	Well-planned commercial growth	Similar	56%	45	135	67
	Well-designed neighborhoods	Similar	58%	69	133	48

**Please also rate each of the following in the Waukesha community.**

Preservation of the historical or cultural character of the community	Similar	74%	38	131	71
Public places where people want to spend time	Similar	71%	133	289	54
Variety of housing options	Similar	58%	118	305	61
Availability of affordable quality housing	Similar	46%	135	330	59
Overall quality of new development	Similar	65%	87	323	73
Overall appearance	Similar	73%	220	361	39
Cleanliness	Similar	74%	205	331	38
Water resources	Similar	79%	37	121	70
Air quality	Similar	81%	172	285	40
Availability of paths and walking trails	Similar	78%	124	333	63
Fitness opportunities	Similar	78%	107	285	62
Recreational opportunities	Similar	80%	102	316	68
Availability of affordable quality food	Similar	74%	80	280	71
Availability of affordable quality health care	Similar	71%	117	293	60
Availability of preventive health services	Similar	67%	123	276	55
Availability of affordable quality mental health care	Similar	51%	99	276	64
Opportunities to attend cultural/arts/music activities	Similar	70%	99	313	68
Community support for the arts	Similar	67%	47	132	65
Availability of affordable quality childcare/preschool	Similar	48%	195	291	33
K-12 education	Lower	58%	227	297	23
Adult educational opportunities	Similar	67%	114	282	59
Sense of civic/community pride	Similar	64%	62	132	53
Neighborliness of residents	Similar	68%	134	289	53
Opportunities to participate in social events and activities	Similar	74%	70	296	76
Opportunities to attend special events and festivals	Similar	75%	89	303	70
Opportunities to volunteer	Similar	68%	140	293	52

<b>Please also rate each of the following in the Waukesha community.</b>	Opportunities to participate in community matters	Similar	67%	113	297	62
	Openness and acceptance of the community toward people of diverse backgrounds	Similar	54%	243	321	24
<b>Please indicate whether or not you have done each of the following in the last 12 months.</b>	Contacted the City of Waukesha for help or information	Similar	43%	215	350	38
	Contacted Waukesha elected officials to express your opinion	Similar	17%	147	291	49
	Attended a local public meeting	Similar	12%	267	290	8
	Watched a local public meeting	Similar	23%	144	268	46
	Volunteered your time to some group/activity	Similar	27%	212	295	28
	Campaigned or advocated for a local issue, cause, or candidate	Similar	15%	220	279	21
	Voted in your most recent local election	Lower	68%	115	134	14
	Used public transportation instead of driving	Lower	11%	166	260	36
	Carpooled with other adults or children instead of driving alone	Similar	43%	106	284	63
	Walked or biked instead of driving	Lower	46%	224	288	22
<b>Please rate the quality of each of the following services in Waukesha.</b>	Public information services	Similar	67%	190	315	39
	Economic development	Similar	62%	128	306	58
	Traffic enforcement	Similar	59%	258	375	31
	Traffic signal timing	Similar	52%	175	295	41
	Street repair	Similar	38%	259	375	31
	Street cleaning	Similar	73%	125	316	60
	Street lighting	Similar	65%	179	356	49
	Snow removal	Similar	75%	91	278	67
	Sidewalk maintenance	Similar	58%	173	321	46
	Bus or transit services	Higher	71%	52	271	81
	Land use, planning and zoning	Similar	52%	108	319	66
	Code enforcement	Similar	48%	204	375	45
	Garbage collection	Much lower	51%	346	351	1
	Drinking water	Much lower	40%	310	318	2

<b>Please rate the quality of each of the following services in Waukesha.</b>	Sewer services	Similar	74%	232	319	27
	Storm water management	Similar	79%	112	343	67
	Utility billing	Lower	52%	253	271	7
	Police services	Similar	75%	286	427	33
	Crime prevention	Similar	66%	243	374	35
	Animal control	Similar	79%	125	338	63
	Ambulance or emergency medical services	Similar	81%	269	336	20
	Fire services	Similar	88%	290	369	21
	Fire prevention and education	Similar	79%	219	307	28
	Emergency preparedness	Similar	63%	193	307	37
	Preservation of natural areas	Similar	71%	121	287	58
	Waukesha open space	Similar	68%	159	277	42
	Recycling	Similar	69%	276	355	22
	Yard waste pick-up	Similar	63%	243	299	19
	City parks	Similar	87%	152	333	54
	Recreation programs or classes	Similar	85%	61	327	81
	Recreation centers or facilities	Similar	81%	86	300	71
	Public library services	Similar	89%	165	343	52
	Overall customer service by Waukesha employees	Similar	85%	160	390	59
<b>Please rate the following categories of Waukesha government performance.</b>	The value of services for the taxes paid to Waukesha	Similar	46%	259	398	35
	The overall direction that Waukesha is taking	Similar	60%	178	346	48
	The job Waukesha government does at welcoming resident involvement	Similar	51%	209	340	38
	Overall confidence in Waukesha government	Similar	50%	184	301	39
	Generally acting in the best interest of the community	Similar	61%	142	304	53
	Being honest	Similar	54%	201	294	31
	Being open and transparent to the public	Similar	54%	88	138	36

<b>Please rate the following categories of Waukesha government performance.</b>	Informing residents about issues facing the community	Similar	54%	82	144	43
	Treating all residents fairly	Similar	56%	186	301	38
	Treating residents with respect	Similar	62%	86	135	37
<b>Overall, how would you rate the quality of the services provided by each of the following?</b>	The City of Waukesha	Similar	70%	265	395	33
	The Federal Government	Similar	40%	141	282	50
<b>Please rate how important, if at all, you think it is for the Waukesha community to focus on each of the following in the coming two years.</b>	Overall economic health	Similar	89%	206	276	25
	Overall quality of the transportation system	Similar	63%	114	131	13
	Overall design or layout of residential and commercial areas	Similar	65%	262	276	5
	Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	Similar	91%	53	130	60
	Overall feeling of safety	Similar	87%	152	276	45
	Overall quality of natural environment	Similar	82%	207	276	25
	Overall quality of parks and recreation opportunities	Similar	78%	106	131	19
	Overall health and wellness opportunities	Similar	76%	160	276	42
	Overall opportunities for education, culture, and the arts	Similar	75%	220	276	20
	Residents' connection and engagement with their community	Similar	70%	241	276	12
<b>In general, how many times do you:</b>	Access the internet from your home	Similar	89%	118	131	10
	Access the internet from your cell phone	Similar	90%	107	131	19
	Visit social media sites	Similar	74%	115	130	12
	Use or check email	Similar	94%	110	131	16
	Share your opinions online	Similar	22%	127	131	3
	Shop online	Lower	44%	121	131	8
	Please rate your overall health.	Similar	65%	137	282	51
	What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Lower	17%	268	285	6

## Custom benchmark tables

This table contains the comparisons of Waukesha's results to those from other Midwestern communities with populations between 50,000-100,000. The first column shows the comparison of Waukesha's rating to the benchmark. Waukesha's results are noted as being "higher", "lower" or "similar" to the benchmark, meaning that the average rating given by Waukesha residents is statistically similar to or different than the benchmark. The second column is Waukesha's "percent positive." Most commonly, the percent positive is the combination of the top two most positive response options (i.e., excellent/good). The third column is the rank assigned to Waukesha's rating among communities where a similar question was asked. The fourth column is the number of communities that asked a similar question. The fifth column shows the percentile for Waukesha's result -- that is what percent of surveyed communities had a lower rating than Waukesha.

			% positive	Rank	Number of communities	Percentile
Please rate each of the following aspects of quality of life in Waukesha.	Waukesha as a place to live	Similar	83%	25	32	25
	Your neighborhood as a place to live	Similar	82%	20	28	32
	Waukesha as a place to raise children	Similar	80%	24	33	30
	Waukesha as a place to work	Similar	72%	20	32	40
	Waukesha as a place to visit	Similar	62%	20	26	26
	Waukesha as a place to retire	Similar	62%	22	30	30
	The overall quality of life	Similar	81%	27	36	27
	Sense of community	Similar	68%	14	29	55
Please rate each of the following characteristics as they relate to Waukesha as a whole.	Overall economic health	Similar	76%	18	27	37
	Overall quality of the transportation system	Similar	69%	7	14	57
	Overall design or layout of residential and commercial areas	Similar	56%	22	26	19
	Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	Lower	57%	10	12	25
	Overall feeling of safety	Similar	74%	26	32	21
	Overall quality of natural environment	Similar	76%	21	26	23
	Overall quality of parks and recreation opportunities	Similar	88%	8	12	41
	Overall health and wellness opportunities	Similar	80%	19	27	33
	Overall opportunities for education, culture, and the arts	Similar	69%	22	27	22

<b>Following characteristics as they relate to Waukesha as a whole.</b>	Residents' connection and engagement with their community	Similar	58%	9	13	38
<b>Please indicate how likely or unlikely you are to do each of the following.</b>	Recommend living in Waukesha to someone who asks	Similar	82%	22	28	25
	Remain in Waukesha for the next five years	Similar	85%	14	27	51
<b>Please rate how safe or unsafe you feel:</b>	In your neighborhood during the day	Similar	91%	24	29	17
	In Waukesha's downtown/commercial area during the day	Similar	87%	22	29	27
	From property crime	Similar	74%	10	13	30
	From violent crime	Similar	79%	11	13	16
	From fire, flood, or other natural disaster	Similar	83%	9	13	38
<b>Please rate the job you feel the Waukesha community does at each of the following.</b>	Making all residents feel welcome	Similar	71%	9	14	42
	Attracting people from diverse backgrounds	Similar	58%	10	14	35
	Valuing/respecting residents from diverse backgrounds	Similar	59%	11	14	28
	Taking care of vulnerable residents	Similar	56%	10	13	30
<b>Please rate each of the following in the Waukesha community.</b>	Overall quality of business and service establishments	Similar	81%	11	27	62
	Variety of business and service establishments	Similar	74%	8	13	46
	Vibrancy of downtown/commercial area	Similar	66%	11	24	58
	Employment opportunities	Similar	61%	12	27	59
	Shopping opportunities	Similar	71%	15	26	46
	Cost of living	Similar	50%	16	26	42
	Overall image or reputation	Similar	67%	28	34	20
<b>Please also rate each of the following in the Waukesha community.</b>	Traffic flow on major streets	Similar	66%	12	30	63
	Ease of public parking	Similar	56%	12	23	52
	Ease of travel by car	Similar	73%	16	27	44
	Ease of travel by public transportation	Higher	58%	5	25	84
	Ease of travel by bicycle	Similar	63%	17	27	40

**Please also rate each of the following in the Waukesha community.**

Ease of walking	Similar	77%	18	28	39
Well-planned residential growth	Similar	56%	8	13	46
Well-planned commercial growth	Similar	56%	8	13	46
Well-designed neighborhoods	Similar	58%	9	12	33
Preservation of the historical or cultural character of the community	Similar	74%	5	12	66
Public places where people want to spend time	Similar	71%	20	26	26
Variety of housing options	Similar	58%	20	28	32
Availability of affordable quality housing	Similar	46%	19	29	37
Overall quality of new development	Similar	65%	15	26	46
Overall appearance	Similar	73%	21	28	28
Cleanliness	Similar	74%	22	29	27
Water resources	Similar	79%	5	11	63
Air quality	Similar	81%	19	24	25
Availability of paths and walking trails	Similar	78%	17	28	42
Fitness opportunities	Similar	78%	17	27	40
Recreational opportunities	Similar	80%	17	27	40
Availability of affordable quality food	Similar	74%	16	23	34
Availability of affordable quality health care	Similar	71%	17	25	36
Availability of preventive health services	Similar	67%	18	24	29
Availability of affordable quality mental health care	Similar	51%	15	26	46
Opportunities to attend cultural/arts/music activities	Similar	70%	16	25	40
Community support for the arts	Similar	67%	9	13	38
Availability of affordable quality childcare/preschool	Lower	48%	18	23	26
K-12 education	Lower	58%	23	26	15



Please also rate each of the following in the Waukesha community.	Adult educational opportunities	Similar	67%	20	25	24
	Sense of civic/community pride	Similar	64%	10	13	30
	Neighborliness of residents	Similar	68%	17	25	36
	Opportunities to participate in social events and activities	Similar	74%	11	25	60
	Opportunities to attend special events and festivals	Similar	75%	13	23	47
	Opportunities to volunteer	Similar	68%	17	25	36
	Opportunities to participate in community matters	Similar	67%	14	25	48
	Openness and acceptance of the community toward people of diverse backgrounds	Similar	54%	22	28	25
Please indicate whether or not you have done each of the following in the last 12 months.	Contacted the City of Waukesha for help or information	Similar	43%	14	28	53
	Contacted Waukesha elected officials to express your opinion	Similar	17%	10	24	62
	Attended a local public meeting	Similar	12%	22	25	16
	Watched a local public meeting	Similar	23%	13	24	50
	Volunteered your time to some group/activity	Similar	27%	16	26	42
	Campaigned or advocated for a local issue, cause, or candidate	Similar	15%	16	23	34
	Voted in your most recent local election	Lower	68%	11	12	16
	Used public transportation instead of driving	Lower	11%	18	24	29
	Carpooled with other adults or children instead of driving alone	Similar	43%	9	24	66
Please rate the quality of each of the following services in Waukesha.	Walked or biked instead of driving	Lower	46%	23	24	8
	Public information services	Similar	67%	22	28	25
	Economic development	Similar	62%	18	27	37
	Traffic enforcement	Similar	59%	25	30	20
	Traffic signal timing	Similar	52%	19	27	33
	Street repair	Similar	38%	24	30	23
	Street cleaning	Similar	73%	12	27	59

Please rate the quality of each of the following services in Waukesha.

Street lighting	Similar	65%	25	32	25
Snow removal	Similar	75%	12	32	65
Sidewalk maintenance	Similar	58%	20	27	29
Bus or transit services	Similar	71%	9	26	69
Land use, planning and zoning	Similar	52%	18	27	37
Code enforcement	Similar	48%	24	30	23
Garbage collection	Much lower	51%	26	26	3
Drinking water	Much lower	40%	31	32	6
Sewer services	Similar	74%	25	28	14
Storm water management	Similar	79%	18	29	41
Utility billing	Lower	52%	25	25	4
Police services	Similar	75%	25	32	25
Crime prevention	Similar	66%	24	31	25
Animal control	Similar	79%	18	32	46
Ambulance or emergency medical services	Similar	81%	26	29	13
Fire services	Similar	88%	28	33	18
Fire prevention and education	Similar	79%	22	26	19
Emergency preparedness	Similar	63%	21	26	23
Preservation of natural areas	Similar	71%	15	26	46
Waukesha open space	Similar	68%	18	25	32
Recycling	Similar	69%	24	27	14
Yard waste pick-up	Similar	63%	24	26	11
City parks	Similar	87%	20	28	32
Recreation programs or classes	Similar	85%	13	25	52



























Please rate the quality of each of the following services in Waukesha.	Recreation centers or facilities	Similar	81%	14	25	48
	Public library services	Similar	89%	20	26	26
	Overall customer service by Waukesha employees	Similar	85%	18	33	48
Please rate the following categories of Waukesha government performance.	The value of services for the taxes paid to Waukesha	Similar	46%	27	33	21
	The overall direction that Waukesha is taking	Similar	60%	19	27	33
	The job Waukesha government does at welcoming resident involvement	Similar	51%	23	27	18
	Overall confidence in Waukesha government	Similar	50%	20	26	26
	Generally acting in the best interest of the community	Similar	61%	18	26	34
	Being honest	Similar	54%	19	24	25
	Being open and transparent to the public	Similar	54%	9	12	33
	Informing residents about issues facing the community	Similar	54%	9	13	38
	Treating all residents fairly	Similar	56%	21	26	23
	Treating residents with respect	Similar	62%	9	13	38
Overall, how would you rate the quality of the services provided by each of the following?	The City of Waukesha	Similar	70%	25	32	25
	The Federal Government	Similar	40%	14	24	45
Please rate how important, if at all, you think it is for the Waukesha community to focus on each of the following in the coming two years.	Overall economic health	Similar	89%	14	22	40
	Overall quality of the transportation system	Similar	63%	12	12	8
	Overall design or layout of residential and commercial areas	Similar	65%	21	22	9
	Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	Similar	91%	8	12	41
	Overall feeling of safety	Similar	87%	14	22	40
	Overall quality of natural environment	Similar	82%	14	22	40
	Overall quality of parks and recreation opportunities	Similar	78%	11	12	16
	Overall health and wellness opportunities	Similar	76%	13	22	45
	Overall opportunities for education, culture, and the arts	Similar	75%	20	22	13



























to focus on each of the following in the coming two years.	Residents' connection and engagement with their community	Similar	70%	20	22	13
In general, how many times do you:	Access the internet from your home	Similar	89%	13	13	7
	Access the internet from your cell phone	Similar	90%	12	13	15
	Visit social media sites	Similar	74%	12	13	15
	Use or check email	Similar	94%	13	13	7
	Share your opinions online	Similar	22%	13	13	7
	Shop online	Similar	44%	10	13	30
	Please rate your overall health.	Similar	65%	13	23	47
	What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Lower	17%	24	24	4

























# Complete set of frequencies

This dashboard contains a complete set of responses to each question on the survey. By default, "Don't know" responses are excluded, but may be added to the table using the response filter to the right. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the common practice of percentages being rounded to the nearest whole number.



























Please rate each of the following aspects of quality of life in Waukesha.	Waukesha as a place to live	Excellent	<div></div>	25%
		Good	<div></div>	58%
		Fair	<div></div>	14%
		Poor	<div></div>	3%
Your neighborhood as a place to live		Excellent	<div></div>	36%
		Good	<div></div>	47%
		Fair	<div></div>	15%
		Poor	<div></div>	3%
Waukesha as a place to raise children		Excellent	<div></div>	26%
		Good	<div></div>	54%
		Fair	<div></div>	16%
		Poor	<div></div>	3%
Waukesha as a place to work		Excellent	<div></div>	20%
		Good	<div></div>	51%
		Fair	<div></div>	20%
		Poor	<div></div>	8%
Waukesha as a place to visit		Excellent	<div></div>	17%
		Good	<div></div>	45%
		Fair	<div></div>	32%
		Poor	<div></div>	6%
Waukesha as a place to retire		Excellent	<div></div>	16%
		Good	<div></div>	46%



























<b>Please rate each of the following aspects of quality of life in Waukesha.</b>	Waukesha as a place to retire	Fair		21%
		Poor		17%
	The overall quality of life	Excellent		24%
		Good		56%
		Fair		16%
		Poor		4%
	Sense of community	Excellent		24%
		Good		44%
		Fair		25%
		Poor		7%
<b>Please rate each of the following characteristics as they relate to Waukesha as a whole.</b>	Overall economic health	Excellent		8%
		Good		68%
		Fair		20%
		Poor		5%
	Overall quality of the transportation system	Excellent		21%
		Good		48%
		Fair		25%
		Poor		6%
	Overall design or layout of residential and commercial areas	Excellent		11%
		Good		44%
		Fair		37%
		Poor		8%
	Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	Excellent		14%
		Good		43%
		Fair		30%
		Poor		13%



























Please rate each of the following characteristics as they relate to Waukesha as a whole.	Overall feeling of safety	Excellent		16%
		Good		58%
		Fair		18%
		Poor		9%
	Overall quality of natural environment	Excellent		23%
		Good		53%
		Fair		15%
		Poor		9%
	Overall quality of parks and recreation opportunities	Excellent		39%
		Good		48%
		Fair		8%
		Poor		5%
	Overall health and wellness opportunities	Excellent		24%
		Good		56%
		Fair		16%
		Poor		4%
	Overall opportunities for education, culture, and the arts	Excellent		21%
		Good		48%
		Fair		24%
		Poor		7%
	Residents' connection and engagement with their community	Excellent		17%
		Good		41%
		Fair		32%
		Poor		11%
Please indicate how likely or unlikely you are to do each of the following.	Recommend living in Waukesha to someone who asks	Very likely		44%
		Somewhat likely		38%

<b>Please indicate how likely or unlikely you are to do each of the following.</b>	Recommend living in Waukesha to someone who asks	Somewhat unlikely		7%
		Very unlikely		11%
	Remain in Waukesha for the next five years	Very likely		59%
		Somewhat likely		26%
		Somewhat unlikely		7%
		Very unlikely		8%
<b>Please rate how safe or unsafe you feel:</b>	In your neighborhood during the day	Very safe		67%
		Somewhat safe		24%
		Neither safe nor unsafe		3%
		Somewhat unsafe		3%
		Very unsafe		4%
	In Waukesha's downtown/commercial area during the day	Very safe		45%
		Somewhat safe		42%
		Neither safe nor unsafe		8%
		Somewhat unsafe		3%
		Very unsafe		3%
	From property crime	Very safe		31%
		Somewhat safe		42%
		Neither safe nor unsafe		14%
		Somewhat unsafe		6%
		Very unsafe		6%
	From violent crime	Very safe		37%
		Somewhat safe		42%
		Neither safe nor unsafe		8%
		Somewhat unsafe		7%
		Very unsafe		6%



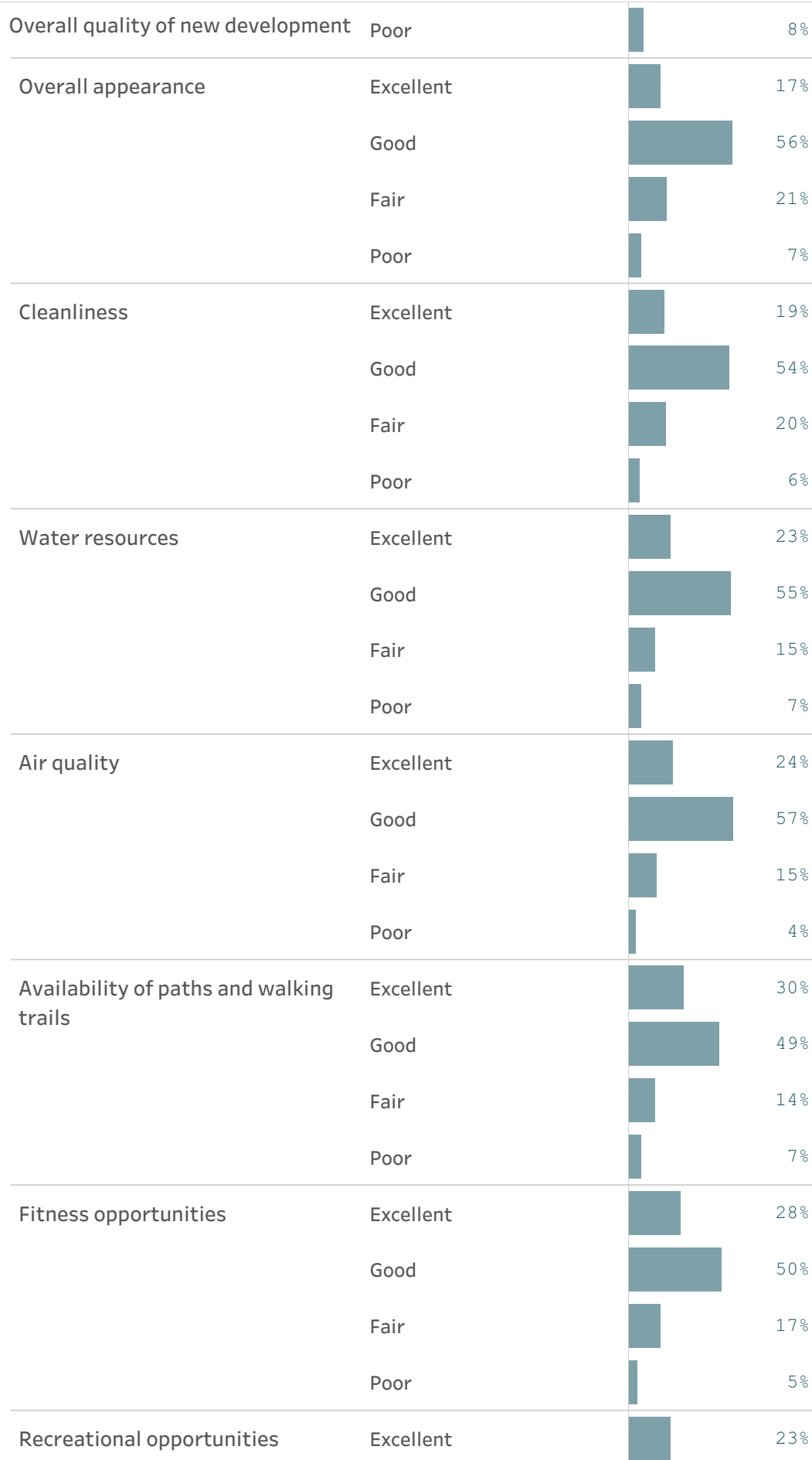
<b>Please rate how safe or unsafe you feel:</b>	From fire, flood, or other natural disaster	Very safe		48%
		Somewhat safe		35%
		Neither safe nor unsafe		14%
		Somewhat unsafe		1%
		Very unsafe		2%
<b>Please rate the job you feel the Waukesha community does at each of the following.</b>	Making all residents feel welcome	Excellent		24%
		Good		46%
		Fair		20%
		Poor		10%
	Attracting people from diverse backgrounds	Excellent		19%
		Good		39%
		Fair		28%
		Poor		15%
	Valuing/respecting residents from diverse backgrounds	Excellent		18%
		Good		41%
		Fair		25%
		Poor		17%
	Taking care of vulnerable residents	Excellent		13%
		Good		42%
		Fair		25%
		Poor		19%
<b>Please rate each of the following in the Waukesha community.</b>	Overall quality of business and service establishments	Excellent		21%
		Good		59%
		Fair		15%
		Poor		4%
	Variety of business and service establishments	Excellent		24%

Please rate each of the following in the Waukesha community.	Variety of business and service establishments	Good		50%
		Fair		22%
		Poor		4%
	Vibrancy of downtown/commercial area	Excellent		16%
		Good		50%
		Fair		27%
		Poor		7%
	Employment opportunities	Excellent		15%
		Good		45%
		Fair		31%
		Poor		9%
	Shopping opportunities	Excellent		24%
		Good		47%
		Fair		20%
		Poor		9%
	Cost of living	Excellent		9%
		Good		41%
		Fair		38%
		Poor		12%
	Overall image or reputation	Excellent		10%
		Good		56%
		Fair		23%
		Poor		11%
Please also rate each of the following in the Waukesha community.	Traffic flow on major streets	Excellent		12%
		Good		54%
		Fair		27%



























Please also rate each of the following in the Waukesha community.	Traffic flow on major streets	Poor		7%
	Ease of public parking	Excellent		14%
		Good		42%
		Fair		34%
		Poor		10%
	Ease of travel by car	Excellent		21%
		Good		52%
		Fair		19%
		Poor		8%
	Ease of travel by public transportation	Excellent		17%
		Good		41%
		Fair		25%
		Poor		17%
	Ease of travel by bicycle	Excellent		15%
		Good		48%
		Fair		23%
		Poor		14%
	Ease of walking	Excellent		19%
		Good		59%
		Fair		16%
		Poor		6%
	Well-planned residential growth	Excellent		11%
		Good		45%
		Fair		32%
		Poor		12%
	Well-planned commercial growth	Excellent		9%

















































**Please also rate each of the following in the Waukesha community.**





























**Please also rate each of the following in the Waukesha community.**

Recreational opportunities	Good		57%
	Fair		15%
	Poor		5%
Availability of affordable quality food	Excellent		23%
	Good		51%
	Fair		22%
	Poor		5%
Availability of affordable quality health care	Excellent		19%
	Good		52%
	Fair		20%
	Poor		10%
Availability of preventive health services	Excellent		18%
	Good		48%
	Fair		25%
	Poor		9%
Availability of affordable quality mental health care	Excellent		12%
	Good		39%
	Fair		32%
	Poor		18%
Opportunities to attend cultural/arts/music activities	Excellent		19%
	Good		52%
	Fair		23%
	Poor		7%
Community support for the arts	Excellent		17%
	Good		49%
	Fair		27%

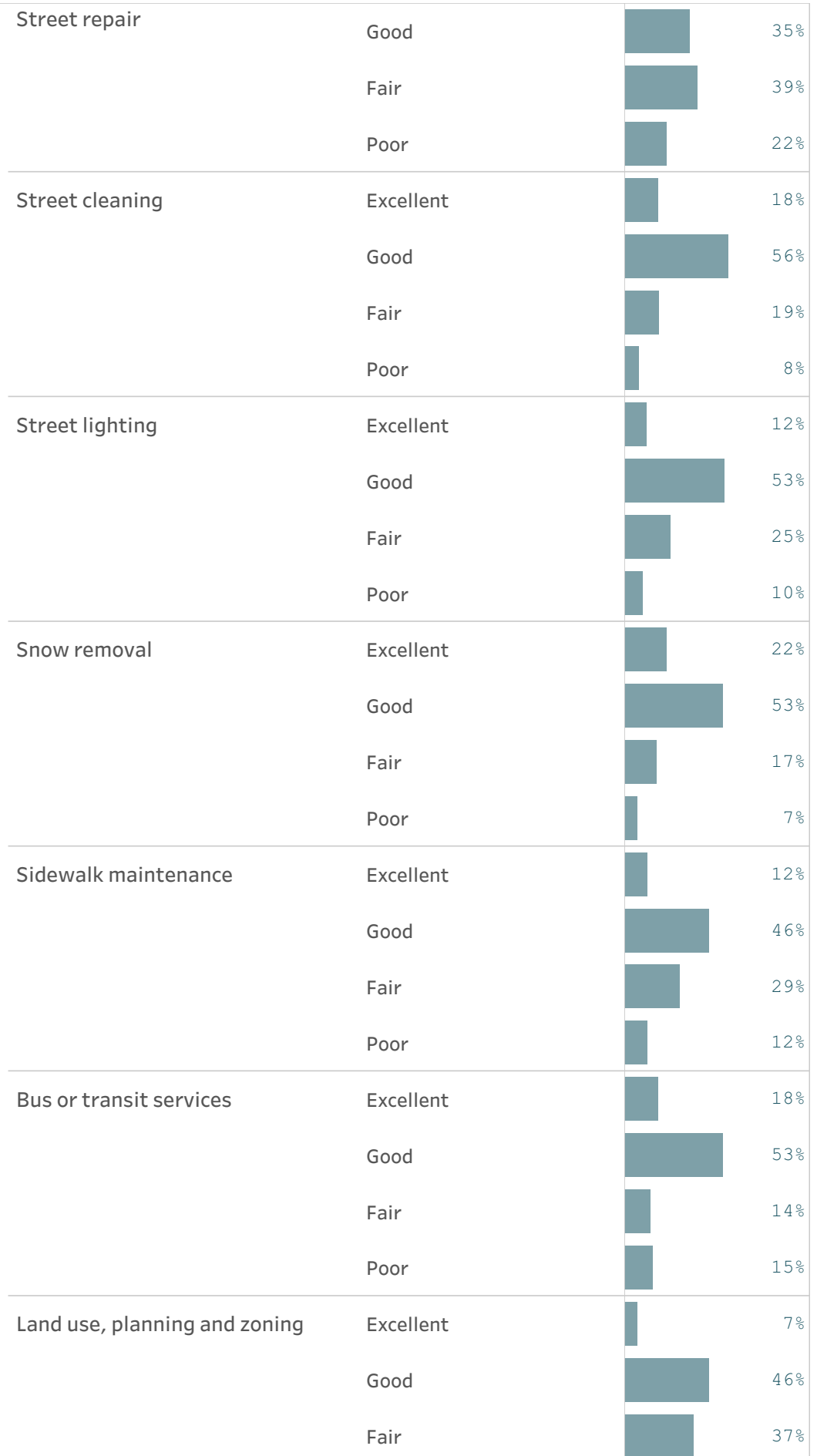
Please also rate each of the following in the Waukesha community.	Community support for the arts	Poor		6%
	Availability of affordable quality childcare/preschool	Excellent		6%
		Good		41%
		Fair		26%
		Poor		27%
	K-12 education	Excellent		10%
		Good		48%
		Fair		29%
		Poor		13%
	Adult educational opportunities	Excellent		10%
		Good		58%
		Fair		24%
		Poor		9%
	Sense of civic/community pride	Excellent		18%
		Good		46%
		Fair		27%
		Poor		8%
	Neighborliness of residents	Excellent		16%
		Good		51%
		Fair		24%
		Poor		8%
	Opportunities to participate in social events and activities	Excellent		17%
		Good		57%
		Fair		22%
		Poor		4%
	Opportunities to attend special events and festivals	Excellent		23%

<b>Please also rate each of the following in the Waukesha community.</b>	Opportunities to attend special events and festivals	Good		52%
		Fair		19%
		Poor		6%
	Opportunities to volunteer	Excellent		21%
		Good		47%
		Fair		27%
		Poor		5%
	Opportunities to participate in community matters	Excellent		16%
		Good		51%
		Fair		27%
		Poor		7%
	Openness and acceptance of the community toward people of diverse backgrounds	Excellent		13%
		Good		41%
		Fair		28%
		Poor		18%
<b>Please indicate whether or not you have done each of the following in the last 12 months.</b>	Contacted the City of Waukesha for help or information	No		57%
		Yes		43%
	Contacted Waukesha elected officials to express your opinion	No		83%
		Yes		17%
	Attended a local public meeting	No		88%
		Yes		12%
	Watched a local public meeting	No		77%
		Yes		23%
	Volunteered your time to some group/activity	No		73%
		Yes		27%
	Campaigned or advocated for a local issue, cause, or candidate	No		85%





























<b>Please indicate whether or not you have done each of the following in the last 12 months.</b>	Campaigned or advocated for a local issue, cause, or candidate	Yes		15%
	Voted in your most recent local election	No		32%
		Yes		68%
	Used public transportation instead of driving	No		89%
		Yes		11%
	Carpooled with other adults or children instead of driving alone	No		56%
		Yes		44%
	Walked or biked instead of driving	No		54%
		Yes		46%
<b>Please rate the quality of each of the following services in Waukesha.</b>	Public information services	Excellent		12%
		Good		54%
		Fair		26%
		Poor		7%
	Economic development	Excellent		6%
		Good		55%
		Fair		30%
		Poor		8%
	Traffic enforcement	Excellent		11%
		Good		47%
		Fair		28%
		Poor		13%
	Traffic signal timing	Excellent		7%
		Good		46%
		Fair		35%
		Poor		13%
	Street repair	Excellent		3%

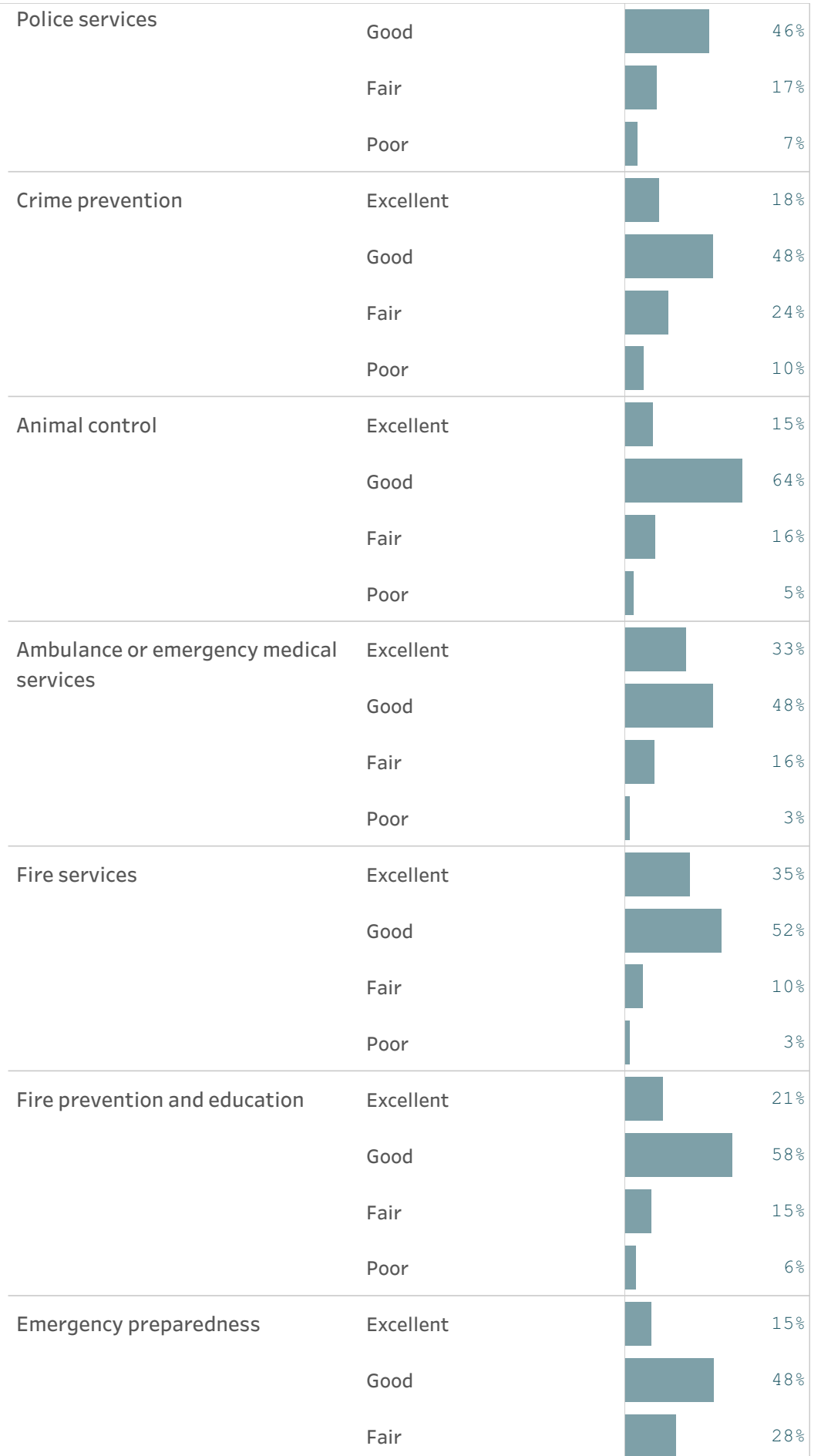
**Please rate the quality of each of the following services in Waukesha.**























































**Please rate the quality of each of the following services in Waukesha.**



























Land use, planning and zoning	Poor		10%
Code enforcement	Excellent		11%
	Good		37%
	Fair		31%
	Poor		21%
Garbage collection	Excellent		18%
	Good		32%
	Fair		32%
	Poor		17%
Drinking water	Excellent		7%
	Good		33%
	Fair		30%
	Poor		30%
Sewer services	Excellent		16%
	Good		58%
	Fair		22%
	Poor		3%
Storm water management	Excellent		19%
	Good		60%
	Fair		16%
	Poor		5%
Utility billing	Excellent		9%
	Good		43%
	Fair		37%
	Poor		11%
Police services	Excellent		30%



























**Please rate the quality of each of the following services in Waukesha.**



Please rate the quality of each of the following services in Waukesha.	Emergency preparedness	Poor		9%
	Preservation of natural areas	Excellent		14%
		Good		57%
		Fair		20%
		Poor		9%
	Waukesha open space	Excellent		11%
		Good		57%
		Fair		20%
		Poor		12%
	Recycling	Excellent		15%
		Good		54%
		Fair		22%
		Poor		9%
	Yard waste pick-up	Excellent		20%
		Good		43%
		Fair		26%
		Poor		12%
	City parks	Excellent		30%
		Good		57%
		Fair		9%
		Poor		3%
	Recreation programs or classes	Excellent		27%
		Good		58%
		Fair		12%
		Poor		3%
	Recreation centers or facilities	Excellent		23%




















<b>Please rate the quality of each of the following services in Waukesha.</b>	Recreation centers or facilities	Good		57%
		Fair		16%
		Poor		4%
	Public library services	Excellent		38%
		Good		51%
		Fair		9%
		Poor		2%
	Overall customer service by Waukesha employees	Excellent		23%
		Good		62%
		Fair		11%
		Poor		4%
<b>Please rate the following categories of Waukesha government performance.</b>	The value of services for the taxes paid to Waukesha	Excellent		8%
		Good		38%
		Fair		40%
		Poor		14%
	The overall direction that Waukesha is taking	Excellent		10%
		Good		50%
		Fair		28%
		Poor		12%
	The job Waukesha government does at welcoming resident involvement	Excellent		8%
		Good		42%
		Fair		34%
		Poor		16%
	Overall confidence in Waukesha government	Excellent		6%
		Good		44%
		Fair		36%



























<b>Please rate the following categories of Waukesha government performance.</b>	Overall confidence in Waukesha government	Poor		15%
	Generally acting in the best interest of the community	Excellent		8%
		Good		53%
		Fair		30%
		Poor		10%
	Being honest	Excellent		7%
		Good		47%
		Fair		30%
		Poor		16%
	Being open and transparent to the public	Excellent		7%
		Good		47%
		Fair		28%
		Poor		18%
	Informing residents about issues facing the community	Excellent		9%
		Good		44%
		Fair		27%
		Poor		19%
	Treating all residents fairly	Excellent		11%
		Good		44%
		Fair		25%
		Poor		19%
	Treating residents with respect	Excellent		15%
		Good		47%
		Fair		29%
		Poor		9%
<b>Overall, how would you rate the quality of the services</b>	The City of Waukesha	Excellent		14%

<b>Overall, how would you rate the quality of the services provided by each of the following?</b>	The City of Waukesha	Good		56%
		Fair		23%
		Poor		7%
	The Federal Government	Excellent		4%
		Good		37%
		Fair		38%
		Poor		21%
<b>Please rate how important, if at all, you think it is for the Waukesha community to focus on each of the following in the coming two years.</b>	Overall economic health	Essential		41%
		Very important		48%
		Somewhat important		10%
		Not at all important		0%
	Overall quality of the transportation system	Essential		24%
		Very important		38%
		Somewhat important		34%
		Not at all important		3%
	Overall design or layout of residential and commercial areas	Essential		18%
		Very important		46%
		Somewhat important		32%
		Not at all important		3%
	Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	Essential		47%
		Very important		45%
		Somewhat important		8%
		Not at all important		0%
	Overall feeling of safety	Essential		55%
		Very important		32%
		Somewhat important		12%

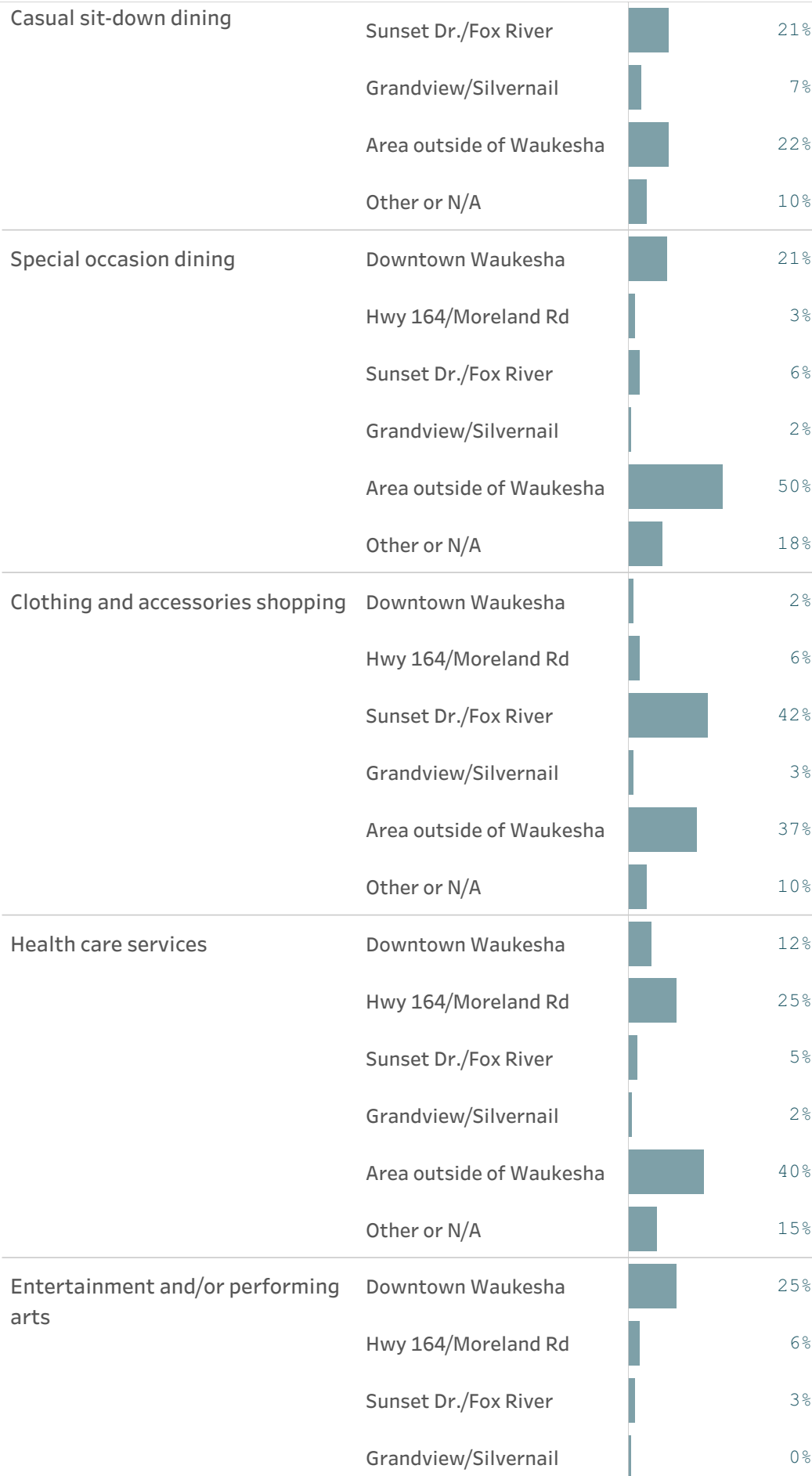


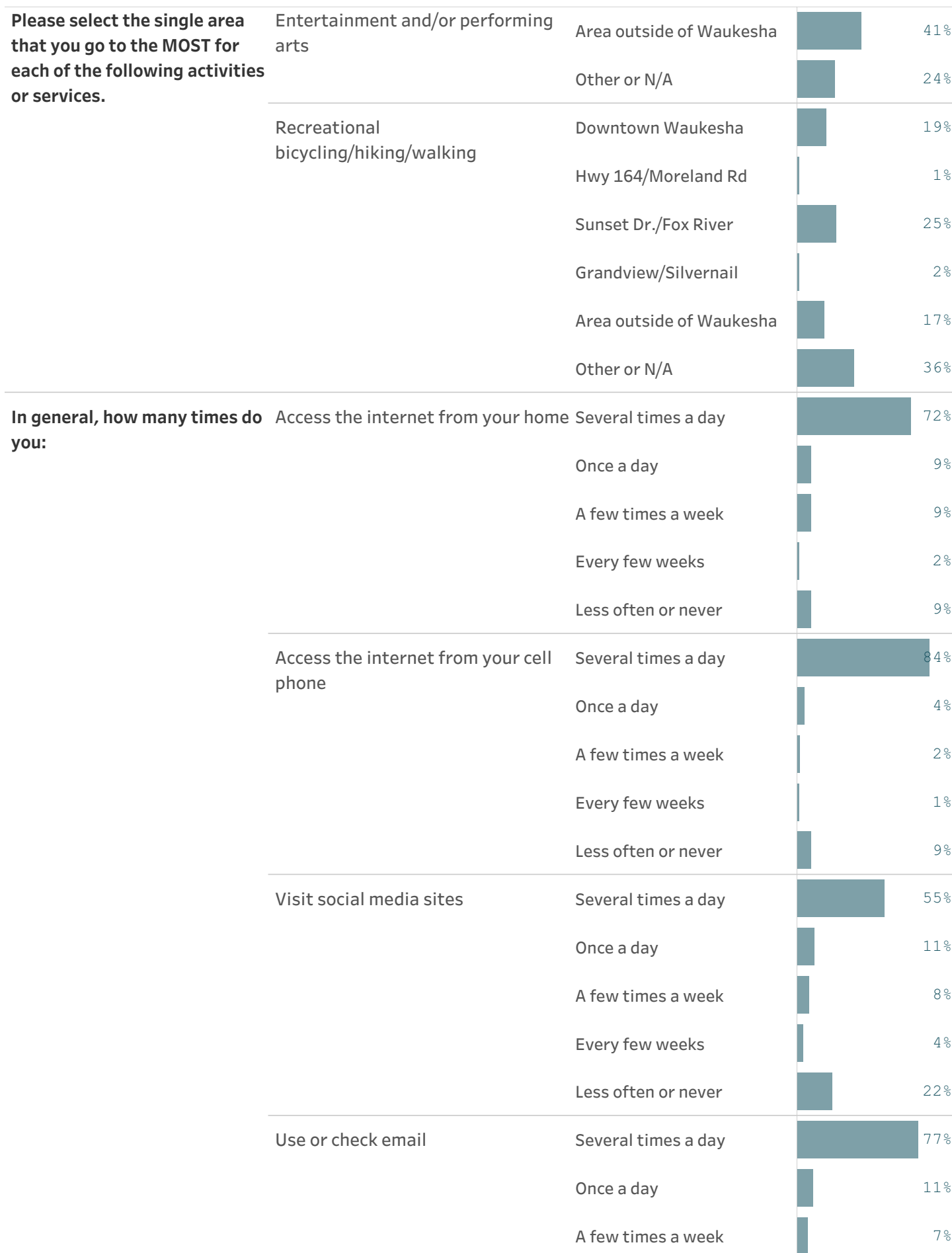
Please rate how important, if at all, you think it is for the Waukesha community to focus on each of the following in the coming two years.	Overall feeling of safety	Not at all important		0%
	Overall quality of natural environment	Essential		30%
		Very important		52%
		Somewhat important		17%
		Not at all important		1%
	Overall quality of parks and recreation opportunities	Essential		24%
		Very important		53%
		Somewhat important		22%
		Not at all important		0%
	Overall health and wellness opportunities	Essential		29%
		Very important		47%
		Somewhat important		22%
		Not at all important		2%
	Overall opportunities for education, culture, and the arts	Essential		25%
		Very important		50%
		Somewhat important		21%
		Not at all important		5%
	Residents' connection and engagement with their community	Essential		16%
		Very important		54%
		Somewhat important		28%
		Not at all important		2%
Please rate how important, if at all, each of the following projects and issues will be for the City to address over the next five years.	Safe bicycle and pedestrian connections between my neighborhood and other areas of the city	Essential		18%
		Very important		35%
		Somewhat important		40%
		Not at all important		7%
	Sustainability (water conservation, renewable energy sources, etc.)	Essential		47%

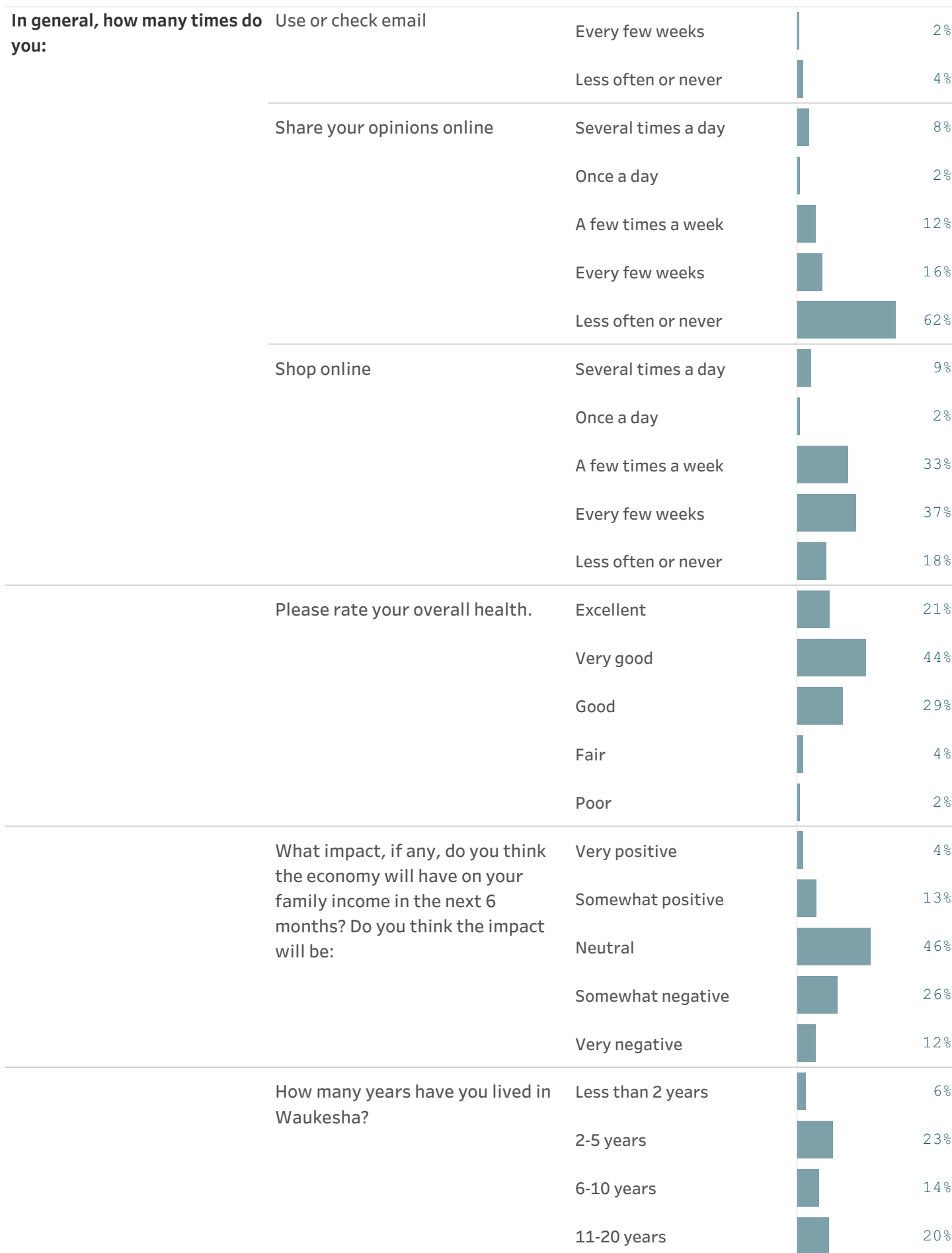
Please rate how important, if at all, each of the following projects and issues will be for the City to address over the next five years.	Sustainability (water conservation, renewable energy sources, brownfield redevelopment, composting services, natural landscape management)	Very important		36%
		Somewhat important		16%
		Not at all important		2%
	Improvement of existing housing stock/neighborhood revitalization	Essential		28%
		Very important		46%
		Somewhat important		24%
		Not at all important		3%
	Increasing density (housing units per acre) in some areas of the city, like downtown or large redevelopment sites	Essential		13%
		Very important		18%
		Somewhat important		32%
		Not at all important		36%
	Employer amenities (e.g., remote working abilities, access to childcare, ease of commute, wellness-supporting policies and facilities)	Essential		31%
		Very important		37%
		Somewhat important		27%
		Not at all important		6%
When thinking only about your neighborhood (not the city as a whole), please rate the availability of the following amenities in your neighborhood and its surrounding areas.	Grocery stores	Excellent		36%
		Good		37%
		Fair		19%
		Poor		9%
	General shopping and personal services	Excellent		31%
		Good		41%
		Fair		20%
		Poor		8%
	Restaurants	Excellent		22%
		Good		45%
		Fair		21%



























<b>When thinking only about your neighborhood (not the city as a whole), please rate the availability of the following amenities in your neighborhood and its surrounding areas.</b>	Restaurants	Poor		11%
	Public spaces, parks, or gathering spots	Excellent		25%
		Good		49%
		Fair		18%
		Poor		8%
	Bicycle and pedestrian paths and trails	Excellent		20%
		Good		45%
		Fair		25%
		Poor		10%
	Health care facilities	Excellent		21%
		Good		51%
		Fair		18%
		Poor		10%
<b>Please select the single area that you go to the MOST for each of the following activities or services.</b>	Grocery shopping	Hwy 164/Moreland Rd		17%
		Sunset Dr./Fox River		47%
		Grandview/Silvernail		26%
		Area outside of Waukesha		5%
		Other or N/A		5%
	Fast food, carry out, or fast-casual dining	Downtown Waukesha		5%
		Hwy 164/Moreland Rd		11%
		Sunset Dr./Fox River		41%
		Grandview/Silvernail		25%
		Area outside of Waukesha		6%
		Other or N/A		12%
	Casual sit-down dining	Downtown Waukesha		32%
		Hwy 164/Moreland Rd		9%

















**Please select the single area that you go to the MOST for each of the following activities or services.**







	How many years have you lived in Waukesha?	More than 20 years		37%
	Which best describes the building you live in?	One family house detached from any other houses		49%
		Building with two or more homes (duplex, townhome,...		48%
		Mobile home		1%
		Other		2%
	Do you rent or own your home?	Rent		42%
		Own		58%
<b>About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance, and homeowners' association (HOA) fees)?</b>	About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Less than \$500		8%
		\$500 to \$999		27%
		\$1,000 to \$1,499		35%
		\$1,500 to \$1,999		20%
		\$2,000 to \$2,499		7%
		\$2,500 to \$2,999		1%
		\$3,000 to \$3,499		1%
		\$3,500 or more		2%
	Do any children 17 or under live in your household?	No		69%
		Yes		31%
	Are you or any other members of your household aged 65 or older?	No		72%
		Yes		28%
	How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Less than \$25,000		13%
		\$25,000 to \$49,999		26%
		\$50,000 to \$74,999		18%
		\$75,000 to \$99,999		14%
		\$100,000 to \$149,999		16%
		\$150,000 or more		13%
<b>Are you Spanish, Hispanic, or Latino?</b>	Are you Spanish, Hispanic or Latino?	No, not Spanish, Hispanic, or Latino		89%

<b>Are you Spanish, Hispanic, or Latino?</b>	Are you Spanish, Hispanic or Latino?	Yes, I consider myself to be Spanish, Hispanic, or Latino		11%
	What is your race? (Mark one or more races to indicate what race you consider yourself to be.)	American Indian or Alaskan Native		2%
		Asian, Asian Indian, or Pacific Islander		2%
		Black or African American		4%
		White		92%
		Other		4%
		In which category is your age?	18-24 years	
25-34 years			32%	
35-44 years			18%	
45-54 years			15%	
55-64 years			10%	
65-74 years			12%	
75 years or older			10%	
What is your gender?	Female			52%
	Male		47%	
	Identify in another way		1%	



## Methods (open participation)

As part of its participation in The National Community Survey™ (The NCST™), the City of Waukesha conducted a survey of 417 residents. Survey invitations were mailed to randomly selected households and data were collected from January 13th, 2022 to March 3rd, 2022. The results from this main survey effort represent the most robust estimate of your residents' opinions.

After the above data collection period was underway, a link to an online open participation survey was publicized by the City of Waukesha. The open participation survey was identical to the probability sample survey with two small updates; it included a map at the beginning asking where the respondent lives and also a question about where they heard about the survey. The open participation survey was open to all city residents and became available on February 17th, 2022. The survey remained open for two weeks and there were 286 responses.

The open participation survey data were not collected through a random sample and it is unknown who in the community was aware of the survey; therefore, a level of confidence in the representativeness of the sample cannot be estimated. However, to reduce bias where possible, these data were statistically weighted to match the demographic characteristics of the 2010 Census and 2019 American Community Survey estimates for adults in the City of Waukesha. The characteristics used for weighting were age, sex, race, Hispanic origin, housing type, housing tenure, and area. No adjustments were made for design effects. Weights were calculated using an iterative, multiplicative raking model known as the ANES Weighting Algorithm.\* The results of the weighting scheme for the open participation survey are presented in the following table.

\* Pasek, J. (2010). ANES Weighting Algorithm. Retrieved from

<https://web.stanford.edu/group/iriss/cgi-bin/anesrake/resources/RakingDescription.pdf>

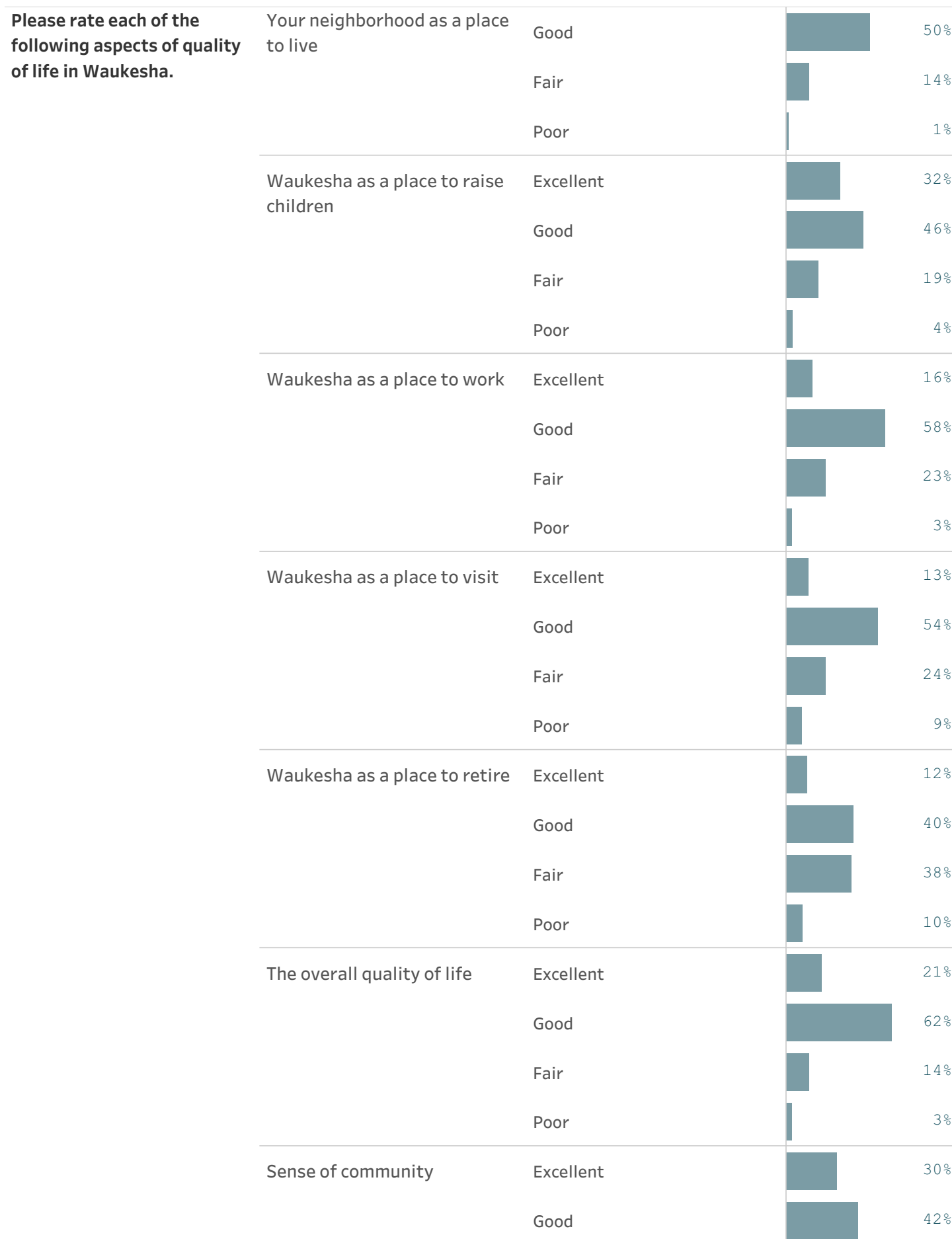
		Unweighted	Weighted	Target*
Age	18-34	9%	31%	34%
	35-54	38%	35%	33%
	55+	53%	34%	32%
Area	Area 1	3%	7%	7%
	Area 2	6%	8%	8%
	Area 3	6%	7%	7%
	Area 4	5%	6%	7%
	Area 5	10%	6%	6%
	Area 6	4%	6%	7%
	Area 7	6%	7%	7%
	Area 8	10%	5%	6%
	Area 9	4%	6%	7%
	Area 10	5%	7%	7%
	Area 11	7%	5%	6%
	Area 12	10%	6%	6%
	Area 13	10%	6%	6%
	Area 14	7%	7%	7%
	Area 15	7%	7%	7%
Hispanic	No, not Spanish, Hispanic, or Latino	98%	90%	89%
	Yes, I consider myself to be Spanish, Hispanic, or Latino	2%	10%	11%
Housing type	Attached	20%	49%	49%
	Detached	80%	51%	51%
race	Not white	4%	9%	10%
	White	96%	91%	90%
Race/ethnicity	Not white alone	7%	20%	18%
	White alone, not Hispanic or Latino	93%	80%	82%
Sex	Female	67%	56%	52%
	Male	33%	44%	48%


























Sex/age	Female 18-34	6%	19%	18%
	Female 35-54	27%	17%	16%
	Female 55+	34%	20%	18%
	Male 18-34	2%	11%	17%
	Male 35-54	11%	18%	17%
	Male 55+	20%	16%	14%
Tenure	Own	88%	58%	58%
	Rent	12%	42%	42%

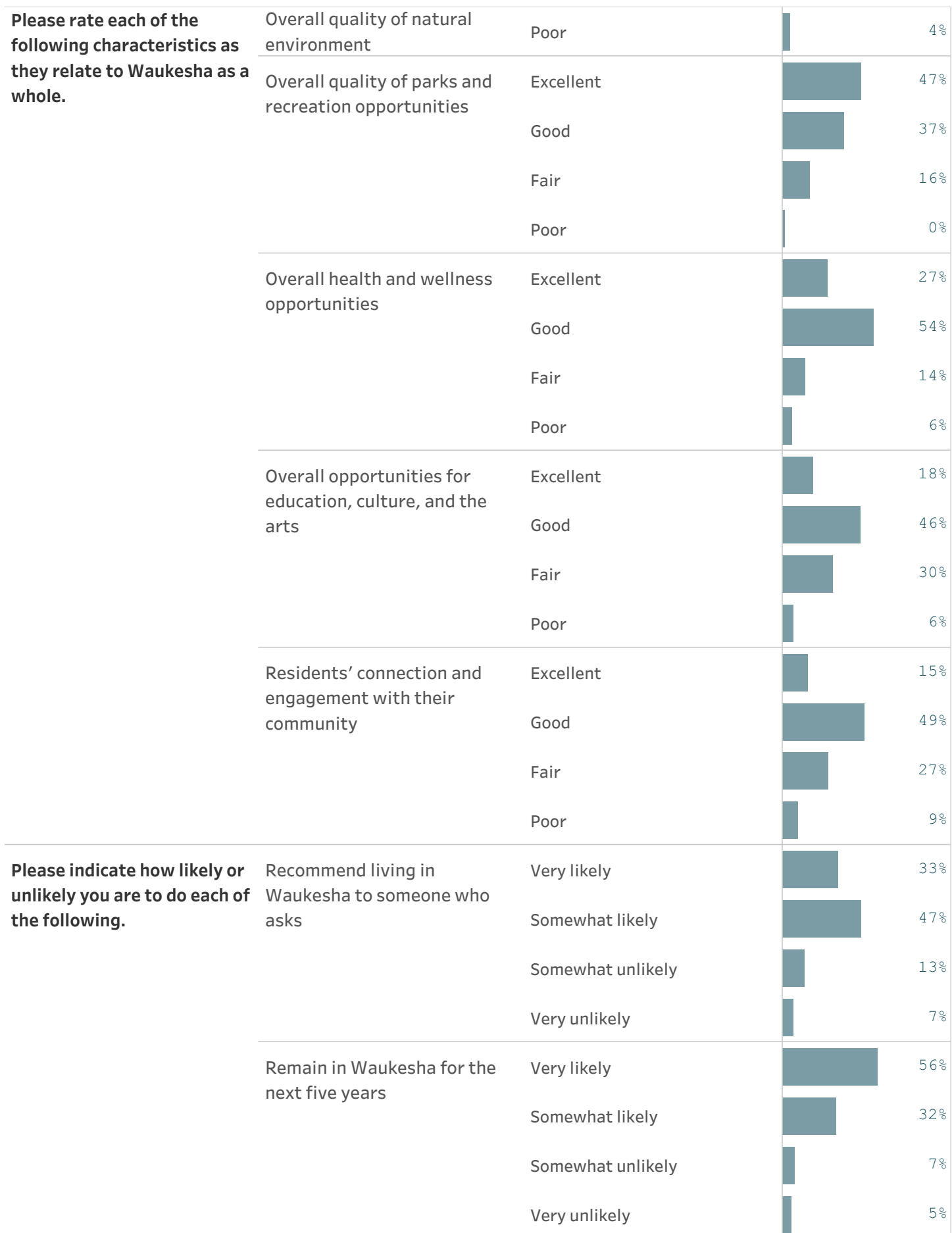
# Open participation survey results


























This dashboard contains a complete set of responses to each question on the open participation survey. By default, "don't know" responses are excluded, but may be added to the table using the response filter to the right. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the common practice of percentages being rounded to the nearest whole number.


























In which district of Waukesha do you live? (Refer to map above.)	District 1	<div></div>	7%
	District 2	<div></div>	8%
	District 3	<div></div>	7%
	District 4	<div></div>	6%
	District 5	<div></div>	6%
	District 6	<div></div>	6%
	District 7	<div></div>	7%
	District 8	<div></div>	5%
	District 9	<div></div>	6%
	District 10	<div></div>	7%
	District 11	<div></div>	5%
	District 12	<div></div>	6%
	District 13	<div></div>	6%
	District 14	<div></div>	7%
	District 15	<div></div>	7%
	Don't know/I don't live in Waukesha	<div></div>	2%
Please rate each of the following aspects of quality of life in Waukesha.	Waukesha as a place to live	Excellent	<div></div> 32%
		Good	<div></div> 58%
		Fair	<div></div> 7%
		Poor	<div></div> 3%
	Your neighborhood as a place to live	Excellent	<div></div> 35%




























<b>Please rate each of the following aspects of quality of life in Waukesha.</b>	Sense of community	Fair		23%
		Poor		5%
<b>Please rate each of the following characteristics as they relate to Waukesha as a whole.</b>	Overall economic health	Excellent		7%
		Good		59%
		Fair		29%
		Poor		4%
	Overall quality of the transportation system	Excellent		15%
		Good		52%
		Fair		22%
		Poor		11%
	Overall design or layout of residential and commercial areas	Excellent		17%
		Good		48%
		Fair		23%
		Poor		12%
	Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	Excellent		13%
		Good		57%
		Fair		24%
		Poor		7%
	Overall feeling of safety	Excellent		21%
		Good		52%
		Fair		20%
		Poor		7%
	Overall quality of natural environment	Excellent		21%
		Good		49%
		Fair		26%




























<b>Please rate how safe or unsafe you feel:</b>	In your neighborhood during the day	Very safe		67%
		Somewhat safe		29%
		Neither safe nor unsafe		1%
		Somewhat unsafe		3%
	In Waukesha's downtown/commercial area during the day	Very safe		53%
		Somewhat safe		35%
		Neither safe nor unsafe		4%
		Somewhat unsafe		7%
		Very unsafe		0%
	From property crime	Very safe		30%
		Somewhat safe		50%
		Neither safe nor unsafe		8%
		Somewhat unsafe		9%
		Very unsafe		2%
	From violent crime	Very safe		41%
		Somewhat safe		47%
		Neither safe nor unsafe		5%
		Somewhat unsafe		6%
		Very unsafe		0%
	From fire, flood, or other natural disaster	Very safe		48%
		Somewhat safe		42%
		Neither safe nor unsafe		8%
		Somewhat unsafe		2%
		Very unsafe		0%
<b>Please rate the job you feel the Waukesha community</b>	Making all residents feel welcome	Excellent		18%

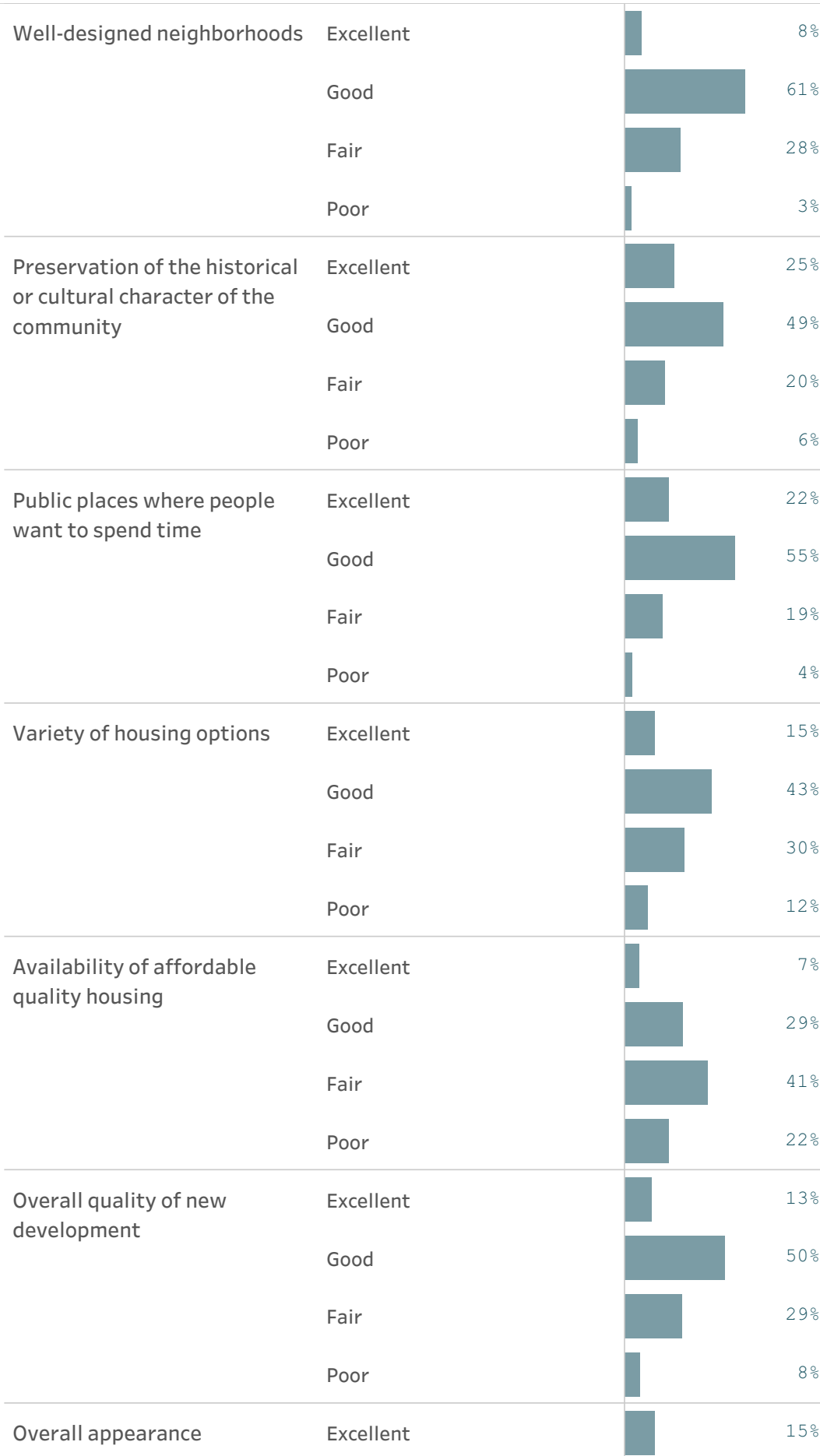
<b>Please rate the job you feel the Waukesha community does at each of the following.</b>	Making all residents feel welcome	Good		52%
		Fair		18%
		Poor		12%
	Attracting people from diverse backgrounds	Excellent		16%
		Good		36%
		Fair		34%
		Poor		14%
	Valuing/respecting residents from diverse backgrounds	Excellent		16%
		Good		37%
		Fair		35%
		Poor		13%
	Taking care of vulnerable residents	Excellent		3%
		Good		49%
		Fair		33%
		Poor		15%
<b>Please rate each of the following in the Waukesha community.</b>	Overall quality of business and service establishments	Excellent		22%
		Good		58%
		Fair		17%
		Poor		3%
	Variety of business and service establishments	Excellent		22%
		Good		45%
		Fair		28%
		Poor		5%
	Vibrancy of downtown/commercial area	Excellent		22%
		Good		45%

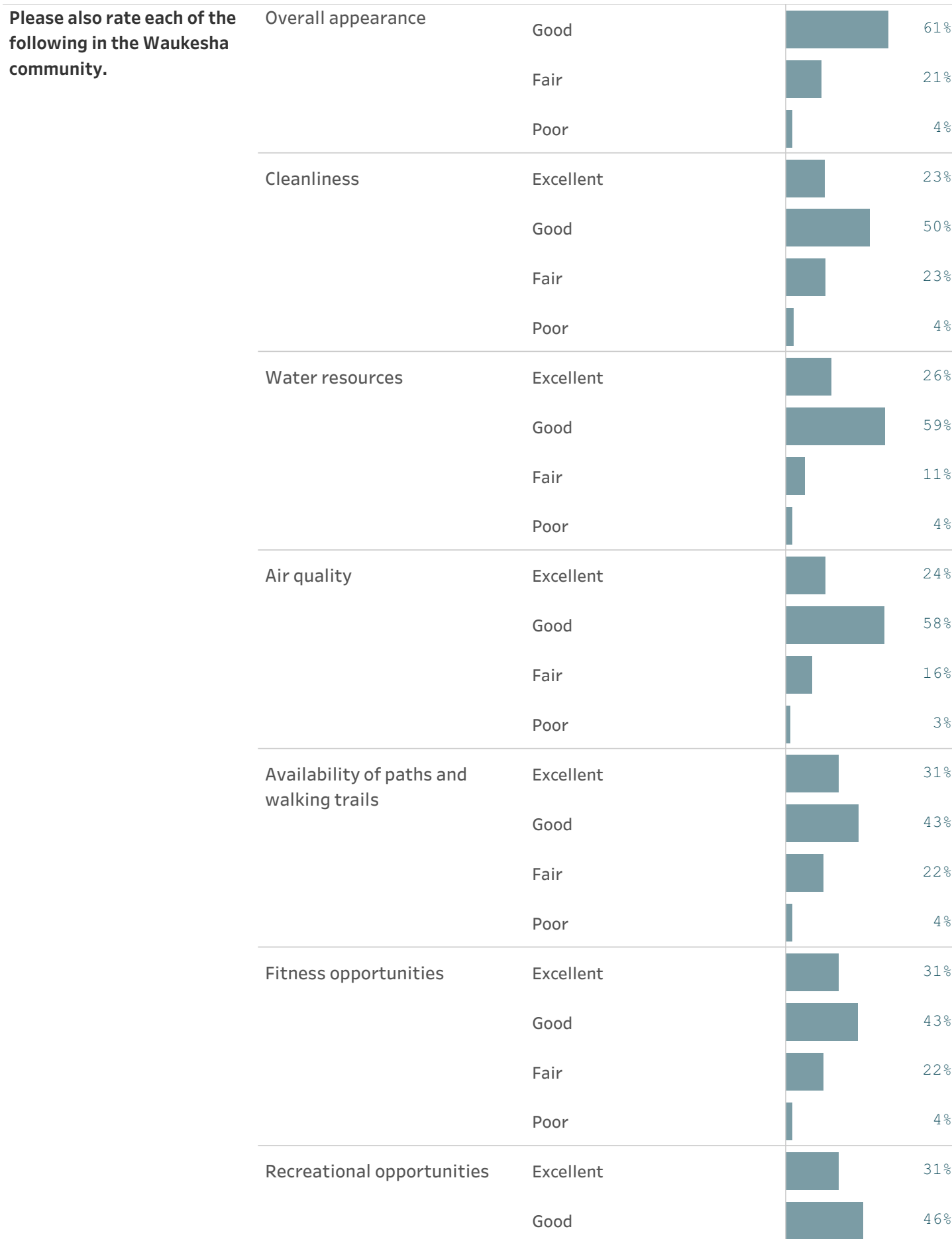



























<b>Please rate each of the following in the Waukesha community.</b>	Vibrancy of downtown/commercial area	Fair		30%
		Poor		4%
	Employment opportunities	Excellent		15%
		Good		55%
		Fair		22%
		Poor		8%
	Shopping opportunities	Excellent		28%
		Good		43%
		Fair		24%
		Poor		5%
	Cost of living	Excellent		4%
		Good		39%
		Fair		38%
		Poor		18%
	Overall image or reputation	Excellent		13%
		Good		49%
		Fair		30%
		Poor		7%
<b>Please also rate each of the following in the Waukesha community.</b>	Traffic flow on major streets	Excellent		13%
		Good		59%
		Fair		20%
		Poor		8%
	Ease of public parking	Excellent		11%
		Good		54%
		Fair		23%


























Please also rate each of the following in the Waukesha community.	Ease of public parking	Poor		11%
	Ease of travel by car	Excellent		20%
		Good		60%
		Fair		14%
		Poor		5%
	Ease of travel by public transportation	Excellent		12%
		Good		40%
		Fair		29%
		Poor		19%
	Ease of travel by bicycle	Excellent		20%
		Good		41%
		Fair		23%
		Poor		16%
	Ease of walking	Excellent		29%
		Good		51%
		Fair		13%
		Poor		7%
	Well-planned residential growth	Excellent		11%
		Good		54%
		Fair		23%
		Poor		12%
	Well-planned commercial growth	Excellent		6%
		Good		54%
		Fair		28%
		Poor		12%


























**Please also rate each of the following in the Waukesha community.**






























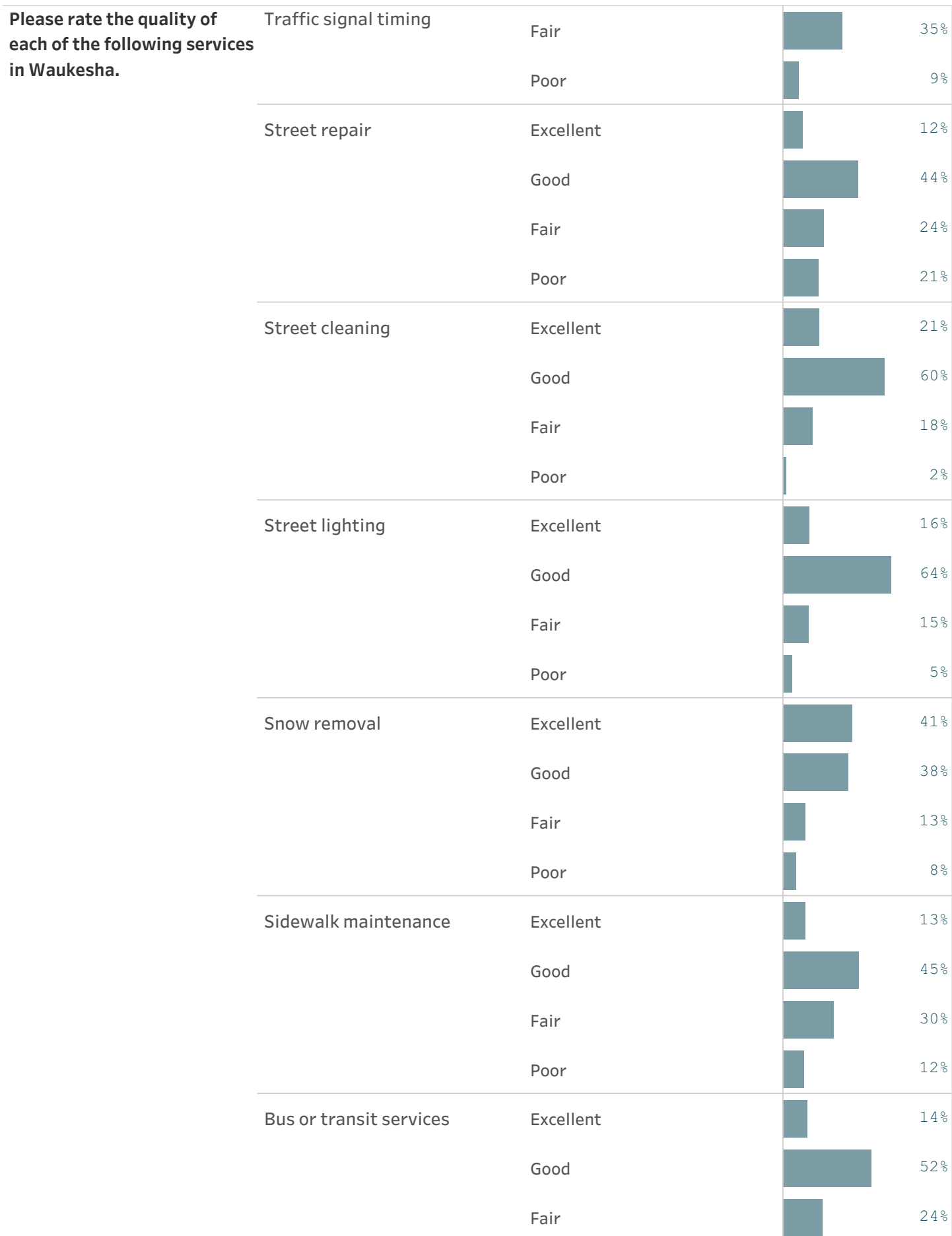
Please also rate each of the following in the Waukesha community.	Recreational opportunities	Fair		21%
		Poor		3%
	Availability of affordable quality food	Excellent		20%
		Good		53%
		Fair		24%
		Poor		3%
	Availability of affordable quality health care	Excellent		26%
		Good		46%
		Fair		22%
		Poor		6%
	Availability of preventive health services	Excellent		23%
		Good		53%
		Fair		19%
		Poor		4%
	Availability of affordable quality mental health care	Excellent		13%
		Good		38%
		Fair		29%
		Poor		20%
	Opportunities to attend cultural/arts/music activities	Excellent		20%
		Good		52%
		Fair		22%
		Poor		6%
	Community support for the arts	Excellent		19%
		Good		46%
		Fair		25%

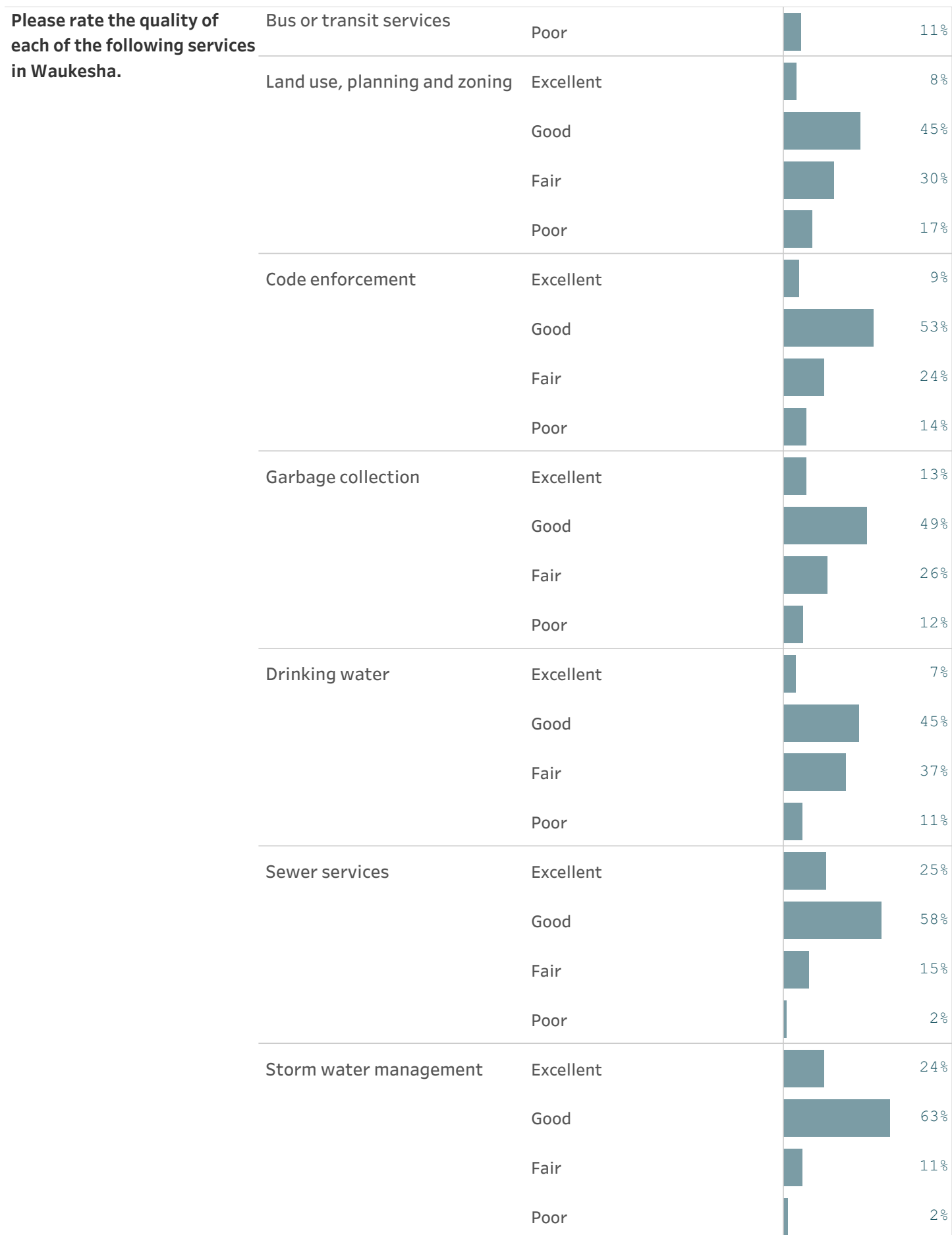
<b>Please also rate each of the following in the Waukesha community.</b>	Community support for the arts	Poor		10%
	Availability of affordable quality childcare/preschool	Excellent		18%
		Good		29%
		Fair		40%
		Poor		13%
	K-12 education	Excellent		22%
		Good		48%
		Fair		16%
		Poor		14%
	Adult educational opportunities	Excellent		21%
		Good		47%
		Fair		20%
		Poor		11%
	Sense of civic/community pride	Excellent		23%
		Good		50%
		Fair		22%
		Poor		5%
	Neighborliness of residents	Excellent		18%
		Good		47%
		Fair		32%
		Poor		4%
	Opportunities to participate in social events and activities	Excellent		21%
		Good		51%
		Fair		26%
		Poor		2%

<b>Please also rate each of the following in the Waukesha community.</b>	Opportunities to attend special events and festivals	Excellent		30%
		Good		47%
		Fair		21%
		Poor		2%
	Opportunities to volunteer	Excellent		22%
		Good		53%
		Fair		23%
		Poor		2%
	Opportunities to participate in community matters	Excellent		18%
		Good		50%
		Fair		27%
		Poor		5%
	Openness and acceptance of the community toward people of diverse backgrounds	Excellent		13%
		Good		43%
		Fair		23%
		Poor		21%
<b>Please indicate whether or not you have done each of the following in the last 12 months.</b>	Contacted the City of Waukesha for help or information	No		48%
		Yes		52%
	Contacted Waukesha elected officials to express your opinion	No		73%
		Yes		27%
	Attended a local public meeting	No		77%
		Yes		23%
	Watched a local public meeting	No		59%
		Yes		41%
	Volunteered your time to some group/activity	No		62%


























<b>Please indicate whether or not you have done each of the following in the last 12 months.</b>	Volunteered your time to some group/activity	Yes		38%
	Campaigned or advocated for a local issue, cause, or candidate	No		78%
		Yes		22%
	Voted in your most recent local election	No		26%
		Yes		74%
	Used public transportation instead of driving	No		88%
		Yes		12%
	Carpooled with other adults or children instead of driving alone	No		43%
		Yes		57%
	Walked or biked instead of driving	No		38%
		Yes		62%
<b>Please rate the quality of each of the following services in Waukesha.</b>	Public information services	Excellent		18%
		Good		57%
		Fair		22%
		Poor		2%
	Economic development	Excellent		12%
		Good		53%
		Fair		25%
		Poor		10%
	Traffic enforcement	Excellent		9%
		Good		56%
		Fair		28%
		Poor		8%
	Traffic signal timing	Excellent		9%
		Good		47%

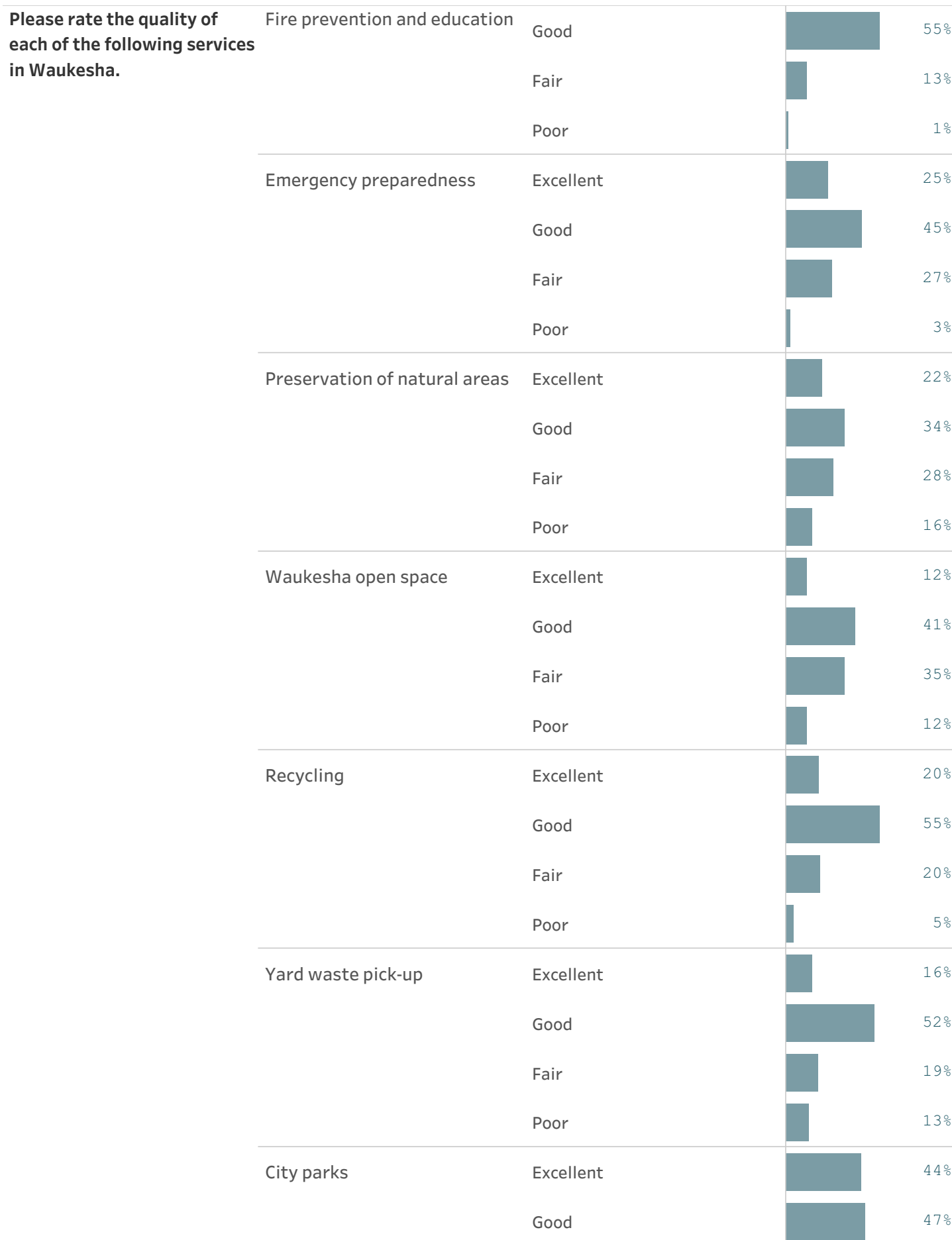

















































































**Please rate the quality of each of the following services in Waukesha.**

























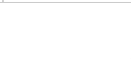
Utility billing	Excellent		12%
	Good		45%
	Fair		29%
	Poor		14%
Police/Sheriff services	Excellent		32%
	Good		52%
	Fair		15%
	Poor		1%
Crime prevention	Excellent		23%
	Good		47%
	Fair		24%
	Poor		7%
Animal control	Excellent		22%
	Good		53%
	Fair		25%
	Poor		0%
Ambulance or emergency medical services	Excellent		34%
	Good		55%
	Fair		12%
	Poor		0%
Fire services	Excellent		41%
	Good		54%
	Fair		6%
	Poor		0%
Fire prevention and education	Excellent		32%




























<b>Please rate the quality of each of the following services in Waukesha.</b>	City parks	Fair		7%
		Poor		2%
	Recreation programs or classes	Excellent		31%
		Good		56%
		Fair		10%
		Poor		3%
	Recreation centers or facilities	Excellent		26%
		Good		56%
		Fair		13%
		Poor		5%
	Public library services	Excellent		57%
		Good		38%
		Fair		3%
		Poor		3%
<b>Please rate the following categories of Waukesha government performance.</b>	Overall customer service by Waukesha employees	Excellent		34%
		Good		51%
		Fair		15%
		Poor		1%
	The value of services for the taxes paid to Waukesha	Excellent		14%
		Good		47%
		Fair		28%
		Poor		10%
	The overall direction that Waukesha is taking	Excellent		12%
		Good		47%
		Fair		25%


























<b>Please rate the following categories of Waukesha government performance.</b>	The overall direction that Waukesha is taking	Poor		15%
	The job Waukesha government does at welcoming resident involvement	Excellent		10%
		Good		48%
		Fair		29%
		Poor		13%
	Overall confidence in Waukesha government	Excellent		8%
		Good		45%
		Fair		32%
		Poor		15%
	Generally acting in the best interest of the community	Excellent		14%
		Good		47%
		Fair		27%
		Poor		12%
	Being honest	Excellent		18%
		Good		41%
		Fair		31%
		Poor		9%
	Being open and transparent to the public	Excellent		16%
		Good		47%
		Fair		23%
		Poor		15%
	Informing residents about issues facing the community	Excellent		15%
		Good		45%
		Fair		26%
		Poor		14%

<b>Please rate the following categories of Waukesha government performance.</b>	Treating all residents fairly	Excellent		16%
		Good		42%
		Fair		28%
		Poor		13%
	Treating residents with respect	Excellent		20%
		Good		53%
		Fair		21%
		Poor		6%
<b>Overall, how would you rate the quality of the services provided by each of the following?</b>	The City of Waukesha	Excellent		23%
		Good		59%
		Fair		13%
		Poor		6%
	The Federal Government	Excellent		3%
		Good		28%
		Fair		41%
		Poor		28%
<b>Please rate how important, if at all, you think it is for the Waukesha community to focus on each of the following in the coming two years.</b>	Overall economic health	Essential		36%
		Very important		51%
		Somewhat important		13%
		Not at all important		0%
	Overall quality of the transportation system	Essential		18%
		Very important		38%
		Somewhat important		36%
		Not at all important		8%
	Overall design or layout of residential and commercial	Essential		21%

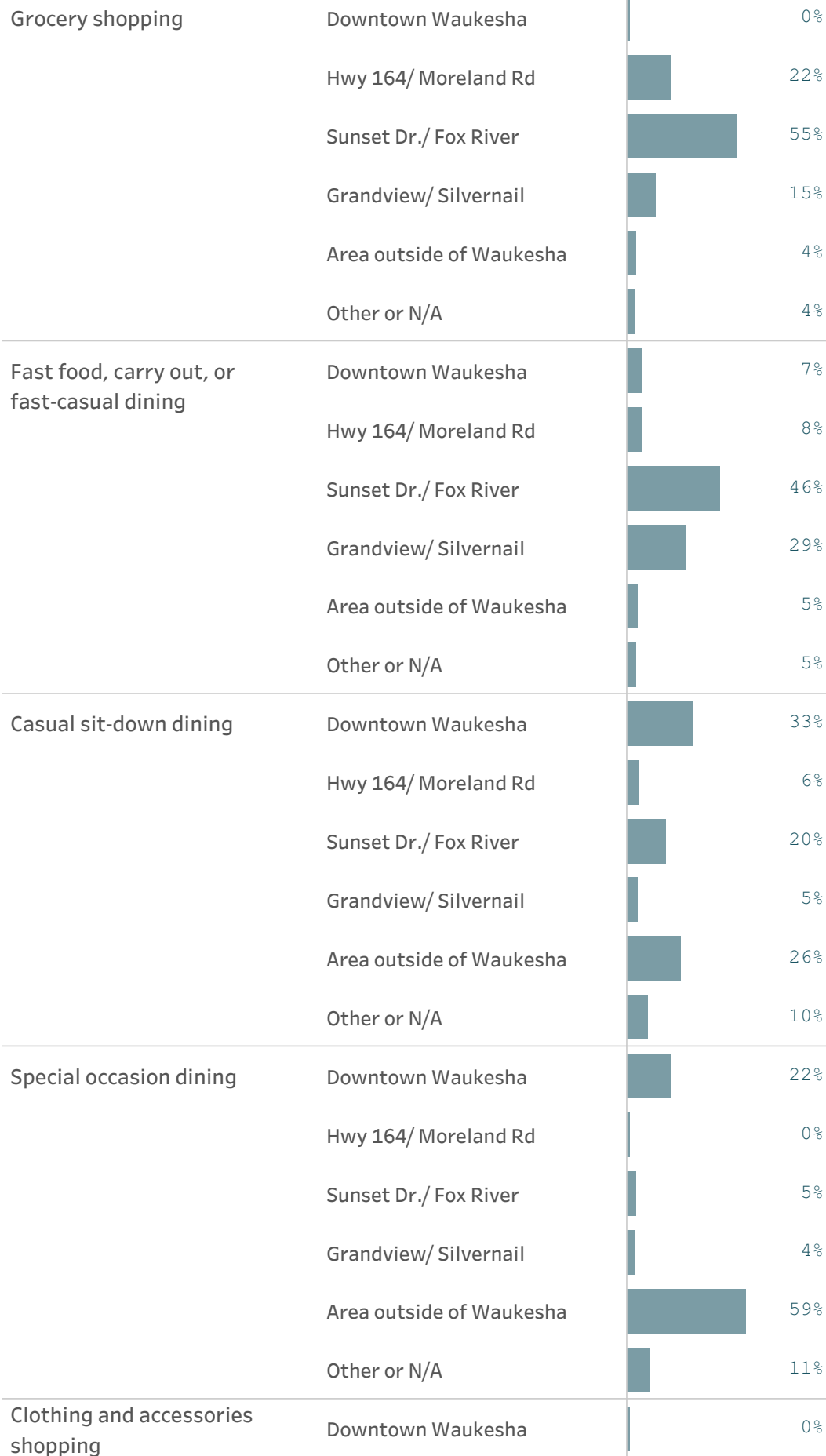
Please rate how important, if at all, you think it is for the Waukesha community to focus on each of the following in the coming two years.	Overall design or layout of residential and commercial areas	Very important		41%
		Somewhat important		33%
		Not at all important		5%
	Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water)	Essential		45%
		Very important		48%
		Somewhat important		6%
		Not at all important		0%
	Overall feeling of safety	Essential		61%
		Very important		30%
		Somewhat important		6%
		Not at all important		3%
	Overall quality of natural environment	Essential		35%
		Very important		53%
		Somewhat important		11%
		Not at all important		1%
	Overall quality of parks and recreation opportunities	Essential		26%
		Very important		56%
		Somewhat important		18%
		Not at all important		1%
	Overall health and wellness opportunities	Essential		17%
		Very important		50%
		Somewhat important		30%
		Not at all important		2%
	Overall opportunities for education, culture, and the arts	Essential		28%
		Very important		49%

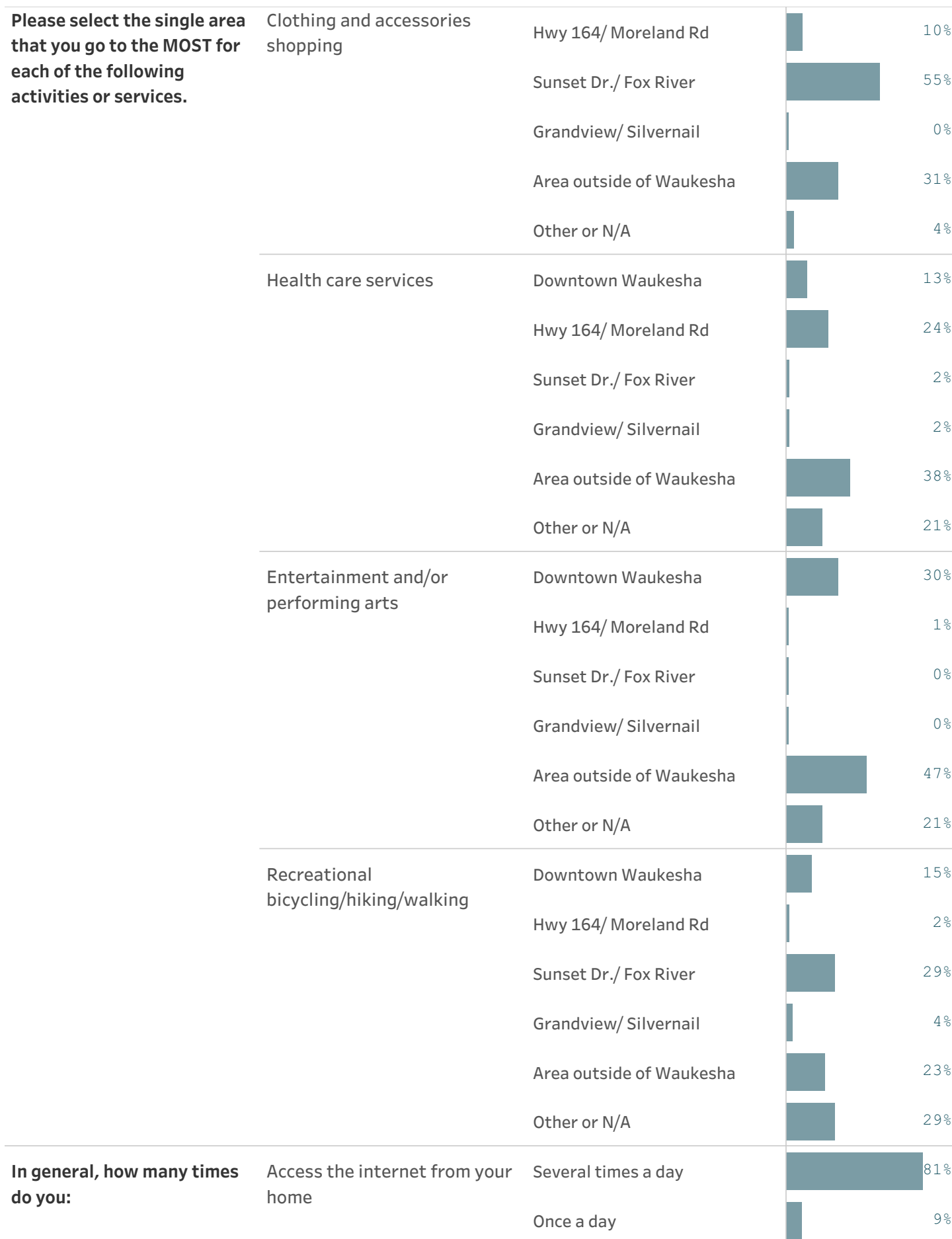


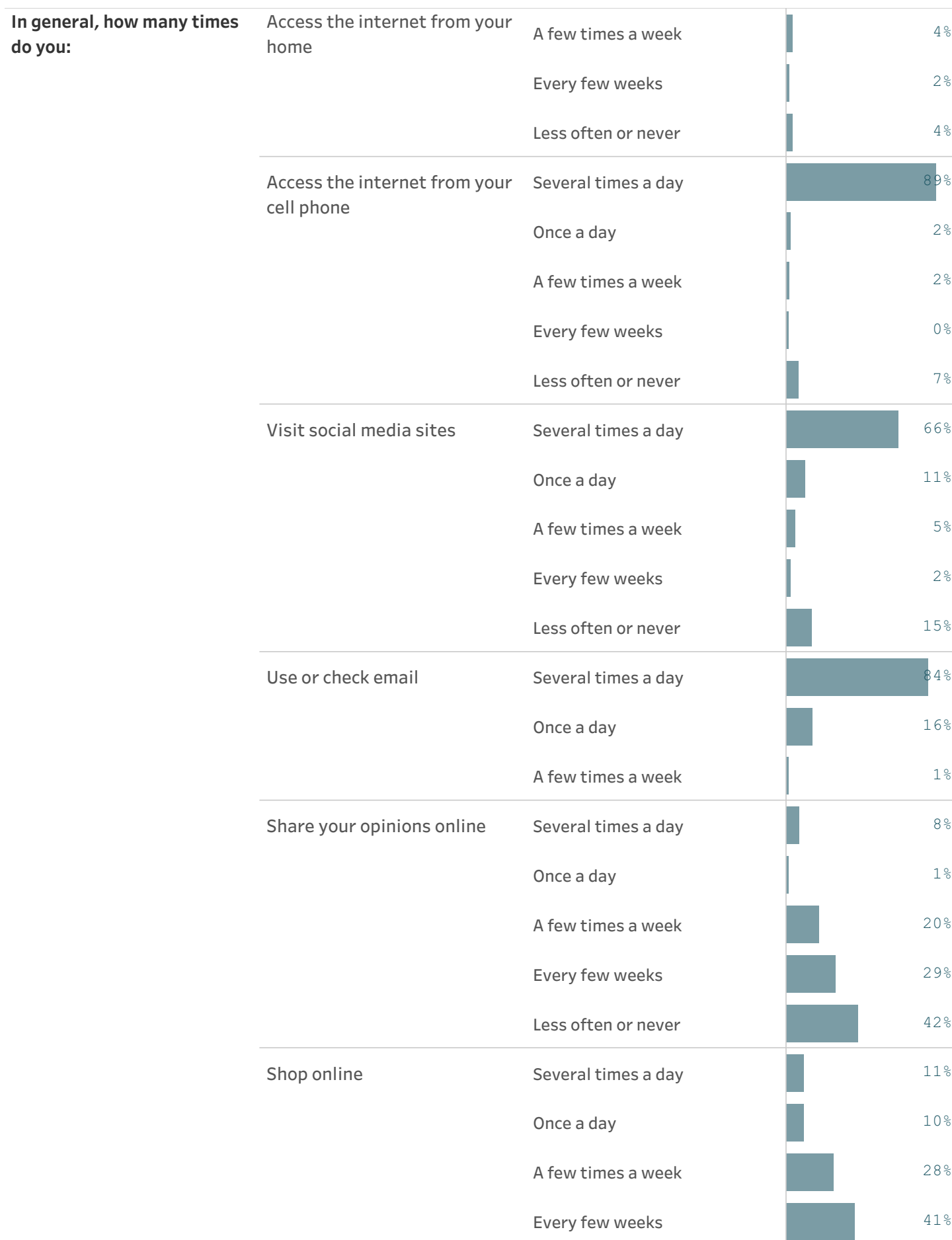
<b>Please rate how important, if at all, you think it is for the Waukesha community to focus on each of the following in the coming two years.</b>	Overall opportunities for education, culture, and the arts	Somewhat important		22%
		Not at all important		1%
	Residents' connection and engagement with their community	Essential		20%
		Very important		55%
		Somewhat important		25%
		Not at all important		0%
<b>Please rate how important, if at all, each of the following projects and issues will be for the City to address over the next five years.</b>	Safe bicycle and pedestrian connections between my neighborhood and other areas of the city	Essential		26%
		Very important		31%
		Somewhat important		33%
		Not at all important		10%
	Sustainability (water conservation, renewable energy sources, brownfield redevelopment, composting services, natural landscape management)	Essential		44%
		Very important		44%
		Somewhat important		10%
		Not at all important		1%
	Improvement of existing housing stock/neighborhood revitalization	Essential		25%
		Very important		56%
		Somewhat important		18%
		Not at all important		0%
	Increasing density (housing units per acre) in some areas of the city, like downtown or large redevelopment sites	Essential		10%
		Very important		24%
		Somewhat important		25%
		Not at all important		40%
	Employer amenities (e.g., remote working abilities, access to childcare, ease of commute, wellness-supporting policies and facilities)	Essential		27%
		Very important		36%
		Somewhat important		33%

Please rate how important, if at all, each of the following	Employer amenities	Not at all important		4%
When thinking only about your neighborhood (not the city as a whole), please rate the availability of the following amenities in your neighborhood and its surrounding areas.	Grocery stores	Excellent		37%
		Good		34%
		Fair		17%
		Poor		12%
	General shopping and personal services	Excellent		27%
		Good		43%
		Fair		24%
		Poor		7%
	Restaurants	Excellent		17%
		Good		43%
		Fair		33%
		Poor		8%
	Public spaces, parks, or gathering spots	Excellent		34%
		Good		40%
		Fair		23%
		Poor		3%
	Bicycle and pedestrian paths and trails	Excellent		32%
		Good		37%
		Fair		24%
		Poor		7%
	Health care facilities	Excellent		24%
		Good		42%
		Fair		27%
		Poor		6%


























**Please select the single area that you go to the MOST for each of the following activities or services.**

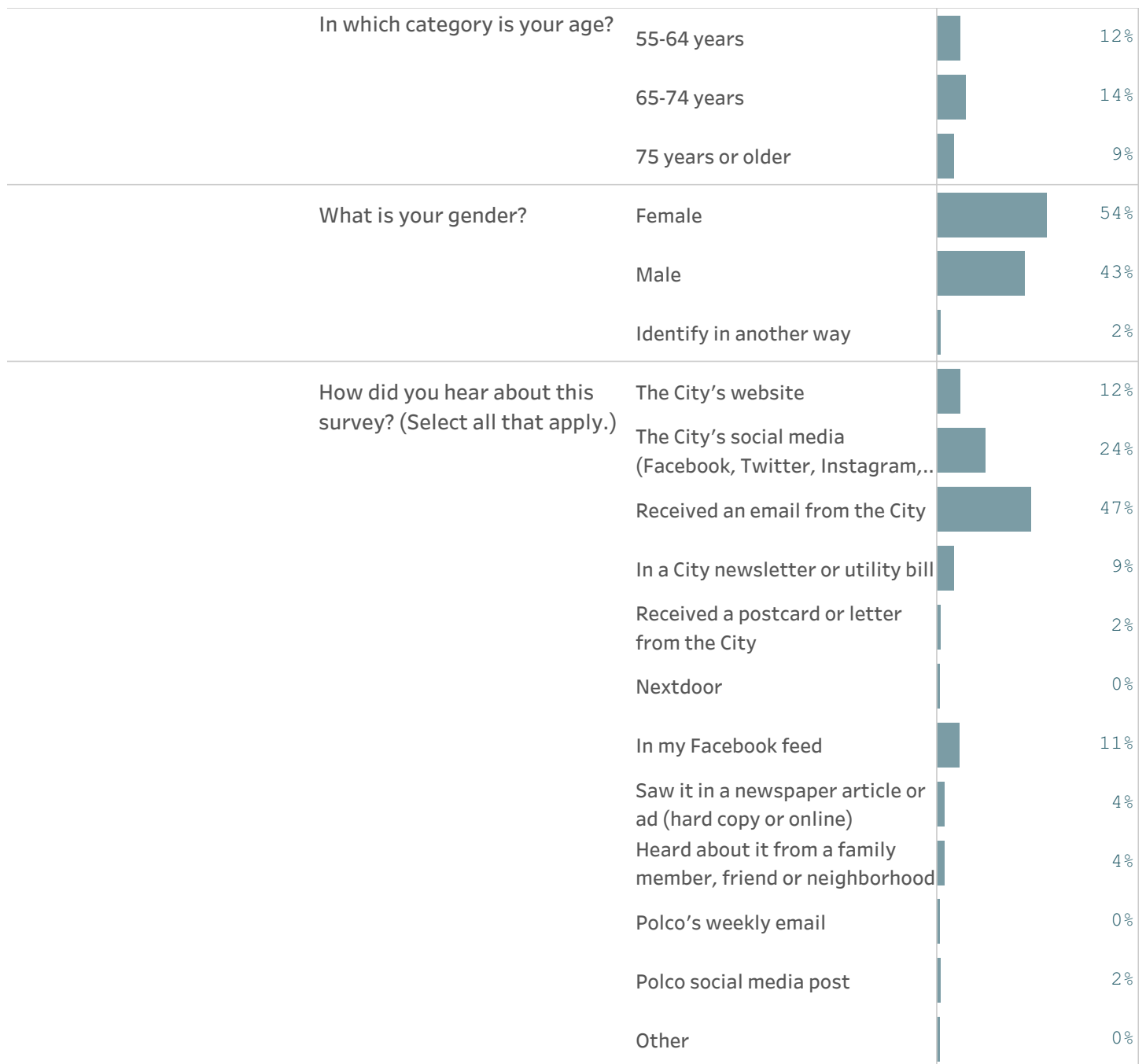






<b>In general, how many times do you:</b>	Shop online	Less often or never		11%
	Please rate your overall health.	Excellent		15%
		Very good		54%
		Good		25%
		Fair		5%
		Poor		1%
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:		Very positive		2%
		Somewhat positive		20%
		Neutral		36%
		Somewhat negative		34%
		Very negative		9%
How many years have you lived in Waukesha?		Less than 2 years		9%
		2-5 years		13%
		6-10 years		12%
		11-20 years		18%
		More than 20 years		47%
Which best describes the building you live in?		One family house detached from any other houses		51%
		Building with two or more homes (duplex, townhome, apa..		49%
		Other		1%
Do you rent or own your home?		Rent		42%
		Own		58%
<b>About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance, and homeowners' association (HOA) fees)?</b>	About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Less than \$500		1%
		\$500 to \$999		20%
		\$1,000 to \$1,499		39%
		\$1,500 to \$1,999		25%

<b>About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance, and homeowners' association (HOA) fees)?</b>	About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	\$2,000 to \$2,499		14%
		\$2,500 to \$2,999		1%
		\$3,000 to \$3,499		0%
		\$3,500 or more		0%
	Do any children 17 or under live in your household?	No		67%
		Yes		33%
	Are you or any other members of your household aged 65 or older?	No		71%
		Yes		29%
	How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Less than \$25,000		8%
		\$25,000 to \$49,999		23%
		\$50,000 to \$74,999		16%
		\$75,000 to \$99,999		14%
		\$100,000 to \$149,999		25%
		\$150,000 or more		14%
<b>Are you Spanish, Hispanic, or Latino?</b>	Are you Spanish, Hispanic or Latino?	No, not Spanish, Hispanic, or Latino		90%
		Yes, I consider myself to be Spanish, Hispanic, or Latino		10%
	What is your race? (Mark one or more races to indicate what race you consider yourself to be.)	American Indian or Alaskan Native		4%
		Asian, Asian Indian, or Pacific Islander		2%
		Black or African American		2%
		White		93%
		Other		2%
	In which category is your age?	18-24 years		4%
		25-34 years		27%
		35-44 years		20%
		45-54 years		15%





# The City of Waukesha 2022 Community Survey

Please complete this survey if you are the adult (age 18 or older) in the household who most recently had a birthday (the year of birth does not matter). Your responses are confidential and no identifying information will be shared.

## 1. Please rate each of the following aspects of quality of life in Waukesha.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Waukesha as a place to live .....	1	2	3	4	5
Your neighborhood as a place to live .....	1	2	3	4	5
Waukesha as a place to raise children .....	1	2	3	4	5
Waukesha as a place to work.....	1	2	3	4	5
Waukesha as a place to visit.....	1	2	3	4	5
Waukesha as a place to retire.....	1	2	3	4	5
The overall quality of life in Waukesha.....	1	2	3	4	5
Sense of community.....	1	2	3	4	5

## 2. Please rate each of the following characteristics as they relate to Waukesha as a whole.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Overall economic health of Waukesha.....	1	2	3	4	5
Overall quality of the transportation system (auto, bicycle, foot, bus) in Waukesha.....	1	2	3	4	5
Overall design or layout of Waukesha's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.) .....	1	2	3	4	5
Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water) .....	1	2	3	4	5
Overall feeling of safety in Waukesha.....	1	2	3	4	5
Overall quality of natural environment in Waukesha.....	1	2	3	4	5
Overall quality of parks and recreation opportunities.....	1	2	3	4	5
Overall health and wellness opportunities in Waukesha .....	1	2	3	4	5
Overall opportunities for education, culture, and the arts.....	1	2	3	4	5
Residents' connection and engagement with their community .....	1	2	3	4	5

## 3. Please indicate how likely or unlikely you are to do each of the following.

	<u>Very likely</u>	<u>Somewhat likely</u>	<u>Somewhat unlikely</u>	<u>Very unlikely</u>	<u>Don't know</u>
Recommend living in Waukesha to someone who asks.....	1	2	3	4	5
Remain in Waukesha for the next five years.....	1	2	3	4	5

## 4. Please rate how safe or unsafe you feel:

	<u>Very safe</u>	<u>Somewhat safe</u>	<u>Neither safe nor unsafe</u>	<u>Somewhat unsafe</u>	<u>Very unsafe</u>	<u>Don't know</u>
In your neighborhood during the day.....	1	2	3	4	5	6
In Waukesha's downtown/commercial area during the day .....	1	2	3	4	5	6
From property crime.....	1	2	3	4	5	6
From violent crime.....	1	2	3	4	5	6
From fire, flood, or other natural disaster .....	1	2	3	4	5	6

## 5. Please rate the job you feel the Waukesha community does at each of the following.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Making all residents feel welcome .....	1	2	3	4	5
Attracting people from diverse backgrounds.....	1	2	3	4	5
Valuing/respecting residents from diverse backgrounds.....	1	2	3	4	5
Taking care of vulnerable residents (elderly, disabled, homeless, etc.).....	1	2	3	4	5

## 6. Please rate each of the following in the Waukesha community.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Overall quality of business and service establishments in Waukesha.....	1	2	3	4	5
Variety of business and service establishments in Waukesha .....	1	2	3	4	5
Vibrancy of downtown/commercial area .....	1	2	3	4	5
Employment opportunities .....	1	2	3	4	5
Shopping opportunities .....	1	2	3	4	5
Cost of living in Waukesha.....	1	2	3	4	5
Overall image or reputation of Waukesha .....	1	2	3	4	5

**7. Please also rate each of the following in the Waukesha community.**

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Traffic flow on major streets.....	1	2	3	4	5
Ease of public parking.....	1	2	3	4	5
Ease of travel by car in Waukesha.....	1	2	3	4	5
Ease of travel by public transportation in Waukesha.....	1	2	3	4	5
Ease of travel by bicycle in Waukesha.....	1	2	3	4	5
Ease of walking in Waukesha.....	1	2	3	4	5
Well-planned residential growth.....	1	2	3	4	5
Well-planned commercial growth.....	1	2	3	4	5
Well-designed neighborhoods.....	1	2	3	4	5
Preservation of the historical or cultural character of the community.....	1	2	3	4	5
Public places where people want to spend time.....	1	2	3	4	5
Variety of housing options.....	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Overall quality of new development in Waukesha.....	1	2	3	4	5
Overall appearance of Waukesha.....	1	2	3	4	5
Cleanliness of Waukesha.....	1	2	3	4	5
Water resources (ponds, riverways, etc.).....	1	2	3	4	5
Air quality.....	1	2	3	4	5
Availability of paths and walking trails.....	1	2	3	4	5
Fitness opportunities (including exercise classes and paths or trails, etc.)... 1	2	3	4	5	
Recreational opportunities.....	1	2	3	4	5
Availability of affordable quality food.....	1	2	3	4	5
Availability of affordable quality health care.....	1	2	3	4	5
Availability of preventive health services.....	1	2	3	4	5
Availability of affordable quality mental health care.....	1	2	3	4	5
Opportunities to attend cultural/arts/music activities.....	1	2	3	4	5
Community support for the arts.....	1	2	3	4	5
Availability of affordable quality childcare/preschool.....	1	2	3	4	5
K-12 education.....	1	2	3	4	5
Adult educational opportunities.....	1	2	3	4	5
Sense of civic/community pride.....	1	2	3	4	5
Neighborliness of residents in Waukesha.....	1	2	3	4	5
Opportunities to participate in social events and activities.....	1	2	3	4	5
Opportunities to attend special events and festivals.....	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds.....	1	2	3	4	5

**8. Please indicate whether or not you have done each of the following in the last 12 months.**

	<u>No</u>	<u>Yes</u>
Contacted the City of Waukesha (in-person, phone, email, or web) for help or information.....	1	2
Contacted Waukesha elected officials (in-person, phone, email, or web) to express your opinion.....	1	2
Attended a local public meeting (of local elected officials like City Council or County Commissioners, advisory boards, school boards, HOA, neighborhood watch, etc.).....	1	2
Watched (online or on television) a local public meeting.....	1	2
Volunteered your time to some group/activity in Waukesha.....	1	2
Campaigned or advocated for a local issue, cause, or candidate.....	1	2
Voted in your most recent local election.....	1	2
Used bus, rail, subway, or other public transportation instead of driving.....	1	2
Carpooled with other adults or children instead of driving alone.....	1	2
Walked or biked instead of driving.....	1	2

# The City of Waukesha 2022 Community Survey

## 9. Please rate the quality of each of the following services in Waukesha.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Public information services.....	1	2	3	4	5
Economic development.....	1	2	3	4	5
Traffic enforcement .....	1	2	3	4	5
Traffic signal timing.....	1	2	3	4	5
Street repair.....	1	2	3	4	5
Street cleaning.....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal.....	1	2	3	4	5
Sidewalk maintenance.....	1	2	3	4	5
Bus or transit services .....	1	2	3	4	5
Land use, planning, and zoning.....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.) .....	1	2	3	4	5
Garbage collection .....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services.....	1	2	3	4	5
Storm water management (storm drainage, dams, levees, etc.) .....	1	2	3	4	5
Utility billing .....	1	2	3	4	5
Police services .....	1	2	3	4	5
Crime prevention .....	1	2	3	4	5
Animal control.....	1	2	3	4	5
Ambulance or emergency medical services .....	1	2	3	4	5
Fire services .....	1	2	3	4	5
Fire prevention and education.....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) .....	1	2	3	4	5
Preservation of natural areas (open space, farmlands, and greenbelts) ....	1	2	3	4	5
Waukesha open space.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up.....	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes .....	1	2	3	4	5
Recreation centers or facilities .....	1	2	3	4	5
Public library services .....	1	2	3	4	5
Overall customer service by Waukesha employees (police, receptionists, planners, etc.) .....	1	2	3	4	5

## 10. Please rate the following categories of Waukesha government performance.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The value of services for the taxes paid to Waukesha .....	1	2	3	4	5
The overall direction that Waukesha is taking .....	1	2	3	4	5
The job Waukesha government does at welcoming resident involvement.....	1	2	3	4	5
Overall confidence in Waukesha government.....	1	2	3	4	5
Generally acting in the best interest of the community .....	1	2	3	4	5
Being honest.....	1	2	3	4	5
Being open and transparent to the public.....	1	2	3	4	5
Informing residents about issues facing the community .....	1	2	3	4	5
Treating all residents fairly .....	1	2	3	4	5
Treating residents with respect .....	1	2	3	4	5

**11. Overall, how would you rate the quality of the services provided by each of the following?**

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The City of Waukesha.....	1	2	3	4	5
The Federal Government.....	1	2	3	4	5

**12. Please rate how important, if at all, you think it is for the Waukesha community to focus on each of the following in the coming two years.**

	<u>Essential</u>	<u>Very important</u>	<u>Somewhat important</u>	<u>Not at all important</u>
Overall economic health of Waukesha.....	1	2	3	4
Overall quality of the transportation system (auto, bicycle, foot, bus) in Waukesha .....	1	2	3	4
Overall design or layout of Waukesha's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.) .....	1	2	3	4
Overall quality of the utility infrastructure in Waukesha (water, sewer, storm water) .....	1	2	3	4
Overall feeling of safety in Waukesha.....	1	2	3	4
Overall quality of natural environment in Waukesha.....	1	2	3	4
Overall quality of parks and recreation opportunities.....	1	2	3	4
Overall health and wellness opportunities in Waukesha .....	1	2	3	4
Overall opportunities for education, culture, and the arts.....	1	2	3	4
Residents' connection and engagement with their community .....	1	2	3	4

**13. Please rate how important, if at all, each of the following projects and issues will be for the City to address over the next five years.**

	<u>Essential</u>	<u>Very important</u>	<u>Somewhat important</u>	<u>Not at all important</u>
Safe bicycle and pedestrian connections between my neighborhood and other areas of the city .....	1	2	3	4
Sustainability (water conservation, renewable energy sources, brownfield redevelopment, composting services, natural landscape management) .....	1	2	3	4
Improvement of existing housing stock/neighborhood revitalization .....	1	2	3	4
Increasing density (housing units per acre) in some areas of the city, like downtown or large redevelopment sites.....	1	2	3	4
Employer amenities (e.g., remote working abilities, access to childcare, ease of commute, wellness-supporting policies and facilities) .....	1	2	3	4

**14. When thinking only about your neighborhood (not the city as a whole), please rate the availability of the following amenities in your neighborhood and its surrounding areas.**

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Grocery stores .....	1	2	3	4	5
General shopping and personal services .....	1	2	3	4	5
Restaurants.....	1	2	3	4	5
Public spaces, parks, or gathering spots .....	1	2	3	4	5
Bicycle and pedestrian paths and trails .....	1	2	3	4	5
Health care facilities .....	1	2	3	4	5

**15. Please select the single area that you go to the most for each of the following activities or services.**

	<u>Downtown Waukesha</u>	<u>Hwy 164/ Moreland Rd</u>	<u>Sunset Dr./ Fox River</u>	<u>Grandview/ Silvernail</u>	<u>Area outside of Waukesha</u>	<u>Other or N/A</u>
Grocery shopping.....	1	2	3	4	5	6
Fast food, carry out, or fast-casual dining .....	1	2	3	4	5	6
Casual sit-down dining .....	1	2	3	4	5	6
Special occasion dining.....	1	2	3	4	5	6
Clothing and accessories shopping .....	1	2	3	4	5	6
Health care services.....	1	2	3	4	5	6
Entertainment and/or performing arts .....	1	2	3	4	5	6
Recreational bicycling/hiking/walking .....	1	2	3	4	5	6

# The City of Waukesha 2022 Community Survey

Our last questions are about you and your household.

Again, all of your responses to this survey are confidential and no identifying information will be shared.

## D1. In general, how many times do you:

	Several times a day	Once a day	A few times a week	Every few weeks	Less often or never	Don't know
Access the internet from your home using a computer, laptop, or tablet computer .....	1	2	3	4	5	6
Access the internet from your cell phone.....	1	2	3	4	5	6
Visit social media sites such as Facebook, Twitter, Nextdoor, etc. ....	1	2	3	4	5	6
Use or check email.....	1	2	3	4	5	6
Share your opinions online.....	1	2	3	4	5	6
Shop online .....	1	2	3	4	5	6

## D2. Please rate your overall health.

☐ Excellent ☐ Very good ☐ Good ☐ Fair ☐ Poor

## D3. What impact, if any, do you think the economy will have on your family income in the next 6 months?

Do you think the impact will be:

☐ Very positive ☐ Somewhat positive ☐ Neutral ☐ Somewhat negative ☐ Very negative

## D4. How many years have you lived in Waukesha?

☐ Less than 2 years  
☐ 2-5 years  
☐ 6-10 years  
☐ 11-20 years  
☐ More than 20 years

## D5. Which best describes the building you live in?

☐ One family house detached from any other houses  
☐ Building with two or more homes  
 (duplex, townhome, apartment, or condominium)  
☐ Mobile home  
☐ Other

## D6. Do you rent or own your home?

☐ Rent  
☐ Own

## D7. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance, and homeowners' association (HOA) fees)?

☐ Less than \$500 ☐ \$2,000 to \$2,499  
☐ \$500 to \$999 ☐ \$2,500 to \$2,999  
☐ \$1,000 to \$1,499 ☐ \$3,000 to \$3,499  
☐ \$1,500 to \$1,999 ☐ \$3,500 or more

## D8. Do any children 17 or under live in your household?

☐ No ☐ Yes

## D9. Are you or any other members of your household aged 65 or older?

☐ No ☐ Yes

## D10. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

☐ Less than \$25,000 ☐ \$75,000 to \$99,999  
☐ \$25,000 to \$49,999 ☐ \$100,000 to \$149,999  
☐ \$50,000 to \$74,999 ☐ \$150,000 or more

## D11. Are you Spanish, Hispanic or Latino?

☐ No, not Spanish, Hispanic, or Latino  
☐ Yes, I consider myself to be Spanish, Hispanic, or Latino

## D12. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

☐ American Indian or Alaskan Native  
☐ Asian, Asian Indian, or Pacific Islander  
☐ Black or African American  
☐ White  
☐ Other

## D13. In which category is your age?

☐ 18-24 years ☐ 55-64 years  
☐ 25-34 years ☐ 65-74 years  
☐ 35-44 years ☐ 75 years or older  
☐ 45-54 years

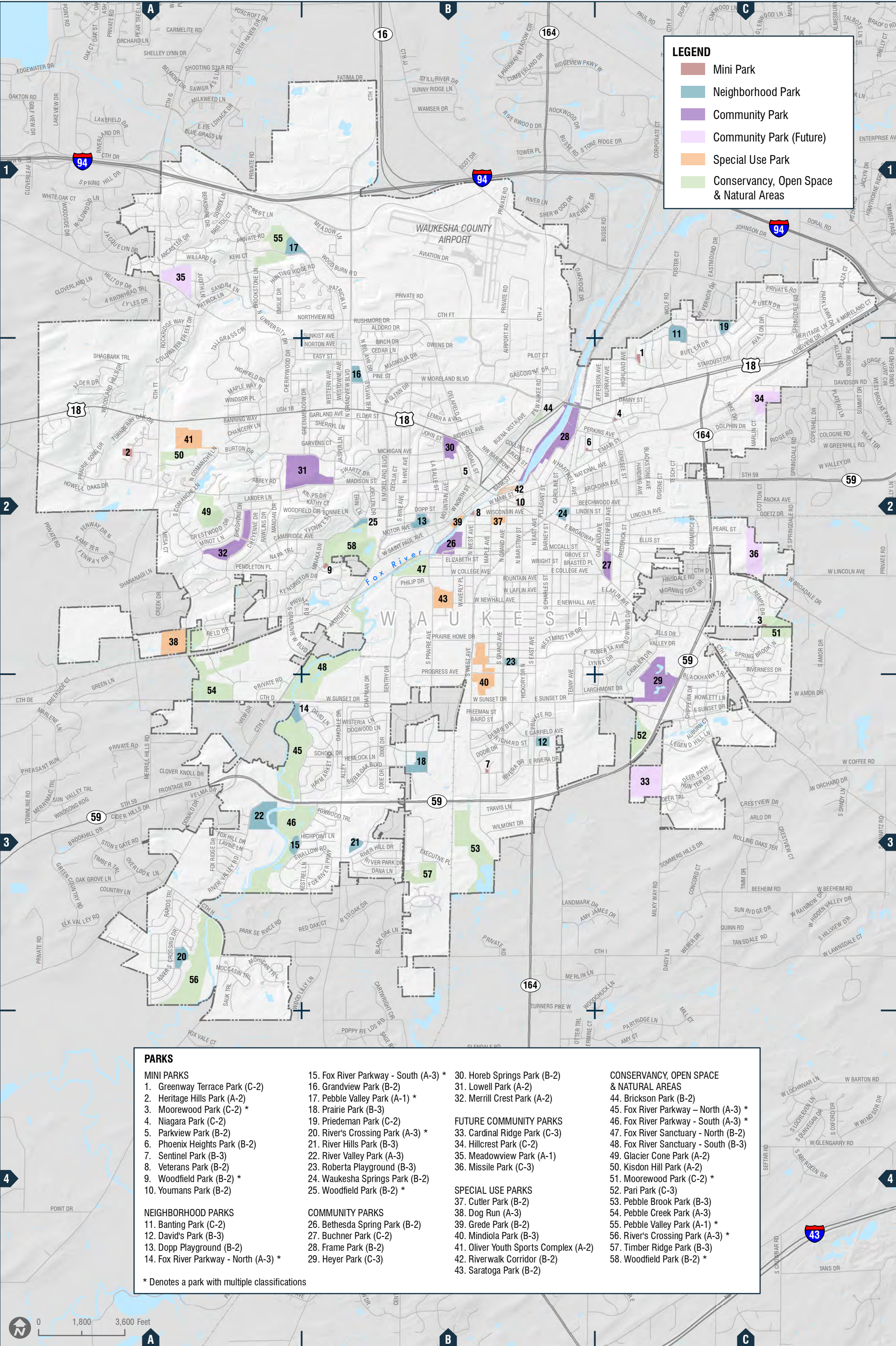
## D14. What is your gender?

☐ Female  
☐ Male  
☐ Identify in another way

**Thank you!**

Please return the completed survey in the postage-paid envelope to:  
**National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502**





**PARKS**

**MINI PARKS**

1. Greenway Terrace Park (C-2)
2. Heritage Hills Park (A-2)
3. Moorewood Park (C-2) \*
4. Niagara Park (C-2)
5. Parkview Park (B-2)
6. Phoenix Heights Park (B-2)
7. Sentinel Park (B-3)
8. Veterans Park (B-2)
9. Woodfield Park (B-2) \*
10. Youmans Park (B-2)

**NEIGHBORHOOD PARKS**

11. Banting Park (C-2)
12. David's Park (B-3)
13. Dopp Playground (B-2)
14. Fox River Parkway - North (A-3) \*

15. Fox River Parkway - South (A-3) \*
16. Grandview Park (B-2)
17. Pebble Valley Park (A-1) \*
18. Prairie Park (B-3)
19. Priedeman Park (C-2)
20. River's Crossing Park (A-3) \*
21. River Hills Park (B-3)
22. River Valley Park (A-3)
23. Roberta Playground (B-3)
24. Waukesha Springs Park (B-2)
25. Woodfield Park (B-2) \*

**COMMUNITY PARKS**

26. Bethesda Spring Park (B-2)
27. Buchner Park (C-2)
28. Frame Park (B-2)
29. Heyer Park (C-3)

30. Horeb Springs Park (B-2)
31. Lowell Park (A-2)
32. Merrill Crest Park (A-2)

**FUTURE COMMUNITY PARKS**

33. Cardinal Ridge Park (C-3)
34. Hillcrest Park (C-2)
35. Meadowview Park (A-1)
36. Missile Park (C-3)

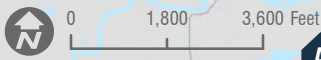
**SPECIAL USE PARKS**

37. Cutler Park (B-2)
38. Dog Run (A-3)
39. Grede Park (B-2)
40. Mindiola Park (B-3)
41. Oliver Youth Sports Complex (A-2)
42. Riverwalk Corridor (B-2)
43. Saratoga Park (B-2)

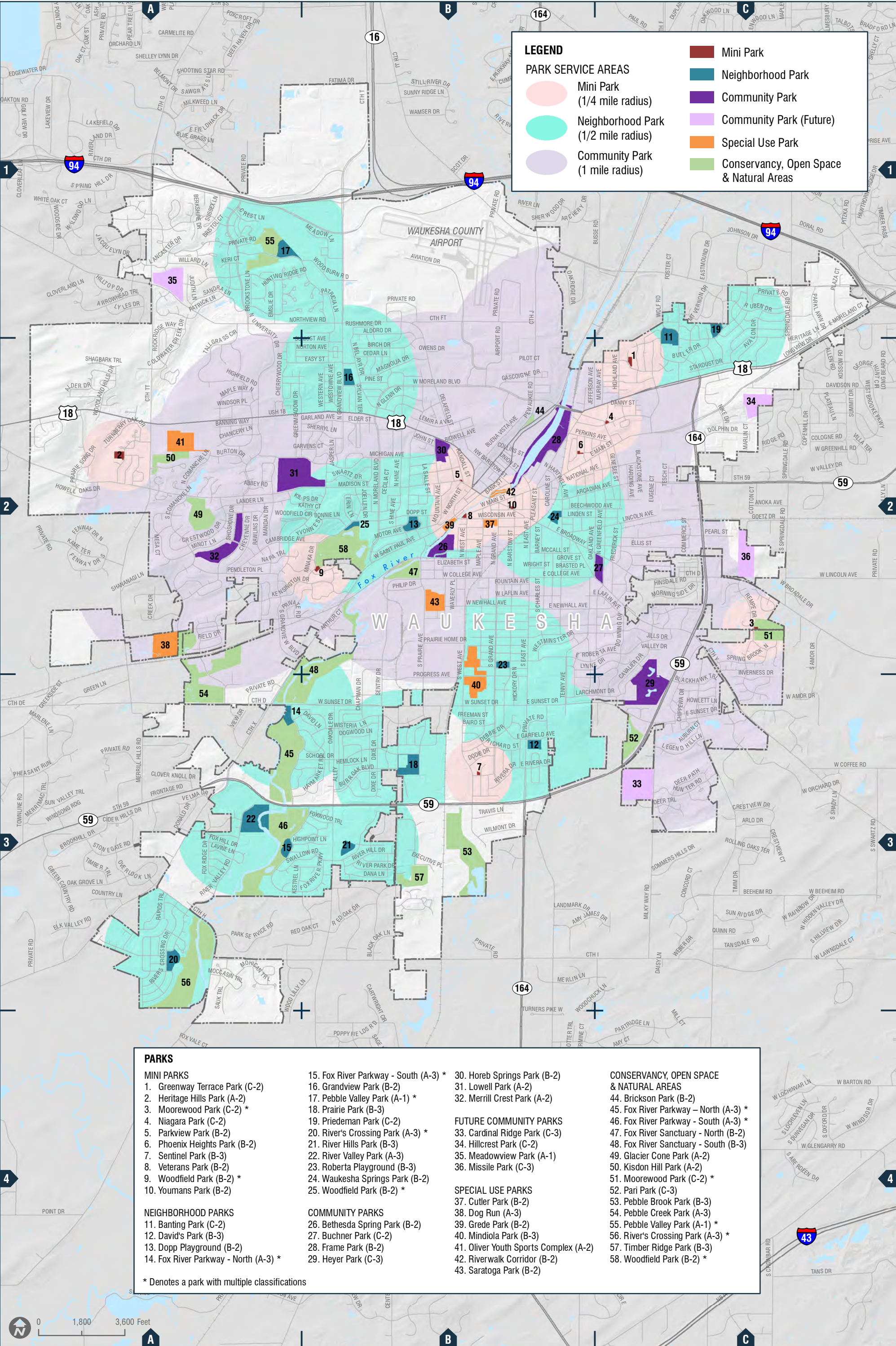
**CONSERVANCY, OPEN SPACE  
& NATURAL AREAS**

44. Brickson Park (B-2)
45. Fox River Parkway - North (A-3) \*
46. Fox River Parkway - South (A-3) \*
47. Fox River Sanctuary - North (B-2)
48. Fox River Sanctuary - South (B-3)
49. Glacier Cone Park (A-2)
50. Kisdon Hill Park (A-2)
51. Moorewood Park (C-2) \*
52. Pari Park (C-3)
53. Pebble Brook Park (B-3)
54. Pebble Creek Park (A-3)
55. Pebble Valley Park (A-1) \*
56. River's Crossing Park (A-3) \*
57. Timber Ridge Park (B-3)
58. Woodfield Park (B-2) \*

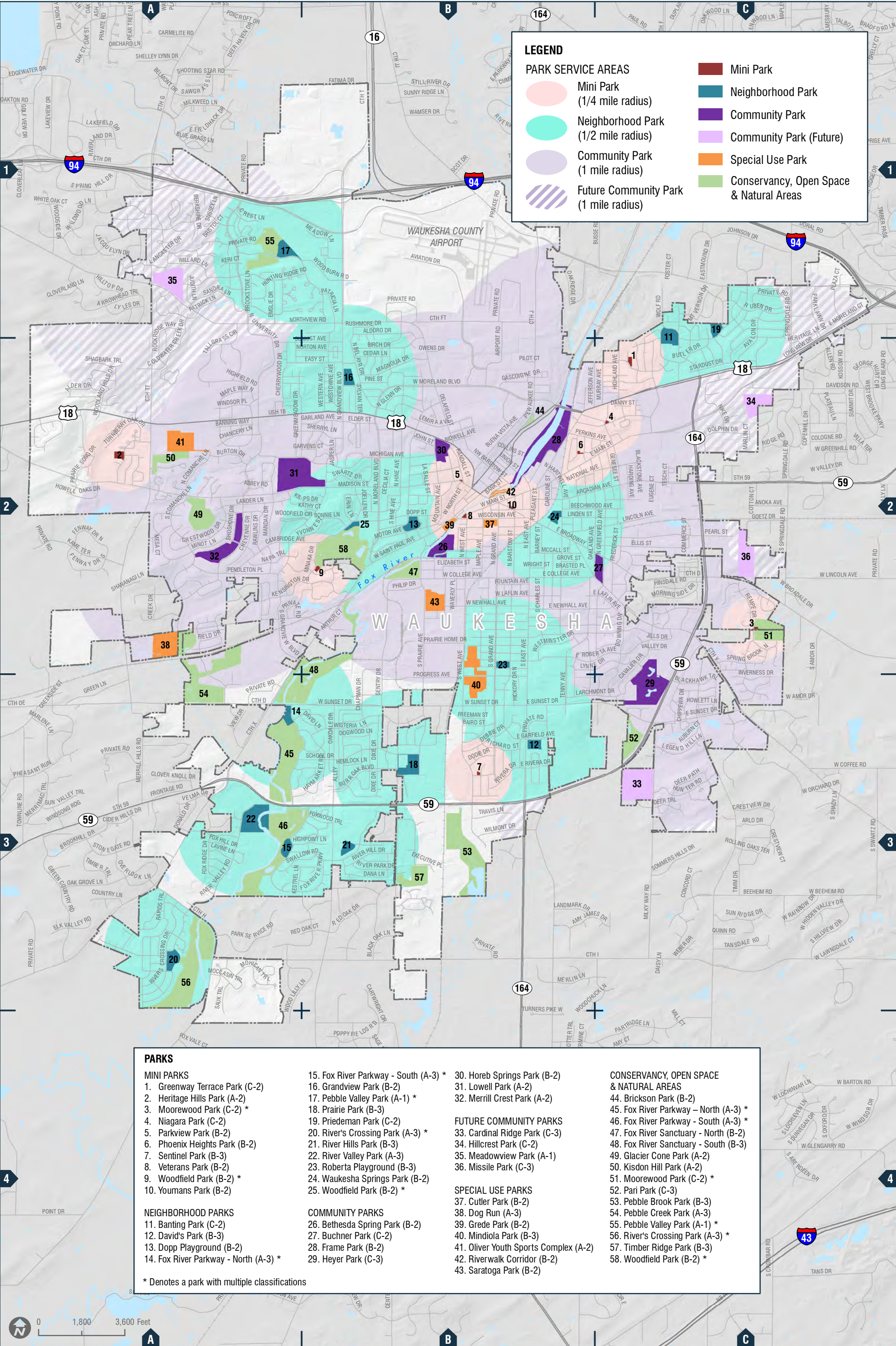
\* Denotes a park with multiple classifications











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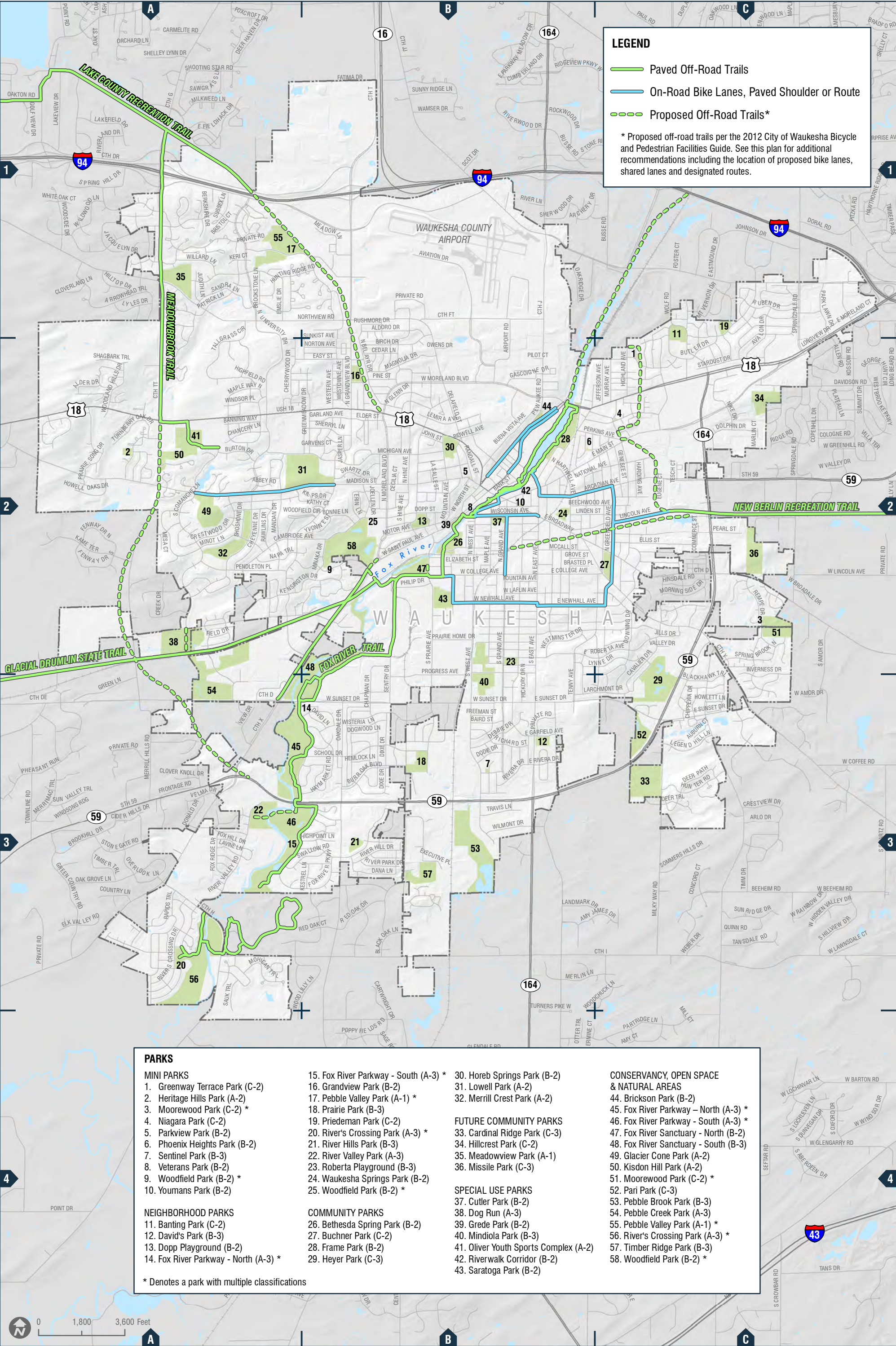
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- 55. Pebble Valley Park (A-1) \*
- 56. River's Crossing Park (A-3) \*
- 57. Timber Ridge Park (B-3)
- 58. Woodfield Park (B-2) \*

\* Denotes a park with multiple classifications





**LEGEND**

- Paved Off-Road Trails
- On-Road Bike Lanes, Paved Shoulder or Route
- Proposed Off-Road Trails\*

\* Proposed off-road trails per the 2012 City of Waukesha Bicycle and Pedestrian Facilities Guide. See this plan for additional recommendations including the location of proposed bike lanes, shared lanes and designated routes.

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**SPECIAL USE PARKS**

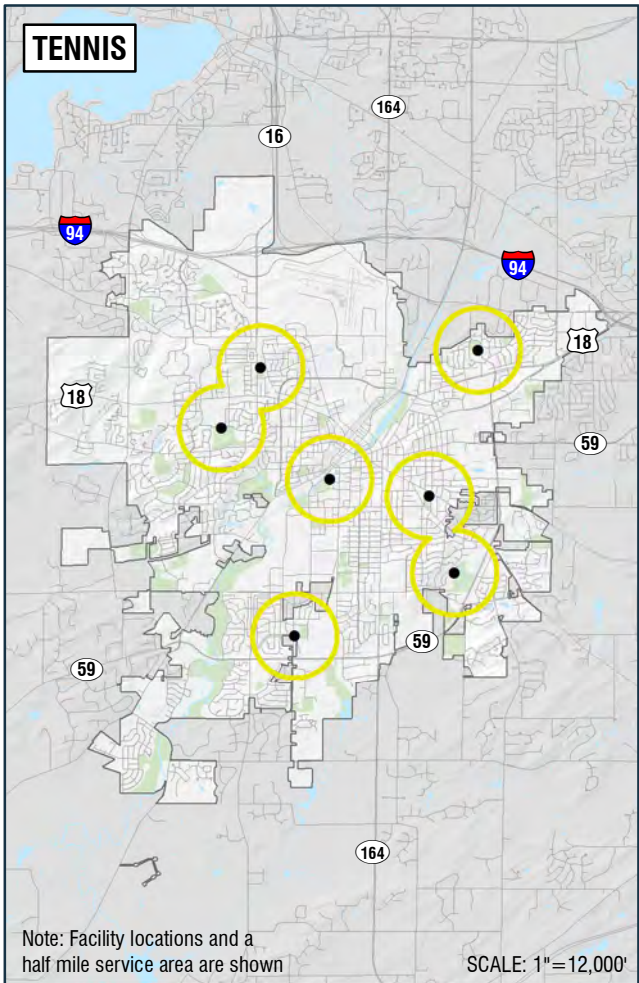
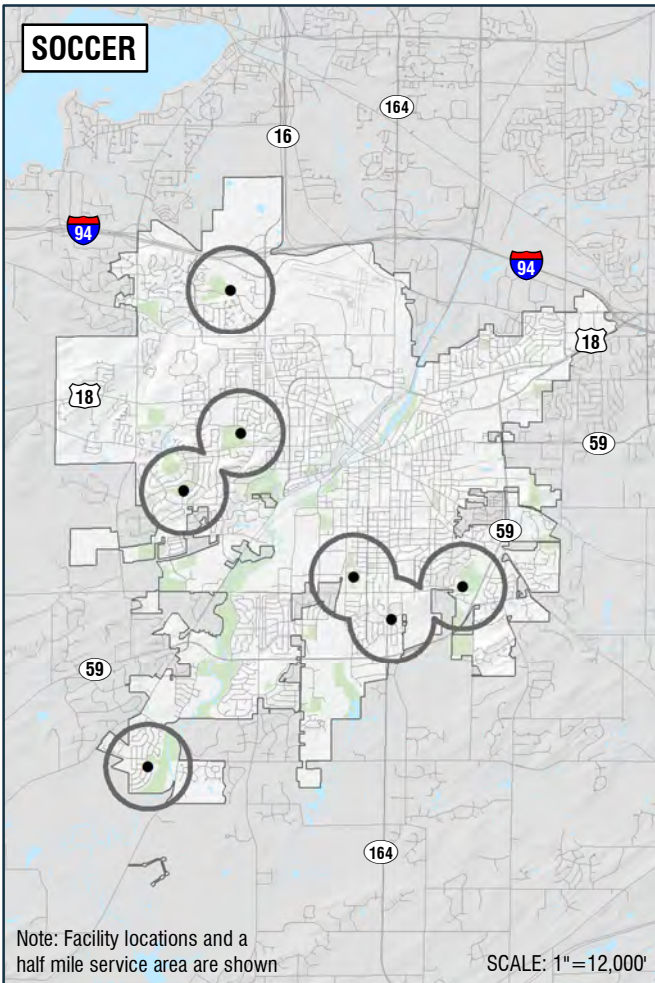
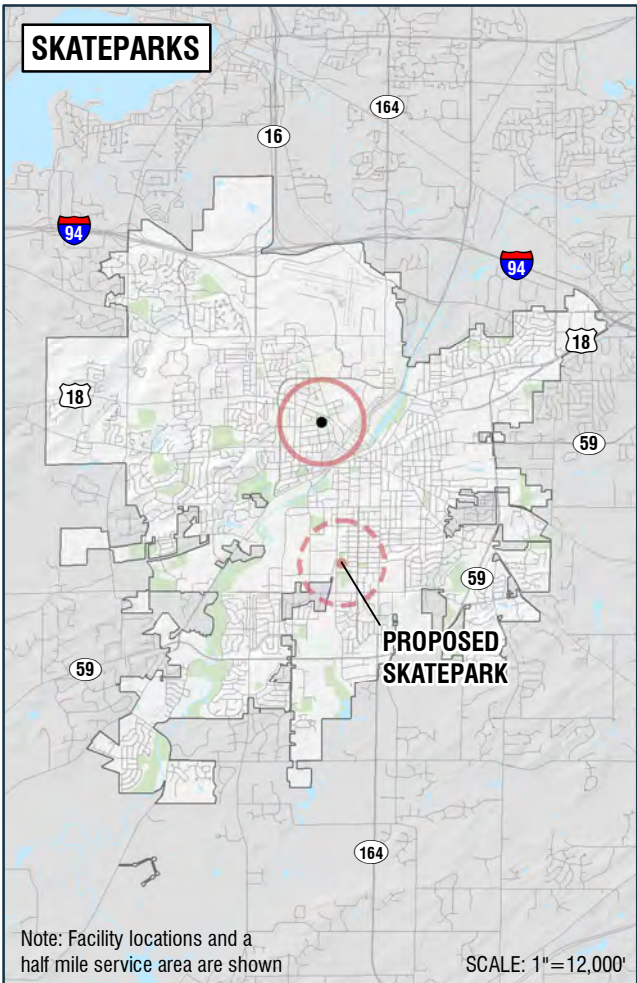
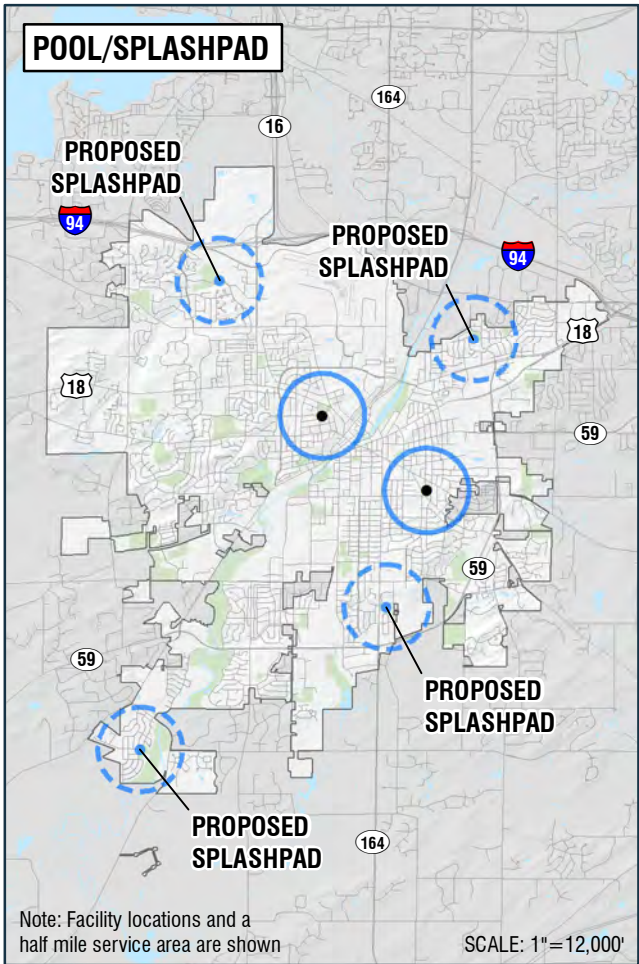
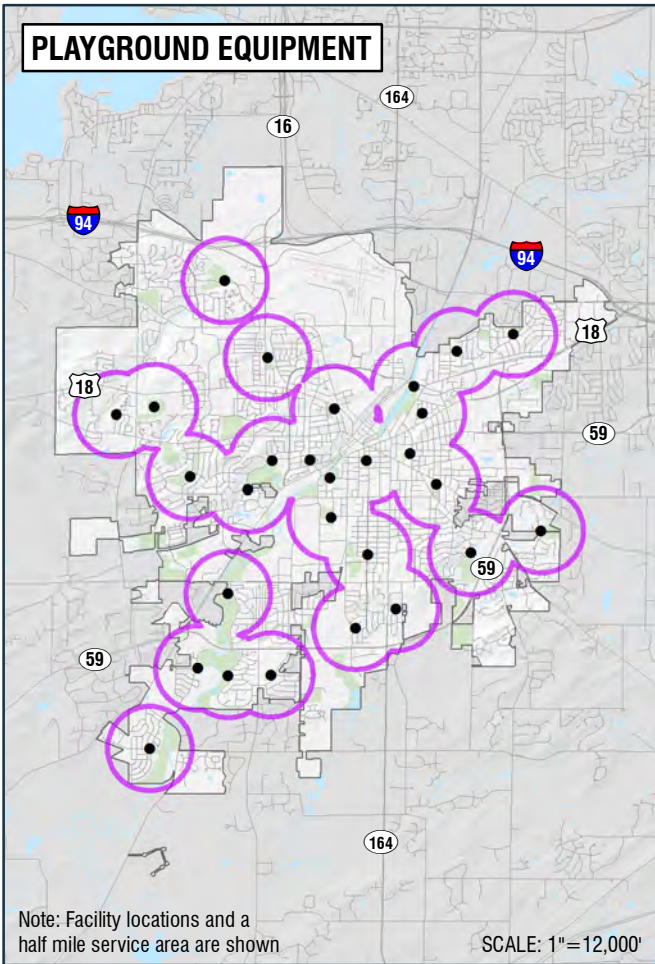
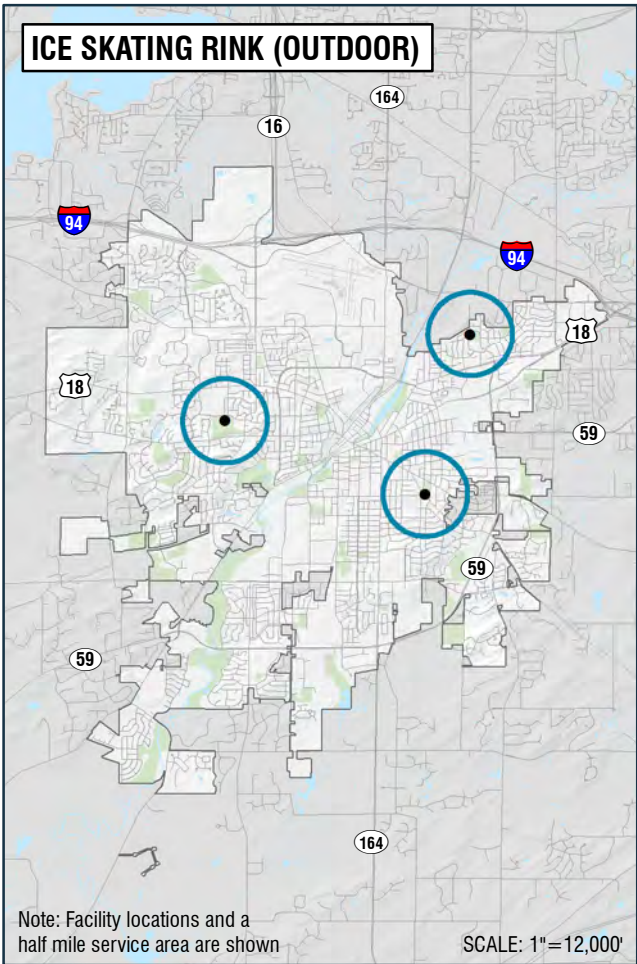
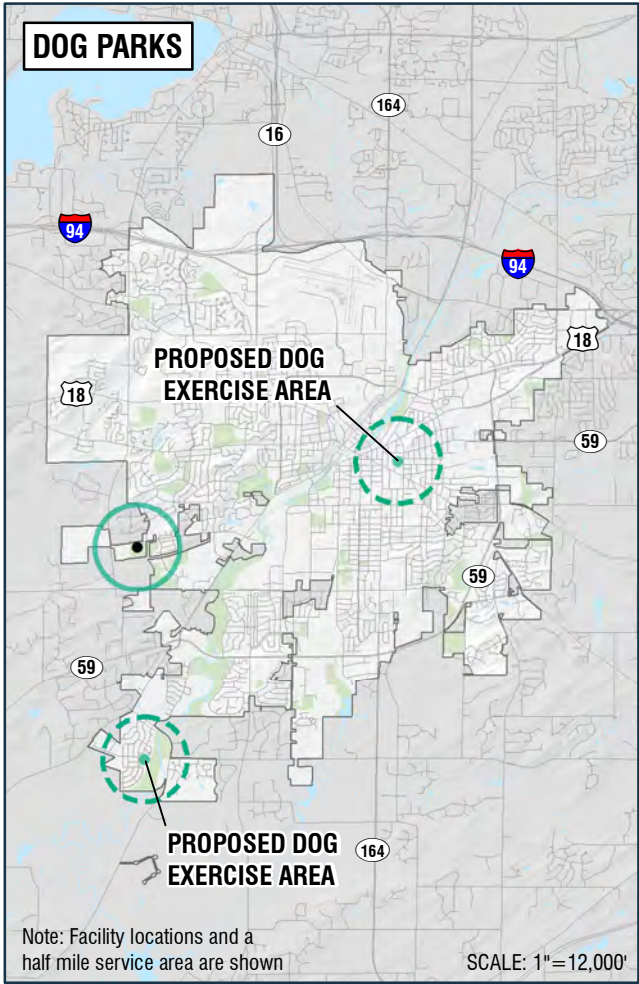
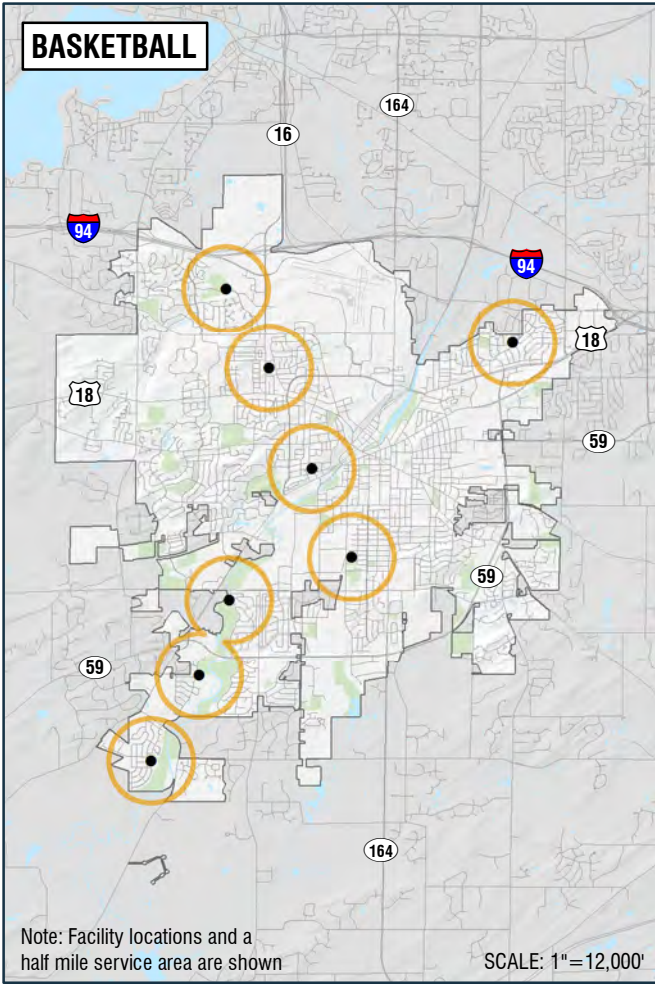
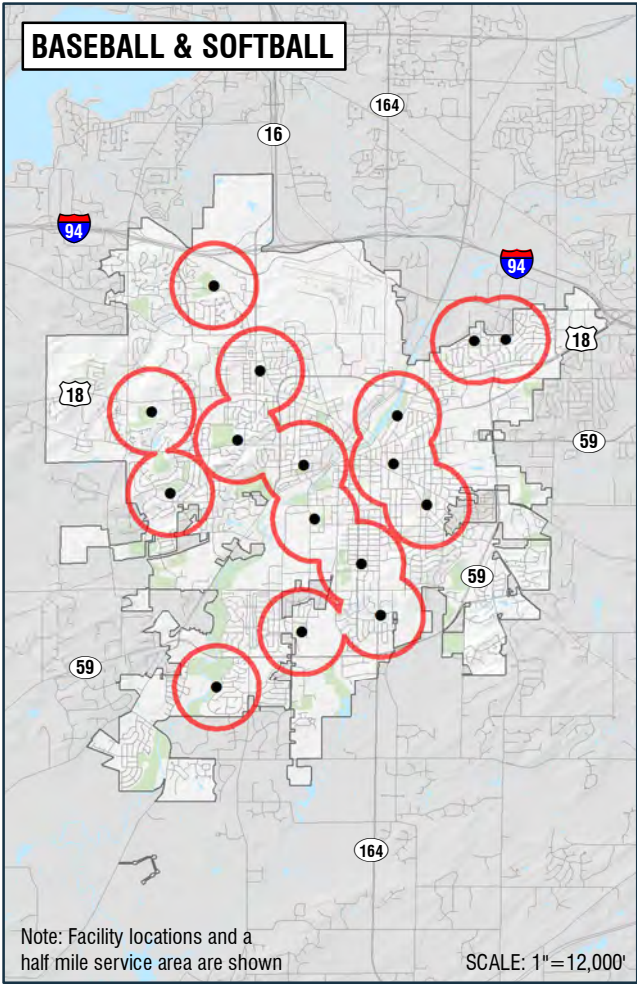
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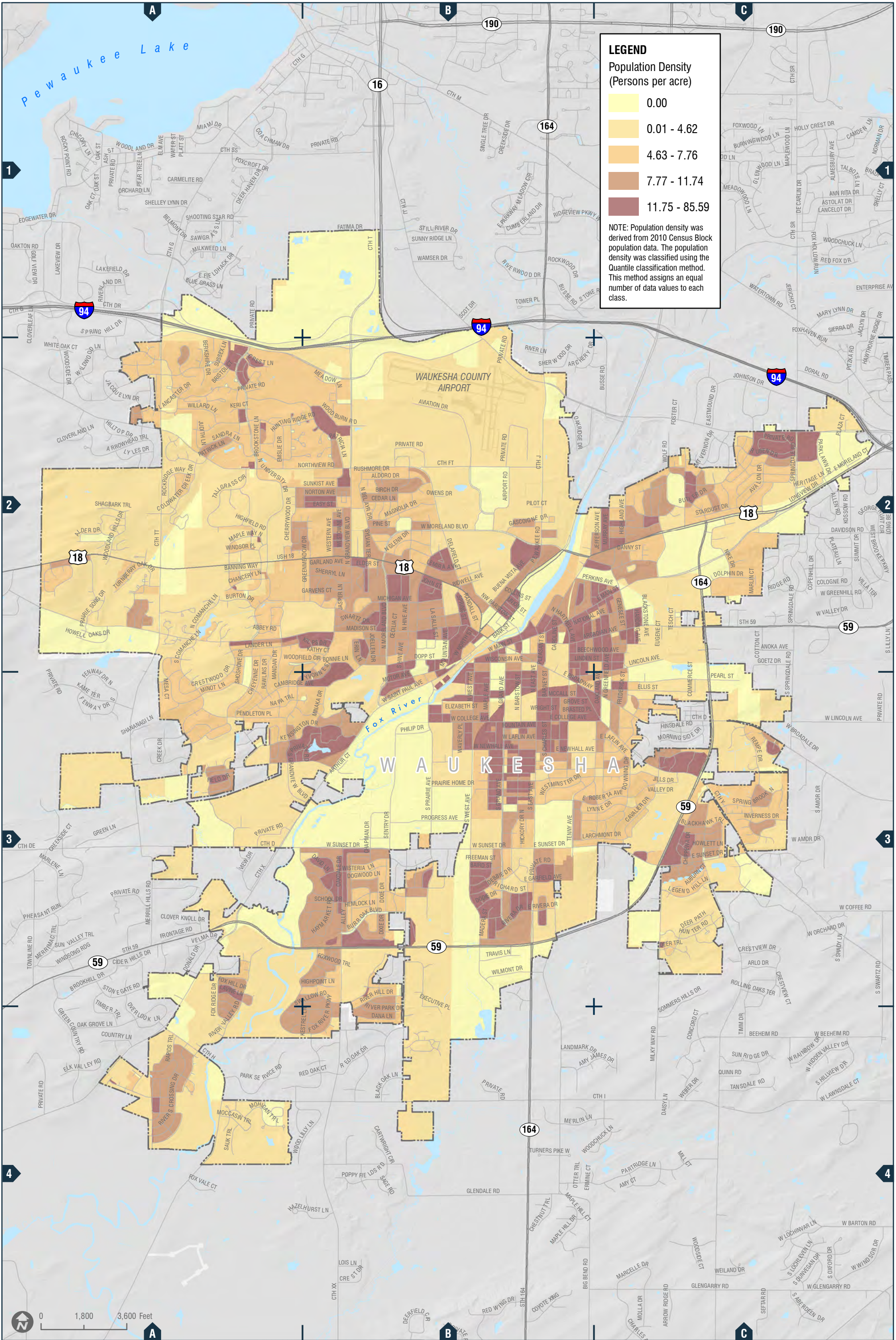
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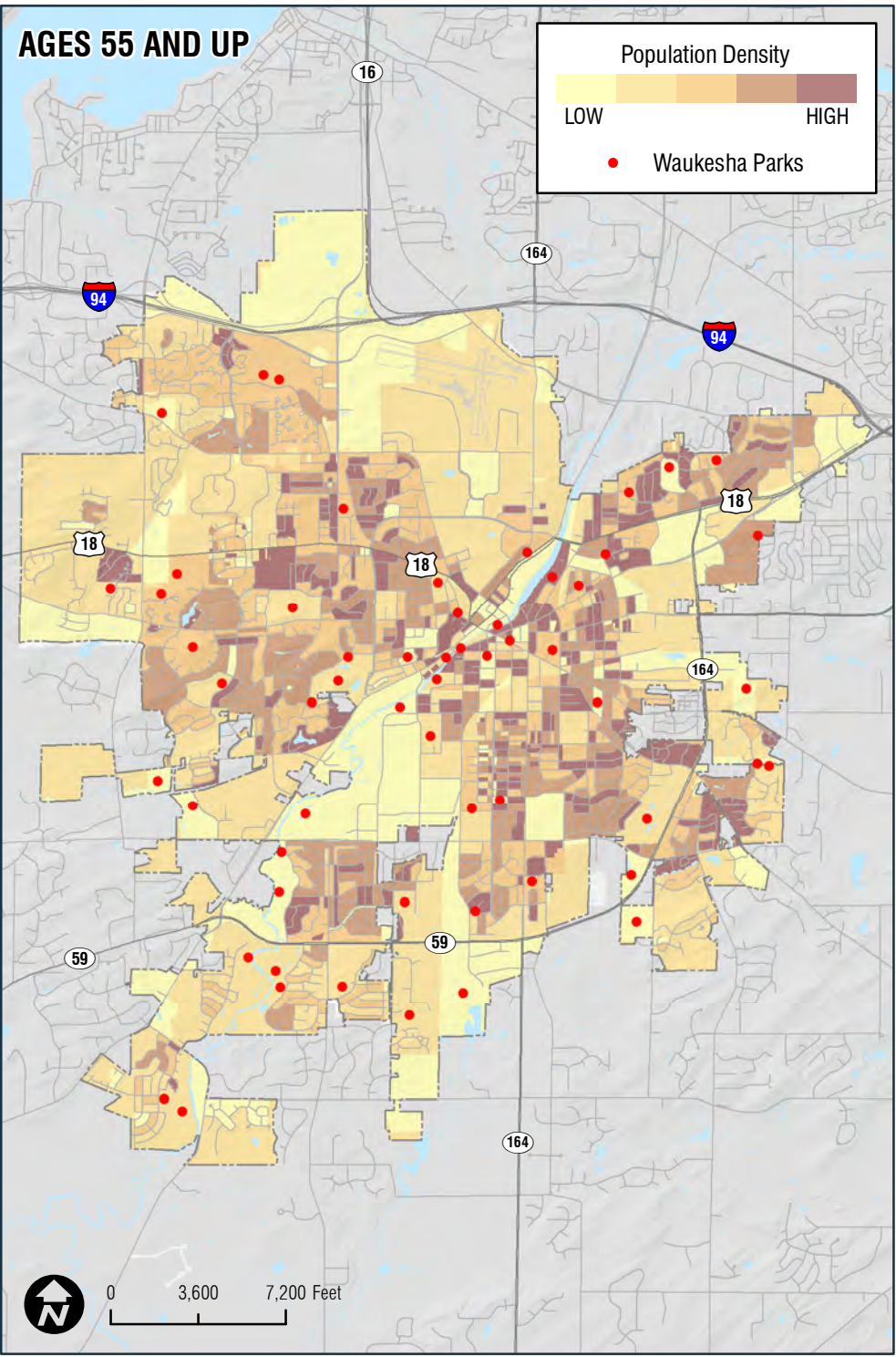
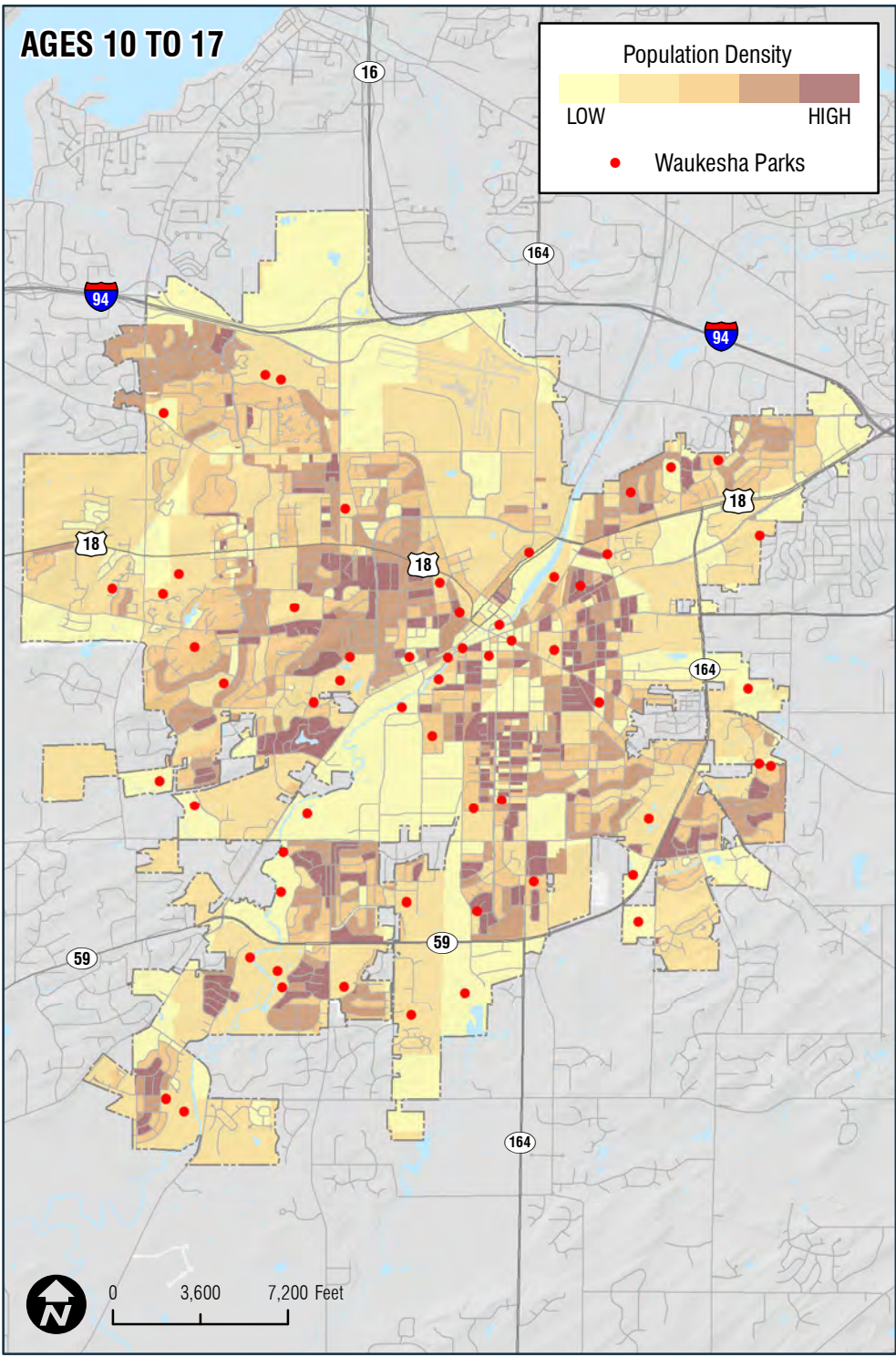
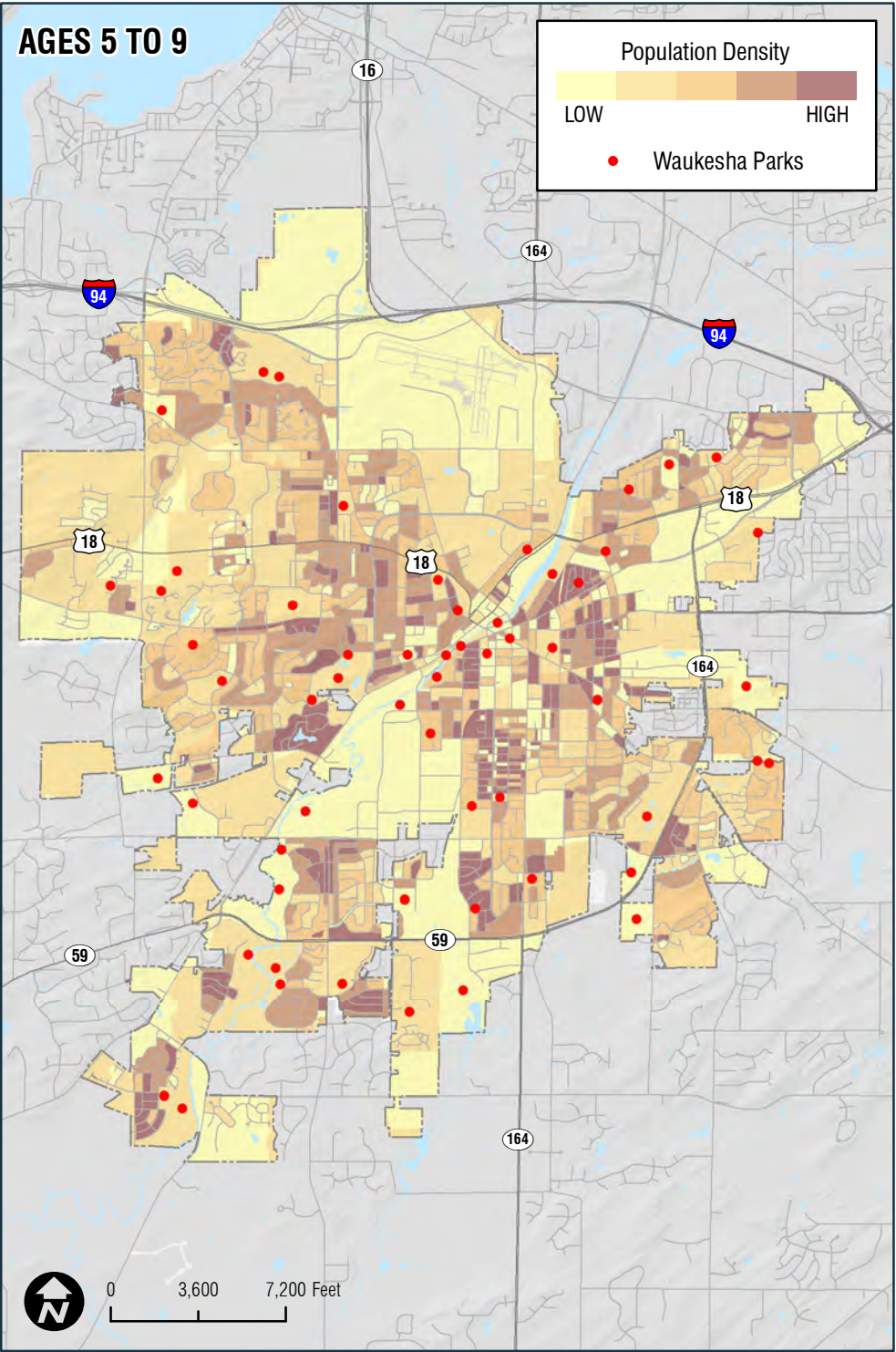
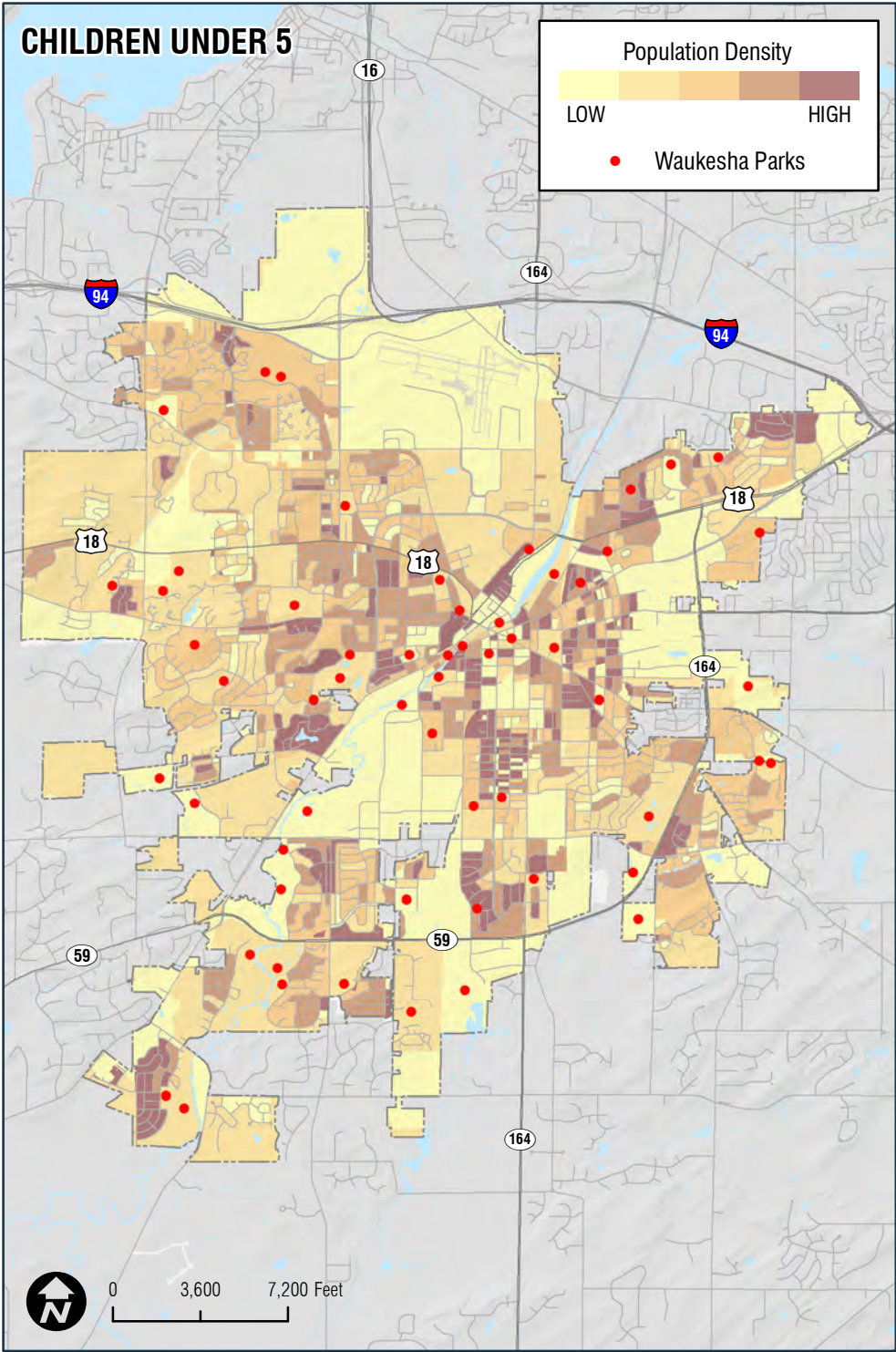




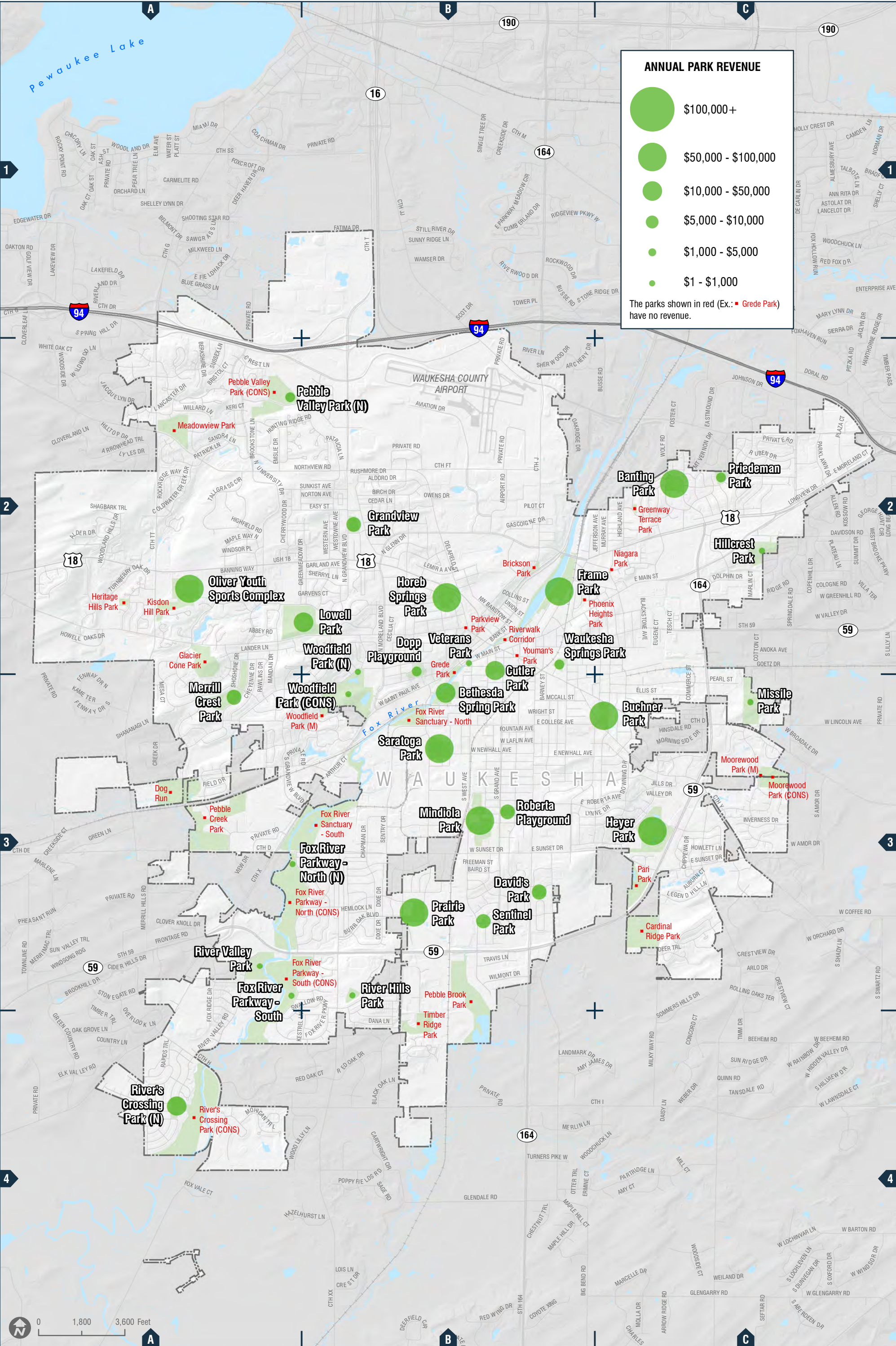




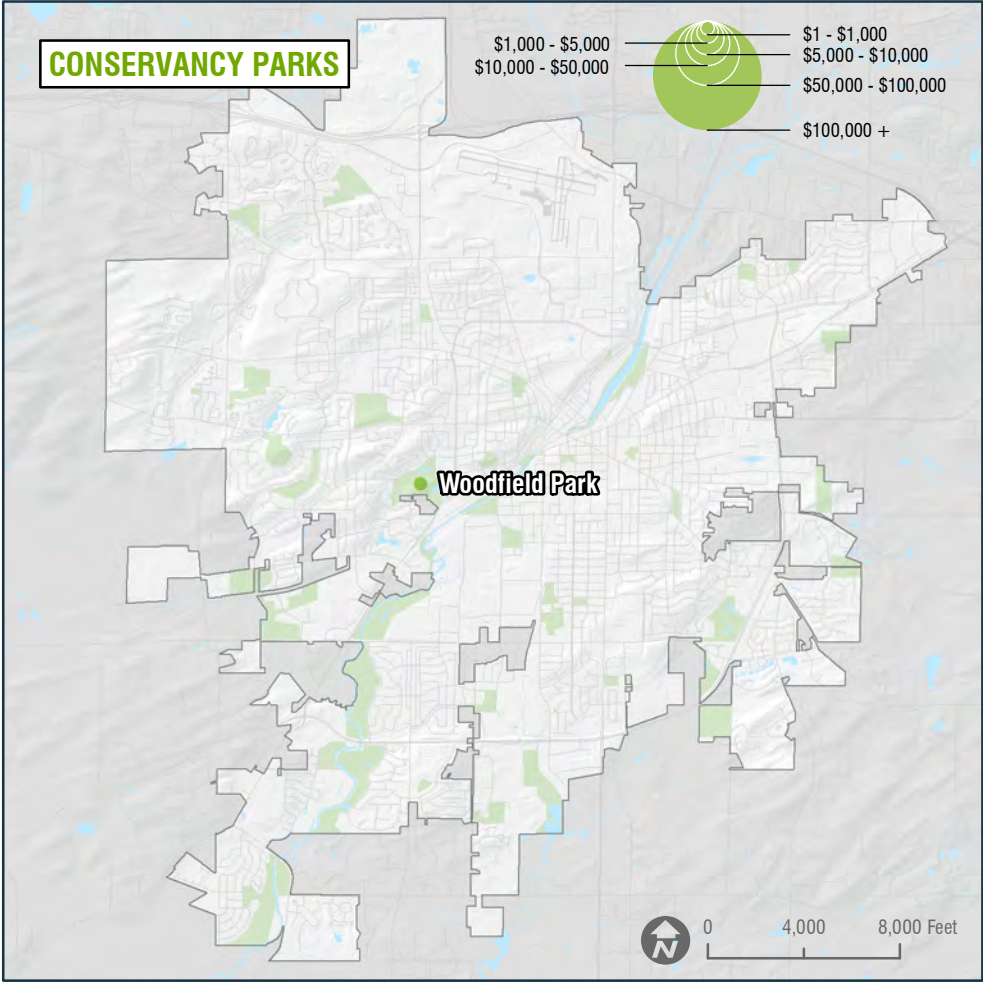
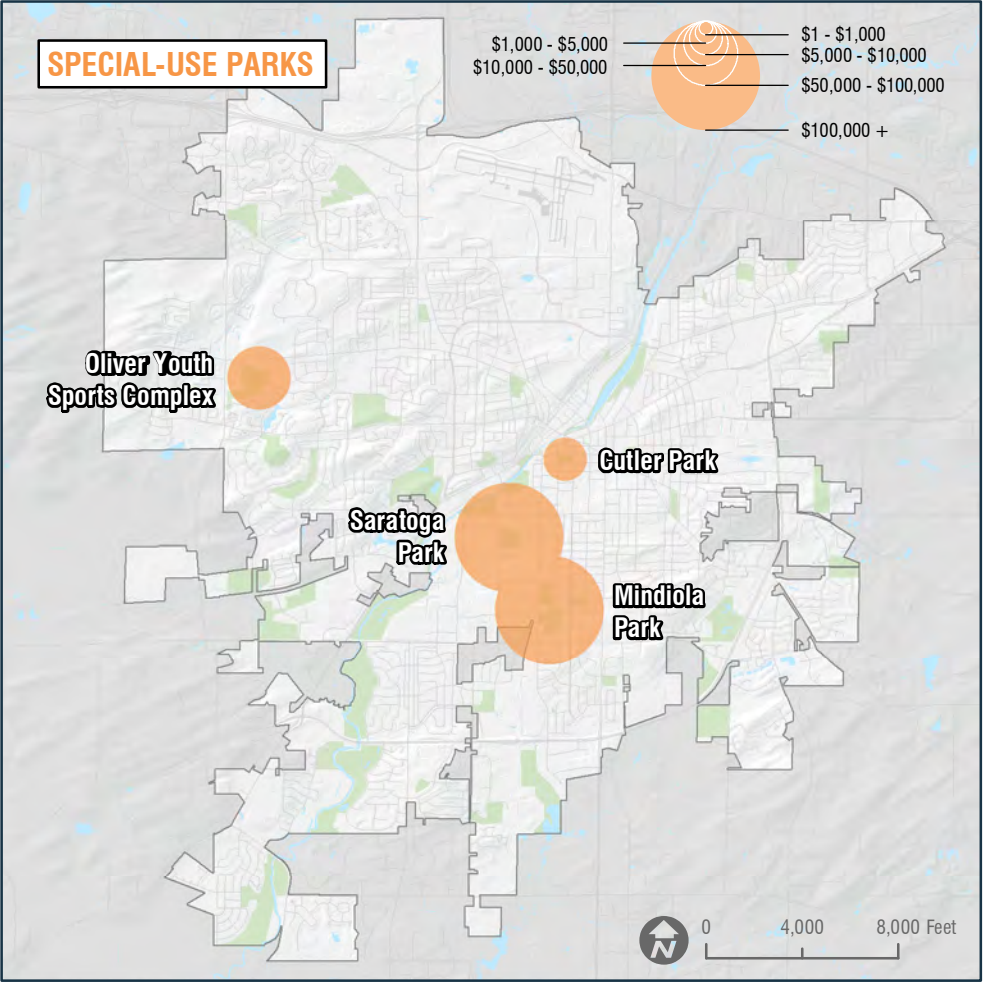
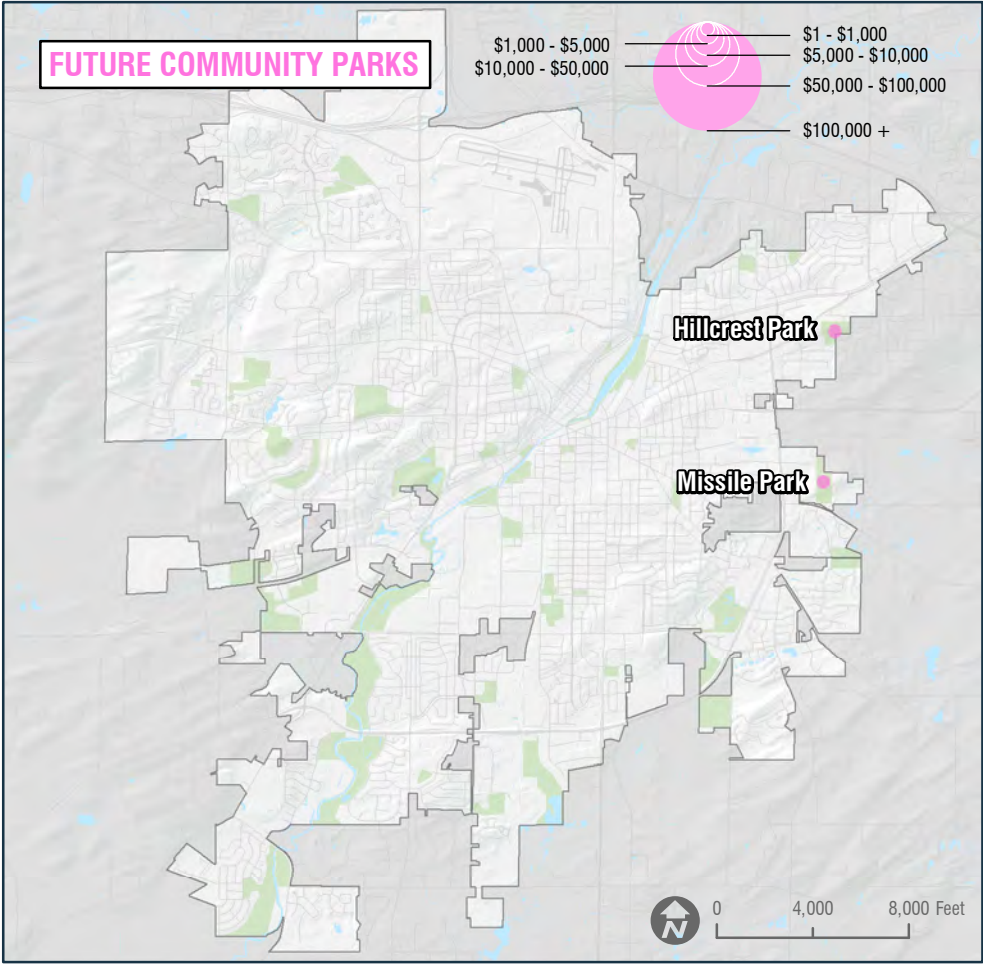
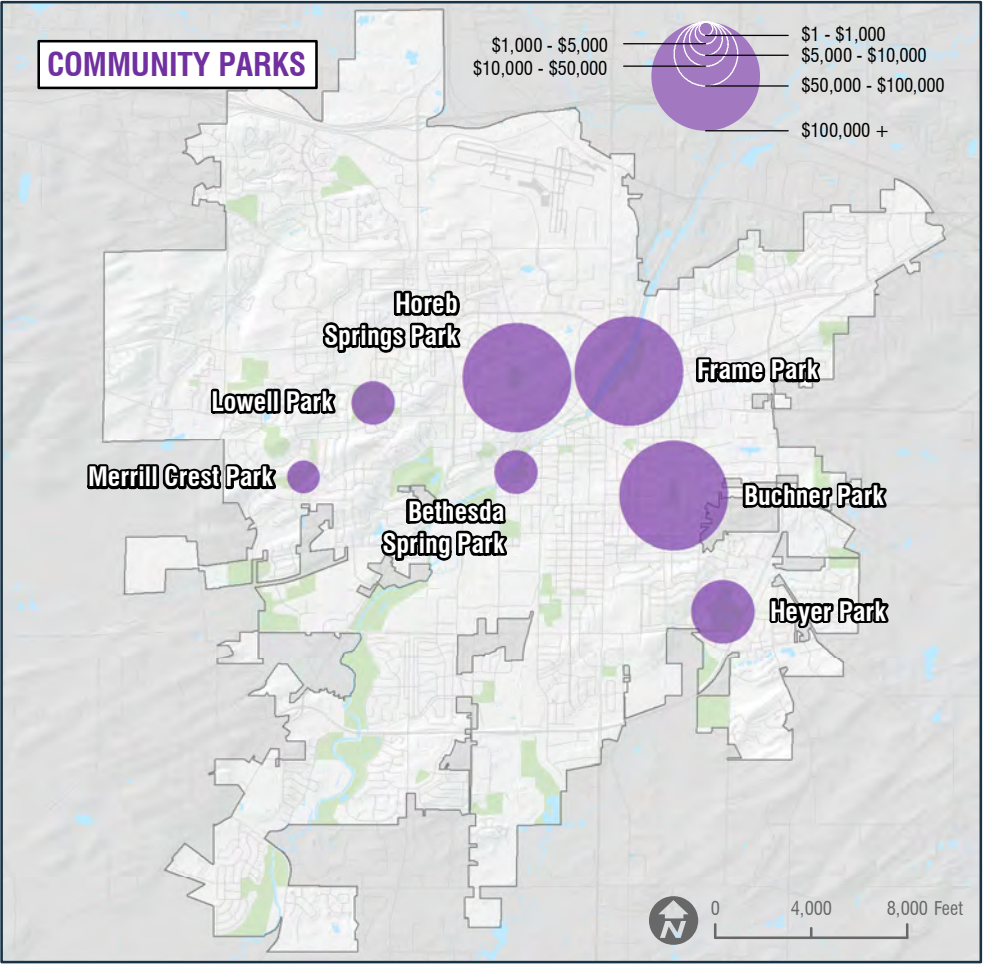
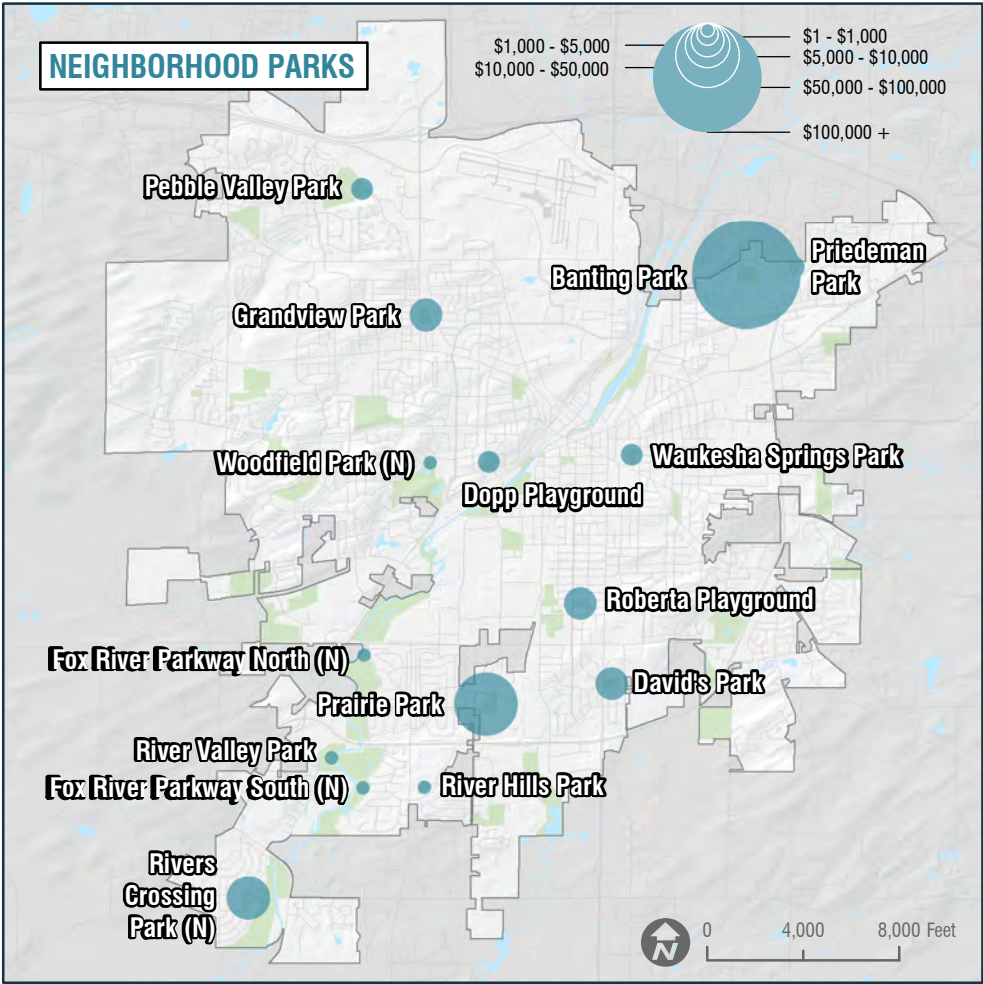
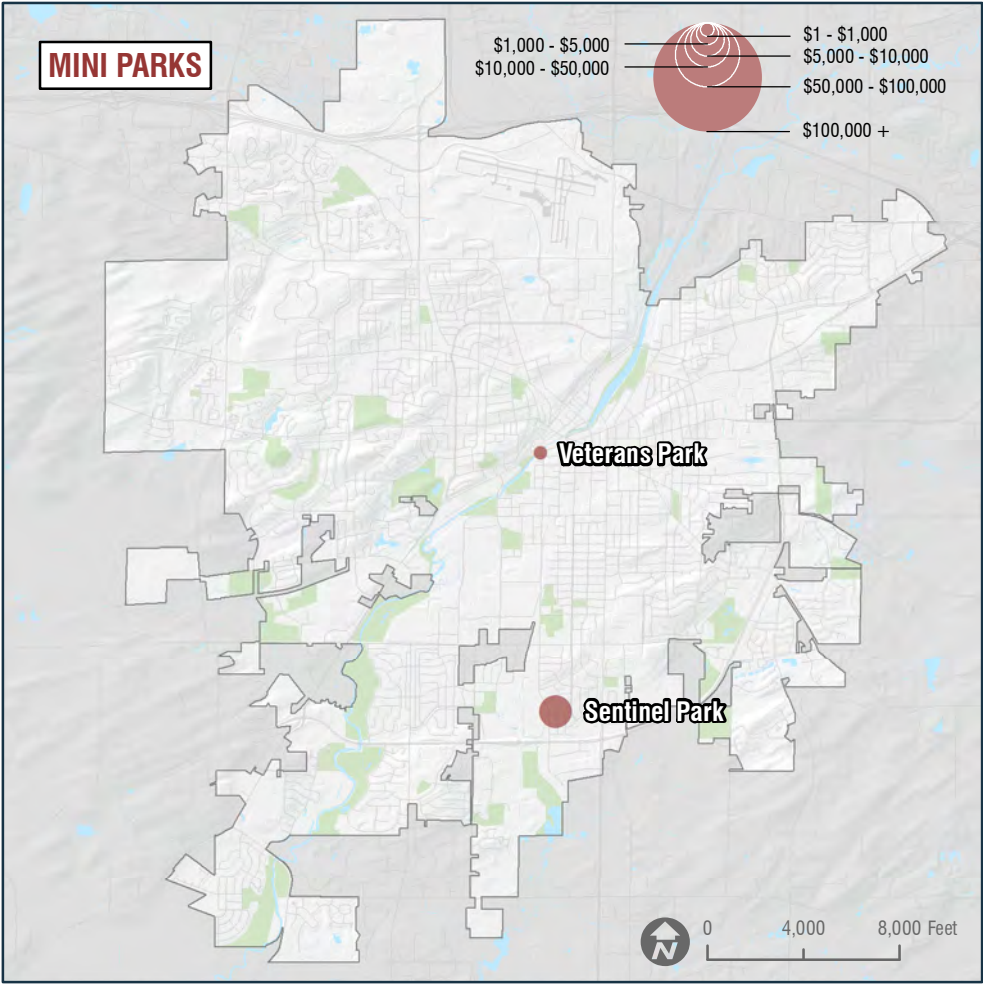




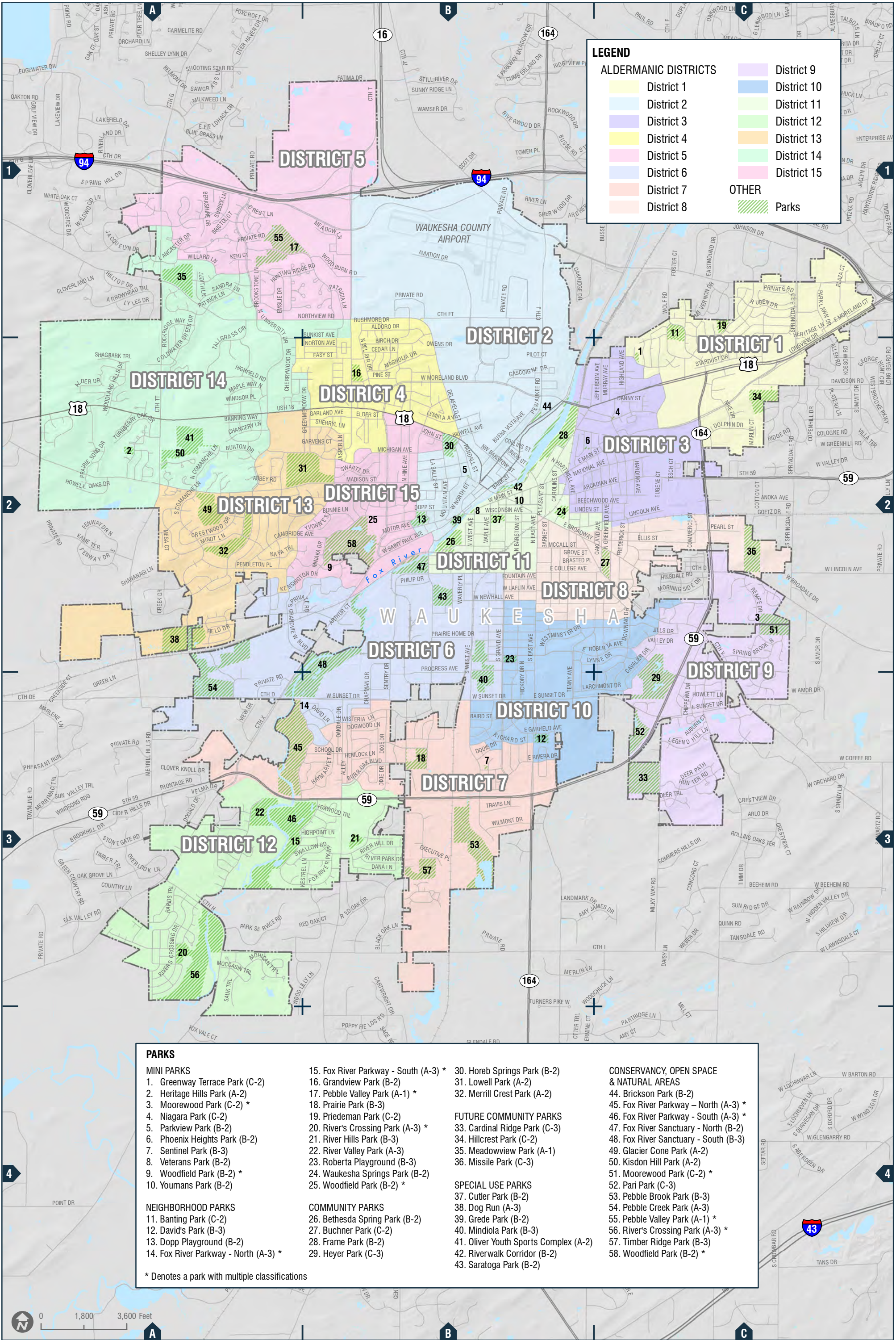


















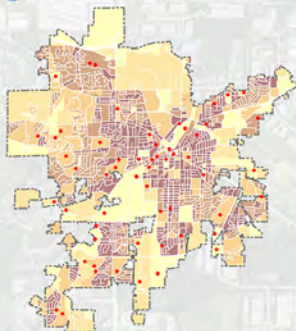
What is the purpose of this map?

- 1. To determine if there are areas of the city underserved by city parks. The most underserved areas are indicated on the map by the yellow, dashed polygons. The City may want to consider these areas first when planning for the installation of new park facilities.
- 2. To identify parks in which the facilities may be subject to heavy use. High population combined with few alternative facilities may result in higher than normal use of existing facilities. Parks near these areas therefore may require more maintenance and repair than otherwise expected.

Potentially Underserved Areas

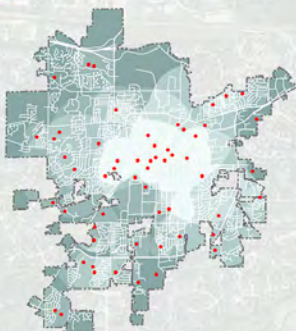
This map is an overlay of maps A & B and represents areas that are potentially underserved in terms of access to park facilities. Darker areas are areas that are both highly populated and without park facilities nearby.

A Population Density

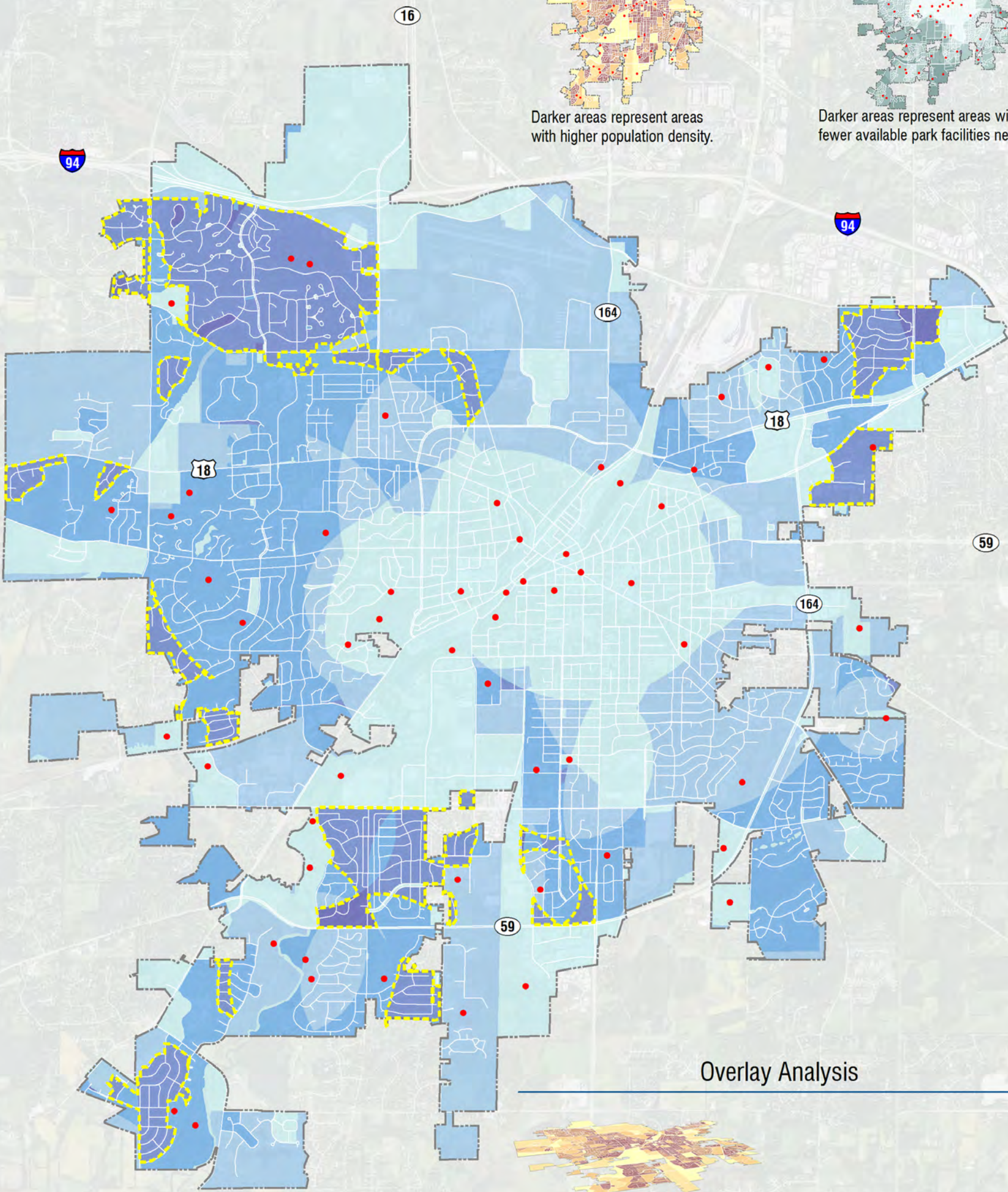


Darker areas represent areas with higher population density.

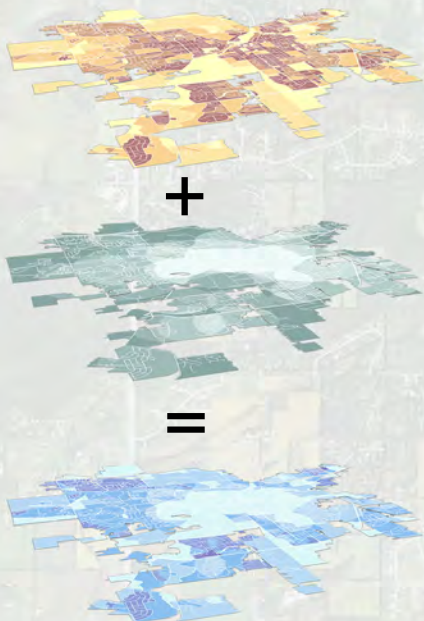
B Park Facility Density



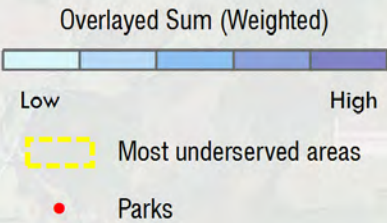
Darker areas represent areas with fewer available park facilities nearby.



Overlay Analysis



Overlay Analysis is a GIS technique in which each cell of a raster layer is added to the corresponding cell from another raster layer. This creates a third layer which is an overlaid sum or average of the two rasters. In this example, the value of each cell in the newly created raster is higher for cells that are both high in population density and low in facility density.





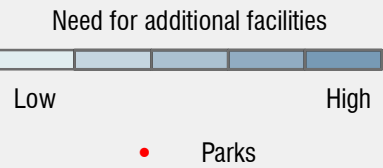
Overlay of population density and access to park facilities by age group

This map uses the same technique as Map 8 in that population density and park facility data layers are overlaid to create a new layer. The resulting layer in Map 8 gave new information about what areas of the city might be in need of new facilities. This group of maps also show the overlay of population density and park facilities, but with a focus on four specific age groups. This gives information not only on where new facilities might be needed but also what type of facilities should be installed.

Darker areas indicate less access to park facilities designed for the specific age group and at the same time a high population density of that specific age group.

- Examples of park facilities by age group:
- Under 5 - Toddler swings, sandboxes, sandbox diggers, tot slides, spring riders and tilt cups.
  - 5 to 9 - Standard swings, climbing structures, teeter totters, standard slides, merry-go-rounds and monkey bars.
  - 10 to 17 - Baseball/softball fields, basketball courts, sand volleyball courts, skate parks and ice rinks
  - 55 & up - Hiking trails, outdoor fitness stations, boat launches, pickle ball and tennis.

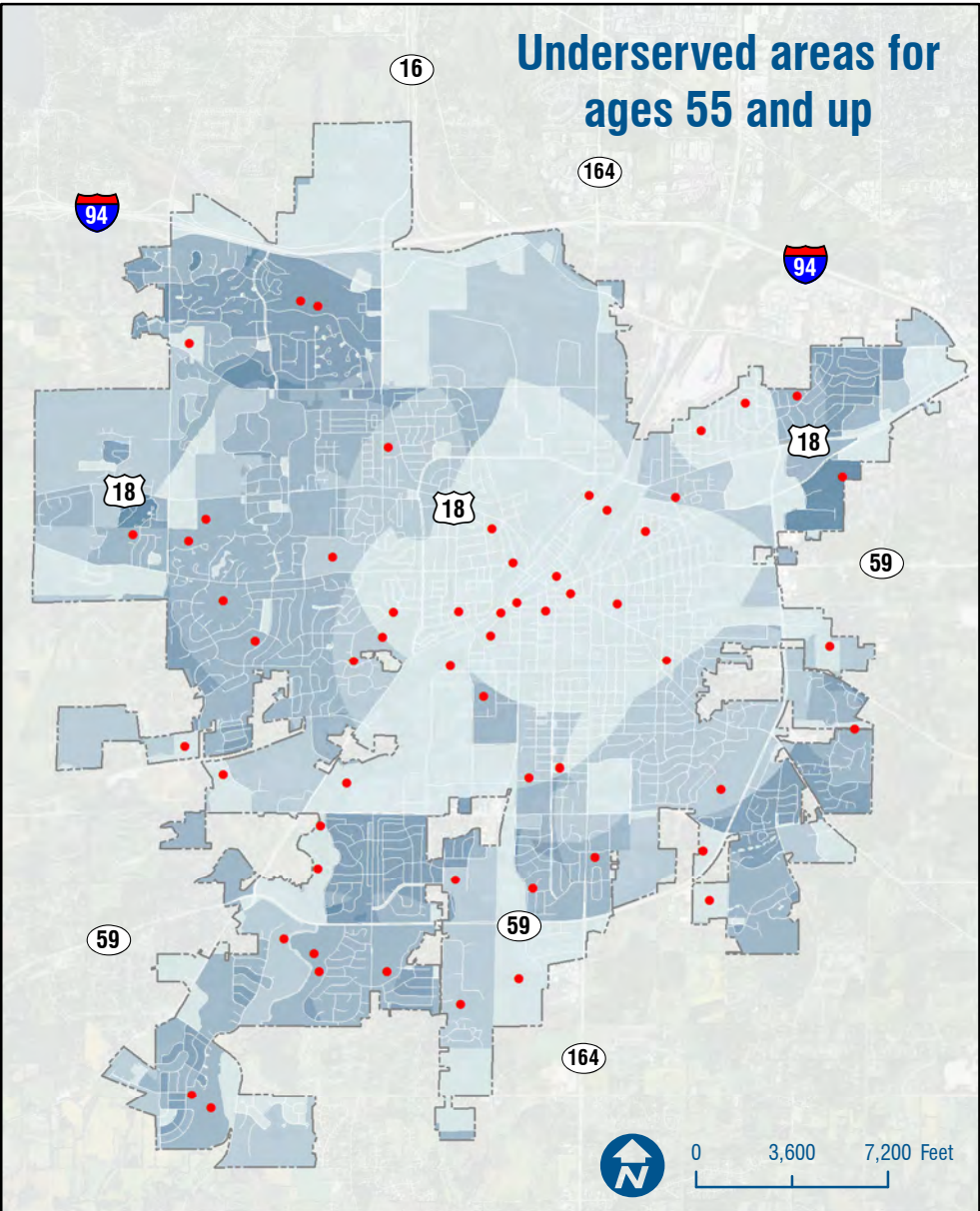
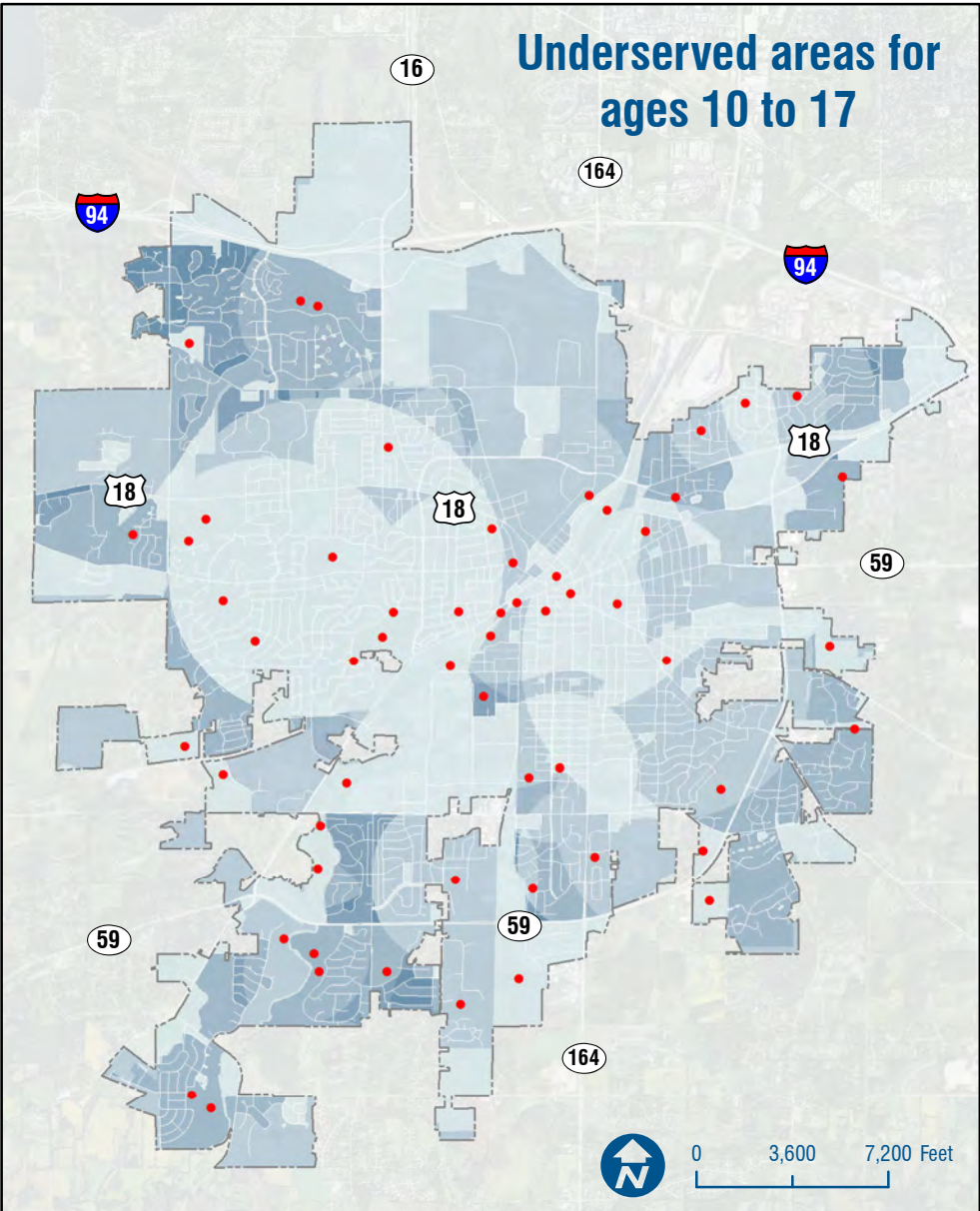
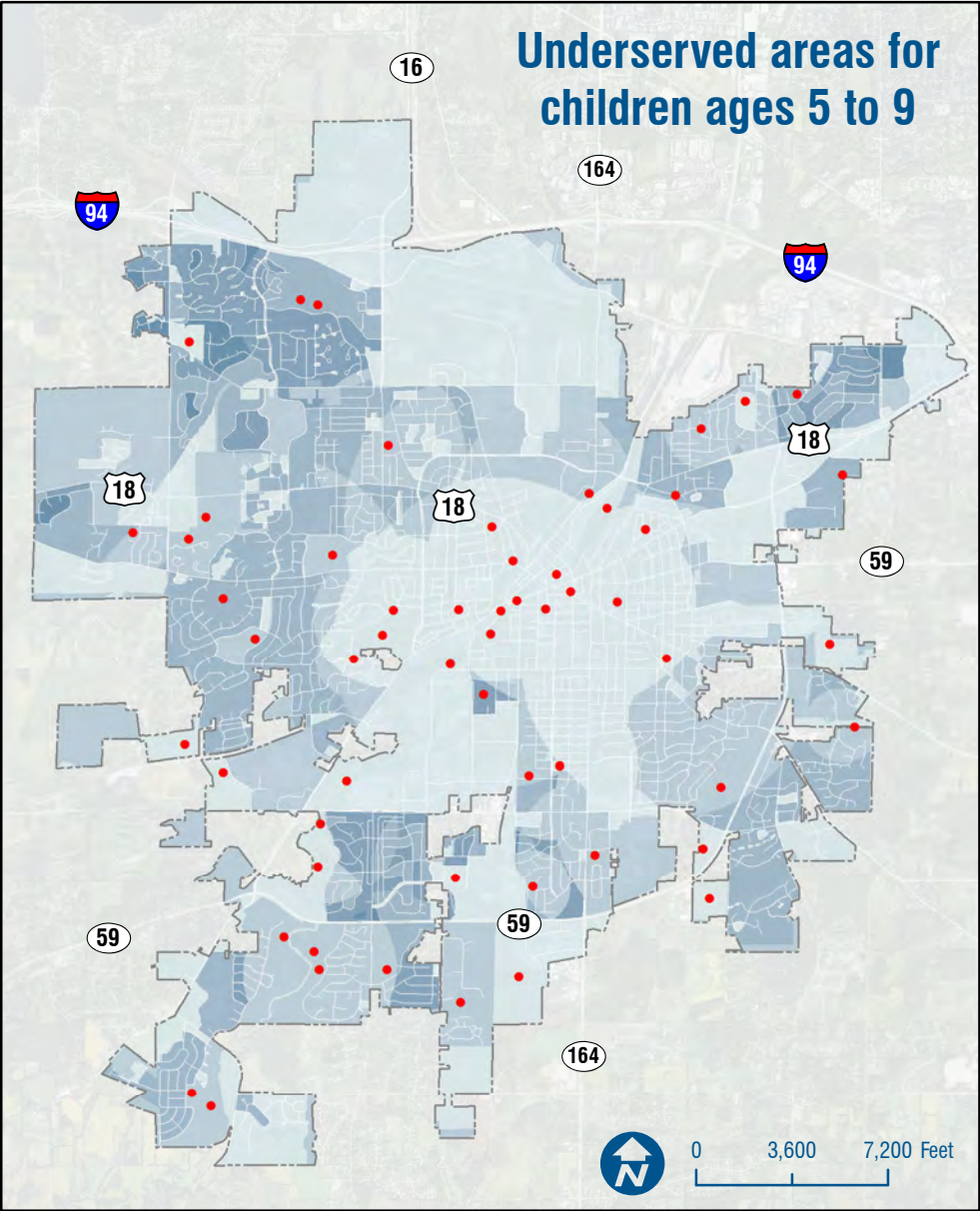
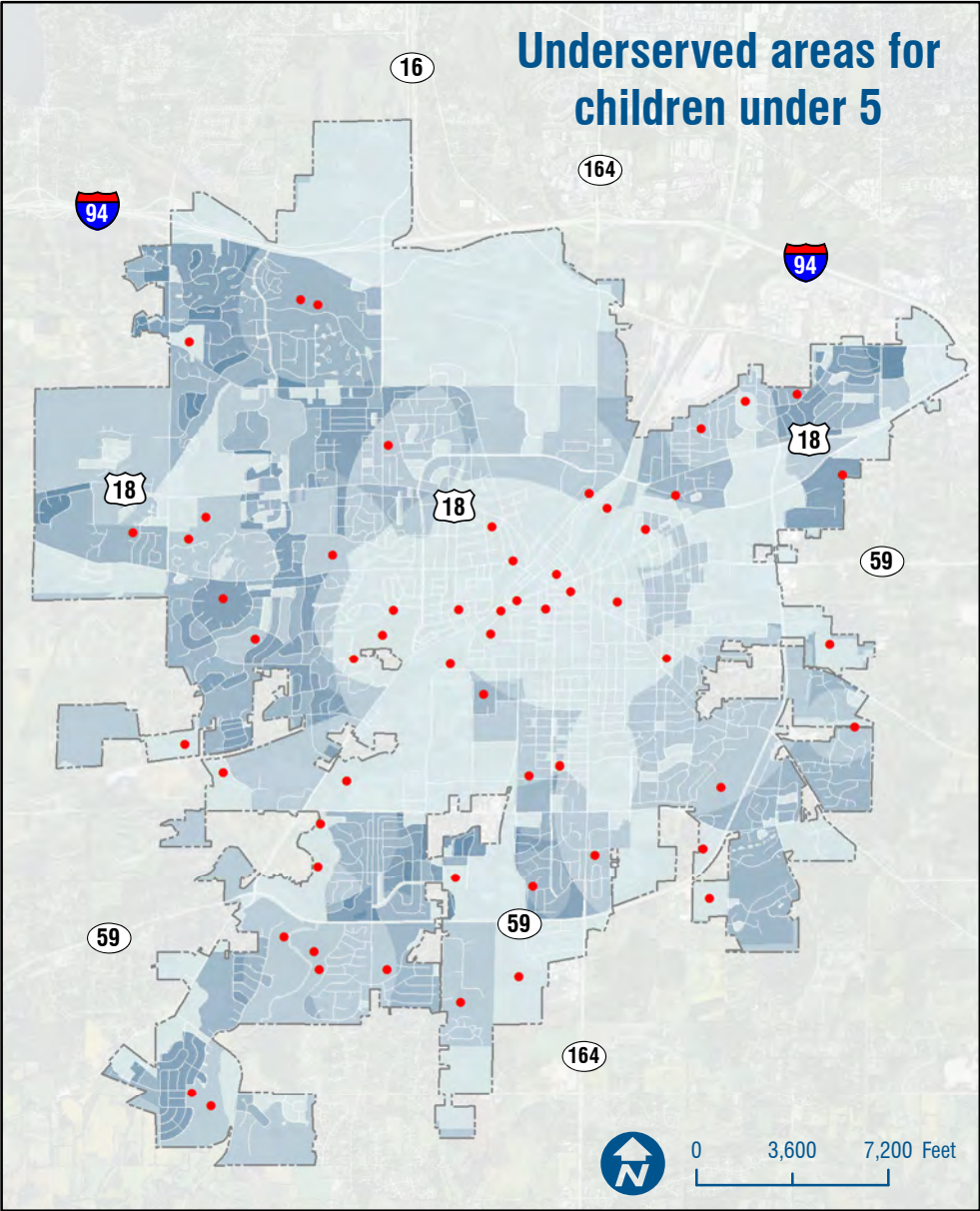
LEGEND



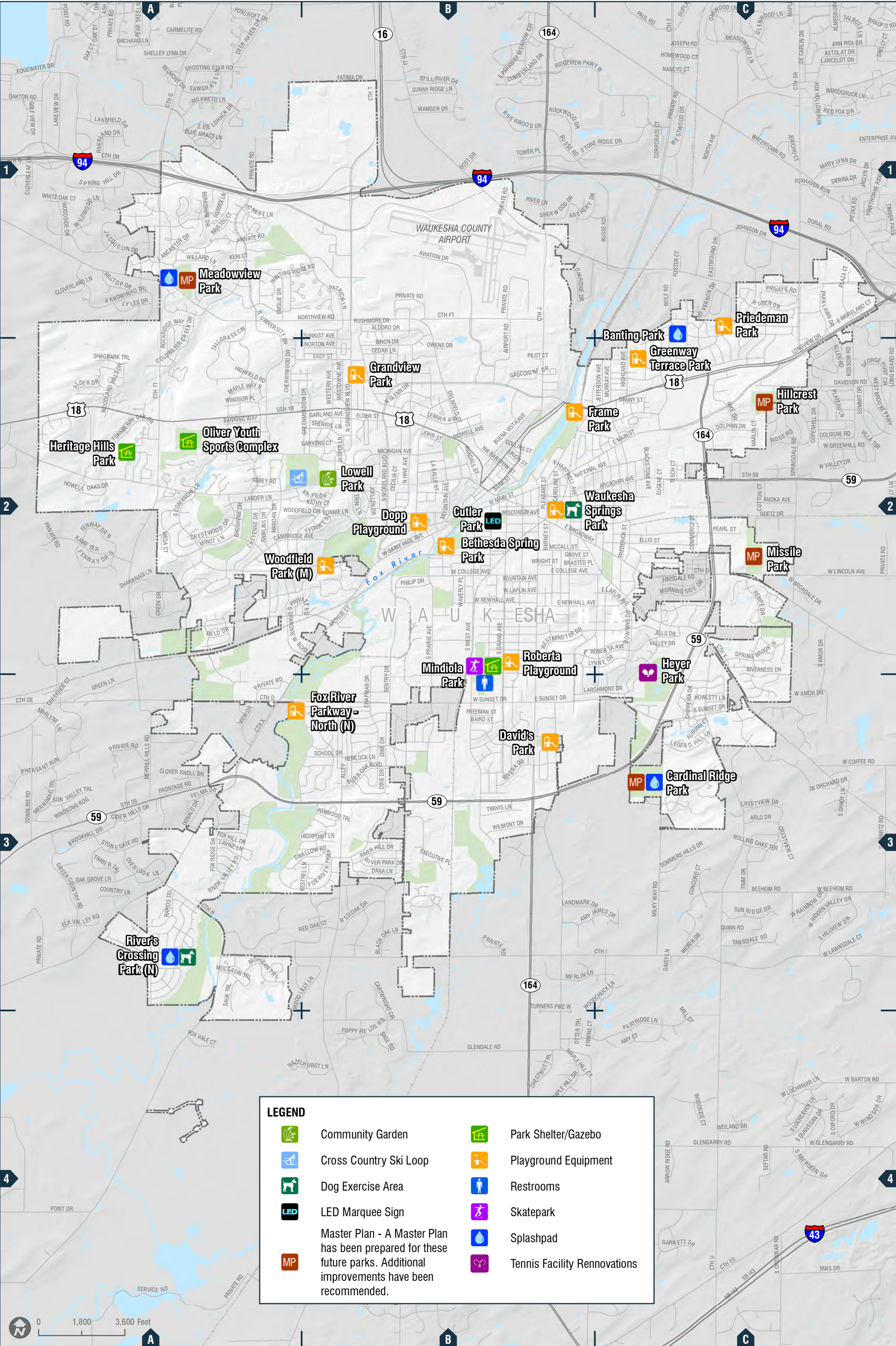
PROJECT LOCATION



Data sources: U.S Census Bureau, City of Waukesha, WisconsinView  
Coordinate System: NAD 1983 HARN Wisconsin CRS Waukesha









Course/Service	Frame Turf Diamond	WRO Turf Diamond				
<b>ALIGNMENT WITH PURPOSE</b>						
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes				
<b>FINANCIAL VIABILITY</b>						
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>						
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3				
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/signage, facility add ons, concessions	Sponsorship/signage, facility add ons				
<b>TARGET MARKET POSITION</b>						
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness				
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5				
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	coed, youth - adult, all abilities	coed, youth - adult, all abilities				
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	4	3				
5. What is the capacity of the service? (# of people; # of rentals; etc.)	worth/year	8-9 months worth/year				
6. What is the current % of capacity?	60%	40%				
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes				
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	4				
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5				
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4	4				
<b>COMPETITIVE POSITION</b>						
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4				
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor				
<b>Who is the competition?</b>	Infinity Fields	Infinity Fields				
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor				
<b>Who is the competition?</b>	The Rock Complex	The Rock Complex				
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized				
<b>Who is the competition?</b>	Henry Aaron Field, MKE	Henry Aaron Field, MKE				
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	one large/significant	one large/significant				
<b>Who is the competition?</b>	Muskego	Muskego				
6. What competition exists from the private sector within the local trade area (local trade area = _____)?						
<b>Who is the competition?</b>						
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?						

<b>Course/Service</b>	Mindiola Turf Soccer
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/signage, facility add ons, concessions
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	coed, youth - adult, all abilities
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	4
5. What is the capacity of the service? (# of people; # of rentals; etc.)	8-9 months worth/year
6. What is the current % of capacity?	60%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	more than one large competitor

<b>Who is the competition?</b>	Brookfield Sports Complex
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	one large/significant
<b>Who is the competition?</b>	The Rock
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	Uiehlien Sports Compelx
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	
<b>Who is the competition?</b>	
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	
<b>Who is the competition?</b>	

<b>Course/Service</b>	Bethesda
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1
3. <b>Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	Fee Increases
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	All
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	400
6. What is the current % of capacity?	
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	



<b>Who is the competition?</b>
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?
<b>Who is the competition?</b>
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?
<b>Who is the competition?</b>
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?
<b>Who is the competition?</b>
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?
<b>Who is the competition?</b>
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?
<b>Who is the competition?</b>

Buchner	Frame	Horeb	Rivers Crossing	Banting
yes	yes	yes	yes	yes
yes	yes	yes	yes	yes
2	3	4	5	6
Fee Increases	Fee Increases	Fee Increases	Fee Increases	Fee Increases
social engagement	social engagement	social engagement	social engagement	social engagement
6	7	8	9	10
All	All	All	All	All
5	5	5	5	4
400	400	400	400	100
yes	yes	yes	yes	yes
4	4	4	4	4
4	4	4	4	4
4	4	4	4	4
4	4	4	4	4
4	4	4	4	4
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor

Waukesha County Parks	Waukesha County Parks	Waukesha County Parks	Waukesha County Parks	Waukesha County Parks
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
MKE County Parks	MKE County Parks	MKE County Parks	MKE County Parks	MKE County Parks
a few small	a few small	a few small	a few small	a few small
Village of Pewaukee	Village of Pewaukee	Village of Pewaukee	Village of Pewaukee	Village of Pewaukee
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
City of Brookfield	City of Brookfield	City of Brookfield	City of Brookfield	City of Brookfield
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
City of NewBerlin	City of NewBerlin	City of NewBerlin	City of NewBerlin	City of NewBerlin

David's	Dopp	Fox North	Grandview
yes	yes	yes	yes
yes	yes	yes	yes
7	8	9	10
Fee Increases	Fee Increases	Fee Increases	Fee Increases
social engagement	social engagement	social engagement	social engagement
11	12	13	14
All	All	All	All
4	4	4	4
100	100	100	100
yes	yes	yes	yes
4	4	4	4
4	4	4	4
4	4	4	4
4	4	4	4
4	4	4	4
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor

Waukesha County Parks	Waukesha County Parks	Waukesha County Parks	Waukesha County Parks
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
MKE County Parks	MKE County Parks	MKE County Parks	MKE County Parks
a few small	a few small	a few small	a few small
Village of Pewaukee	Village of Pewaukee	Village of Pewaukee	Village of Pewaukee
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
City of Brookfield	City of Brookfield	City of Brookfield	City of Brookfield
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
City of NewBerlin	City of NewBerlin	City of NewBerlin	City of NewBerlin

Heyer	Lowell	Merrill Crest	River Valley
yes	yes	yes	yes
yes	yes	yes	yes
11	12	13	14
Fee Increases	Fee Increases	Fee Increases	Fee Increases
social engagement	social engagement	social engagement	social engagement
15	16	17	18
All	All	All	All
4	4	4	4
100	100	100	100
yes	yes	yes	yes
4	4	4	4
4	4	4	4
4	4	4	4
4	4	4	4
4	4	4	4
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor



Waukesha County Parks	Waukesha County Parks	Waukesha County Parks	Waukesha County Parks
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
MKE County Parks	MKE County Parks	MKE County Parks	MKE County Parks
a few small	a few small	a few small	a few small
Village of Pewaukee	Village of Pewaukee	Village of Pewaukee	Village of Pewaukee
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
City of Brookfield	City of Brookfield	City of Brookfield	City of Brookfield
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
City of NewBerlin	City of NewBerlin	City of NewBerlin	City of NewBerlin

Roberta	Fox South	Pebble valley	Prairie
yes	yes	yes	yes
yes	yes	yes	yes
15	16	17	18
Fee Increases	Fee Increases	Fee Increases	Fee Increases
social engagement	social engagement	social engagement	social engagement
19	20	21	22
All	All	All	All
4	3	3	3
100	100	100	100
yes	yes	yes	yes
4	4	4	4
4	4	4	4
4	4	4	4
4	4	4	4
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor

Waukesha County Parks	Waukesha County Parks	Waukesha County Parks	Waukesha County Parks
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
MKE County Parks	MKE County Parks	MKE County Parks	MKE County Parks
a few small	a few small	a few small	a few small
Village of Pewaukee	Village of Pewaukee	Village of Pewaukee	Village of Pewaukee
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
City of Brookfield	City of Brookfield	City of Brookfield	City of Brookfield
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
City of NewBerlin	City of NewBerlin	City of NewBerlin	City of NewBerlin

Priedeman	Wauk. Springs	Woodfield	Moorewood
yes	yes	yes	yes
yes	yes	yes	yes
19	20	21	22
Fee Increases	Fee Increases	Fee Increases	Fee Increases
social engagement	social engagement	social engagement	social engagement
23	24	25	26
All	All	All	All
3	3	3	2
100	100	100	100
yes	yes	yes	yes
4	4	4	4
4	4	4	4
4	4	4	4
4	4	4	4
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor

Waukesha County Parks	Waukesha County Parks	Waukesha County Parks	Waukesha County Parks
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
MKE County Parks	MKE County Parks	MKE County Parks	MKE County Parks
a few small	a few small	a few small	a few small
Village of Pewaukee	Village of Pewaukee	Village of Pewaukee	Village of Pewaukee
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
City of Brookfield	City of Brookfield	City of Brookfield	City of Brookfield
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
City of NewBerlin	City of NewBerlin	City of NewBerlin	City of NewBerlin

Sentinel	Hillcrest			
yes	yes			
yes	yes			
23	24			
Fee Increases	Fee Increases			
social engagement	social engagement			
27	28			
All	All			
2	2			
100	100			
yes	yes			
4	4			
4	4			
4	4			
4	4			
more than one large competitor	more than one large competitor			



Waukesha County Parks	Waukesha County Parks			
more than one large competitor	more than one large competitor			
MKE County Parks	MKE County Parks			
a few small	a few small			
Village of Pewaukee	Village of Pewaukee			
several small to mid-sized	several small to mid-sized			
City of Brookfield	City of Brookfield			
several small to mid-sized	several small to mid-sized			
City of NewBerlin	City of NewBerlin			

<b>Course/Service</b>	SRC Riverview Room
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	4
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	
Facility improvements, additional rentals/events	
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	4
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	All
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	120
6. What is the current % of capacity?	70%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	5
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	3
<b>COMPETITIVE POSITION</b>	
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4

2. What competition exists from the public sector within the local trade area (local trade area = _____)?		several small to mid-sized
<b>Who is the competition?</b>		Waukesha County
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?		several small to mid-sized
<b>Who is the competition?</b>		Milwaukee County
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?		several small to mid-sized
<b>Who is the competition?</b>		Pewaukee & Brookfield P&R
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?		
<b>Who is the competition?</b>		
6. What competition exists from the private sector within the local trade area (local trade area = _____)?		several small to mid-sized
<b>Who is the competition?</b>		Restaurants/Banquet Halls/Hotels
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?		
<b>Who is the competition?</b>		

SRC Activity Room	SRC Meeting Room	SRC Gym	Rotary	EB Shurts
yes	yes	yes	yes	yes
yes	yes	yes	yes	yes
4	4	4	4	4
Facility improvements, additional rentals/events	Facility improvements, additional rentals/events	Facility improvements, additional rentals/events	Facility improvements, additional rentals/events	Facility improvements, additional rentals/events
social engagement	social engagement	social engagement	social engagement	social engagement
4	4	4	4	4
All	All	All	All	All
5	5	5	5	5
190	25	500+	120	100
80%	30%	80%	90%	70%
5	5	5	5	5
4	4	5	5	4
5	5	5	5	5
3	3	5	4	3
4	4	5	4	4

several small to mid-sized	several small to mid-sized	more than one large competitor	several small to mid-sized	several small to mid-sized
Waukesha County	Waukesha County	Local School Gyms	Waukesha County	Waukesha County
several small to mid-sized	several small to mid-sized	one large/significant	several small to mid-sized	several small to mid-sized
Milwaukee County	Milwaukee County	YMCA	Milwaukee County	Milwaukee County
several small to mid-sized	several small to mid-sized		several small to mid-sized	several small to mid-sized
Pewaukee & Brookfield P&R	Pewaukee & Brookfield P&R		Pewaukee & Brookfield P&R	Pewaukee & Brookfield P&R
several small to mid-sized	several small to mid-sized	one large/significant	several small to mid-sized	several small to mid-sized
Restaurants/Banquet Halls/Hotels	Restaurants/Banquet Halls/Hotels	Center Court Complex	Restaurants/Banquet Halls/Hotels	Restaurants/Banquet Halls/Hotels

Buchner Community Room

yes			
yes			
4			
Facility improvements, additional rentals/events			
social engagement			
4			
All			
5			
80			
40%			
5			
5			
5			
5			
3			

several small to mid-sized			
Waukesha County			
several small to mid-sized			
Milwaukee County			
several small to mid-sized			
Pewaukee & Brookfield P&R			
several small to mid-sized			
Restaurants/Banquet Halls/Hotels			



Course/Service	Banting
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	2
3. <b>Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	Sponsorship/Add'l Renters
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	4
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Coed, 1st-HS, All
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	7-8 Months/Year
6. What is the current % of capacity?	60%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	3
<b>COMPETITIVE POSITION</b>	
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	more than one large competitor

<b>Who is the competition?</b>	Town of Genesee
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor
	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	
<b>Who is the competition?</b>	
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	Infinity Fields
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	
<b>Who is the competition?</b>	

Davids	Dopp	Lowell	Merrill Crest
yes	yes	yes	yes
yes	yes	yes	yes
2	2	2	2
Sponsorship/Add'l Renters	Sponsorship/Add'l Renters	Sponsorship/Add'l Renters	Sponsorship/Add'l Renters
health & wellness	health & wellness	health & wellness	health & wellness
4	4	4	4
Coed, 1st-HS, All	Coed, 1st-HS, All	Coed, 1st-HS, All	Coed, 1st-HS, All
5	5	5	5
7-8 Months/Year	7-8 Months/Year	7-8 Months/Year	7-8 Months/Year
10%	40%	60%	30%
yes	yes	yes	yes
4	4	4	4
4	4	4	4
3	3	3	3
4	4	4	4
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor

Town of Genesee	Town of Genesee	Town of Genesee	Town of Genesee
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
Infinity Fields	Infinity Fields	Infinity Fields	Infinity Fields

Prairie	Priedeman	Roberta	Wauk. Springs
yes	yes	yes	yes
yes	yes	yes	yes
2	2	2	2
Sponsorship/Add'l Renters	Sponsorship/Add'l Renters	Sponsorship/Add'l Renters	Sponsorship/Add'l Renters
health & wellness	health & wellness	health & wellness	health & wellness
4	4	4	4
Coed, 1st-HS, All	Coed, 1st-HS, All	Coed, 1st-HS, All	Coed, 1st-HS, All
5	5	5	5
7-8 Months/Year	7-8 Months/Year	7-8 Months/Year	7-8 Months/Year
30%	70%	70%	80%
yes	yes	yes	yes
4	4	4	4
4	4	4	4
3	3	3	3
4	4	4	4
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor

Town of Genesee	Town of Genesee	Town of Genesee	Town of Genesee
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
Infinity Fields	Infinity Fields	Infinity Fields	Infinity Fields

<b>Course/Service</b>	Buchner
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	2
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	Sponsorship/Add'l Renters
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	4
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	C, 1st - HS, adult, all
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	7-8 Months/Year
6. What is the current % of capacity?	50%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	3
<b>COMPETITIVE POSITION</b>	
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	Town of Genesee



3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego, Sussex, Wauwatosa
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	
<b>Who is the competition?</b>	
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	Infinity Fields
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	
<b>Who is the competition?</b>	

Banting	Grandview	Pebble Valley	Prairie	
yes	yes	yes	yes	
yes	yes	yes	yes	
2	2	2	2	
Sponsorship/Add'l Renters	Sponsorship/Add'l Renters	Sponsorship/Add'l Renters	Sponsorship/Add'l Renters	
health & wellness	health & wellness	health & wellness	health & wellness	
4	4	4	4	
C, 1st - HS, adult, all	C, 1st - HS, adult, all	C, 1st - HS, adult, all	C, 1st - HS, adult, all	
5	5	5	5	
7-8 Months/Year	7-8 Months/Year	7-8 Months/Year	7-8 Months/Year	
70%	80%	60%	60%	
yes	yes	yes	yes	
4	4	4	4	
4	4	4	4	
3	3	3	3	
4	4	4	4	
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	
Town of Genesee	Town of Genesee	Town of Genesee	Town of Genesee	

more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	
City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego, Sussex, Wauwatosa	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego, Sussex, Wauwatosa	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego, Sussex, Wauwatosa	City Parks - Brookfield, Pewaukee, Delafield, New Berlin, Milwaukee, Muskego, Sussex, Wauwatosa	
more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	
Infinity Fields	Infinity Fields	Infinity Fields	Infinity Fields	

Course/Service	Lowell	Banting
<b>ALIGNMENT WITH PURPOSE</b>		
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes
<b>FINANCIAL VIABILITY</b>		
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	4	4
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	Sponsorships, Rentals, Tournament	Sponsorships, Rentals, Tournament
<b>TARGET MARKET POSITION</b>		
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	c, all, all	c, all, all
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	4/court	4/court
6. What is the current % of capacity?	70%	70%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	5
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4	4
<b>COMPETITIVE POSITION</b>		
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor

<b>Who is the competition?</b>	Waukesha College	Waukesha College
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	Sussex, Pewaukee, Brookfield, New Berlin, Muskego, MKE P&R	Sussex, Pewaukee, Brookfield, New Berlin, Muskego, MKE P&R
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?		
<b>Who is the competition?</b>		
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?		
<b>Who is the competition?</b>		
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	Center Court	Center Court
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	OAW	OAW

Buchner						
yes						
yes						
4						
Sponsorships, Rentals, Tournament						
health & wellness						
5						
c, all, all						
5						
4/court						
70%						
yes						
5						
5						
4						
5						
more than one large competitor						

Waukesha College						
more than one large competitor						
Sussex, Pewaukee, Brookfield, New Berlin, Muskego, MKE P&R						
more than one large competitor						
Center Court						
more than one large competitor						
OAW						



Course/Service	Formal Gardens	LPPC			
<b>ALIGNMENT WITH PURPOSE</b>					
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes			
<b>FINANCIAL VIABILITY</b>					
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes			
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1	4			
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	Additional Rentals/Events	Sponsorship, Rentals, Events			
<b>TARGET MARKET POSITION</b>					
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement	social engagement			
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	4			
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	All	All			
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	3			
5. What is the capacity of the service? (# of people; # of rentals; etc.)	50	500+			
6. What is the current % of capacity?	n/a	n/a			
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	5	5			
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	3			

9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	2			
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	3	3			
<b>COMPETITIVE POSITION</b>					
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5			
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	one large/significant	one large/significant			
<b>Who is the competition?</b>	Boerner Botanical Gardens	Rotary Performance Center - Wauwatosa			
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?		one large/significant			
<b>Who is the competition?</b>		Washington Park Bandshell - MKE			
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?					
<b>Who is the competition?</b>					
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?					
<b>Who is the competition?</b>					
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	one large/significant			

	Waukesha County State Parks	City Beach Bandshell - Oconomowoc			
<b>Who is the competition?</b>					
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?					
<b>Who is the competition?</b>					

	Before School	Afterschool
<b>Before and After Care</b>	K - 5 grades	K-2
<b>ALIGNMENT WITH PURPOSE</b>		
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes
<b>FINANCIAL VIABILITY</b>		
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>		
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	opportunities for undeserved populations	opportunities for undeserved populations
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	K - 5 grades	K - 5 grades
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)		
Actual of enrolled students?		
6. What is the current % of capacity?		

7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4	4
<b>COMPETITIVE POSITION</b>		
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)? <b>Who is the competition?</b>	none	none
3. What competition exists from the public sector within the regional trade area (local trade area = _____)? <b>Who is the competition?</b>	none	none
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?  <b>Who is the competition?</b>	more than one large competitor  La Casa de esperanza, Waukesha YMCA, St. Lukes,	more than one large competitor  La Casa de esperanza, Waukesha YMCA, St. Lukes,
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor

	YMCA of Greater Waukesha County- Waukesha, New Berlin, Elm Brook and Mukwoango Schools	YMCA of Greater Waukesha County- Waukesha, New Berlin, Elm Brook and Mukwoango Schools
<b>Who is the competition?</b>		
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small	none
	WI Youth Co. Cadence La Petite Kinder Care Champions	WI Youth Co. Cadence La Petite Kinder Care Champions
<b>Who is the competition?</b>		
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	a few small	none
	WI Youth Co. Cadence La Petite Kinder Care Champions	WI Youth Co. Cadence La Petite Kinder Care Champions
<b>Who is the competition?</b>		

	School Year
<b>Hawthorne &amp; Hadfield After Care (CLC)</b>	4K - 5 grades
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	opportunities for undeserved populations
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Grades K-5
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	110
Actual of enrolled students?	110
6. What is the current % of capacity?	100%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5
<b>COMPETITIVE POSITION</b>	



1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	La Casa de esperanza, Waukesha YMCA, St. Lukes, Boys and Girls Club,
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	YMCA of Greater Waukesha County- Waukesha, New Berlin, Elm Brook and Mukwoango Schools
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	WI Youth Co. All About Learning La Petite Kinder Care
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	WI Youth Co. All About Learning La Petite Kinder Care Champions

<b>Schools Off Programs</b>	4K-5 grades
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	4
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc.)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	opportunities for undeserved populations
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	K-5 grades
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	50
Actual of enrolled students?	25
6. What is the current % of capacity?	50%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none

<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	La Casa de esperanza, Waukesha YMCA, St. Luke's,
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	WI Youth Co. All About Learning La Petite Kinder Care Champions

	Rec on the Go
<b>Playgrounds</b>	Ages 6-12
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	opportunities for undeserved populations
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Ages 6-12
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	
Actual enrollment	
6. What is the current % of capacity?	
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	

1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	0
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	

Merrill Crest	Rivers Crossing
Ages 6-12	Ages 6-12
yes	yes
no	no
3	3
Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
opportunities for undeserved populations	opportunities for undeserved populations
5	5
Ages 6-12	Ages 6-12
5	5
yes	yes
4	4
4	4
4	4

0	0
none	none

none	none
------	------

none	none
none	none
none	none

none	none



	Explores
<b>Summer Explores</b>	Ages 6-12
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc.)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Ages 6-12
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	
6. Enrollment	
6. What is the current % of capacity?	
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	

1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	La Casa de esperanza, Waukesha YMCA, Salvation Army
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	La Casa de esperanza, Waukesha YMCA, Salvation Army, Boys and Girls Club, Phantom Lake, YMCA
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	Good Times
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	

Cool School
Grades k-6
yes
no
3
Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
social engagement
5
Grades k-6
5
#DIV/0!
yes
4
4
4

5
none

none
------

more than one large competitor
La Casa de esperanza, Waukesha YMCA, Salvation Army
more than one large competitor
La Casa de esperanza, Waukesha YMCA, Salvation Army, Boys and Girls Club, Phantom Lake, YMCA
a few small
Good Times
a few small

	Leading Forward
<b>LIT</b>	Grades 7-12
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc.)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	opportunities for undeserved populations
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Grades 7-12 (non specific)
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	3
Actual enrollment	4
6. What is the current % of capacity?	
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	

1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	one large/significant
<b>Who is the competition?</b>	Waukesha YMCA, YMCA of GWC
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	Waukesha YMCA, YMCA of GWC Phantom Lake YMCA, Mukwonago
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	Good Times
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	





[illegible]

	Davids Park
<b>Summer &amp; Wee Friends</b>	Ages 4-6
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc.)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Ages 4-6
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	
6. Enrollment	
6. What is the current % of capacity?	
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	

1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	YMCA of Waukesha St. Luke's Center of Excellence
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	

Davids Park
Ages 4-6
yes
no
3
Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
social engagement
5
Ages 4-6
5
yes
4
4
4

5
none

none
------

more than one large competitor
YMCA of Waukesha St. Luke's Center of Excellence
more than one large competitor
a few small

a few small

	Cheerleading
<b>Dance at SRC</b>	Ages 5-10
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc.)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Ages 5-10
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	20
6. Enrollment	
6. What is the current % of capacity?	
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	

1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	West Town, Brookfield Oconomowoc Sportsmanship Club
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	

Hip Hop	Disney Dance
Ages 5-10	Ages 5-10
yes	yes
no	no
3	3
Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
social engagement	social engagement
5	5
Ages 5-10	Ages 5-10
5	5
20	18
yes	yes
4	4
4	4
4	4



5	5
none	none
none	none
none	none
none	none
a few small	a few small
West Town, Brookfield Oconomowoc Sportsmanship Club	West Town, Brookfield Oconomowoc Sportsmanship Club
none	none

	Beginning Pre Ballet
<b>Dance</b>	5 + years
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc.)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	5 + years
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	10
6. Enrollment	8
6. What is the current % of capacity?	80%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	

1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	YMCA, GWC
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	several small to mid-sized
<b>Who is the competition?</b>	Aspire Dance, Liberty Dance, Dance Tracks
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	

Beginning Ballet	Continuing	Continuing 2
5 + years	5 + years	5 + years
yes	yes	yes
no	no	no
3	3	3
Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
social engagement	social engagement	social engagement
5	5	5
5 + years	5 + years	5 + years
5	5	5
10	10	10
6	2	8
60%	20%	80%
yes	yes	yes
4	4	4
4	4	4
4	4	4

5	5	5
none	none	none
none	none	none
one large/significant YMCA, GWC	one large/significant YMCA, GWC	one large/significant YMCA, GWC
more than one large competitor	more than one large competitor	more than one large competitor
several small to mid- sized	several small to mid- sized	several small to mid- sized
Aspire Dance, Liberty Dance, Dance Tracks	Aspire Dance, Liberty Dance, Dance Tracks	Aspire Dance, Liberty Dance, Dance Tracks
a few small	a few small	a few small

	Little Dragons
<b>Tae Kwon Do</b>	Ages 4-
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc.)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Ages 7-14
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	
6. Enrollment	
6. What is the current % of capacity?	
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	

1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	several small to mid-sized
<b>Who is the competition?</b>	JK Lee, Waukesha American Do Jo, Waukesha
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	several small to mid-sized
<b>Who is the competition?</b>	Family Tae Kwon Do, Brookfield

Beginner	Intermediate/Advance
Ages 7+	Ages 7+
yes	yes
no	no
3	3
Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
social engagement	social engagement
5	5
Ages 7-14	Ages 7-14
5	5
yes	yes
4	4
4	4
4	4



5	5
none	none
none	none
more than one large competitor	more than one large competitor
more than one large competitor	more than one large competitor
several small to mid-sized	a few small
JK Lee, Waukesha American Do Jo, Waukesha	JK Lee, Waukesha American Do Jo, Waukesha
several small to mid-sized	several small to mid-sized
Family Tae Kwon Do, Brookfield	Family Tae Kwon Do, Brookfield

	1st Ascent, Winter
<b>Rock Climbing</b>	9-14 years
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	4
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc.)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	9-14 years
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	8
6. Enrollment	2
6. What is the current % of capacity?	25%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	

1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	several small to mid-sized
<b>Who is the competition?</b>	Milwaukee Turners

1st Ascent, Winter	1st Ascent, Fall	1st Ascent, Fall	1st Ascent, Fall	1st Ascent, Fall
9-14 years	9-14 years	9-14 years	9-14 years	9-14 years
yes	yes	yes	yes	yes
no	no	no	no	no
4	4	4	4	4
Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
social engagement	social engagement	social engagement	social engagement	social engagement
5	5	5	5	5
9-14 years	9-14 years	9-14 years	9-14 years	9-14 years
5	5	5	5	5
8	8	8	8	8
4	1	5	2	3
50%	13%	63%	25%	38%
yes	yes	yes	yes	yes
4	4	4	4	4
4	4	4	4	4
4	4	4	4	4

5	5	5	5	5
none	none	none	none	none
none	none	none	none	none
none	none	none	none	none
none	none	none	none	none
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
Milwaukee Turners	Milwaukee Turners	Milwaukee Turners	Milwaukee Turners	Milwaukee Turners

Wee Team , Winter	Wee Team, Winter	Wee Team, Fall	Wee Team, Fall
5-8 years	5-8 years	5-8 years	5-8 years
yes	yes	yes	yes
no	no	no	no
4	4	4	4
Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
social engagement	social engagement	social engagement	social engagement
5	5	5	5
5-8 years	5-8 years	5-8 years	5-8 years
5	5	5	5
8	8	8	8
3	4	3	3
38%	50%	38%	38%
yes	yes	yes	yes
4	4	4	4
4	4	4	4
4	4	4	4

5	5	5	5
none	none	none	none
none	none	none	none
none	none	none	none
none	none	none	none
none	none	none	none
several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized
Milwaukee Turners	Milwaukee Turners	Milwaukee Turners	Milwaukee Turners

<b>Soccer Stars</b>	
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	5
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	10
6. Enrollment	8
6. What is the current % of capacity?	80%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	



1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	

yes	yes
no	no
5	5
Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
social engagement	social engagement
5	5
5	5
10	10
6	2
60%	20%
yes	yes
4	4
4	4
4	4

5	5
none	none
none	none
more than one large competitor	more than one large competitor
more than one large competitor	more than one large competitor
a few small	a few small
a few small	a few small

	Saturday /Summer
<b>ALIGNMENT WITH PURPOSE</b>	
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes
<b>FINANCIAL VIABILITY</b>	
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3
3. Sources for additional/alternative revenue? (sponsorship, grant, etc.)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
<b>TARGET MARKET POSITION</b>	
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	4
6. Enrollment	10
6. What is the current % of capacity?	250%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4
<b>COMPETITIVE POSITION</b>	

1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none
<b>Who is the competition?</b>	
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	one small
<b>Who is the competition?</b>	
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor
<b>Who is the competition?</b>	
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small
<b>Who is the competition?</b>	The Petite Chef
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	
<b>Who is the competition?</b>	

Saturday/ Fall	
yes	yes
no	no
3	3
Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)	Additional programming opportunities, Cross Promotion (sports, leadership, camp, adult classes, enrichment)
social engagement	social engagement
5	5
5	5
4	10
6	2
150%	20%
yes	yes
4	4
4	4
4	4

5	5
none	none
none	none
more than one large competitor	more than one large competitor
more than one large competitor	more than one large competitor
a few small	a few small
The Petite Chef	The Petite Chef

Course/Service	Tumbling Tykes	Tumbling Tots	Rolly Polly	Tumbling 1	Tumbling 2 to intermediate						
ALIGNMENT WITH PURPOSE											
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes	yes						
FINANCIAL VIABILITY											
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>											
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1	1	1	1	1						
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorships	Sponsorships	Sponsorships	Sponsorships	Sponsorships						
TARGET MARKET POSITION											
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for underserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness	health & wellness	health & wellness						
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5						
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	14-24 Months	2-3 years	4-6 years	6+	7+						
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5	5	3	1						
5. What is the capacity of the service? (# of people; # of rentals; etc.)	12	12	12	12	12						
6. What is the current % of capacity?	63%	74%	81%	48%	22%						
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes	yes						
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	3	4	5	5	4						
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5						
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	4	4	4	4	4						
COMPETITIVE POSITION											
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5						
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none	none	none	none						
Who is the competition?											
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor						
Who is the competition?	City of Brookfield and City of New Berlin	City of Brookfield and City of New Berlin	City of Brookfield and City of New Berlin	City of Brookfield and City of New Berlin	City of Brookfield and City of New Berlin						
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor						
Who is the competition?	YMCA; SALTO	YMCA; SALTO	YMCA; SALTO	YMCA; SALTO	YMCA; SALTO						
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor						
Who is the competition?	Midwest Twisters and Swiss Turner: M and M	Midwest Twisters and Swiss Turner: M and M	Midwest Twisters and Swiss Turner: M and M	Midwest Twisters and Swiss Turner: M and M	Midwest Twisters and Swiss Turner: M and M						
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor						
Who is the competition?	YMCA; SALTO	YMCA; SALTO	YMCA; SALTO	YMCA; SALTO	YMCA; SALTO						
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor						
Who is the competition?	Midwest Twisters and Swiss Turner: M and M	Midwest Twisters and Swiss Turner: M and M	Midwest Twisters and Swiss Turner: M and M	Midwest Twisters and Swiss Turner: M and M	Midwest Twisters and Swiss Turner: M and M						



<b>Course/Service</b>	American Mah Jongg Class	Cutting the Cord - Controlling Cable & Internet Costs	iPad Basics 8500.182	You Have Pictures In Your Camera - Now What	You and Your Camera	Lets Make Soup	Chocolate Clusters and Bark	Korean Dumping Rice Cake Soup	Korean Soup and Sa	Korean Fried Dumpli
<b>ALIGNMENT WITH PURPOSE</b>										
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
<b>FINANCIAL VIABILITY</b>										
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>										
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	2	2	1	1	2	2	2	2	2
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	Sponsorship/Grant	Sponsorship	Sponsorship	Sponsorship	Sponsorship	Sponsorship	Sponsorship	Sponsorship	Sponsorship	Sponsorship
<b>TARGET MARKET POSITION</b>										
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement	social engagement	social engagement	other	other	social engagement	social engagement	social engagement	social engagement	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	4	4	4	4	4
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	55 years and Older	55 years and older	55 years and Older	55 years and Older	55 years and Older	55 years and Older	55 years and Older	55 years and Older	55 years and Older	55 years and Older
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5	4	4	4	4	5	5	5	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	12	20	20	20	20	18	15	12	12	12
6. What is the current % of capacity?	80%	100%	84%	65%	60%	77%	66%	100%	100%	100%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	3	3	5	5	5	5	5	5	5
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	5	5	5	5
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	4	4	4	4
<b>COMPETITIVE POSITION</b>										
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5		5	5	5	5	5	5	5	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized

<b>Who is the competition?</b>			WCTC and UW Waukesha	UW Waukesha	UW Waukesha	Pams Kitchen	Pams Kitchen	Pams Kitchen	Pams Kitchen	Pams Kitchen
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	one large/significant	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	one large/significant	one large/significant	one large/significant	one large/significant	one large/significant
<b>Who is the competition?</b>	City of Brookfield; Villiage of Hartland	City of Brookfield; Villiage of Hartland	City of New Berlin/Muskego; Village of Menomonee Falls/Germantown, Village of Hartland/Kettle Moraine	City of New Berlin/Muskego; Village of Menomonee Falls/Germantown, Village of Hartland/Kettle Moraine	City of New Berlin/Muskego; Village of Menomonee Falls/Germantown, Village of Hartland/Kettle Moraine	Pams Kitchen	Pams Kitchen	Pams Kitchen	Pams Kitchen	Pams Kitchen
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none	none	none	none	none	none	none	none	none
<b>Who is the competition?</b>										
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	one small	one small	one large/significant	one small	one small	one small	one small	one small	one small	one small
<b>Who is the competition?</b>	Jewish Community Center									
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized	one large/significant	one large/significant	one large/significant	one large/significant	one large/significant
<b>Who is the competition?</b>			UW Waukesha	UW Waukesha	UW Waukesha					
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor		more than one large competitor	more than one large competitor	more than one large competitor	one large/significant	one large/significant	one large/significant	one large/significant	one large/significant
<b>Who is the competition?</b>	City of Brookfield; Villiage of Hartland	City of New Berlin/Muskego; Village of Menomonee Falls/Germantown, Village of Hartland/Kettle Moraine	City of New Berlin/Muskego; Village of Menomonee Falls/Germantown, Village of Hartland/Kettle Moraine	City of New Berlin/Muskego; Village of Menomonee Falls/Germantown, Village of Hartland/Kettle Moraine	City of New Berlin/Muskego; Village of Menomonee Falls/Germantown, Village of Hartland/Kettle Moraine	Pams Kitchen	Pams Kitchen	Pams Kitchen	Pams Kitchen	Pams Kitchen

[illegible]

Who is the competition?															
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	a few small	one small													
Who is the competition?															
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none													
Who is the competition?															
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	one small	one small													
Who is the competition?															
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	several small to mid-sized	none													
Who is the competition?															
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none													
Who is the competition?															

[illegible]

<b>Who is the competition?</b>								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	one large/significant	one large/significant
<b>Who is the competition?</b>		City of Brookfield; Villiage of Hartland	City of Brookfield; Villiage of Hartland	City of Brookfield; Villiage of Hartland	City of Brookfield; Villiage of Hartland; City of New Berlin	City of Brookfield; Villiage of Hartland; City of New Berlin	City of Brookfield	City of Brookfield
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none	none	none	none	several small to mid-sized	a few small	a few small
<b>Who is the competition?</b>						Churches; United Way; Schools; Interfaith	Otto's; Stroke of Art	Otto's; Stroke of Art
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	one small	one small	one small	none	several small to mid-sized	a few small	a few small
<b>Who is the competition?</b>		Jewish Community Center	Jewish Community Center	Jewish Community Center		Churches; United Way; Schools; Interfaith	Uptown Art Sussex; Soulful Art Delafield; City Camp of the Arts Brookfield	Uptown Art Sussex; Soulful Art Delafield; City Camp of the Arts Brookfield
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	none	none	none	none	none	a few small	a few small
<b>Who is the competition?</b>							Otto's; Stroke of Art	Otto's; Stroke of Art
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	more than one large competitor	more than one large competitor	more than one large competitor	none	none	a few small	a few small
<b>Who is the competition?</b>		City of Brookfield; Villiage of Hartland	City of Brookfield; Villiage of Hartland	City of Brookfield; Villiage of Hartland			Uptown Art Sussex; Soulful Art Delafield; City Camp of the Arts Brookfield	Uptown Art Sussex; Soulful Art Delafield; City Camp of the Arts Brookfield

Course/Service	Senior Fun and Games	Bunco	Open Cards	Bocce	Open Walking	Bingo	Easy Nutritious Meals	History Club
ALIGNMENT WITH PURPOSE								
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes	yes	yes	yes	yes
FINANCIAL VIABILITY								
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	5	5	2	5	5	5	2	2
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship, CDBG Grant	Sponsorship, CDBG Grant	Sponsorship, CDBG Grant	Sponsorship, CDBG Grant	Sponsorship, CDBG Grant	Sponsorship, CDBG Grant	Sponsorship, CDBG Grant	Sponsorship, CDBG Grant
TARGET MARKET POSITION								
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement	social engagement	social engagement	social engagement	health & wellness	social engagement	social engagement	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	5	4
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	55 years and Older	55 years and Older	55 years and Older	55 years and Older	55 years and Older	55 years and Older	55 years and Older	55 years and Older
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	4	5	5	5	5	5	5	3
5. What is the capacity of the service? (# of people; # of rentals; etc.)	100	100	100	28	30	60	30	20
6. What is the current % of capacity?	50%	18%	30%	68%	33%	90%	100%	50%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes	yes	yes	yes	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	3	5	5	5	5	5	5	4
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	5	5
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	5	5
COMPETITIVE POSITION								
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	5	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none	none	none	none	several small to mid-sized	none	300 none

Who is the competition?								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	one large/significant	more than one large competitor	none	none	several small to mid-sized	none	none
Who is the competition?	City of Brookfield; Villiage of Hartland; City of New Berlin	City of Brookfield	City of Brookfield; Villiage of Hartland; City of New Berlin			City of Brookfield; Villiage of Hartland; City of New Berlin;		
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none	none	one large/significant	none	several small to mid-sized	none	none
Who is the competition?				Albanese's Waukesha				
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none	none	none	one large/significant	several small to mid-sized	none	none
Who is the competition?					Brookfield Square			
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	none	none	none	none		none	none
Who is the competition?								
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none	none	none	one large/significant		none	none
Who is the competition?					Brookfield Square			



<b>Course/Service</b>	Helping Hands	Brown Bag Conversations												
<b>ALIGNMENT WITH PURPOSE</b>														
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes												
<b>FINANCIAL VIABILITY</b>														
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>														
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? ( <b>0-5 lowest to highest degree</b> )	1	1												
<b>3. Sources for additional/alternative revenue? (sponsorship, grant, etc)</b>	na	na												
<b>TARGET MARKET POSITION</b>														
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement	social engagement												
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/or demand? <b>0-5 (lowest to highest degree)</b>	3	5												
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	55 years and Older	55 years and Older												
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	4												
5. What is the capacity of the service? (# of people; # of rentals; etc.)	20	50												
6. What is the current % of capacity?	50%	70%												
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes												
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4												
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5												
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5												
<b>COMPETITIVE POSITION</b>														
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5												
2. What competition exists from the public sector within the local trade area (local trade area = )?	none	none												

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Who is the competition?														
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none	none												
Who is the competition?														
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none												
Who is the competition?														
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none												
Who is the competition?														
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	none												
Who is the competition?														
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none												
Who is the competition?														

Course/Service	Open Bridge 8500.193	Senior Fun Bridge						
ALIGNMENT WITH PURPOSE								
1. Does this service align with the organization's purpose? Yes or No	yes	yes						
FINANCIAL VIABILITY								
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" Yes or No								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? (0-5 lowest to highest degree)	4	4						
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Grants, Sponsorship	Grants, Sponsorship						
TARGET MARKET POSITION								
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement	social engagement						
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? 0-5 (lowest to highest degree)	5	5						
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	55 years and Older	55 years and Older						
4. Degree to which there is a demand from the target market(s)? 0-5 (lowest to highest degree)	3	3						
5. What is the capacity of the service? (# of people; # of rentals; etc.)	100	100						
6. What is the current % of capacity?	45%	40%						
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? Yes or No	yes	yes						
8. Degree to which customers are satisfied with this service? 0-5 (lowest to highest degree)	5	5						
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? 0-5 (lowest to highest degree)	5	5						
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? 0-5 (lowest to highest degree)	5	5						
COMPETITIVE POSITION								
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? 0-5 (lowest to highest degree)	5	5						
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none						304

<b>Who is the competition?</b>								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	one large/significant	one large/significant						
<b>Who is the competition?</b>	City of Brookfield	City of Brookfield						
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	one small	one small						
<b>Who is the competition?</b>	1st United Methodist Church ACBL	1st United Methodist Church ACBL						
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized						
<b>Who is the competition?</b>	Oconomowoc Cross Point Church - ACBL; East Side Milwaukee ACBL	Oconomowoc Cross Point Church - ACBL; East Side Milwaukee ACBL						
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	one small	one small						
<b>Who is the competition?</b>	1st United Methodist Church ACBL	1st United Methodist Church ACBL						
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized						
<b>Who is the competition?</b>	Oconomowoc Cross Point Church - ACBL; East Side Milwaukee ACBL	Oconomowoc Cross Point Church - ACBL; East Side Milwaukee ACBL						

Course/Service	Horeb Juniors	Horeb Preschool I	Horeb Preschool 2	Horeb Swim Level 1	Horeb Swim Level 2	Horeb Swim Level 3	Horeb Swim Level 4	Horeb Swim Level 5
ALIGNMENT WITH PURPOSE								
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes	yes	yes	yes	yes
FINANCIAL VIABILITY								
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1	1	1	1	1	1	1	1
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorships, Grants	Sponsorships, Grants	Sponsorships, Grants	Sponsorships, Grants	Sponsorships, Grants	Sponsorships, Grants	Sponsorships, Grants	Sponsorships, Grants
TARGET MARKET POSITION								
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for underserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness	health & wellness	health & wellness	health & wellness	health & wellness	health & wellness
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>		5	5	5	5	5	5	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Parents with children under 2	4-5 year old children	4-5 year old children	Children 6+	Those successfully completing Level 1	Those successfully completing Level 2	Those successfully completing Level 3	Those successfully completing Level 4
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	5	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	60	40	40	75	84	70	49	45
6. What is the current % of capacity?	87%	100%	91%	100%	100%	96%	85%	60%
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes	yes	yes	yes	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	5	5
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	5	5
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	5	5
COMPETITIVE POSITION								
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5	5	5
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none	none	none	none	none	none	none

<b>Who is the competition?</b>								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club

[illegible]

<b>Who is the competition?</b>													
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	none											
<b>Who is the competition?</b>	City of New Berlin, City of Brookfield												
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor	none											
<b>Who is the competition?</b>	YMCA; Swimtastics, Swim America												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor	one large/significant											
<b>Who is the competition?</b>	Princeton Club; WI Athletic Club	Schroeder YMCA											
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	none											
<b>Who is the competition?</b>	YMCA; Swimtastics, Swim America												
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	one large/significant											
<b>Who is the competition?</b>	Princeton Club; WI Athletic Club	Schroeder YMCA											



[illegible]

<b>Who is the competition?</b>								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America	YMCA; Swimtastics, Swim America
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club

[illegible]

<b>Who is the competition?</b>															
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor														
<b>Who is the competition?</b>	City of New Berlin, City of Brookfield														
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor														
<b>Who is the competition?</b>	YMCA; Swimtastics, Swim America														
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor														
<b>Who is the competition?</b>	Princeton Club; WI Athletic Club														
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor														
<b>Who is the competition?</b>	YMCA; Swimtastics, Swim America														
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor														
<b>Who is the competition?</b>	Princeton Club; WI Athletic Club														

Course/Service	Basic Functional Fitness	Senior Fit and Function	Senior Strength					
ALIGNMENT WITH PURPOSE								
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes					
FINANCIAL VIABILITY								
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1	1	1					
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant					
TARGET MARKET POSITION								
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness					
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5					
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	55 years of age and up	55 years of age and up	55 years of age and up					
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5	5					
5. What is the capacity of the service? (# of people; # of rentals; etc.)	40	40	40					
6. What is the current % of capacity?	74%	89%	60%					
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes					
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	5	5					
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5					
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5					
COMPETITIVE POSITION								
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5	5					
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none	none					314

<b>Who is the competition?</b>								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor					
<b>Who is the competition?</b>	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield					
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor					
<b>Who is the competition?</b>	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club					
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor					
<b>Who is the competition?</b>	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club					
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor					
<b>Who is the competition?</b>	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club					
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor					
<b>Who is the competition?</b>	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club					

Course/Service	Senior Stretch and Yoga	Gentle Yoga	Gentle Chair Only Yoga					
ALIGNMENT WITH PURPOSE								
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes					
FINANCIAL VIABILITY								
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1	1	1					
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant					
TARGET MARKET POSITION								
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness					
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5					
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	55 years of age and up	55 years of age and up	55 years of age and up					
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5	5					
5. What is the capacity of the service? (# of people; # of rentals; etc.)	40	40	40					
6. What is the current % of capacity?	66%	88%	86%					
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes					
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	5	5					
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5					
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5					
COMPETITIVE POSITION								
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5	5					
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none	none					316

Who is the competition?								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor					
Who is the competition?	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield					
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor					
Who is the competition?	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club					
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor					
Who is the competition?	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club					
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor					
Who is the competition?	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club					
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor					
Who is the competition?	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club					



Course/Service	Waukesha Walks							
ALIGNMENT WITH PURPOSE								
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes							
FINANCIAL VIABILITY								
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3							
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Grant, Sponsorship							
TARGET MARKET POSITION								
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness							
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5							
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	55 years of age and up							
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5							
5. What is the capacity of the service? (# of people; # of rentals; etc.)	20							
6. What is the current % of capacity?	75%							
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes							
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5							
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5							
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5							
COMPETITIVE POSITION								
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5							
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none							318

Who is the competition?								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none							
Who is the competition?								
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none							
Who is the competition?								
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none							
Who is the competition?								
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none							
Who is the competition?								
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none							
Who is the competition?								

Course/Service	Tai Chi for Beginners	Tai Chi - Yang Style Intermediate	Tai Chi - Yang Style Advanced	QiGong - Moving Mediation				
ALIGNMENT WITH PURPOSE								
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes				
FINANCIAL VIABILITY								
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1	1	1	1				
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant				
TARGET MARKET POSITION								
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness	health & wellness				
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	16 years of age and up	16 years of age and up	16 years of age and up	16 years of age and up				
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
5. What is the capacity of the service? (# of people; # of rentals; etc.)	20	20	20	20				
6. What is the current % of capacity?	74%	69%	51%	76%				
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes				
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
COMPETITIVE POSITION								
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none	none	none				320

Who is the competition?								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor				
Who is the competition?	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield				
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor				
Who is the competition?	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club				
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor				
Who is the competition?	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club				
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor				
Who is the competition?	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club				
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor				
Who is the competition?	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club				

[illegible]

<b>Who is the competition?</b>								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	none	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield		City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	one small	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	Physique Boot Camp Pewaukee	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	one large/significant	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Milwaukee Adventure Bootcamp		Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	one small	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	Physique Boot Camp Pewaukee	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club	YMCA; Xperience Fitness, WI Athletic Club
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	one large/significant	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor
<b>Who is the competition?</b>	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Milwaukee Adventure Bootcamp	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club	Princeton Club; YMCA; Xperience Fitness, WI Athletic Club

Course/Service	Cha Cha and Rumba	Swing 1	Swing 2							
ALIGNMENT WITH PURPOSE										
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes							
FINANCIAL VIABILITY										
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>										
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1	1	1							
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant							
TARGET MARKET POSITION										
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness							
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5							
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	16 years of age and up	16 years of age and up	16 years of age and up							
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3	2							
5. What is the capacity of the service? (# of people; # of rentals; etc.)	20	20	20							
6. What is the current % of capacity?	55%	50%	15%							
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes							
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	5	5							
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5							
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5							
COMPETITIVE POSITION										
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5	5							
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none	none							324

Who is the competition?										
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor							
Who is the competition?										
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none	none							
Who is the competition?										
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?										
Who is the competition?										
6. What competition exists from the private sector within the local trade area (local trade area = _____)?										
Who is the competition?	Fred Astaire	Fred Astaire	Fred Astaire							
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	one large/significant	one large/significant	one large/significant							
Who is the competition?	Fred Astaire	Fred Astaire	Fred Astaire							



Course/Service	Music Makers										
ALIGNMENT WITH PURPOSE											
1. Does this service align with the organization's purpose? Yes or No	yes										
FINANCIAL VIABILITY											
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" Yes or No											
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? (0-5 lowest to highest degree)	1										
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/Grant										
TARGET MARKET POSITION											
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement										
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? 0-5 (lowest to highest degree)	5										
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	9 months to 4 years of age										
4. Degree to which there is a demand from the target market(s)? 0-5 (lowest to highest degree)	5										
5. What is the capacity of the service? (# of people; # of rentals; etc.)	105										
6. What is the current % of capacity?	71%										
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? Yes or No	yes										
8. Degree to which customers are satisfied with this service? 0-5 (lowest to highest degree)	5										
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? 0-5 (lowest to highest degree)	5										
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? 0-5 (lowest to highest degree)	5										
COMPETITIVE POSITION											
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? 0-5 (lowest to highest degree)	5										
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none										

<b>Who is the competition?</b>											
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor										
<b>Who is the competition?</b>	City of Pewaukee; City of Brookfield; Sussex Library										
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	a few small										
<b>Who is the competition?</b>	Stroke of Genius; Ott's Art Studio										
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor										
<b>Who is the competition?</b>	Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and										
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor										
<b>Who is the competition?</b>	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori;										
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor										
<b>Who is the competition?</b>	Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and										

Course/Service	Mini Masters Art Studio							
ALIGNMENT WITH PURPOSE								
1. Does this service align with the organization's purpose? Yes or No	yes							
FINANCIAL VIABILITY								
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" Yes or No								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? (0-5 lowest to highest degree)								
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)								
TARGET MARKET POSITION								
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement							
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? 0-5 (lowest to highest degree)	5							
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	2-5 years of age							
4. Degree to which there is a demand from the target market(s)? 0-5 (lowest to highest degree)	5							
5. What is the capacity of the service? (# of people; # of rentals; etc.)	15							
6. What is the current % of capacity?	6%							
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? Yes or No	yes							
8. Degree to which customers are satisfied with this service? 0-5 (lowest to highest degree)	5							
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? 0-5 (lowest to highest degree)	5							
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? 0-5 (lowest to highest degree)	5							
COMPETITIVE POSITION								
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? 0-5 (lowest to highest degree)	5							
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none							328

Who is the competition?								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor							
Who is the competition?	City of Pewaukee; City of Brookfield; Sussex Library							
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	a few small							
Who is the competition?	Stroke of Genius; Ott's Art Studio							
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor							
Who is the competition?	Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers							
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor							
Who is the competition?	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori;							
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor							
Who is the competition?	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers							

Course/Service	Fox Tale Preschool 4K 1000.540	Fox Tale Preschool 3's Tuesdays	Fox Tale Preschool 3's Fridays	Storybook Kingdom 1000.304				
ALIGNMENT WITH PURPOSE								
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes				
FINANCIAL VIABILITY								
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1	1	1	1				
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant				
TARGET MARKET POSITION								
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	other	other	other	other				
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	4K - 4 or 5 years of age	3 years of age	3 years of age	3 years of age and up				
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
5. What is the capacity of the service? (# of people; # of rentals; etc.)	20	24	24	30				
6. What is the current % of capacity?	90%	96%	88%	100%				
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes				
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
COMPETITIVE POSITION								
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5	5	5				
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	one large/significant	one large/significant	one large/significant	none				330

<b>Who is the competition?</b>	School District of Waukesha	School District of Waukesha	School District of Waukesha					
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	one large/significant	one large/significant	one large/significant	none				
<b>Who is the competition?</b>	Muskego Norway; Pewaukee Hartland	Muskego Norway; Pewaukee Hartland	Muskego Norway; Pewaukee Hartland					
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	none				
<b>Who is the competition?</b>	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA					
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	none				
<b>Who is the competition?</b>	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA					
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	none				
<b>Who is the competition?</b>	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA					
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	none				
<b>Who is the competition?</b>	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA	All About Learning; Mary Linsmeier/Educare, Kindergarten Preparatory; La Petite; Montessori; Lawrence, National Centers of Excellence, Child and Family Centers of Excellence, St Lukes; YMCA					

[illegible]

<b>Who is the competition?</b>									
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none	none	none	none	none	none	none		
<b>Who is the competition?</b>									
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	one large/significant	one large/significant	one large/significant	one large/significant	one large/significant	one large/significant	one large/significant		
<b>Who is the competition?</b>	Elmbrook Church	Elmbrook Church	Elmbrook Church	Elmbrook Church	Elmbrook Church	Elmbrook Church	Elmbrook Church		
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none	none	none	none	none	none		
<b>Who is the competition?</b>									
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	none	none	none	none	none	none		
<b>Who is the competition?</b>									
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none	none	none	none	none	none		
<b>Who is the competition?</b>									



Course/Service	Aqua Tai Chi	Aqua Tabata	Aqua Zumba	H2O Power	Lifeguard Training 4500.284					
ALIGNMENT WITH PURPOSE										
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes	yes					
FINANCIAL VIABILITY										
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>										
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1	1	1	1	1					
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant					
TARGET MARKET POSITION										
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness	other	other					
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5					
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	16 years and Older	16 years and Older	16 years and Older	16 years and Older	15 years and Older					
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	4	5	5	4	4					
5. What is the capacity of the service? (# of people; # of rentals; etc.)	20	25	25	25	36					
6. What is the current % of capacity?	50%	100%	81%	92%	37%					
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes	yes					
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5					
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5					
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	4	4	5	5					
COMPETITIVE POSITION										
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5					
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none	none	more than one large competitor	more than one large competitor					334

Who is the competition?		none	none	Waukesha County	Waukesha County					
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor					
Who is the competition?		City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield	City of New Berlin, City of Brookfield					
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	more than one large competitor	more than one large competitor	one large/significant	one large/significant					
Who is the competition?		YMCA; Gold's Gym; Xperience Fitness	YMCA; Gold's Gym; Xperience Fitness	YMCA	YMCA					
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	more than one large competitor	more than one large competitor	one large/significant	one large/significant					
Who is the competition?		Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club	Princeton Club					
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	more than one large competitor	more than one large competitor	one large/significant	one large/significant					
Who is the competition?		YMCA; Gold's Gym; Xperience Fitness	YMCA; Gold's Gym; Xperience Fitness	YMCA	YMCA					
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	more than one large competitor	more than one large competitor	one large/significant	one large/significant					
Who is the competition?		Princeton Club; WI Athletic Club	Princeton Club; WI Athletic Club	Princeton Club	Princeton Club					

Course/Service	Estate Planning	Power of Attorney Healthcare	Power of Attorney Finance							
ALIGNMENT WITH PURPOSE										
1. Does this service align with the organization's purpose? Yes or No	yes	yes	yes							
FINANCIAL VIABILITY										
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" Yes or No										
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? (0-5 lowest to highest degree)	1	1	1							
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/Grant	Sponsorship/Grant	Sponsorship/Grant							
TARGET MARKET POSITION										
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	economic interests	health & wellness	economic interests							
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? 0-5 (lowest to highest degree)	5	5	5							
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	16 years and Older	16 years and Older	16 years and Older							
4. Degree to which there is a demand from the target market(s)? 0-5 (lowest to highest degree)	4	4	4							
5. What is the capacity of the service? (# of people; # of rentals; etc.)	60	60	60							
6. What is the current % of capacity?	48%	18%	24%							
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? Yes or No	yes	yes	yes							
8. Degree to which customers are satisfied with this service? 0-5 (lowest to highest degree)	5	5	5							
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? 0-5 (lowest to highest degree)	5	5	5							
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? 0-5 (lowest to highest degree)	5	5	5							
COMPETITIVE POSITION										
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? 0-5 (lowest to highest degree)	5	5	5							
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none	none							336

Who is the competition?										
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none	none	none							
Who is the competition?										
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	a few small	a few small	a few small							
Who is the competition?	Jane Walker; McAvoy and Murphy Law Firm; Ladd Andrew C Law Office	Jane Walker; McAvoy and Murphy Law Firm; Ladd Andrew C Law Office	Jane Walker; McAvoy and Murphy Law Firm; Ladd Andrew C Law Office							
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	a few small	a few small	a few small							
Who is the competition?	Leifheit Attorney Joanne at Law; Schober, Schober and Mitchel	Leifheit Attorney Joanne at Law; Schober, Schober and Mitchel	Leifheit Attorney Joanne at Law; Schober, Schober and Mitchel							
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small	a few small	a few small							
Who is the competition?	Jane Walker; McAvoy and Murphy Law Firm; Ladd Andrew C Law Office	Jane Walker; McAvoy and Murphy Law Firm; Ladd Andrew C Law Office	Jane Walker; McAvoy and Murphy Law Firm; Ladd Andrew C Law Office							
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	a few small	a few small	a few small							
Who is the competition?	Leifheit Attorney Joanne at Law; Schober, Schober and Mitchel	Leifheit Attorney Joanne at Law; Schober, Schober and Mitchel	Leifheit Attorney Joanne at Law; Schober, Schober and Mitchel							

Course/Service	Babysitter Training 3800							
ALIGNMENT WITH PURPOSE								
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes							
FINANCIAL VIABILITY								
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	1							
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship/Grant							
TARGET MARKET POSITION								
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	other							
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5							
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	11 years and Older							
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5							
5. What is the capacity of the service? (# of people; # of rentals; etc.)	110							
6. What is the current % of capacity?	81%							
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes							
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5							
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5							
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5							
COMPETITIVE POSITION								
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5							
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none							338

Who is the competition?								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor							
Who is the competition?	City of Muskego; New Berlin Park and Rec; Village of Sussex							
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none							
Who is the competition?								
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	one large/significant							
Who is the competition?	Tri County YMCA							
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none							
Who is the competition?								
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	one large/significant							
Who is the competition?	Tri County YMCA							

Course/Service	Men's Fall Softball	Coed Fall Softball			
<b>ALIGNMENT WITH PURPOSE</b>					
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes			
<b>FINANCIAL VIABILITY</b>					
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes			
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3			
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)					
<b>TARGET MARKET POSITION</b>					
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for underserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness			
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3			
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Men's, 16+, Recreation	Both, 16+, Recreation			
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3			
5. What is the capacity of the service? (# of people; # of rentals; etc.)	40	8			
6. What is the current % of capacity?	90%	75%			
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes			
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4			
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4			
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5			
<b>COMPETITIVE POSITION</b>					
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4			
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized			
<b>Who is the competition?</b>	Brookfield, New Berlin, Meno. Falls, Greenfield, West Allis	Brookfield, New Berlin, Meno. Falls, Greenfield, West Allis			
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor			
<b>Who is the competition?</b>	City of Milw, Milw Cty, Racine	City of Milw, Milw Cty, Racine			
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none			
<b>Who is the competition?</b>					
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none			
<b>Who is the competition?</b>					
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small	a few small			
<b>Who is the competition?</b>	Kelly Bleach, VFW- NB, Ocon. Softball Association	Kelly Bleach, VFW- NB, Ocon. Softball Association			

7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none			
Who is the competition?					



<b>Course/Service</b>	Coed												
<b>ALIGNMENT WITH PURPOSE</b>													
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes												
<b>FINANCIAL VIABILITY</b>													
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes												
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3												
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)													
<b>TARGET MARKET POSITION</b>													
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness												
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3												
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Both, 16+, Recreation												
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3												
5. What is the capacity of the service? (# of people; # of rentals; etc.)	10												
6. What is the current % of capacity?	100%												
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes												
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4												
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4												
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5												
<b>COMPETITIVE POSITION</b>													
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4												
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized												
<b>Who is the competition?</b>	Greendfield, New Berlin, Brookfield, West Allis												

3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor											
<b>Who is the competition?</b>	City of Milw, Milw Cty, Racine											
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	one small											
<b>Who is the competition?</b>	Kelly Bleach											
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												

<b>Course/Service</b>	Men's	Women's	Coed										
<b>ALIGNMENT WITH PURPOSE</b>													
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes										
<b>FINANCIAL VIABILITY</b>													
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes	yes										
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3	3										
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)													
<b>TARGET MARKET POSITION</b>													
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness										
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3	3										
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Men's, 16+, Recreation	Women's, 16+, Recreation	Both, 16+, Recreation										
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3	3										
5. What is the capacity of the service? (# of people; # of rentals; etc.)	120	8	8										
6. What is the current % of capacity?	76%	75%	75%										
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes										
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4	4										
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4	4										
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5										
<b>COMPETITIVE POSITION</b>													
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4	4										
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized	one small	several small to mid-sized										
Who is the competition?	Greenfield, Brookfield, New Berlin, West Allis,	Brookfield	New Berlin, Brookfield, West Allis										

3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	one large/significant	more than one large competitor									
<b>Who is the competition?</b>	City of Milw, Milw Cty, Racine	Racine	Racine, Milw Cty, City of Milwaukee									
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small	none	a few small									
<b>Who is the competition?</b>	Kelly Bleachers, VFW-NB, Oconomowoc Softball Association		Oconomowoc Softball Association, Kelly Bleachers,									
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												

Course/Service	4yrs-5yrs.	6yrs.-8yrs.	9yrs.-11yrs.									
<b>ALIGNMENT WITH PURPOSE</b>												
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes									
<b>FINANCIAL VIABILITY</b>												
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes	yes									
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3	3									
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)												
<b>TARGET MARKET POSITION</b>												
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness									
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3	3									
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Both, 4-5 yrs. recreation	Both,6-8 yrs. recreation	Both, 9-11 yrs. recreation									
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3	3									
5. What is the capacity of the service? (# of people; # of rentals; etc.)	20	20	20									
6. What is the current % of capacity?	50%	50%	50%									
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes									
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4	4									
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4	4									
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5									
<b>COMPETITIVE POSITION</b>												
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4	4									
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	one small	one small	one small									

<b>Who is the competition?</b>	YMCA	YMCA	YMCA									
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized	several small to mid-sized									
	Greenfield, Greendale, Hartland, Menomonee Falls, Sussex Wauwatose	Greenfield, Greendale, Hartland, Menomonee Falls, Sussex Wauwatose	Greenfield, Greendale, Hartland, Menomonee Falls, Sussex Wauwatose									
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												

<b>Course/Service</b>	6yrs.-9yrs.	10yrs.-14yrs.										
<b>ALIGNMENT WITH PURPOSE</b>												
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes										
<b>FINANCIAL VIABILITY</b>												
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes										
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3										
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)												
<b>TARGET MARKET POSITION</b>												
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness										
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3										
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Both, 6-9 yrs. Recreation	Both, 10-14 yrs. Recreation										
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3										
5. What is the capacity of the service? (# of people; # of rentals; etc.)	60	60										
6. What is the current % of capacity?	50%	50%										
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes										
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4										
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4										
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5										
<b>COMPETITIVE POSITION</b>												
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4										
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized										
Who is the competition?	Brookfield, New Berlin, Meno. Falls, Mukwonago	Brookfield, New Berlin, Meno. Falls, Mukwonago										

3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none	none										
<b>Who is the competition?</b>												
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none										
<b>Who is the competition?</b>												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none										
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	one large/significant	one large/significant										
<b>Who is the competition?</b>	SC Wave	SC Wave										
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none										
<b>Who is the competition?</b>												



<b>Course/Service</b>	Adult	6yrs-8yrs	9yrs-11yrs	12yrs-15yrs									
<b>ALIGNMENT WITH PURPOSE</b>													
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes									
<b>FINANCIAL VIABILITY</b>													
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes	yes	yes									
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3	3	3									
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)													
<b>TARGET MARKET POSITION</b>													
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness	health & wellness									
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3	3	3									
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Both, 16+, Recreation	6yrs-8yrs, Recreation, Both	9yrs-11yrs, Recreation, Both	12yrs-15yrs, Recreation, Both									
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3	3	3									
5. What is the capacity of the service? (# of people; # of rentals; etc.)	16	8	8	8									
6. What is the current % of capacity?	90%	100%	100%	100%									
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes									
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4	4	4									
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4	4	4									
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5	5									
<b>COMPETITIVE POSITION</b>													
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4	4	4									
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized									
Who is the competition?	Brookfield, New Berlin, Meno. Falls, Greenfield	Brookfield, New Berlin, Meno. Falls, Greenfield	Brookfield, New Berlin, Meno. Falls, Greenfield	Brookfield, New Berlin, Meno. Falls, Greenfield									

3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor								
<b>Who is the competition?</b>	City of Milw, Milw Cty, Racine	Milw Cty, City of Milwaukee, Racine	Milw Cty, City of Milwaukee, Racine	Milw Cty, City of Milwaukee, Racine								
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none	none	none								
<b>Who is the competition?</b>												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none	none	none								
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized								
<b>Who is the competition?</b>	Private Golf Courses	Private Golf Courses	Private Golf Courses	Private Golf Courses								
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none	none	none								
<b>Who is the competition?</b>												

<b>Course/Service</b>	4yrs-6yrs	7yrs-12yrs										
<b>ALIGNMENT WITH PURPOSE</b>												
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes										
<b>FINANCIAL VIABILITY</b>												
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes										
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3										
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)												
<b>TARGET MARKET POSITION</b>												
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness										
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3										
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Both 4-6yrs. Recreation	Both 7-12yrs. Recreation										
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3										
5. What is the capacity of the service? (# of people; # of rentals; etc.)	12	12										
6. What is the current % of capacity?	100%	100%										
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes										
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4										
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4										
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5										
<b>COMPETITIVE POSITION</b>												
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4										
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized										
<b>Who is the competition?</b>	Brookfield, New Berlin, Ocon. Pewaukee	Brookfield, New Berlin, Ocon. Pewaukee										
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?												

Who is the competition?												
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none										
Who is the competition?												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none										
Who is the competition?												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	none										
Who is the competition?												
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none										
Who is the competition?												

<b>Course/Service</b>	Touch Football												
<b>ALIGNMENT WITH PURPOSE</b>													
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes												
<b>FINANCIAL VIABILITY</b>													
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes												
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3												
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)													
<b>TARGET MARKET POSITION</b>													
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for underserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness												
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3												
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Men, 16+, Recreation												
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3												
5. What is the capacity of the service? (# of people; # of rentals; etc.)	6												
6. What is the current % of capacity?	100												
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes												
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4												
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4												
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5												
<b>COMPETITIVE POSITION</b>													
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4												
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	none												
Who is the competition?													
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none												
Who is the competition?													
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none												
Who is the competition?													

5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												

<b>Course/Service</b>	Men's Tournament												
<b>ALIGNMENT WITH PURPOSE</b>													
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes												
<b>FINANCIAL VIABILITY</b>													
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes												
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3												
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)													
<b>TARGET MARKET POSITION</b>													
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness												
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3												
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Men, 16+ Recreation												
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3												
5. What is the capacity of the service? (# of people; # of rentals; etc.)	32												
6. What is the current % of capacity?	75%												
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes												
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4												
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4												
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5												
<b>COMPETITIVE POSITION</b>													
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4												
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized												
Who is the competition?	Greenfield, New Berlin												
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor												

	City of Milw, Milw Cty, Racine											
<b>Who is the competition?</b>												
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	one small											
<b>Who is the competition?</b>	VFW - NB											
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												



Course/Service	3yrs-4yrs	5yrs-7yrs	8yrs-10yrs									
<b>ALIGNMENT WITH PURPOSE</b>												
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes									
<b>FINANCIAL VIABILITY</b>												
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes	yes									
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3	3									
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)												
<b>TARGET MARKET POSITION</b>												
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness									
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3	3									
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Both, 3-4 yrs. Recreation	Both, 3-4 yrs. Recreation	Both, 3-4 yrs. Recreation									
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3	3									
5. What is the capacity of the service? (# of people; # of rentals; etc.)	75	40	40									
6. What is the current % of capacity?	33%	0%	0%									
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes									
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4	4									
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4	4									
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5									
<b>COMPETITIVE POSITION</b>												
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4	4									
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized	several small to mid-sized									
Who is the competition?	Brookfield, New Berlin, Meno. Falls, Elm Grove, Greenfield	Brookfield, New Berlin, Meno. Falls, Elm Grove, Greenfield	Brookfield, New Berlin, Meno. Falls, Elm Grove, Greenfield									

3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor									
<b>Who is the competition?</b>	City of Milw, Milw Cty, Racine	City of Milw, Milw Cty, Racine	City of Milw, Milw Cty, Racine									
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	a few small	a few small	a few small									
<b>Who is the competition?</b>	SC Wave, Kickers, Alcir	SC Wave, Kickers, Alcir	SC Wave, Kickers, Alcir									
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												

Course/Service	1-2 Grade	3-4 Grade	5-6 Grade	7-8 Grade								
<b>ALIGNMENT WITH PURPOSE</b>												
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes								
<b>FINANCIAL VIABILITY</b>												
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes	yes	yes								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3	3	3								
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)												
<b>TARGET MARKET POSITION</b>												
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness	health & wellness								
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3	3	3								
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Both, 1st - 2nd Grade, Recreation	Both, 3rd-4th Grade, Recreation	Both, 5th-6th Grade, Recreation	Both, 7th - 8th Grade, Recreation								
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3	3	3								
5. What is the capacity of the service? (# of people; # of rentals; etc.)	25	25	35	35								
6. What is the current % of capacity?	80%	80%	100%	100%								
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes								
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4	4	4								
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4	4	4								
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5	5								
<b>COMPETITIVE POSITION</b>												
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4	4	4								
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	one small	one small	none	one small								
<b>Who is the competition?</b>	Meno Falls	Meno Falls	Meno Falls	Meno Falls								
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none	none	none	none								
<b>Who is the competition?</b>												
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none	none	none								

<b>Who is the competition?</b>												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none	none	none								
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	none	none	none								
<b>Who is the competition?</b>												
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized								
<b>Who is the competition?</b>	Milw. Area clubs	Milw. Area clubs	Milw. Area clubs	Milw. Area clubs								

<b>Course/Service</b>	1st-2nd Grade	3rd-4th Grade	5th-6th Grade	7th-8th Grade								
<b>ALIGNMENT WITH PURPOSE</b>												
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes								
<b>FINANCIAL VIABILITY</b>												
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes	yes	yes								
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3	3	3								
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)												
<b>TARGET MARKET POSITION</b>												
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for underserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness	health & wellness								
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3	3	3								
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Boys 1st-2nd Grade, Recreation	Boys 3rd-4th Grade, Recreation	Boys 5th-6th Grade, Recreation	Boys 7th-8th Grade, Recreation								
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3	3	3								
5. What is the capacity of the service? (# of people; # of rentals; etc.)	12 Teams	6 Teams	4 Teams	2 Teams								
6. What is the current % of capacity?	75%	75%	75%	90%								
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes								
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4	4	4								
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4	4	4								
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5	5								
<b>COMPETITIVE POSITION</b>												
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4	4	4								
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized								
Who is the competition?	Brookfield, Delafield, Wales, Genesee,	Brookfield, Delafield, Wales, Genesee, YMCA	Brookfield, Delafield, Wales, Genesee, YMCA	Brookfield, Delafield, Wales, Genesee, YMCA								

3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor								
<b>Who is the competition?</b>	City of Milw, Milw Cty, Racine	City of Milw, Milw Cty, Racine	City of Milw, Milw Cty, Racine	City of Milw, Milw Cty, Racine								
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	a few small	a few small	a few small	a few small								
<b>Who is the competition?</b>	Blazers, Firebirds	Blazers, Firebirds	Blazers, Firebirds	Blazers, Firebirds								
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	a few small	a few small	a few small								
<b>Who is the competition?</b>		Travel Organizations	Travel Organizations	Travel Organizations								
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	none	none	none								
<b>Who is the competition?</b>												
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none	none	none								
<b>Who is the competition?</b>												

<b>Course/Service</b>												
<b>ALIGNMENT WITH PURPOSE</b>												
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes											
<b>FINANCIAL VIABILITY</b>												
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes											
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3											
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)												
<b>TARGET MARKET POSITION</b>												
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness											
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3											
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Men, 16+, Recreation											
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3											
5. What is the capacity of the service? (# of people; # of rentals; etc.)	18											
6. What is the current % of capacity?	66%											
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes											
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4											
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4											
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5											
<b>COMPETITIVE POSITION</b>												
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4											
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized											
Who is the competition?	Brookfield, New Berlin, Meno Falls, Greenfield, Ocon.											

3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor											
Who is the competition?	City of Milw, Milw Cty, Racine											
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none											
Who is the competition?												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none											
Who is the competition?												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none											
Who is the competition?												
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none											
Who is the competition?												



Course/Service	4K-K	1st-2nd Grade	3rd-4th Grade	5th-6th Grade	7th-9th Grade							
<b>ALIGNMENT WITH PURPOSE</b>												
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes	yes							
<b>FINANCIAL VIABILITY</b>												
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes	yes	yes	yes							
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3	3	3	3							
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)												
<b>TARGET MARKET POSITION</b>												
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness	health & wellness	health & wellness							
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3	3	3	3							
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Both, 4K-K Grade, Recreation	Both, 1st-2nd Grade, Recreation	Both, 3rd-4th Grade, Recreation	Both, 5th-6th Grade, Recreation	Both, 7th-9th Grade, Recreation							
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3	3	3	3							
5. What is the capacity of the service? (# of people; # of rentals; etc.)	18 Teams	18 Teams	14 Teams	6 Teams	4 Teams							
6. What is the current % of capacity?	90%	95%	100%	75%	75%							
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes	yes							
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4	4	4	4							
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4	4	4	4							
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5							
<b>COMPETITIVE POSITION</b>												
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4	4	4	4							
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized	several small to mid-sized							
Who is the competition?	Brookfield, YMCA, Greenfield, Mukwonago	Brookfield, YMCA, Greenfield, Mukwonago	Brookfield, YMCA, Greenfield, Mukwonago	Brookfield, YMCA, Greenfield, Mukwonago	Brookfield, YMCA, Greenfield, Mukwonago							

3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor	more than one large competitor							
<b>Who is the competition?</b>	City of Milw, Milw Cty, Racine	City of Milw, Milw Cty, Racine	City of Milw, Milw Cty, Racine	City of Milw, Milw Cty, Racine	City of Milw, Milw Cty, Racine							
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none	none	none	none	none							
<b>Who is the competition?</b>												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none	none	none	none							
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	a few small	a few small	a few small	a few small	one small							
<b>Who is the competition?</b>	Alcir, SC Wave, Kickers	Alcir, SC Wave, Kickers	Alcir, SC Wave, Kickers	Alcir, SC Wave, Kickers	Alcir, SC Wave, Kickers							
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none	none	none	none	none							
<b>Who is the competition?</b>												

<b>Course/Service</b>	1st-2nd Grade	3rd-4th Grade	5th-6th Grade									
<b>ALIGNMENT WITH PURPOSE</b>												
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes									
<b>FINANCIAL VIABILITY</b>												
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes	yes	yes									
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3	3	3									
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)												
<b>TARGET MARKET POSITION</b>												
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness	health & wellness	health & wellness									
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3	3	3									
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Girls, 1st-2nd Grade, Recreation	Girls, 3rd-4th Grade, Recreation	Girls, 5th-6th Grade, Recreation									
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3	3	3									
5. What is the capacity of the service? (# of people; # of rentals; etc.)	4 Teams	4 Teams	4 Teams									
6. What is the current % of capacity?	90%	90%	50%									
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes									
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4	4	4									
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4	4	4									
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5									
<b>COMPETITIVE POSITION</b>												
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4	4	4									
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized	several small to mid-sized	several small to mid-sized									
Who is the competition?	Brookfield, YMCA	Brookfield, YMCA League	Brookfield, YMCA League									
3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	none	none	none									
Who is the competition?												

4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	a few small	a few small	a few small									
<b>Who is the competition?</b>	Blazers, Firebirds, Jr. Northstars	Blazers, Firebirds, Jr. Northstars	Blazers, Firebirds, Jr. Northstars									
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	none	none									
<b>Who is the competition?</b>												
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												

<b>Course/Service</b>	4K-K												
<b>ALIGNMENT WITH PURPOSE</b>													
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes												
<b>FINANCIAL VIABILITY</b>													
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	yes												
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	3												
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)													
<b>TARGET MARKET POSITION</b>													
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	health & wellness												
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	3												
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	Both, 4K-K, Recreation												
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	3												
5. What is the capacity of the service? (# of people; # of rentals; etc.)	24 Teams												
6. What is the current % of capacity?	75%												
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes												
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	4												
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	4												
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5												
<b>COMPETITIVE POSITION</b>													
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	4												
2. What competition exists from the public sector within the local trade area (local trade area = _____)?	several small to mid-sized												
Who is the competition?	Brookfield, New Berlin, Meno. Falls, Elm Grove, Greenfield												

3. What competition exists from the public sector within the regional trade area (local trade area = _____)?	more than one large competitor											
<b>Who is the competition?</b>	City of Milw, Milw Cty, Racine											
4. What competition exists from the NPO sector within the local trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												
5. What competition exists from the NPO within the regional trade area (local trade area = _____)?	one small											
<b>Who is the competition?</b>	Blazers											
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	none											
<b>Who is the competition?</b>												

Course/Service	JanBoree	Trailbreaker	Tribute Tuesday	Movies in the Park	Civic Band	July 4th Parade
<b>ALIGNMENT WITH PURPOSE</b>						
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes	yes	yes
<b>FINANCIAL VIABILITY</b>						
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no	yes	no	no	no	no
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	5	5	5	5	5	5
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship Grant Entry Fee		Sponsorship Grant Entry Fee	Sponsorship Grant Entry Fee	Sponsorship Grant Entry Fee	Sponsorship Grant Entry Fee
<b>TARGET MARKET POSITION</b>						
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement	health & wellness	social engagement	social engagement	social engagement	social engagement
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	All	All	All	All	All	All
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5	5	4	4	5
5. What is the capacity of the service? (# of people; # of rentals; etc.)	30,000	2,000	6,000	6,000	6,000	15,000
6. What is the current % of capacity?	66	40	85	5	5	70
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes	yes	yes
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	5	5	5	5	5	5
<b>COMPETITIVE POSITION</b>						
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	4	5	5	5	5
2. What competition exists from the public sector within the local trade area (local trade area = Milwaukee, West, & Lake Country)?	one small	more than one large competitor	more than one large competitor	one large/significant	none	
Who is the competition?	Third Ward	Milwaukee Marathon First Call Last Call Many NFP 5Ks	Bars	Movie theaters		
3. What competition exists from the public sector within the regional trade area (local trade area = Chicago)?	several small to mid-sized	one large/significant	more than one large competitor	none	none	more than one large competitor
Who is the competition?	Winterfest Christkindl Market	Chicago Marathon	Millennium Park Summer Series Wicker Park Summer Series (Chicago)			

4. What competition exists from the NPO sector within the local trade area (local trade area = Milwaukee, West & Lake Country)?	more than one large competitor	several small to mid-sized	none	a few small	a few small	none
<b>Who is the competition?</b>	Delafreeze Winterfest Oconomowoc New Berlin Delafield Hales Corners Cedarburg WinterFest	Milwaukee Marathon Milwaukee Lakefront Milwaukee Striders  Milwaukee & Every community	Oconomowoc Milwaukee Franklin Pewaukee Wauwatosa Delafield Greenfield	New Berlin Wauwatosa movie Theaters	Oconomowoc Greendale ERAS Senior Network New Berlin	All Communities
5. What competition exists from the NPO within the regional trade area (local trade area = Midwest)?	a few small	more than one large competitor	one large/significant	a few small	a few small	more than one large competitor
<b>Who is the competition?</b>	Winter Wonderfest Big Chill	Chicago Marathon	Ravinia	Local regional communities	Waukegan Band Military Bands	All Communities
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	more than one large competitor	more than one large competitor	none	none	none
<b>Who is the competition?</b>		Des Plaines Trail Marathon	Music acts/performers			
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	more than one large competitor	one large/significant	none	several small to mid-sized	more than one large competitor
<b>Who is the competition?</b>	Winterfest - Iowa St. Paul Winter Carnival Winter Carnival-Dells Winterfest-Rochester Polar Fest-Detroit	Detroit Marathon Indianapolis Marathon	Midwest Tribute Fest		Military Bands Midwest Winds	all communities



Course/Service	July 4th Fireworks	Neighborhood Beer Gardens	Oktoberfest	Operation Honor			
<b>ALIGNMENT WITH PURPOSE</b>							
1. Does this service align with the organization's purpose? <b>Yes or No</b>	yes	yes	yes	yes			
<b>FINANCIAL VIABILITY</b>							
1. "In order to meet the cost recovery goal, the agency will need to charge (\$). Will you charge this new fee?" <b>Yes or No</b>	no	no	no	no			
2. Degree to which there are opportunities to generate additional or alternative revenues or reduce operational costs in order to meet or exceed 100% cost recovery? <b>(0-5 lowest to highest degree)</b>	5	5	5	5			
3. Sources for additional/alternative revenue? (sponsorship, grant, etc)	Sponsorship Grant Entry Fee Concessions	Sponsorship Grant Entry Fee Concessions	Sponsorship Grant Entry Fee Concessions	Sponsorship Grant Entry Fee			
<b>TARGET MARKET POSITION</b>							
1. What community/customer issue need or demand the service has the capacity to address? (health & wellness; opportunities for undeserved populations; social engagement; economic interests, environmental sustainability; other)	social engagement	social engagement	social engagement	social engagement			
2. Degree to which the service has the capacity to impact the identified community/customer issue, need and/ or demand? <b>0-5 (lowest to highest degree)</b>	5	5	5	5			
3. The target market(s) who participate? (gender, age, skill/ability, misc.)	All	All	All	All			
4. Degree to which there is a demand from the target market(s)? <b>0-5 (lowest to highest degree)</b>	5	5	5	4			
5. What is the capacity of the service? (# of people; # of rentals; etc.)	10,000	5,000	15,000	400			
6. What is the current % of capacity?	60	55	40	60			
7. Is the service provided at a convenient location for the target market (distance zone = 1/4 of anticipated participation time)? <b>Yes or No</b>	yes	yes	yes	yes			
8. Degree to which customers are satisfied with this service? <b>0-5 (lowest to highest degree)</b>	5	5	5	5			
9. Degree to which agency staff have the skill set necessary for quality (to meet or exceed expectations) service delivery? <b>0-5 (lowest to highest degree)</b>	5	5	5	5			
10. Degree to which the agency has the quality physical resources/infrastructure necessary to meet or exceed customer expectations? <b>0-5 (lowest to highest degree)</b>	3	5	2	5			
<b>COMPETITIVE POSITION</b>							
1. Degree to which this service ranks in comparison to similar or like services offered by competitors? <b>0-5 (lowest to highest degree)</b>	5	5	5	5			
2. What competition exists from the public sector within the local trade area (local trade area = Milwaukee, West, & Lake Country)?							
Who is the competition?							
3. What competition exists from the public sector within the regional trade area (local trade area = Chicago)?	more than one large competitor	more than one large competitor	more than one large competitor	several small to mid-sized			
Who is the competition?	All Communities	Tap Yard The Beergo Raised Grain Brewing Co Estabrook Beer Garden Kegel's Beer Garden	Bavarian Bierhouse Milwaukee Okto Old German Beer Hall Germanfest				374

4. What competition exists from the NPO sector within the local trade area (local trade area = _Milwaukee, West & Lake Country?)	none	several small to mid-sized	several small to mid-sized	none			
<b>Who is the competition?</b>	All Communities	Oconomowoc Milwaukee Franklin Pewaukee Wauwatosa Delafield Greenfield Milwaukee County Parks Waukesha County Parks	Milwaukee Germantown Oconomowoc Wauwatosa Schwabenhof	Milwaukee Oconomowoc			
5. What competition exists from the NPO within the regional trade area (local trade area = Midwest)?	more than one large competitor	none	several small to mid-sized	none			
<b>Who is the competition?</b>	All Communities		American Aid Society Okto				
6. What competition exists from the private sector within the local trade area (local trade area = _____)?	none	several small to mid-sized	several small to mid-sized	none			
<b>Who is the competition?</b>		Bavarian Inn-Michigan Butcher & the Boar - MN Kaiser Tiger - IL Park & Field - IL					
7. What competition exists from the private sector within the regional trade area (local trade area = _____)?	more than one large competitor	several small to mid-sized	a few small	none			
<b>Who is the competition?</b>	all communities	Midwest Coast Brewing Miller Lite Beer Garden	Tinley Park Okto				

# Recreation Programming Matrix

	Key: Audience- ps-preschool, y-youth, t-teen, a-adult, oa-older adult; Skill Level-b-beginner, i-intermediate, a-advanced, l-league; Gender-m-male, f-female, c-coed, socio economics -																
Program	Audience	Skill Level	Gender	Inclusion	Socio-Economic	Type of Involvement					Ages	Racial and Ethnic					
					Levels		Physical	Intellectual	Social	Creative		Backgrounds	Cooperative	Rentals			
<b>Preschool</b>																	
Ballet & Tap	ps,y	b, i	c	x			x		x	x	3,+			x			
Field Trips	ps	b	c	x			x	x	x		3,6			x			
Fox Tale 3's	ps	b	c	x			x	x	x	x	3						
Fox Tale 4K	ps	b	c	x			x	x	x	x	4			x			
Gymnastics Camp	ps	b	c	x			x		x		3,5			x			
Lil Dragons TKD	ps	b	c	x			x		x		4,6			x			
Little Imaginations	ps	b	c	x			x	x	x	x	1,2			x			
Mighty Masters Art	ps	b	c	x						x	4,6						
Mini Master Art	ps	b	c	x						x	2,3						
Music Makers	ps	b	c	x			x	x	x	x	1,4			x			
Rolly Polly	ps	b	c	x			x	x	x		4						
Tumbling Tots	ps	b	c	x			x	x	x		2,3						
Tumbling Tykes	ps	b	c	x			x	x	x		1,2						
Wee friends	ps	b	c	x			x	x	x	x	3, 6			x			
<b>Youth</b>																	
Archery	y	b	c	x			x	x	x		7,17			x			
Art Adventures Cam	y	b	c	x				x	x	x	6, 12			x			
Art Explorer Camp	y	b	c	x				x	x	x	6, 12			x			
Artsy-Craftsy Camp	y	b	c	x				x	x	x	6, 12			x			
Babysitting Training	y	b	c	x				x			11,15						
Backyard Ninja	y	b	c	x			x	x	x	x	5, 10						
Bow Hunting	y	b	c	x			x	x	x		9+						
Chefs in the Making	y	b	c	x				x	x		6,12						
Grape Escape Paint	y	b	c	x				x	x	x	8, 17						
Gymnatics Camp	y	b	c	x				x			6, 12			x			
Holiday Happenings	y	b	c	x				x	x	x	5,10						
Home Sch.Open Gy	y	b	c	x			x		x		4, 18						
Home School Art	y	b, i, a	c	x				x		x	4,18						
Home School PE	y	b, i, a	c	x			x	x	x		4,18						
Intro to Fishing	y	b	c	x				x	x		10+						
Poms & Dance	y	b	c	x			x		x		5,10						
Rock Climbing	y	b,i	c	x			x	x	x		5,13						
Summer Friends	y	b	c	x				x	x	x	5, 5						
Tae Kwon Do	y,a	b, i	c	x			x	x	x		7,16+			x			
Theater	y	b	c	x						x	7,15			x			
Tumbling Beg. II	y	i	c	x			x	x	x		5, 10						
Tumbling Beg.I	y	b	c	x			x	x	x		5, 10						
Youth Open Play Pic	y	b	c	x			x	x	x	x	7, 13						
Youth Pickleball Les	y	b	c	x			x	x	x	x	7, 13						376

<b>Recreation Programming Matrix</b>																	
Key: Audience- ps-preschool, y-youth, t-teen, a-adult, oa-older adult; Skill Level-b-beginner, i-intermediate, a-advanced, l-league; Gender-m-male, f-female, c-coed, socio economics -																	
Program	Audience	Skill Level	Gender	Inclusion	Socio-Economic	Type of Involvement				Ages	Racial and Ethnic						
					Levels		Physical	Intellectual	Social	Creative		Backgrounds	Cooperative	Rentals			
<b>Youth Sports</b>																	
Baseball League	y, t	b, i	m	x			x		x		7, 17						
Basketball	ps,y	b, i	c	x	x		x		x		11-Apr	x		x			
blastball	ps,y	b	c	x			x		x		4,6						
Challenger Soccer C	y, t	b, i	c	x			x		x		3, 14			x			
Golf - Youth	y	b, i	c	x			x		x		9, 15			x			
La Crosse	y, t	b	c	x			x		x		9, 14			x			
Learn to Skate	ps,y	b	c	x			x		x		4,12			x			
Soccer Instruction	y	b	c	x			x		x		5,10						
Soccer League	y, t	b, i	c	x			x		x		5, 17						
Soccer Stars	ps,y	b	c	x			x		x		4,6						
Softball League	y, t	b, i	f	x			x		x		7, 17						
Tag Rugby	y, t	b, i	c	x			x		x		6,14						
T-ball League	y	b	c	x			x		x		5,6						
Tennis - Beg. Plus	y	i	c	x			x		x		7, 16			x			
Tennis - Beginners	y	b	c	x			x		x		7, 16			x			
Tennis-Pee Wee's	y	b	c	x			x		x		5, 6			x			
Youth Flag Football	y	b	c	x			x		x		4, 8						
<b>Cool School &amp; Traditional Playgrounds</b>																	
Afterschool	y	b	c	x			x	x	x	x	4, 12			x			
Before-school	y	b	c	x			x	x	x	x	4 12			x			
Cool Sch. Explorers	y	b	c	x			x	x	x	x	6, 12			x			
Cool School "Rec"	y	b	c	x			x	x	x	x	5, 12			x			
Leading Forward	t	b, i	c	x	x		x	x	x	x	13, 17	x					
Playgrd. Field Trips	y	b	c	x					x		6, 12			x			
Schools Out Days	y	b	c	x			x	x	x	x	4, 12						
Specialty Classes	y	b	c	x			x	x	x	x	5, 12			x			
Summer Friends	ps	b	c	x	x		x	x	x	x	4, 6	x					
Tradi. Playgrounds	y	b	c	x	x		x	x	x	x	6, 12	x		x			
Wee Friends	ps	b	c	x			x	x	x	x	2, 3						
<b>Recreation Programming Matrix</b>																	
Key: Audience- ps-preschool, y-youth, t-teen, a-adult, oa-older adult; Skill Level-b-beginner, i-intermediate, a-advanced, l-league; Gender-m-male, f-female, c-coed, socio economics -																	
Program	Audience	Skill Level	Gender	Inclusion	Socio-Economic	Type of Involvement				Ages	Racial and Ethnic						
					Levels		Physical	Intellectual	Social	Creative		Backgrounds	Cooperative	Rentals			
<b>Fitness/Wellness/Dance</b>																	
20/20/20	a	b, i	c	x			x		x		16+						
ABC Core Condition	a	b, i	c	x			x		x		16+						
Aqua Zumba	a	b, i	c	x			x		x		16+						377

Boot Camp	a	b, i	c	x			x		x		16+					
Cha Cha	a	b, i	c	x			x		x		16+					
Merengue/Salsa	a	b, i	c	x			x		x		16+					
QiGong	a	b, i	c	x			x		x		16+					
Rumba	a	b, i	c	x			x		x		16+					
Stretch	a	b, i	c	x			x		x		16+					
Superfit	a	b, i	c	x			x		x		16+					
Swing 1	a	b, i	c	x			x		x		16+					
Swing 2	a	b, i	c	x			x		x		16+					
Tai Chi	a	b, i	c	x			x		x		16+					
Tai Chi Advance	a	i	c	x			x		x		16+					
Tai Chi Beginner	a	b	c	x			x		x		16+					
Tai Chi Intermediate	a	i	c	x			x		x		16+					
Walking	a	b, i	c	x			x		x		16+					
Yoga	a	b, i	c	x			x		x		16+			x		
Zumba	a	b	c	x			x		x		16+					
<b>Adult Sports</b>																
Basketball	a	b, i	m				x		x		16+					
Bocce	a	b	c				x		x		16+					
Football	a	b	m				x		x		16+					
Golf	a	b, i	c				x		x		16+			x		
Kickball	a	b	c				x		x		16+					
Pickleball Beg	a	b	c				x		x		16+					
Pickleball Drills and	a	b	c				x		x		16+					
PT Ball	a	b	c				x		x		16+					
Softball (fall)	a	b, i	m,f,c				x		x		16+					
Softball (summer)	a	b, i	m,f,c				x		x		16+					
Tae Kwon Do	a	b	c				x		x		16+			x		
Tennis	a	b, i	c				x		x		16+			x		
<b>Adult Enrichment</b>																
Cooking Classes	a	b, i	c					x	x	x				x		
Environmental Class	a	b	c					x	x					x		
Home Ec. Classes	a	b	c					x	x	x				x		
Open Painting	a	b, i	c					x	x	x						
Photography	a	b, i	c					x	x	x				x		
Self Defense	a	b, i	c					x	x	x						
<b>Recreation Programming Matrix</b>																
Key: Audience- ps-preschool, y-youth, t-teen, a-adult, oa-older adult; Skill Level-b-beginner, i-intermediate, a-advanced, l-league; Gender-m-male, f-female, c-coed, socio economics -																
Program	Audience	Skill Level	Gender	Inclusion	Socio-Economic		Type of Involvement				Ages	Racial and Ethnic				
					Levels		Physical	Intellectual	Social	Creative		Backgrounds	Cooperative	Rentals		
<b>Senior Adults</b>																
																378

Bingo	oa	b	c	x	x			x	x		55+			x			
Bridge Clubs	0a	b, i	C	X				X	X		55+						
Brown Bag Conver.	0a		C	X	X			X	X		55+			X			
Bunco	oa	b	c	x	x				x		55+						
Cardio Dance	oa	b, i	c	x			x		x		55+						
Chair Only Yoga	oa	b	c	x			x	x	x		55+						
Dart Ball	oa	b, i	c	x			x		x		55+						
Day Trips	oa		c	x				x	x		55+			x			
Educational Classes	oa	b, i	c	x				x	x	x	55+			x			
Functional Fitness	oa	b, i	c	x			x		x		55+						
Golden Agers	0a		X	X	X			X	X		55+						
Golf	oa	b, i	c	x			x	x	x		55+			x			
History Club	oa		c	x	x			x	x		55+			x			
Mah Jongg class	oa	b, i	c	x				x	x		55+						
Mah Jongg Meetups	oa	b	c	x			x	x	x		55+						
Music Events	0a		C	X	X				X		55+			X			
Open Cards	oa	b, i	c	x			x		x		55+						
Open Walking	oa		c	x	x			x			55+			x			
Painting/ Open Stud	oa	b, i	c	x			x		x		55+						
Pickleball	oa	b, i	c	x			x		x		55+						
Senior Golf Lessons	oa	b	c	x			x	x	x		55+			x			
Senior Strength	oa	b, i	c	x			x		x		55+						
Tai Chi	oa	b, i	c	x			x		x		55+						
Yoga	oa	b, i	c	x			x		x		55+						
Zumba Gold	oa	b, i	c	x			x		x		55+						
<b>Family</b>																	
Family Trips	y, t, a		c	x			x	x	x	x	6+			x			
Learn to Kayak	y, t, a		c	x			x		x		8+			x			
Tae Kwon Do	y, t, a		c	x			x	x	x		7+			x			
Toboggan Run	y, t, a		c	x			x		x		6+			x			
Tree Climbing	y, t, a		c	x			x	x	x		7+			x			
<b>Recreation Programming Matrix</b>																	
Key: Audience- ps-preschool, y-youth, t-teen, a-adult, oa-older adult; Skill Level-b-beginner, i-intermediate, a-advanced, l-league; Gender-m-male, f-female, c-coed, socio economics -																	
Program	Audience	Skill Level	Gender	Inclusion	Socio-Economic	Type of Involvement				Ages	Racial and Ethnic						
					Levels		Physical	Intellectual	Social	Creative		Backgrounds	Cooperative	Rentals			
<b>Aquatics</b>																	
Adult Swim Lessons	a	b, i	c	x			x		x		16+						
Aqua Tabata	a, oa		c	x			x		x		16+						
Aqua Tai Chi	a, oa		c	x			x		x		16+						
Aqua Zumba	a, oa		c	x			x		x		16+						
Birthday Parties	y, t		c	x					x		3+				x		379

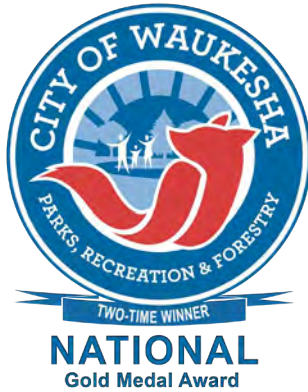
Diving Lessons	y, t	b, i	c	x			x		x		7, 17						
H2O Power	a, oa		c	x			x		x		16+						
Lap Swim	y,t,a,oa		c	x			x				6+						
Learn to Swim Les.	y, t	b, i	c	x			x		x		5, 17						
Lifeguard Training	t, a	a	c	x			x				15+						
Open Swim	ps,y,t,a,oa		c	x			x		x		all						
Parent Tot Swim Les	ps	b	c	x			x		x		6 mo, 4						
Pool Party	ps,y,t,a,oa		c	x			x		x		all				x		
Priv.Swim Les.	y, t	b, i	c	x			x		x		3,17						
Special Events	ps,y,t,a,oa		c	x			x		x		all						
Synchronized Swim	y, t	i	c	x			x		x		5+						
Water Exercise	t, a	b	c	x			x		x		16+						
WSI Instruction	t, a	a	c	x			x				16+						
<b>Rentals/Facilities</b>																	
Amphitheater	all		c	x					x		all				x		
Baseball Fields	all		c	x			x		x		all				x		
Basketball Courts	y,t,a, oa		c	x	x		x		x		all				x		
Buildings	all		c	x					x		all	x			x		
Football Fields	y,t,a		c	x			x		x		all				x		
Formal Gardens	t, a, oa		c	x					x		all				x		
Gazebo	all		c	x											x		
Ice Rinks/Sledding	all		c	x	x		x		x		all						
Les Paul Center	all		c	x					x		all				x		
Open Space	all		c	x	x		x					x			x		
Park Shelters	all		c	x	x				x		all	x			x		
Pickleball Courts	t, a, oa		c	x			x		x		all				x		
Sand Volleyball	y,t,a, oa		c	x	x		x		x		all				x		
Skatepark	y, t		c	x	x		x		x		6+						
Soccer Fields	all		c	x			x		x		all	x			x		
Softball Fields	all		c	x			x		x		all				x		
Tennis Courts	all		c	x			x		x		all				x		
Toboggan Runs	y,t,a, oa		c	x			x		x		4+	x			x		
Trails	all		c	x	x		x		x		all						
<b>Recreation Programming Matrix</b>																	
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Program	Audience	Skill Level	Gender	Inclusion	Socio-Economic		Type of Involvement				Ages		Racial and Ethnic				
					Level		Physical	Intellectual	Social	Creative			Backgrounds	Cooperative	Rentals		
<b>Special Events</b>																	
5K (before/after school)	all		c	x	x		x	x	x	x	all			x			
Boat Regatta	all		c	x	x		x	x	x	x	all			x			
Buchnerfest	all		c	x	x		x	x	x	x	all			x			380

Buchnerfest	all		c	x	x				x	x	all			x			
Civic Band Concerts	all		c	x	x				x	x	all			x			
Earth Day Clean Up	all		c	x	x		x		x	x	all			x			
Family Kickball Tour	all		c	x	x		x		x	x	all			x			
Financial Assistance	all		c	x			x	x	x	x	all			x			
Grand Openings	all		c	x	x				x		all			x			
Holiday Celebration	all		c	x					x		all			x			
July 4 Fireworks	all		c	x	x		x	x	x	x	all			x			
July 4 Parade	all		c	x	x		x	x	x	x	all			x			
Movie in Park	all		c	x	x				x		all			x			
Moving Wall	all		c	x	x		x	x	x		all			x			
Moving Wall	all		c	x				x	x		all			x			
Tribute Tuesday	all		c	x	x				x	x	all			x			
Neighborhood Beer	all		c	x			x	x	x		all			x			
Oktoberfest	all		c	x			x	x	x		all			x			
Operation Homefront	all		c	x				x	x		all			x			
Operation Honor	all		c	x				x	x		all			x			
Pizza, Polka, Art in t	ps,y,a		c	x	x		x	x	x	x	all			x			
Softball Tournament	all		c	x			x		x		all						
Trailbreak Marathon	t, a, oa	b, i, a	c	x			x		x		9+			x			
Waukesha 500	all		c	x			x	x	x		all			x			
Waukesha Unlocked	all		c	x			x	x	x		all			x			
Winter JanBoree	all		c	x	x		x	x	x	x	all			x			
Youth Sport Appreci	all		c	x			x	x	x		all			x			
<b>Volunteer Programs</b>																	
Adopt-a-Park	all		c	x			x	x	x		all						
Advisory Committee	y,t,a,oa		c	x				x	x		10+						
Afterschool Volun.	t,a,oa		c	x			x	x	x	x	15+						
Friends of WPRF	all		c	x				x	x		all						
Lead Volunteers	a, oa		c	x				x	x	x	18+						
Park Foundation	all		c	x				x	x		all						
Park Projects	y, t, a, oa		c	x			x	x	x		all						
Playground Builds	a		c	x			x	x	x		18+						
Program Leaders	a, oa		c	x			x	x	x	x	18+						
WPRF Board	a, oa		c	x				x			18+						
Youth Sports Coach	a, oa		c	x			x	x	x		18+						
Approved by WPRF Board 12/5/11																	
Reviewed by Recreation Staff 5/8/13																	
Reviewed by Recreation Staff 2/14/18																	
Reviewed by Recreation Staff 11/16/22																	



# **Appendix C**

## Comprehensive Revenue Policy



# Comprehensive Revenue Policy

2023

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**City of Waukesha  
Parks, Recreation & Forestry Department**

**Vision**

“Gold Medal” services....Exceptional quality of life!

**Mission**

To be responsive and committed to providing essential park, recreation and urban forestry services making our community a desirable place to live, work, and play.

## **Fees & Charges Philosophy**

The City of Waukesha Parks, Recreation & Forestry (WPRF) Board and Department is committed to providing quality comprehensive community services and programs that meet the needs of Waukesha residents.

WPRF staff will recommend program fees & charges through a fiscally responsible plan of balancing affordable fees with the need for cost recovery. Each program will be evaluated individually, with a higher level of subsidy consideration being given to broad-based community programming. Both direct and indirect costs will be identified and considered when determining the fees & charges for each program.

As part of the overall pricing program, staff will seek alternative revenue whenever possible, including sponsorships, grants, partnerships, and other revenue producing opportunities. To provide a comprehensive and inclusive community recreation program, WPRF must be sensitive to the special recreation needs and socio-economic make-up of the community. Adapted recreation programming and a financial assistance program will be included in the overall department services. In most cases, City of Waukesha residents will pay a lower fee than non-residents for program participation.

## **Policy Approval**

The City of Waukesha Parks, Recreation & Forestry Board will review and approve the Comprehensive Revenue Policy ideally every 5 years or as needed. Specific fees & charges (program user fees, rental fees, tree assessments) will be reviewed and approved on a seasonal basis.

### **Approved by WPRF Board:**

<b>6/13/05</b>	<b>2/07/11</b>
<b>7/10/06</b>	<b>3/05/12</b>
<b>7/09/07</b>	<b>5/06/13</b>
<b>7/14/08</b>	<b>2/3/14</b>
<b>11/02/09</b>	<b>2/19/18</b>
<b>11/14/22</b>	

### **3. Definition of Services**

Definition of services outlines our service classification system. Based on a pricing pyramid, each program is classified into one of the identified classifications. This classification system provides the economic rationale upon which decisions about fees and charges are based. It assumes that the objectives are to price each program or service at a level that is fair and equitable to citizens. The philosophy of each classification of the pricing pyramid is as follows:

#### **Community Benefit**

Community Benefit level of services are equally available and beneficial to all citizens and offered at no charge. All costs for providing these programs are paid through the General Fund budget (tax revenues) or recovered through other funding sources (i.e., sponsorships, grants, etc.). The National Recreation & Parks Association identifies multiple benefits for parks, recreation, and forestry services in the areas of economic, social, individual and community benefits.

##### **Examples:**

- Non-Monitored Access – Open Access to Parks and Trails, Open Space
- Community Events – JanBoree, July 4<sup>th</sup> Parade and Fireworks

#### **Community Investment**

Community Investment services and programs benefit both individuals and the community. These programs are offered with a participant user fee goal of covering up to 50% of direct program costs and an additional 30% administrative surcharge. The remaining costs for these services are supported through the community investment of the local tax system.

##### **Examples of Community Investment Programs**

- Drop in Monitored Access - Summer Playground Program, Open Cards, Toboggan Run, 55+ Open Activities, Adapted Recreation Programs

#### **Individual Investment\***

Individual Investment programs and services are provided for the benefit of a particular individual or group rather than the public. These programs are offered with a participant or group user fee goal of covering up to 100% of direct program costs and an additional 30% administrative surcharge. Most recreation programs offered by WPRF are in this fee classification.

##### **Examples of Individual Investment Programs**

- Education Services – before/after school programs, homeschool, 3 and 4-year-old preschool, babysitting, lifeguard training
- Skill Based Activities – Beginner/Intermediate – Tumbling youth sports leagues, swimming lessons, general fitness classes
- Special Events – Buchnerfest, Pool Special Events

#### **Specialized Investment\***

Specialized Investment programs have a limited enrollment and provide a specialized service benefiting participants exclusively. This type of program offsets 100% or greater direct program costs and an additional 30% administrative surcharge.

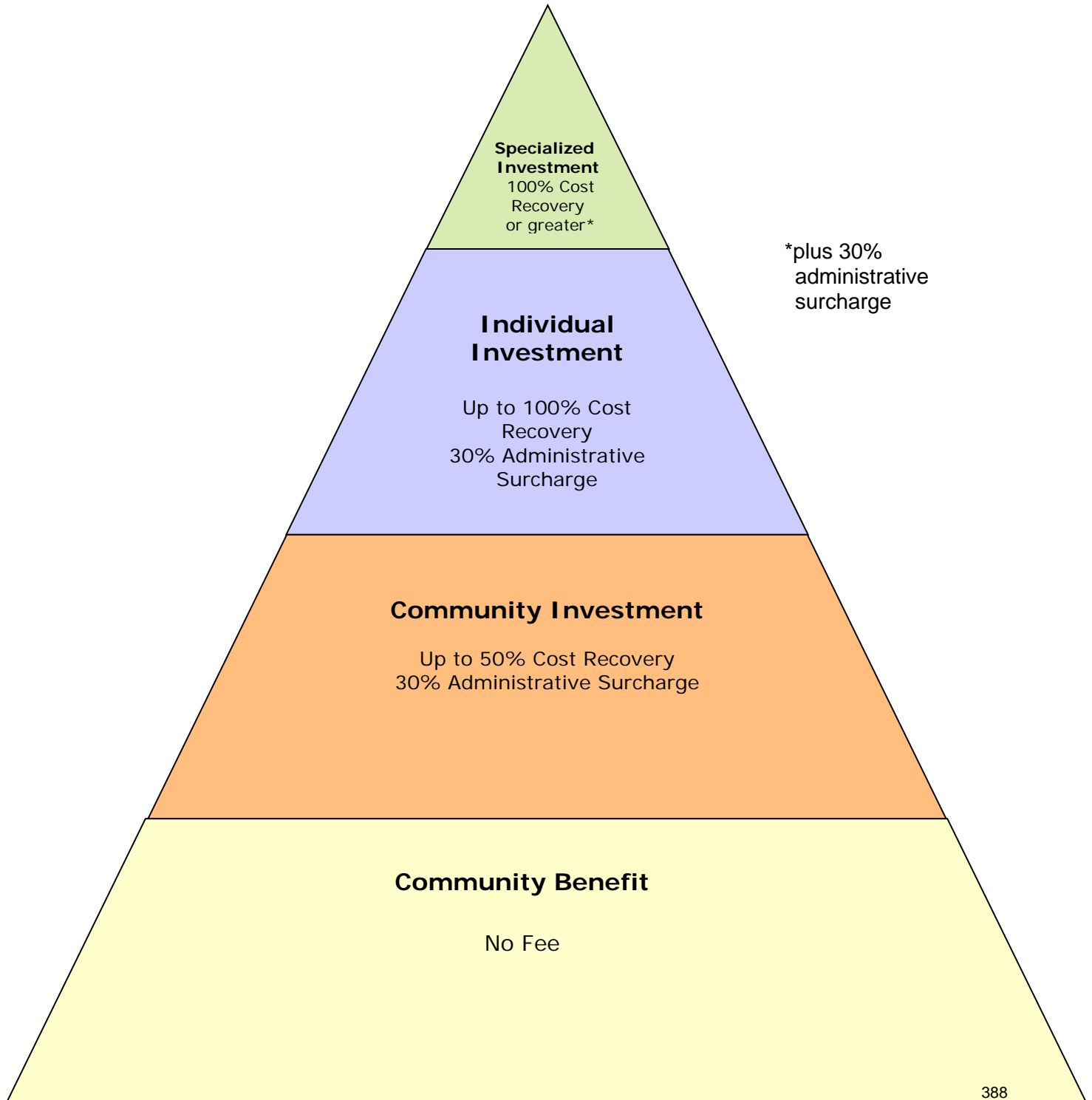
##### **Examples of Specialized Investment Programs**

- Skill Based Activities – Advanced/Competitive – adult sports leagues, pickleball, yoga
- Specialized Services – family and senior trips
- Rentals – Schuetze Recreation Center, Picnic Shelter, Les Paul Performance Center
- Resale – swim goggles, swim diapers, concession food, softballs

**\*Market Driven Fees** – When determining Individual and Specialized Investment fees, WPRF staff will evaluate the “market” prices charged by other suppliers or vendors of similar services. Staff can establish a range of prices which may then be adjusted according to “market driven” prices. These fees can help subsidize Community Benefit and Community Investment programs.

**30% Administrative Fee** – The 30% administrative fee is set to reflect more accurately the true costs of a service.- This is further supported through research conducted by the National Recreation and Park Association (NRPA) that indicates on average approximately 31% of park and recreation full-time staff time is dedicated to programming efforts.

#### 4. WPRF Pricing Pyramid



## 5. Fee Definitions

**Cost** is the measurement, in monetary terms, of the amount of resources used for some purpose. The agency's costs for developing and offering a program are all the resources used to produce the program.

**Price** is the dollar amount the agency charges patrons to participate in a specific program.

**Direct Costs** are those that can be traced to a specific program. Examples of such are: program instructor salaries, program supplies, etc.

**Indirect Costs** are those that the agency incurs regardless of whether it operates a specific program. Indirect direct costs are often called "overhead" costs. Examples of such are: facility and maintenance costs, marketing costs, administrative salaries.

**Variable Costs** are those that change directly and proportionately with changes in volume. A variable cost is one that changes by the same amount of money with the addition of each new participant, i.e., instructional book, uniform.

**Fixed Costs** are those that do not change with changes in volume (number of participants). These costs are fixed because they remain the same for the duration of a program, regardless of the number of participants. There can be both direct and indirect fixed costs.

**Changing Fixed Costs** are those that change in the same direction, but not proportionately, with changes in volume or the number of participants. These costs do not change in the same amount for each participant added, but they are costs that change after a certain number of participants are added.

## 6. Fee Classifications

The City of Waukesha Department of Parks, Recreation & Forestry will utilize six (6) basic Comprehensive Revenue Policy for programs, facilities and services. Following are the fee categories:

### 1. Program User Fees

Program user fees are charged to an individual or team for participation in a program or activity.

### 2. Rental Fees

Payment for the priority use and/or rental of a facility. These facilities may include buildings, rooms, or athletic fields. Additional fees are required for services such as field prep or facility cleaning.

### 3. Concession Fees

Concession fees will be charged where non-department vendors are selling products/services on City parks or facilities (paddle boat vendors, beer sales etc.) These fees will be determined through a contract with WPRF based on a lump sum fee, a percentage of sales or both.

### 4. Sales Fees

This fee may be required for the privilege of selling goods or services in City parks or facilities. These fees include but are not limited to special event booths, athletic tournaments, etc.

### 5. Admission Fees



A fee charged for entry into a facility/activity. Some type of program, event, demonstration or exhibit to attract visitors is usually offered. These fees include but are not limited to special events, tournaments.

6. Street Tree Assessment

A fee charged to City of Waukesha property owners when a street tree is planted in the terrace, adjacent to one's property.

7. Special Improvement/Maintenance Fee

May be assessed to each participant. Revenues will be deposited to cover new program start up costs, major program facility upgrades, or other program specific fees.

## **7. Independent Contractual Services**

The City of Waukesha Department of Parks, Recreation & Forestry uses contractual services for specialized instruction in varied activities, such as youth gym classes, outdoor programs, art/craft classes, adult enrichment, and general instruction. Comprehensive Revenue Policy for contractual services may include but are not limited to the costs of materials and supplies, instructor's fee, and direct costs related to facility or support staff, and a percentage of WPRF's indirect costs.

In the use of contractual services, a formal contract must be created between WPRF and the instructor/contractual provider and approved through the Parks, Recreation and Forestry Board and the Common Council.

The instructor/contractual provider's fee will be calculated using one of the following: a percentage of the established program fee or a flat rate per session or hour. The percentage paid will vary from program to program.

Contracts should be negotiated to benefit the City using one of the following guidelines:

- a. A percentage split of maximum 70% of collected resident program fees to contractor, minimum of 30% of program fees to WPRF. This option should be utilized when the contractor and WPRF are sharing in the indirect program costs and the contractor assuming all direct costs. These programs will often be held at a WPRF facility.
- b. A percentage split of maximum 80% of collected resident program fees to contractor, minimum of 20% of program fees to WPRF. This option should be used when the contractor is bearing the majority of burden for direct and indirect costs. These programs will often be held at the contractor's facility.
- c. Any variance to these contractual options would need approval by the Recreation Services Manager.

## **8. Community Collaboration (Cooperative Agreement Policy)**

The City of Waukesha Department of Parks, Recreation & Forestry promotes and seeks collaboration with other community agencies and organizations to enhance efficiency and quality of services provided. Sought collaborations relate to governmental, not-for-profit, and for-profit groups (see appendix A). WPRF Board will determine entity collaborative status according to the following identified categories:

- a. **Partner** - A partnership between WPRF and another agency/business/group, demonstrates community-wide benefits and generally mutual cost sharing of

organizational finances, resources, and/or contributions to program services and/or capital improvements. Other tax-based community agencies would generally be considered partners. Typically, no fees would be assessed to partners.

At times, community partners request facility rentals at no charge, beyond the typical reciprocal usage. Requests will be considered on an individual basis and may be approved by the Director, Recreation Services Manager or Facilities Coordinator. Building or Park Shelter requests will be considered for only non-prime time hours (Monday – Thursday, 8:00 am – 10:00 pm & Friday, 8:00 am – 3:30 pm) and will not be considered when an alcohol permit is requested. Any requests requiring a Building Attendant and/or generates the need for overtime assistance may be assessed applicable charges.

- b. Affiliate** - An affiliation between WPRF and another agency/business/group is demonstrated by a mutual/formal relationship between both parties, generally focused on a specific program or neighborhood need. All affiliations need to be clarified in a written agreement. Typically, a reduction in fees would be considered for a community affiliate.

Identified Affiliates:

Adopt-A-Park Groups  
American Red Cross  
Waukesha Bicycle Alliance  
Interfaith Senior Services  
Noon Rotary Club

- c. Sponsor**

A sponsorship of WPRF programs, services or facilities is defined as an agency/business/group that provides negotiated financial or in-kind support of an identified WPRF function, in return for specified benefits.

- d. Other City of Waukesha Department's Programs**

City of Waukesha functions or programs will not be charged fees

## **9. Commercial Use of Facilities**

Safeguards are necessary to ensure proper use of public facilities when requests are received by WPRF to conduct commercial or promotional activities on park property or facilities.

- a. Commercial and promotional activities in WPRF parks/facilities should be authorized only if they provide a positive public/private service, as determined by the Director, Recreation Services Manager or Facilities Coordinator.
- b. Commercial and promotional activities in WPRF parks/facilities should be permitted only when not in conflict with Department-sponsored programs, or if the activity can be conducted with out any restriction of public use for a reasonable period.
- c. Commercial and promotional activities in WPRF parks/facilities will be required to pay all facility rental fees as set by WPRF policies.
- d. Commercial and promotional use of public facilities including use of public names of structures is generally not authorized if such use constitutes an expressed or implied endorsement of commercial products, services, or activities. Any authorization needs to be approved by the Director, Recreation Services Manager or Facilities Coordinator.

## **10. Refund Policy**

- a. A program that does not meet its minimum registration requirements will be cancelled within two (2) working days prior to its beginning. Participant will be

notified accordingly by phone. Any fees paid will automatically be credited to the payee's account unless a refund is requested by participant within five (5) business days.

- b. A credit will be given unconditionally when requested in writing within five (5) business days of program completion.
- c. If a refund is desired, written notification to WPRF office is required. Participant will receive a refund for the full program fee minus a \$10 service charge. Refund checks will require 2 - 3 weeks for processing.
- d. Refunds under \$10 will automatically be credited to participants account and may be used towards future registrations.
- e. WPRF credit will be available for use up to two (2) years of date of issue, as permitted by law.
- f. Adult Sports refund policy: Teams withdrawing from the league after their entry fee has been paid shall forfeit 75% of said fee prior to the first game. After the first game, the whole fee shall be forfeited.
- g. Pool passes and daily pool fees are not refundable. (Only exception is parties that have been suspended for the season)
- h. Certain supply fees, tickets, or coupons may be non-refundable if WPRF has purchased materials.
- i. Program Satisfaction Guaranteed – WPRF is constantly striving to provide the community with high quality public recreation programming. Our staff is confident that people will enjoy the variety of activities offered and that the program will deliver the published expectations as described in our seasonal activity guides. We guarantee it! When a participant is not satisfied with the quality of a program, we want to hear their ideas or suggestions on how we can improve our services. If requested, a 100% refund or credit will be issued by simply contacting the WPRF office. (Please note, class supplies are not refundable.)

#### **11. Returned Checks**

All returned checks will be assessed a \$25 service fee. Return checks nullify the rental of any facility. In case of a program registration or pool pass purchase, the individual will have 2 business days from verbal notification of the NSF check by WPRF, to pay the fee in cash or with a money order. If the fee is not paid after the 2-business days notice, then any registration or pass purchase will be nullified.

#### **12. Non-Resident Policy**

- a. Definition: In the case of non-resident participation, it is generally accepted that non-residents users should contribute an additional fee to offset their non-tax status. A non-resident is defined as a person who does not reside or own property within the corporate limits of the City of Waukesha (in general, does not directly contribute to City of Waukesha property taxes).
- b. User Fee Surcharge: Persons defined as a non-resident of the City of Waukesha are required to pay an additional surcharge established by the Parks, Recreation & Forestry Board. A 50% surcharge (up to \$20 per program) is required per program. (See Policies of Adult Sports for non-resident fees for all adult sports).
- c. Exception to non-resident User Fee Surcharge: Non-residents who reside within the City of Waukesha School District will not be assessed a non-resident surcharge when registering for any specific program or league that utilizes Waukesha School District facilities.
- d. WPRF reserves the right to remove anyone falsifying information from our programs. WPRF may require residency verification for first time registrants that have relocated to the city (Driver's License or Utility Bill).

### **13. Financial Assistance Program**

WPRF Board/Department believes that everyone, regardless of income, should be able to participate in City-sponsored recreation opportunities. To help facilitate participation, financial assistance (FA) is available to eligible residents.

#### *Verification:*

City residents requesting financial assistance must verify eligibility by providing at least one of the following documents:

- Most recent Aid to Families with Dependent Children (AFDC) or Temporary Assistance for Needy Families (TANF) payment stub.
- Written Proof of receiving Badgercare, Food Share, Foster Care, Medicaid, or Supplemental Security Income (SSI). A benefit letter from the agency you receive the aid from is the proof we require. You may also print a copy from the ACCESS website.
- I.D cards are not suitable documentation.

#### *Assistance Procedures:*

1. Financial Assistance can only be applied toward recreation programming with the following exceptions: all senior/family trips, programs when the primary costs are contractual and/or programs are conducted by non-department employees.
2. Residents may apply for financial assistance for themselves or any member(s) of their household of which they have guardianship and verification.
3. Residents are eligible to receive a 40% reduction of the program fee if qualified for Badgercare and registered by the registration deadline. Those residents qualifying for Food Share, Foster Care, Medicaid or SSI will receive a 65% reduction of the program fee if registered by the registration deadline.
4. Those qualifying for the 65% reduction will also be eligible for a 25% reduction in the following programs:
  - Discount Pool Pass Program
5. The Financial Assistance Application may take up to two weeks to process. If an applicant wants to register for a program while the application is under review, a 35% deposit of the total program fee may be paid to hold a spot in desired program(s).
6. This is a school year qualification; a new application and current verification needs to be renewed each year on August 1.
7. Application must be fully completed with current (30 days or less) verification documents and residency.
8. Non-residents are not eligible.

### **14. Additional Revenue Sources**

The City of Waukesha Department of Parks, Recreation and Forestry Department encourages additional revenue sources. These sources can include but are not limited to:

- a. Federal, state, or local grants
- b. Private foundations
- c. Sponsorships
- d. Parkland dedications
- e. Private and/or non-profit donations
- f. "Friends of the WPRF" non-profit group
- g. In-kind service
- h. Bequests
- i. The Park Foundation of Waukesha

## Appendix A:

**P = Partner    A = Affiliate**

### **2022 Partner/Affiliation List**

1. AARP (programming) - A
2. Adaptive Community Approach Program (adopt a park, volunteers) - A
3. Adventure Rock (special events) - A
4. Alaskan Malamute Club of Wisconsin (special event) - A
5. Allied Veteran's Council (special events) - P
6. Allo' Chocolat (programming) - A
7. AllWriters' Workplace and Workshop (special events) -A
8. Alzheimer's Association Southeastern WI Chapter (education, programming) - A
9. American Red Cross (education) - P
10. Americorps NCSS (volunteers) - A
11. Ameriprise Financial Services, Inc. (volunteers) - A
12. Andrew Frame House (special events) - A
13. Aries Industries (special events) - A
14. Ascension Lutheran (volunteers) - A
15. Ascension Wisconsin Hospital (special events) - A
16. Baird Financial (volunteers) - A
17. Banting Elementary School (afterschool programming) - P
18. Batteries Plus Bulb (volunteers) - A
19. Berg Management (volunteers) - A
20. Bethesda Elementary School (afterschool programming) - P
21. Bell Ambulance (special events) - A
22. BMO Harris Bank (volunteers) - A
23. Boy Scouts of America Potawatomi Unity (volunteers) - A
24. Bridge Church (volunteers) - P
25. B.R.O.A.D.S for a Cause (volunteers) - A
26. Broadscope (adaptive needs) - A
27. Brookfield Academy (volunteers) - A
28. Brookfield Central Key Club (volunteers) - A
29. Brookfield Central Red Kettle Club (volunteers) - A
30. Brookfield East High School (volunteers) - A
31. Burris Logistics (special events) - A
32. Camping World (volunteers) - A
33. Carmax (volunteers) - A
34. Carroll University (programming, volunteers, facility partnerships, marketing, special events) - P
35. Catholic Community of Waukesha: St. Mary's, St John Neuman and St. Joseph (volunteers) - A
36. Catholic Memorial (special events) - A
37. CBS 58 (special events) - P
38. CESA 1 (education) - P
39. Challenger Sports (programming) - A
40. Christ of Life (special events) - A
41. Christ the Servant (volunteers)- A
42. Church of Jesus Christ and Latter-Day Saints (volunteers) - A
43. City of Waukesha Chamber of Commerce (special events) - A
44. City of Waukesha Citizen's Academy Graduates (volunteers) - P

45. Chef Pam's Kitchen (special events) - A
46. Children's Hospital (programming) - A
47. Christina Hampe (programming) - A
48. City of Waukesha Clean Water Plant (special events) - P
49. Club 400 (special events, programming) - A
50. Community Development Block Grants (funding, partnerships) - P
51. Cops and Kids Foundation (programming) - P
52. Couri Insurance (special events) - A
53. Crossfit Waukesha (volunteers) - A
54. Custom Brush Signs (marketing, special events) - A
55. Divino Gelato Café (special events) - A
56. Downtown Business Association (volunteers) - P
57. Dry Hootch (special events) - A
58. Dunbar Oak Neighborhood Association (volunteers) - A
59. E Achieve Academy – Wisconsin Online Charter School (volunteers) - A
60. Eaton Corporation (special events) - A
61. EB Shurts Environmental School (volunteers) - P
62. Educators Credit Union (volunteers) - A
63. Elmbrook Church (volunteers) - A
64. ERAs Senior Network (volunteers) - A
65. Ethnos360 Bible Institute (special events) - A
66. First Baptist (volunteers) - A
67. First Federal Bank (volunteers) - A
68. First Student (special events) - A
69. First Congregational United Church (special events) - A
70. First United Methodist Church (special events) - A
71. FiServ (volunteers) - A
72. Ford Construction (volunteers) - A
73. Fox River Christian Church (volunteers) - A
74. Fox River Sports (volunteers) - A
75. Friends of Retzer Nature Center (special events) - P
76. Friends of the Waukesha Public Library (volunteers) - P
77. Friends of WPRF (advocacy, adopt a park program, volunteers) - P
78. Froedtert Menomonee Falls (volunteers) - A
79. Future "4" Waukesha Community Partners (education/programming, special events) - P
80. Galilee Lutheran (volunteers) - A
81. Generac (volunteers) - A
82. General Electric of Waukesha (volunteers) - A
83. Girl Scouts of America (volunteers) - A
84. Grace Lutheran Church (special events) - A
85. Guardian Credit Union (volunteers) - A
86. Habitat for Humanity (volunteers) - A
87. Hadfield Elementary School (Community Learning Center programming) - P
88. Hawthorne Elementary School (Community Learning Center programming) - P
89. HAWS, Humane Animal Welfare Society (programming, special events) - A
90. Healing Hearts (special events, programming) - A
91. Hebron Housing Services (volunteers) - A
92. Helping Hearts – Waukesha State Bank (volunteers) - A
93. Heritage Christian School (volunteers) - A
94. Heyer Elementary School (afterschool programming) - P
95. High Rollers (community rentals, special events) - P

96. Hoopers Hands (programming) - P
97. Hope Center (volunteers) - A
98. Husco (special events) - A
99. Hydro-Thermal Corporation (special events) - A
100. INNIO Waukesha Gas Engines (special events) - A
101. Immucor (volunteers) - A
102. Innio (volunteers) - A
103. Julie Toman (programming) - P
104. Junior achievement (programming) - A
105. Just Serve (volunteers) - A
106. Keller Dance Studio (programming) – P
107. Kelly Bullard Fitness LLC (programming) - P
108. Kettle Moraine Key Club (volunteers) - A
109. Kettle Moraine National Honor Society (volunteers) - A
110. Kiwanis Early Risers (programming, volunteering) - A
111. La Casa de Esperanza (programming, special events, volunteers) - A
112. Landmark Credit Union (volunteers) - A
113. Landmark Commission (special events, signage) - A
114. Leadership Waukesha (volunteers) - P
115. Les Paul Foundation (special events) - P
116. Lion's Club (volunteers, programming, special events) - A
117. Living Word Lutheran Church (special events) - A
118. Lowell Elementary (programming) - P
119. Mama Ducky's (special events) - A
120. Marie Coakley (programming, special events) - P
121. Masonic Lodge #37 (volunteers, special events) - A
122. Meijer (special events) - A
123. Metro Mountain Bike Association (special events) - A
124. Metro Transit Waukesha (education, advisory, special events) - P
125. Metal-Era LLC (special events) - A
126. MetalTek International (special events) - A
127. Milwaukee Bucks (volunteers, programming) - P
128. Milwaukee Institute of Art and Design MAID (volunteers) - A
129. Milwaukee Moms (volunteers) - A
130. Milwaukee Veterans Administration (volunteers) - A
131. Modern Ink Signs and Graphics (special events) - A
132. Ms. Ink (Bee Awesome Yoga) Shawna Muren (programming) - P
133. Music Maker and More (programming) - P
134. Muskego American Legion Post (programming) - A
135. Muskego High School (programming) - A
136. Muskellunge Club of Wisconsin (special events) - A
137. Mukwonago High School (volunteers) - A
138. National Guard (volunteers) - A
139. National Recreation and Park Association (education) - P
140. NETA – National Exercise Training Association (education) - P
141. Nev's Ink (special events) - A
142. New Berlin West High School (volunteers) - A
143. New Berlin Eisenhower High School (volunteers) - A
144. Novo Group (volunteers) - A
145. Oconomowoc Area School District (volunteers) - A
146. On the Water, LLC (programming) - P

147. Orange Hat Publishing (special events) - A
148. Parent's Place (programming) - P
149. Parilla Kitchen LLC (programming) - P
150. Pewaukee High School (volunteers) - A
151. Prairie Elementary School (afterschool programming) - P
152. Prairie Home Cemetery (special events) - P
153. Pro Health Care (education, volunteers, events) - A
154. Prolec-GE Waukesha. Inc (volunteers, special events) - A
155. Raised Grain Brewing Company (special events) - A
156. ReMax Realtors - A
157. Retzer Nature Center (special events, education) - P
158. Riley Construction (volunteers) - A
159. RiverGlen Christian Church - A
160. Rose Glen Elementary School (programming) - P
161. Rotary Club, Noon (facility partnership, volunteers) - A
162. Rotary Club, Sunrise (volunteers, special events) - A
163. Salvation Army (free bag lunch program, volunteers) - P
164. Salem United Methodist Church (special events) - A
165. Sam's Club (special events) - A
166. School District of Waukesha (education, programming, facility partnership,  
special events, volunteers) - P
167. Seek Careers (volunteers) - A
168. Sew Much More (special events) - A
169. Silver Circle Sports (special events) - P
170. Sole Sisters Club (volunteers) - A
171. Southbrook Church (volunteers) - A
172. SPARK Literacy (special events, programming, public art) - P
173. Spring City Garden Club (education, volunteers, special events) - P
174. Spring City Spinners Bicycle Club (volunteers) - A
175. Spring Sports (programming) - P
176. Starbucks Waukesha (volunteers) - A
177. St. Joseph Catholic Church (special events) - A
178. St. John's Northwestern Military Academy (volunteers) - A
179. St. Luke's Lutheran Church (volunteers, special events) - A
180. St. Mark's Lutheran Church (volunteers) - A
181. St. Matthias Episcopal Church (special event) - A
182. St Vincent de Paul (free bag lunch program, volunteers) - P
183. Stars of Hope (special events) - A
184. STEM Academy of Waukesha – Randall (afterschool programming) - P
185. STEM Academy of Waukesha - Saratoga (programming) - P
186. Summit View Elementary School (summer programming) - P
187. T-Mobile (volunteers) - A
188. Target (volunteers) - A
189. The Clarke Hotel/Five Points Pub (special events) - A
190. The Freeman (media) - A
191. The Park Foundation of Waukesha (volunteers, advocacy, special events) - P
192. Thomas Press (special events) - A
193. Thrive Architects (special events) - A
194. Tree Top Explorers (programming) - P
195. Trinity Lutheran Church (volunteers)- A
196. United States Tennis Association – Midwest/Wisconsin (programming) - P



197. United Way of Waukesha County (volunteers) - A
198. University Lake School (volunteers) - A
199. University of Wisconsin – Steven’s Point (internship) - P
200. University of Wisconsin – Whitewater (internship) - P
201. University of Wisconsin – Extension (education) - P
202. University of Wisconsin – Waukesha (programming) - P
203. Urethane Systems (special events) - A
204. Urban Forestry Council (education) - P
205. US Bank (volunteers) - A
206. VIBE Fitness (volunteers) - A
207. Vyron Corporation (volunteers) - A
208. Walmart (volunteers) - A
209. Waterstone Bank (volunteers) - A
210. Waukesha 4-H (volunteers) - A
211. Waukesha and Pewaukee Convention and Visitors Bureau (marketing) - A
212. Waukesha Bike Alliance (programming, volunteers) - A
213. Waukesha Choral Union (volunteers) - A
214. Waukesha City Church (special events) - A
215. Waukesha Civic Theater (special events, programming) - A
216. Waukesha County Aging and Disability Resource Center (programming) - P
217. Waukesha County Airport (special events) - P
218. Waukesha County Business Alliance (special events, marketing, volunteers) - A
219. Waukesha County Citizen’s Academy Alumni Association (volunteers) - P
220. Waukesha County Community Foundation (programming) - P
221. Waukesha County Parks and Land Use (education, programming, special events) - P
222. Waukesha County Historical Museum (education programming, special events, volunteers) - P
223. Waukesha County Fair Association (volunteers) - P
224. Waukesha County Technical College (programming) - P
225. Waukesha County Youth Volunteers (volunteers) - P
226. Waukesha Downtown Business Association (special events) - P
227. Waukesha Early Risers Kiwanis Club (volunteers) - A
228. Waukesha East Alternative High School (volunteers) - P
229. Waukesha Elks Lodge (programming, volunteers, special events) - A
230. Waukesha Express Swim Team (programming) - P
231. Waukesha Floral and Greenhouse (special events) - A
232. Waukesha Fire Department (programs, training, special events) - P
233. Waukesha Food Pantry (volunteers) - A
234. Waukesha Free Masons (volunteers) - A
235. Waukesha Housing Authority (programming) - P
236. Waukesha Leadership Seminars (volunteers) - P
237. Waukesha Lion’s Club (volunteers) - A
238. Waukesha Noon Kiwanis Club (volunteers) - A
239. Waukesha Noon Rotary Club (volunteers) - A
240. Waukesha North High School (special event, volunteers) - P
241. Waukesha North Key Club (volunteers) - P
242. Waukesha South Key Club (volunteers) - P
243. Waukesha South National Honor Society (volunteers) - P
244. Waukesha Sunrise Rotary Club (volunteers) - A
245. Waukesha State Bank – Helping Hearts (volunteers) - A

- 246. Waukesha Police Citizen's Academy Alumni (volunteers) - P
- 247. Waukesha Police Department (resource, advisory, special events) - P
- 248. Waukesha Public Library (programming, special events, advisory) - P
- 249. Waukesha Radio 540AM/101FM the SHA (special events) - A
- 250. Waukesha Recycling Center (programming, education) - P
- 251. Waukesha Tennis Association (programming, facility maintenance) - P
- 252. Waukesha Youth Collaborative (education, programming) - P
- 253. Waukesha West key Club (volunteers) - A
- 254. Waukesha West Interact (volunteers) - A
- 255. Waukesha West High School (volunteers) - P
- 256. Waukesha Women's Club (volunteers) - P
- 257. Wauwatosa Key Club (volunteers) - A
- 258. WE Energies (education, special events) - P
- 259. WCTC Dental Programs (special events) - A
- 260. WCTC (volunteers) - A
- 261. WI Dairy Council (special events) - A
- 262. Wildeck (volunteers) - A
- 263. Wisconsin Arborist Association (education) - P
- 264. Wisconsin Department of Natural Resources (education) - P
- 265. Wisconsin Department of Public Instruction (programming, education, funds) - P
- 266. Wisconsin Geocaching Association (programming) - P
- 267. Wisconsin Homeschool Service (volunteers) - A
- 268. Wisconsin Lutheran College (volunteers) - A
- 269. Wisconsin Park and Recreation Association (education) - P
- 270. Wisconsin Philharmonic (special events) - A
- 271. Workforce Development (staffing) - P
- 272. YMCA of Waukesha (programming, facility partnership, special events) - P

# **Appendix D**

## **Program and Service Determinant Tool and Course Proposal Form**

# City of Waukesha Parks, Recreation and Forestry Department

## Program & Service Determinants Tool

**Proposed Program or Service:**

**Staff Member:**

**Date:**

<b>Determinants Y/N</b>	<b>Y/N</b>
<b><i>Does this program/service meet conceptual foundations of play, recreation and leisure?</i></b>	
Is there a purposeful end result in the program?	
Does this program improve the quality of life for participants?	
Does this improve social, physical, mental well- being?	
<b><i>Does this program/service meet organizational philosophy, goals and objectives?</i></b>	
Does this program provide quality programs that meet the needs of our residents?	
Does this program provide high quality engaging staff to deliver programs to our residents?	
Does this program provide a safe environment and programs for all participants?	
Does this program provide affordable programs to our residents?	
Does it produce revenue that can help offset the cost of other programs?	
<b><i>Does this meet Constituent interests and desired needs?</i></b>	
Has this program/service been identified as a community need?	
Would this program/service be unique to what is already offered in the community?	
<b><i>Does this program provide an experience that is desirable for the constituent?</i></b>	
Will this program provide an opportunity for participants to meet a personal goal?	
Are program participants involved in planning/evaluating/operating the program or service?	
<b><i>Does this program/service create a constituent centered culture?</i></b>	
Does this program/service meet a targeted age group or population need?	
Is this program/service accessible for various ability levels?	
Is this program/service operated fairly and ethically for all participants?	
Does this program/service promote a healthy lifestyle?	
<b><i>Does this program provide community opportunities?</i></b>	
Does this program provide an opportunity for community members to come together for a common purpose?	
Does this program provide a unique opportunity for residents?	

# WPRF - Course Proposal Form

1900 Aviation Drive

Waukesha, WI 53188

Phone: 262-524-3737

Fax: 262-524-3713

Email: [mberg@waukesha-wi.gov](mailto:mberg@waukesha-wi.gov)



Name:	
Daytime Phone:	
Email Address:	
Address (street, city, state, zip):	
Qualifications:	
Educational Degrees (include date obtained):	
Certifications (include date obtained):	
Course Topic:	
Years of Experience in Subject Matter (describe):	
Signature:	Date:

WPRF has two different types of course instructors, employees and independent contractors. As employees you will be paid an hourly wage and as an independent contractor you will be paid per participant. Wages in both instances will be negotiated with the recreation supervisor. The following document can be used to determine independent contractor eligibility: Determination of Worker Status for Purposes of Federal Employment Taxes and Income Tax Withholding **Form SS-8**, Dept. of Treasury, Internal Revenue Service at this website: <http://www.irs.gov/pub/irs-pdf/fss8.pdf>

**Please Circle One:**      Independent Contractor      OR      WPRF Employee

Course Title:

Recommended Ages of Participants:

Class Description to go in Activity Guide:

Proposed Dates of Session(s):

Location of Class (please include specific address if it is not in a WPRF building):

Proposed Day of the Week:

Propose Start and End Time:

Number of Course Meetings:

Minimum/Maximum Enrollment:

Facility or Audio Visual Needs:

Fee for Supplies (per student):

Materials need from WPRF:

# **Appendix E**

## **Employee and Volunteer Recruitment and Retention Plan**

# Recreation Team: Employee/Volunteer Recruitment and Retention Plan 2022

(Highlighted areas must still be met in 2022)

## I. Defining the problem/situation and the underlying causes.

### General Challenges

- Vacancies
- Over-extended staff (COVID shortages – rebuilding staff after COVID has been tough)
- New hires who leave due to demands of the job
- Staff leaving for higher wages

### Problems related to existing staff

- Knowledge or experience levels (WPRF must build knowledge and grow experience level)
- Skills (WPRF is using online training opportunities, but it is difficult to train with ongoing hiring process)
- Co-workers at times do not get along (Recreation team manages large teams – in addition to general knowledge time is spent building working on team dynamics)
- Morale problems (Recreation Team remains positive – on a large team it is sometimes challenging to manage destructive comments)
- Difficulty dealing with public (Public Challenging Staff – especially the authority at the pools)
- Lack of Health Insurance offered (Seasonal Positions)

### Problems related to location

- Proximity to labor force (Younger staff and ethnos staff have some challenges getting to work sites)
- Needed labor force vs. available labor force (many workplaces offering much higher wages and incentives to staff)
- Cultural, demographic (working hard to recruit diverse staff – challenging to get bilingual lifeguard staff due to inequities in swim community)

### Organization Notes

- Culture or climate (Training, fun, high quality culture is something we can offer employees – Recreation Team works hard to create a great climate)
- Training/development (City strength)
- Service delivery (City strength)
- Reputation (City strength)
- Staff thrive under supervision or management (City strength)
- Training produces the desired results (City strength – creating trainers on our teams)
- Equipment or computerization needs (City Weakness – need email, iPhone, iPad)

### Recruitment Process

- Design of recruitment strategies (Grass roots, drawing on relationships, calling and emailing partnering organizations, drawing on Vogistics and ACTIVE database have worked well)
- Implementation (need to create efficiencies in process)
- Wrong hires (Team refuses to hire wrong hire to fill need)

### External source of the problem

- Competition
- Certification Challenges (Pools, umpires)
- COVID



#### Problem most evident

- Challenge is year round
- January and February need to hire for summer
- Building attendants (March, April and May complexes) tough as folks are not out of school
- Volunteers varied needs but summer needs continue to be a challenge as school is not in session – big recruiting mechanism
- Youth Development has challenges around holidays and at the end of the year

#### What does this problem mean? What is the impact?

- Staff: Burn out, maximum hours hit
- Services: Substitutes, inconsistencies
- Customers: Volunteers/Staff increases customer satisfaction
- Organization: Supervisors filling in, challenge meeting needs

#### Problem impact

- Paying the highest price: Community, staff, reputation – City, Program Participants
- Impacted secondarily: Supervisors
- Associated with the related issues: Top leadership
- Part of the solution: Everyone
- Impacts if no action is taken: quality of services reduced; services limited
- Recruitment or retention problem impacts staff morale
- Organizational mission, values, and goals: Trying our best can't be as responsive

## II. Diversity in Hiring:

### Goal:

**Ability to attract and retain appropriate applicants/staff/volunteers to meet organization needs.**

- 1. Identify recruitment strategies**
- 2. Identify retention strategies**

#### Challenges:

- Budget Restrictions
- Lack of Incentives
- Pay (can't match other employers, can not pivot quickly)
- Lack of Benefits
- Workload challenges

#### Retention Strategies

- 1. Increase in Salary (Increased in 2021 for 2022, need to increase seasonal salaries again in 2022 and increase revenue by increasing fees)**
- 2. Annual Employee Satisfaction Survey (help address strategies and interventions that are working) implemented starting 6/13/2022**

#### What you are losing when you lose staff:

- No matter the length of time a person works for you, when an employee leaves, you lose a valuable resource.
- A skill set useful to your organization
- An individual who has learned "your way" of doing the job

- A person who has expanded training and development resources
- Higher productivity that often comes with experience
- Historical knowledge that can't be passed on to others
- A potential coach and mentor
- A specific personality that may be a critical component of the team
- An employee's leaving may also create a gap that impacts customer satisfaction

#### **Recruitment Strategies:**

1. **Easy access to application process/good job descriptions**  
Job Descriptions and Interview Information Location (Created folder 2022):  
HOME/REC/SEASONAL EMPLOYMENT/VOLUNTEERING RECRUITMENT
2. **Online (Post on WPRF site – moves to circa) Milwaukee Jobs, Indeed (confirmed with Andrew Noffke 2022)**
3. **Traditional Job Posting (developed/confirmed partners 2021)– Files TEAMS/Recreation Files**
4. **Social Media networking (ongoing with Rebecca)**
5. **Job fairs (local job fairs at universities can be good recruiting opportunities)**
6. **Employee referrals (remains one of our top recruitment areas)**
7. **Advertising through WPRF (Activity guide, digital display, classes/program, signage in park/buildings, QR code):** Developed posting list in TEAMS/Recreation files for display boards – Still need QR hiring codes
8. **Retirement Communities (identified recruitment area to target)**
9. **Churches (on posting list)**
10. **Alliances with other organizations (difficult as everyone is looking)**
11. **Minority recruitment strategies (reach out to Maria Peters, Bilingual Community/Family Liaison from School District of Waukesha – done in 2022)**
12. **Create option for virtual interviews - SPARK Hire (Implemented 2022 -virtual interviews)**
13. **Develop online application process - NEOGov (Implemented 2022 - streamline application process through online process). Job descriptions/wages should be sent to Kailey Anderson and Mona Bauer. Mona Bauer will then create the requisition.**
14. **Social Media Influencers (need to review and evaluate contracts)**

#### **Selection:**

1. **Maintain quality – select most appropriate person**

#### **Orientation/Onboarding Goals (Need to work toward more cohesive onboarding):**

1. **Effectively integrating**
2. **Assisting employees in reaching potential**
3. **Aide in motivation**
4. **Use of mentor/buddy as ongoing training is tough**
5. **Training – Provide Professional Development**
6. **Delivery and approach (in person preferred but use recorded trainings necessary with ongoing needs)**
7. **Keys to successful training (make training as interactive as possible)**
8. **In house verse vendor developed training (customize training whenever possible – develop internal trainers to help maintain needed certifications – especially in aquatics)**
9. **Evaluation methods**

**Need cohesive onboarding process for seasonal (benefit of being a WPRF staff member, PowerPoint w/manual),**

#### **Supervision**

1. **Supervision – collaborative process that promotes organization goals and helps staff grow**

2. Supervision styles – barriers to supervision (Avoid: autocratic, charge ahead general, complete self-reliance, dictatorial, excessive consistency, micromanaging)
3. Coach to increase performance (takes time to develop staff)
4. Emotional intelligence and its impact on supervision (helping others through tense situations and tactfully bring disagreements into the open and define solutions everyone can endorse)
5. Successful communication styles (assertive – share thoughts and ideas confidently but be respectful and polite)
6. Motivating employees (provide leadership and growth opportunities, fun workspaces, provide positive feedback, provide flexible schedules, provide work-life balance, compensate fairly, have clear objectives, be transparent, give employee ownership, know your employee)
7. Conflict negotiation (don't ignore, clarify issue, bring parties together to discuss, identify solutions, monitor, and follow up)
8. Team building (provide skill and activity team building opportunities through training)
9. Managing multiple Generation (Open Communication, encourage mentoring, give value to senior staff, set clear expectations)
10. Support – frustration, stress, and fatigue (set up enjoyable work training opportunities, help staff maintain a good work-life balance, encourage a positive mindset, incorporate mindfulness activities).

**Recognition:**

1. All supervisors should encourage their staff/volunteers to participate in the Spotlight on Excellence program. WPRF recognizes the following five characteristics as being of utmost importance to creating an organization of excellence: Leadership, Innovation, Teamwork, Quality and Customer Service.
2. Each supervisor should submit one nomination from each category on behalf of their respective service team.

**Other:**

1. Recruiting method used most often: Traditional Postings
2. One of the most effective methods of recruitment: social media
3. Least effective recruitment: Job Fairs
4. What can be done to reduce turnover: Competition Wages (\$3.00 to \$4.00 more per hour and sign on bonuses)
5. WPRF most effective way of reducing turnover: Training, reassurance, fun environment
6. Least effective? Workload on others when short on staff, consistency, inability to create relationships when staff need to be moved around, professional development not in person (lack of connectivity)
7. Biggest challenges within the organization or organizational site to recruitment and retention: Need cohesive onboarding process for seasonal (benefit of being a WPRF staff member, PowerPoint w/manual), need competitive practice
8. Coworkers, administration, management – impact of recruitment and retention issues: increased workload from other teams, valued, workload increase.

Employee Satisfaction Survey (Created 6.13.2022):

<https://www.surveymonkey.com/r/9QRWV5B>

Employee satisfaction surveys should be sent to all staff members at the conclusion of their season. It is estimated to take 3 minutes to complete.



**WPRF Service Area (circle one): Aquatics – Youth Development (Summer, Before/Afterschool) - Youth Sports – Adult Sports – Youth/Adult Enrichment (Homeschool, Art Camps, Cooking Programs) – Teen Activities – Family Enrichment - 55+ Programming - 4K/Preschool**



<b>Evaluation Component Please circle your level of agreement with the following:</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
2. I believe management encourages and recognizes new ideas.	1	2	3	4	5
3. I am committed to staying with WPRF another season.	1	2	3	4	5
4. I am satisfied with the service I provide.	1	2	3	4	5
5. I believe participants are treated with respect by staff.	1	2	3	4	5
6. Members of my team pull together to complete a task.	1	2	3	4	5
7. My team will utilize constructive suggestions or criticism.	1	2	3	4	5
8. Management's expectations are consistent with the level of resources given.	1	2	3	4	5
9. If I share my work problems with my direct supervisor, he/she would respond appropriately.	1	2	3	4	5
10. I am satisfied with the level and amount of supervision I receive.	1	2	3	4	5
11. I am satisfied with how my supervisor has worked with me to identify strengths and development areas.	1	2	3	4	5
12. My supervisor provides me resources to improve my work.	1	2	3	4	5
13. My supervisor encourages high achievement by reducing the fear of failure.	1	2	3	4	5
14. I am satisfied with the amount of training I receive to do my job.	1	2	3	4	5
15. My team utilizes appropriate problem-solving skills.	1	2	3	4	5
16. I am given the tools I need to provide the services assigned to me.	1	2	3	4	5
17. The wage is competitive to similar organizations providing similar services.	1	2	3	4	5
18. I believe management is assisting me with job development.	1	2	3	4	5
19. Leadership follows through with its commitments to employees.	1	2	3	4	5
20. I would recommend a friend to this organization for employment.	1	2	3	4	5
<b>21. OVERALL, I AM SATISFIED WITH MY JOB.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**Additional Comments:**

# **Appendix F**

## Evaluation Form



## Class Evaluation Form

Class \_\_\_\_\_ Instructor \_\_\_\_\_

Please answer the questions using the following scale: Disagree .....Agree

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. My expectations for the class were met.                      | 1 | 2 | 3 | 4 | 5 |
| 2. I enjoyed the class/program.                                 | 1 | 2 | 3 | 4 | 5 |
| 3. The instructor had a thorough knowledge of the class content | 1 | 2 | 3 | 4 | 5 |
| 4. The instructor communicated well with all participants.      | 1 | 2 | 3 | 4 | 5 |
| 5. The facility provided for the class was adequate.            | 1 | 2 | 3 | 4 | 5 |
| 6. The time the program was offered was convenient.             | 1 | 2 | 3 | 4 | 5 |
| 7. The class fee was reasonable for the instruction.            | 1 | 2 | 3 | 4 | 5 |

### Miscellaneous:

1. How did you register for this class?  
\_\_\_\_ In person    \_\_\_\_ Mail-in    \_\_\_\_ Drop off    \_\_\_\_ Fax-in    \_\_\_\_ Internet
2. The registration and payment process was easy to use.    1    2    3    4    5
3. Customer service (phone or in person) with staff was courteous & friendly..  
1    2    3    4    5
4. How did you learn of this program?  
\_\_\_\_ Activity Brochure    \_\_\_\_ Newspaper    \_\_\_\_ Friend  
\_\_\_\_ City Employee    \_\_\_\_ City web site    \_\_\_\_ Other
5. I would recommend WPRF programs to friends/family.    1    2    3    4    5
6. Please comment on major strengths of the program. \_\_\_\_\_
- 
7. Please comment on any changes you would recommend for the program. \_\_\_\_\_
- 
- 

Name (optional) \_\_\_\_\_ Phone (optional) \_\_\_\_\_  
\_\_\_\_ I would like you to contact me to discuss my survey.  
\_\_\_\_ It is not necessary to contact me.

PLEASE RETURN TO YOUR INSTRUCTOR, POOL OFFICE, or MAIL to:  
**WPRF Office, 1900 Aviation Drive, Waukesha WI 53188**

THANK YOU FOR YOUR TIME



# Summer 2021 Pool Program Trends Analysis & 2022 Pool Program Proposal



### Attendance

	2016	2017	2018	2019	2021
<b>Buchner</b>	20,236	15,465	16,893	16,989	34,421
<b>Horeb</b>	30,510	28,303	29,484	26,303	21,760
<b>Total</b>	50,746	43,768	46,377	43,292	56,181

### Pool Passes/Memberships

	2016	2017	2018	2019	2021
<b>Basic</b>	NA	NA	NA	NA	276
<b>Ultimate</b>	NA	NA	NA	NA	943
<b>Total</b>	739	854	818	763	1,219

### Learn To Swim

	2016	2017	2018	2019	2021
<b>Enrollments</b>	1,431	1,436	1,519	1,452	1,392

### Weather Closures

	2016	2017	2018	2019	2021
<b>Full Day Closure</b>	3	1	2	2	2
<b>Early Closure</b>	17	11	9	14	4

## **2021 Aquatic Budget Summary**

	Buchner	Horeb	Combined
<b>Revenue</b>	<b>\$ 274,776</b>	<b>\$ 178,632</b>	<b>\$ 453,408</b>
<b>Expenses</b>	<b>\$ 239,050</b>	<b>\$ 230,273</b>	<b>\$ 469,323</b>
<b>Balance</b>	<b>\$ 35,726</b>	<b>\$ (51,641)</b>	<b>\$ (15,915)</b>
<b>Recovery Rate</b>	<b>115%</b>	<b>78%</b>	<b>97%</b>

## **2021 Actuals**

	Buchner	Horeb	Combined
<b>Revenue</b>			
Pool Passes	\$ 76,578.47	\$ 76,578.47	\$ 153,156.94
Daily Admission	\$ 81,640.21	\$ 34,079.84	\$ 115,720.05
Slide Passes	\$ 13,795.08	\$ 7,712.25	\$ 21,507.33
Swim Lessons	\$ 29,796.00	\$ 28,971.60	\$ 58,767.60
Diving Lessons	\$ 1,537.50	NA	\$ 1,537.50
Group Sales	\$ 2,365.11	\$ 1,792.00	\$ 4,157.11
Birthday Parties	\$ 3,378.00	\$ 575.26	\$ 3,953.26
Concessions	\$ 50,658.28	\$ 22,960.16	\$ 73,618.44
Swim Express	\$ 6,984.00	NA	\$ 6,984.00
Pool Rental	\$ 2,754.00	\$ 999.96	\$ 3,753.96
Fintess Classes	\$ 3,837.81	NA	\$ 3,837.81
Misc	\$ 1,614.13	\$ 824.69	\$ 2,438.82
Aquatics Trainings		\$ 3,975.00	\$ 3,975.00
<b>Totals</b>	<b>\$ 274,938.59</b>	<b>\$ 178,469.23</b>	<b>\$ 453,407.82</b>
<b>Expenses</b>			
Personnel Services	\$ 154,086.94	\$ 116,747.36	\$ 270,834.30
Contracted Services	\$ 18,000.00	\$ 15,750.00	\$ 33,750.00
Utilities	\$ 26,507.82	\$ 51,117.09	\$ 77,624.91
Concessions Supply	\$ 25,152.76	\$ 17,224.45	\$ 42,377.21
Machinery/Equip	\$ 740.76	\$ 16,570.57	\$ 17,311.33
Other	\$ 14,562.11	\$ 12,863.40	\$ 27,425.51
Capital Outley	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 239,050.39</b>	<b>\$ 230,272.87</b>	<b>\$ 469,323.26</b>

## **Aquatic Program Revenue Reovery Summary**

	Revenue	Expeniture	Recovery Rate
2015	\$254,638.00	\$378,924.00	67%
2016	\$295,895.00	\$410,750.00	72%
2017	\$276,311.00	\$392,943.00	70%
2018	\$286,708.00	\$372,208.00	77%
2019	\$293,405.00	\$406,226.00	72%
2021	\$453,408.00	\$469,323.00	97%

## 2022 Revenue Plan

	2021 Projection	2021 Actuals	2022 Projections	Impact	Notes
Pool Passes	\$ 120,000	\$ 153,156	\$ 137,292	\$ 17,292	Based on 2021 numbers
Daily Admission	\$ 115,000	\$ 115,720	\$ 115,000	\$ -	
Slide Passes	\$ 10,000	\$ 21,507	\$ 21,000	\$ 11,000	
Swim Lessons	\$ 55,000	\$ 58,767	\$ 40,000	\$ (15,000)	
Diving Lessons	\$ 1,200	\$ 1,537	\$ 1,200	\$ -	
Rentals/Parties	\$ 32,000	\$ 3,953	\$ 32,000	\$ -	
Group Sales	\$ 15,000	\$ 4,157	\$ 10,000	\$ (5,000)	Based on 2021 numbers
Concessions	\$ 90,000	\$ 73,618	\$ 80,000	\$ (10,000)	Based on 2021 numbers
Swim Express	\$ 8,000	\$ 6,984	\$ 7,300	\$ (700)	
Pool Rental	\$ -	\$ 3,753	\$ 3,500	\$ 3,500	
Fitness Classes	\$ -	\$ 3,837	\$ 5,000	\$ 5,000	
Miscellaneous	\$ 8,092	\$ 2,438	\$ -	\$ (8,092)	
Trainings	\$ -	\$ 3,975	\$ 2,000	\$ 2,000	
<b>Totals</b>	\$ 454,292	\$ 453,402	\$ 454,292	\$ -	

### 2021 Revenue Adopted

#### City Budget

Horeb	\$ 200,000
Buchner	\$ 254,292

### 2021 Revenue Actuals

#### City Budget

Horeb	\$ 178,632
Buchner	\$ 274,776

### 2022 Revenue Adopted

#### City Budget

Horeb	\$ 200,000
Buchner	\$ 254,292

## **2022 Pool Program Season**

We will follow all orders issued by our Federal, State, and Local Government to follow CDC social distancing guidelines, everyday preventive actions and cleaning and disinfecting protocols to help lower the risk of COVID-19 exposure while visiting the pools. Capacities may be impacted to allow for social distancing.

### **Horeb Springs Aquatic Center** – 73 days (-7 days than 2021)

Open: Friday, June 10

Closing Date: Sunday, August 21 at 7:00 pm

Pool will be closed from 5:00 to 6:00 pm on Saturday, July 9 to prepare for the Superhero Swim Spectacular!

Hours:

Monday – Friday:

*12:30 – 4:30 pm & 6:15 – 8:00 pm	Open Swim (June 20- July 30)
12:30 – 8:00 pm	Open Swim (June 14 – June 18, August 1 -August 19)
	*To accommodate swim lessons.

Saturday:

11:00 am – 12:30 pm	Zero Depth Entry Only
12:30 – 8:00 pm	Open Swim

Sunday:

10:00 am – Noon	Family Swim
12:30 – 7:00 pm	Open Swim

### **Buchner Pool** – 80 days (Same days as 2021)

Open: Friday, June 10

Closing Date: Sunday, August 28 at 7:00 pm

Hours:

Monday – Friday:

7:00-9:00 am	Adult Fitness Channel – Members Only (16+)
9:00am-10:00pm	Fitness Channel/Lap Swim Only – Members Only (16+)
12:30 – 8:00 pm	Open Swim

Saturday:

7:00-9:00am	Fitness Channel Only
11:00-8:00pm	Open Swim

Sunday:

7:00-9:00am	Fitness Channel and Lap Swim Only (16+)
10:00am – 7:00pm	Open Swim



**NATIONAL**  
Gold Medal Winner



# ***Fees & Charges Schedule***

## ***2022 Fall Season***

- Total Classes/Programs Offered 422
- Youth Classes 205  
(149 traditional classes – 56 before/after school programs, day off opportunities, family engagement, family kickball tournament, parent education)
- Adult Classes 65
- Older Adult Classes 44
- Family Offerings 108  
(Trips, Festive Friday, Waukesha Unlocked and It's Your Fox River Day)

# FEES & CHARGES SCHEDULE

Fall 2022

Program	Enrollments		Current	Proposed	Proposed	Proposed	%	Last Program Season			
	2020	2021	Resident	Resident	Non-Res.	Rate per	Change	Revenue	Expenses	Balance	Notes
			Fee	Fee	Fee	Class					
<b>Youth Classes</b>											
Pre-Ballet - Beginning	12	16	\$60	\$60	\$80	\$7.50	0%	\$960	\$768	\$192	(2 sessions)
Continuing Ballet	7	4	\$60	\$60	\$80	\$7.50	0%	\$240	\$192	\$48	(2 sessions)
Beginning Ballet	3	9	\$60	\$60	\$80	\$7.50	0%	\$540	\$432	\$108	(2 sessions)
Continuing Ballet 2*	0	0	\$60	\$60	\$80	\$7.50	0%	\$0	\$0	\$0	
								<b>\$1,740</b>	<b>\$1,392</b>	<b>\$348</b>	
Tree Climb	0	10	\$45	\$45	\$65	\$45.00	0%	\$430	\$323	\$108	(1 class)
								<b>\$430</b>	<b>\$323</b>	<b>\$108</b>	
Tae Kwon Do -(TKD)Pre	4	39	\$45	\$45	\$65	\$7.50	0%	\$1,755	\$1,316	\$439	(2 sessions)
TKD - Youth/Adult	13	23	\$182	\$182	\$202	\$13.00	0%	\$4,186	\$3,140	\$1,047	(1 session)
WMA Self-defense	n/a	13	\$26	\$26	\$39	\$26.00	0%	\$338	\$254	\$85	(1 class)
								<b>\$6,279</b>	<b>\$4,709</b>	<b>\$1,570</b>	
Holiday Happenings	n/a	52	\$12	\$15	\$20	\$15 (\$5hour)	25%	<b>\$624</b>	<b>\$570</b>	<b>\$54</b>	(3 1-day classes)
Cheerleading	n/a	9	\$45	\$45	\$65	\$7.50		<b>\$405</b>	<b>\$180</b>	<b>\$225</b>	(1 session)

**FEES & CHARGES SCHEDULE**  
**Fall 2022**

Program	Enrollee Numbers	Current Resident Fee	Proposed Resident Fee	Proposed Non-Res. Fee	Proposed Rate per Class	% Change	Last Program Season			Notes	
							Revenue	Expenses	Balance		
<b>Preschool Programs</b>	<b>2020</b>	<b>2021</b>									
										SDW Partner/full school year	
4K Fox Tale Preschool	20	20			na	na	\$58,887	\$51,244	\$7,643		
3K Fox Tale Preschool	21	34	\$ 211	\$ 211	\$321	\$17.50	6%	\$4,238	\$3,892	\$346	
Music Makers	4	8	43	\$ 33	\$50	\$8.20	0%	\$215	\$161	\$54	
Tumbling Tykes	17	12	\$ 33	\$ 33	\$50	\$5.50	0%	\$432	\$324	\$108	
Tumbling Tots	18	21	\$ 33	\$ 33	\$50	\$5.50	0%	\$737	\$686	\$51	
Rolly Polly	20	21	\$ 33	\$ 33	\$50	\$5.50	0%	\$716	\$572	\$144	
Eberts Storybook Field Trip	0	42	\$11-\$18	\$15-\$24	\$23-\$36	\$11-\$27	0%	\$1,189	\$634	\$555	
Mini Masters	5	8	\$ 33	\$ 33	\$50	\$5.16	0%	\$288	\$280	\$8	
<b>Youth Programs</b>											
Tumbling	8	13	33	\$ 33	\$50	\$5.50	0%	\$494	\$404	\$90	COVID
Babysitting Training	21	8	64	\$ 68	\$88	\$68	0%	\$568	\$454	\$114	More classes offered
<b>Home School Programs</b>	41	74									
Art and PE (4-9)					\$90	\$6.36	0%				
PE only (4-9 years)					\$60	\$4	0%				
PE only (10-18 years)					\$75	\$5	0%				
Art only (4-9 years)					\$60	\$4.00	0%				
Art Only (10-18 years)					\$75	\$5.00	0%				
Art and PE (10-18 yrs)					\$115	\$8.63	0%				
							Total	\$4,854	\$2,246	\$2,608	Summary Home School
<b>Fitness Adults</b>											
Super Fit	6	8	\$51-\$120	\$51-\$120	\$71-\$140	\$3.00	0%	\$958	\$897	\$61.00	
ABC -Arms, Butts, Core	32	52	\$39-\$45	\$39-\$42	\$59-\$65	\$3.00	0%	\$1,465	\$812	\$653	
Zumba	24	39	\$33-\$39	\$ 39	\$59	\$5.50	0%	\$1,621	\$625	\$996	
Zumba Gold	18	19	\$39	\$ 39	\$58	\$5.50	0%	\$824	\$374	\$450	
Tai Chi - Basic Training	0	25	\$18-\$24	\$15-\$27	\$23-\$41	\$3.00	0%	\$1,647	\$972	\$675	
Tai Chi - Yang Style for Beg/int	0	15	\$18-\$24	\$15-\$24	\$23-\$36	\$3.00	0%	\$315	\$296	\$19	
Tai Chi - Yang Stle for Advanced	New	9	\$18-\$24	\$15-\$24	\$23-\$36	\$3.00	0%	\$214	\$142	\$72	
Tai Chi - Open Training	New	New	new	\$18-\$27	\$27-\$41	\$3.00	0%	new	new	new	
QiGong - Moving Meditation	New	8	\$18-\$24	\$15-\$24	\$23-\$36	\$3.00	0%	\$192	\$142	\$50	
20/20/20 Strength Saturday	17	24	\$18	\$ 18	\$27	\$3.00	0%	\$1,008	\$413	\$595	
Fit Mix	15	16	\$18-\$48	\$15-\$48	\$24-\$68	\$3.00	0%	\$448	\$431	\$17	
Waukesha Walks	15	15	\$ 10	\$ 10	\$15		0%	\$160	\$0	\$160	Volunteer Ran
Boot Camp	18	8	21	\$ 21	\$32	\$3.00	0%	\$192	\$169	\$23	

Core Conditioning	0	10	\$15-\$24	\$15-\$24	\$23-\$36	\$3.00	0%	\$187	\$107	\$80	
Ballroom Basics/swing 1	20	19	\$ 33	\$33-\$39	\$50 - \$59	\$5.50	0%	\$647	\$296	\$351	New Paid instructor
Swing 2	New	New	New	\$33-\$39	\$50-\$59	\$5.50	new	new	new	new	
ChaCha and Rumba	New	New	New	\$33-\$39	\$50-\$59	\$5.50	new	new	new	new	
Stretch Yoga	New	New	New	\$ 45	\$65	\$3.00	new	new	new	new	
<b>Pickleball</b>											
Social Play	78	174	\$4 - \$18	\$8-\$14	\$12-\$21	\$1.50	0%	\$2,436	\$50	\$2,386	
Competitive Play	126	114	\$17 \$18	\$14-\$15	\$21-\$23	\$1.50	0%	\$1,995	\$50	\$1,945	
Open Play - All abilities	59	108	\$12 - \$18	\$5-\$15	\$8-\$24	\$1.50	0%	\$1,384	\$50	\$1,334	
Advanced Play	24	32	\$ 24	\$ 18	\$ 27	\$2.00	0%	\$648	\$50	\$598	
Drills and Skills Workshop	22	15	\$25	\$ 25	\$38	\$7.50	8%	\$465	\$199	\$266	
Pickleball for Beginners	new	16	\$25	\$ 25	\$38	\$7.50	0%	\$800	\$304	\$496	
Youth Lessons	New	8	\$24-\$28	\$ 24	\$36	\$6.00	0%	\$192	\$158	\$34	
Youth Open Play	New	9	\$5	\$ 5	\$8	\$1.00	0%	\$45	\$98	-\$53	
Pickleball Totals								\$6,928	\$399	\$6,529	Pickleball Totals
PT Ball - All Abilities	23	43	\$ 10.00	\$ 12	\$18	\$1.00	0%	\$602	\$50	\$552	Volunteer Ran
PT Ball - Advanced	new	new	new	\$ 9	\$14	\$1.00	new	new	new	new	
<b>Adult Enrichment</b>											
Truffles and Molded Chocolate	new	new	new	\$ 37	\$56	\$37	new	new	new	new	
Korean Rice Bowls	new	new	new	\$ 45	\$65	\$45	new	new	new	new	
Kimchi	new	new	new	\$ 45	\$65	\$45	new	new	new	new	
Knife Skills Charcuterie	new	new	new	\$ 35	\$53	\$35	new	new	new	new	
Cook Vegan	new	new	new	\$ 25	\$ 38	\$ 25	new	new	new	new	
Grape Escape Painting	0	17	\$ 20	\$ 20	\$ 30	\$ 20	0%	\$340	\$255	\$85	
Program	Enroll Numbr	Enrollee Numbers	Current Res. Fee	Proposed Res. Fee	Proposed Non-Res Fee	Proposed Rate per Class	% Change	Revenue	Last Program Expenses	Season Balance	Notes
	2020	2021									
<b>Older Adult Enrichment</b>											
American Mah Jongg Meet Ups	0	22	\$10 - \$15	\$ 10	\$15	\$0.77	0%	\$235	\$90	\$145	New Cards
Bocce	15	12	\$ 9	\$ 9	\$13	\$1.00	0%	\$113	\$0	\$113	Volunteer Ran
Paiting Open Studio	5	18	\$ 15	\$ 15	\$22	\$1.25	0%	\$270	\$0	\$270	
American Mah Jongg Class	0	13	\$ 20	\$ 25	\$38	\$5.00	25%	\$275	\$241	\$34	
Dartball	0	0	\$ 10	\$ 10	\$15	\$1.00	0%	\$0	\$0	\$0	Back from 2019
<b>Older Adult Fitness</b>											
Senior Strength	21	24	\$26-\$32	\$26-\$30	\$39-\$48	\$2.00	0%	\$594	\$571	\$23	
Senior Fit and Function	105	130	\$23-\$36	\$19-\$36	\$29-\$54	\$2.00	0%	\$2,514	\$1,460	\$1,054	
Basic Functional Fitness	new	51	\$10-\$18	\$10-\$18	\$15-\$27	\$1.00	0%	\$663	\$284	\$379	



Yoga	54	27	\$29-\$36	\$29-\$36	\$44-\$54	\$2.12	0%	\$918	\$743	\$175	
Zumba Gold	18	19	\$39	\$ 39	\$58	\$5.50	0%	\$824	\$374	\$450	
Gentle Yoga	39	54	\$13	\$ 13	\$16	\$2.12	0%	\$864	\$386	\$478	
Gentle Chair Only Yoga	New	14	\$13	\$ 13	\$16	2.12	0%	197	192	\$ 5	
<b>Older Adult Groups</b>											
Bingo	57	91									
Bridge is Fun Club	0	14									
Golden Agers/Open Cards	0	56									
Open Cards		6									
Helping Hands	0	9									
Musical Entertainment	73	101									
Open Bridge	0	15									
Brown Bag	78	84									
Senior on the Go Newsletter	90	74									
Senior Fun Bridge	0	14									
History Club	33	18									
Open Walking	84	161									
Magician - Glen Gerald	New	new									
Eerie Encounters	new	new									
Friday at the Movies	new	new									
		** No fees assessed for above activities, programs are supervised by Senior Activity Coordinator and/or volunteers									
		and funded through Community Development Block Grant funding									

**FEES & CHARGES SCHEDULE  
FALL 2022**

Program	2020	2021	Current Resident Fee	Proposed Resident Fee	Proposed Non-Res. Fee	Proposed Rate per Class	% Change	Last Program Season Revenue	Expenses	Balance	Notes
<b>Youth Sports</b>											
Learn to Skate	34	12	\$69	\$74	\$94	\$14.80	7%	\$828	\$720	\$108	Wauk. Cty increased \$
Golf Lessons for Youth	7	13	\$68	\$68	\$88	\$17.00	0%	\$868			See Bottom
Challenger Sports Soccer	NA	NA	\$75	\$75	\$75	\$10.00	0%				New
Backyard Ninja Class	NA	NA	\$62	\$62	\$82	\$12.00	0%				New
<b>Basketball</b>											
Basketball 101	26	45	\$54	\$56	\$76	\$14.00	0%				
Principles of Dribbling I	20	11	\$54	\$56	\$76	\$14.00	0%				
Basketball 201	4	15	\$54	\$56	\$76	\$14.00	0%				
Art of Dribbling I	3	0	\$54	\$56	\$76	\$14.00	0%				
Pass-Shoot-Score	NA	NA									
<b>Total</b>								\$7,844	\$5,628	\$2,216	
<b>Adult Sports</b>											
Men's Basketball League	7	16						\$7,828	\$6,352	\$1,476	
Team Entry Fee			\$200	\$200	\$200	\$5.00	0%				OLD
Player Fees			\$290	\$290	\$310		0%				OLD
New Fee Signel Payment				\$500	\$600	\$38.00					NEW
Golf Lessons for Sr. Adults	3	2	\$68	\$68	\$88	\$17.00	0%	\$130			
Golf Lessons for Adults	8	8	\$68	\$68	\$88	\$17.00	0%	\$563			
Golf Totals								\$1,563	\$945	\$618	Combine Adult/Youth

# FEES & CHARGES SCHEDULE

FALL 2022

Program	Enrollments		Current Resident Fee	Proposed Resident Fee	Proposed Non-Res. Fee	Proposed Rate per Class	% Change	Last Program Season			Notes
	Fall 2020	Fall 2021						Revenue	Expenses	Balance	
<b>55+ Classes</b>											
Painting Open Studio	5	18	\$15	\$15	\$22	\$1.25	0%	\$0	\$0	\$0	Volunteer Ran - moving from virtual to in-person
<b>Trips/Events</b>											
Land and Water Cruise Starved Rock, Oglesby IL	New	New	New	\$119	\$119	\$119	New	New	New	New	Fee includes deluxe motorcoach, lunch, trolley ride and riverboat cruise
Waukesha Reads: Guided Bevan Mine, Museum and Potoski Brewery Tour/Lunch	New	New	New	\$98	\$98	\$98	New	New	New	New	Fee includes deluxe motorcoach, Mine and Museum Tour, Guided Brewery Tour, Brewery Tasting and Lunch
White Chritmas, Fireside	New	New	New	\$117	\$117	\$117	New	New	New	New	Fee includes deluxe motorcoach, dinner and show
A Christmas Carol, Milwaukee	New	New	New	\$71	\$71	\$71	New	New	New	New	Fee includes deluxe motorcoach and performance
Disney Frozen, Milwaukee	New	New	New	\$79	\$79	\$79	New	New	New	New	Fee includes deluxe motorcoach and performance
Waukesha Unlocked	New	5,100+	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	89 free events
<b>It's Our Fox River Day</b>											
Jump Right In - Fox River Exploration	New	New	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	free events
Learn To Kayak Workshop	New	New	\$0	\$12	\$18	\$12	\$0	\$0	\$0	\$0	
<b>Festive Fridays</b>											
Holiday Willow Weaving	New	New	New	\$40	\$40	\$40	New	New	New	New	

# Financial Assistance Report

## 2021-2022



The City of Waukesha Parks, Recreation & Forestry Department has been assisting families in need for decades. This report contains statistics for the last five years of the Financial Assistance Program. The Financial Assistance Program was switched from a calendar year to a school year program July 2019.

### Round Up Program

Current Round-Up Balance: \$13,575.94

Spring 2022 "Runaway Bunny" Financial Assistance Campaign Event: \$3,310.00

### Number of Household Applicants

<u>Level</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u> <u>(Jan.-July)</u>	<u>Aug. 2020-</u> <u>July 2021</u>	<u>Aug. 2021-</u> <u>July 2022</u>
40%	38	64	60	82	60	40
65%	86	81	79	61	31	95
<b>Total</b>	<b>124</b>	<b>145</b>	<b>139</b>	<b>143</b>	<b>91</b>	<b>135</b>
# of families never utilized the assistance	21	41	21	72	22	19

### Total Amount of Subsidy

<u>Year</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020**</u> <u>(Jan.-July)</u>	<u>Aug. 2020-</u> <u>July 2021</u>	<u>Aug. 2021-</u> <u>July 2022</u>
Total	\$36,669.31*	\$35,814.97*	\$59,577.60	\$16,048.38	\$40,865.95	\$83,778.56
Total w/out Cool School	\$8,123.06	\$8,680.10	\$9,662.20	\$1,416.70	\$7,691.47**	\$12,549.66

*\*December Cool School/Registrations are not included.*

*\*Payment plans for December Cool School are included.*

*\*\*Programming impacted by pandemic.*

### Programs Areas – 2021-2022

Cool School	Youth Sports	Pool Programs	Youth Enrichment	Adult Enrichment	Fitness, Other
\$71,228.90	\$1,860.20	\$1,308.46	\$9,318.55**	\$0.00	\$62.45

\*\*\$8,417.40 of this amount was for the Summer Explorers program. This could be classified as Cool School. (Cool School: \$79,646.30; Youth Enrichment: \$901.15)

# **Appendix G**

## Participant and Spector Code of Conduct

### 19. Credit/Refund Policy

- A program that does not meet its minimum registration requirements will be cancelled within two (2) working days prior to beginning. You will be notified accordingly by phone, email and text. Any fees paid will automatically be credited to the payee's account unless otherwise notified by payee.
- A credit will be given unconditionally when requested in writing within five (5) business days of program completion. You may email your request to [prf@waukesha-wi.gov](mailto:prf@waukesha-wi.gov)
- If a refund is desired, please notify the office by written request. You will receive a full refund for the full program fee as a credit on the payee's account. If a check/credit card refund is desired, please notify the office on your written request and note that a \$10 service charge will apply. This fee may be waived due to medical reasons. Please allow 2-3 weeks for the refund to be processed.
- Before and Afterschool does not prorate or refund for school cancellations.
- Partial class credits/refunds may be given on a case by case basis due to medical reasons.
- If the payee and participant are not the same and a refund for the program is desired to go to the participant, please inform us of the desire in writing.
- The credit will be available for use up to two (2) years of date of issue as permitted by law.
- For Adult Sports credit/refund policy please refer to Policies of Adult Sports 3.08.
- Pool passes and daily admissions are not refundable.
- Class supplies are not refundable.

### 20. Round Up Program

Rounding up your program fee helps us to provide financial assistance to individuals & families in need.

**21. Annual Recreation Financial Assistance Program**  
Financial assistance is available for City of Waukesha resident individuals or families that meet Federal Income Guidelines. Details on who is eligible and how to apply are available by calling or visiting the WPRF Office. Applications need to be renewed in August each year, and are available at the WPRF Office, Schuetze Recreation Center and on the website.

### 22. Insurance/Liability

WPRF does not provide medical/hospital insurance coverage for persons participating in sponsored activities and cannot assume responsibility for injury to any participants in its recreation programs.

### 23. Americans with Disabilities Act

WPRF complies with the Americans with Disabilities Act (ADA) which prohibits discrimination on the basis of disability. We will make reasonable accommodations to support inclusive recreation participation. Individuals with disabilities are strongly encouraged to contact WPRF at 262-524-3737 in advance of participation regarding special accommodation needs.

### 24. Code of Conduct/Participant Guidelines

**Equal Access:** No participant shall, on the basis of race, sex, creed, national origin or disability, be denied equal access to programs, activities, services or benefits, or be limited in the exercise of any right, privilege, advantage, or opportunity.

**Behavior:** Participants are expected to exhibit appropriate behavior at all times. The following guidelines have been developed to make recreation department programs safe and enjoyable for all participants. Additional rules may be developed for particular programs/athletic leagues as deemed necessary by staff and/or PRF Board.

Participants shall:

- Show respect to all participants and staff any form of harassment will not be tolerated
- refrain from using foul language
- refrain from causing bodily harm to other participants or staff
- show respect for equipment, supplies and facilities
- **Discipline:** A positive approach will be used. WPRF reserves the right to dismiss a participant. Each situation will be evaluated on its own merit.

### 25. Lost and Found

If you have lost or misplaced an item in one of our parks or program facilities, please contact the WPRF Office. Articles that are found and turned into the office are kept for 60 days. After that period of time, the items are donated to local charitable organizations. WPRF is not responsible for any lost or stolen items. After 30 days, keys, cellphones or other electronic devices are given to the Police Dept.

### 26. Weather Cancellations

Program cancellations due to inclement weather will be announced on our Information Line 262-522-9356, and through text messages. A decision regarding evening programs will be made at approximately 4:00 pm. In the event of school closings announced prior to 8:00 am, all WPRF evening activities scheduled at a school site will automatically be cancelled.

### 27. New to the Area?

WPRF invites you to come in and find out what we offer. We have programs and facilities for all ages. Want to learn more? Give us a call at 262-524-3737. We will be happy to make an appointment at your convenience to show you around and explain any program that is of interest to you.

### 28. New Program Ideas

WPRF invites people who wish to share their skills and talents to consider teaching youth and adult programs with us. This is an opportunity for people with specific expertise to expand their personal interests and experiences and facilitate growth for others. If you have an innovative idea for a program, or wish to expand on what we already offer, please fill out our "Course Proposal Form" found on our website and email to [mberg@waukesha-wi.gov](mailto:mberg@waukesha-wi.gov), fax or mail to: WPRF, 1900 Aviation Drive, Waukesha, WI 53188.

### 29. Photographs

Please be aware that WPRF program and special event participants may be photographed or videotaped for promotional purposes (i.e. Activity Guide, Channel 25, website, newspaper ads, etc.).

### 30. Typo, We Goofed, Human Errors....

Occasionally there may be an error in days, times, registration requirements, or fees in the Activity Guide. If so, the staff will do everything possible to correct the situation promptly. Thank you for your patience and understanding should these situations arise.

### 31. No Smoking/Alcohol Use

- A reminder to program participants: The use of all tobacco products or drinking of alcoholic beverages on premises owned by the Waukesha School District is prohibited.
- WPRF programs, buildings, Oliver Youth Complex & Saratoga Complex are smoke-free. Alcohol beverages are prohibited during WPRF programs, however, permitted at designated facilities with proper permit or by ordinance (i.e. Saratoga Complex).
- Smoking is prohibited in posted "Smoke Free" areas.

### 32. Safety Concerns

WPRF is committed to conducting programs in the safest manner possible and holds the safety of its participants in the highest regard (i.e. wearing dry shoes in SRC Gym). Participants and parents registering their children in recreation programs must recognize that there is an inherent risk of injury when choosing to participate in recreational activities. The department continually strives to reduce such risks and insists that all participants follow safety rules and instructions. If you find a real or potential safety hazard in one of our parks or facilities, please call the office. If desired, please email: [prf@waukesha-wi.gov](mailto:prf@waukesha-wi.gov) Thank you.

### 33. Cell Phone Use in Locker Room

All cell phone usage is prohibited in locker rooms with the exception of an emergency situation.