

City of Lathrop  
Department of Parks and Recreation  
February 2021 Five Year Master Plan

**create** how we  
**recreate!**





# ACKNOWLEDGEMENTS

## **Mayor and City Council**

Mayor, Sonny Dhaliwal  
Vice Mayor, Jennifer Torres-O'Callaghan  
Councilmember, Paul Akinjo  
Councilmember, Diane Lazard  
Councilmember, Minnie Diallo

## **Administration**

City Manager, Stephen J. Salvatore

## **Director of Finance and Administrative Services**

Cari James

## **Parks and Recreation Staff**

Director of Parks and Recreation, Zachary Jones  
Superintendent of Parks and Recreation, Todd Sebastian, CPRP

## **Parks and Recreation Commission**

Ajit Singh Sandhu  
Jimmy Zien  
Romi Bhinder  
Hope Datoc

## **Consultant Team**

GreenPlay, LLC  
LandDesign  
RRC Associates

*For more information about this document, contact GreenPlay, LLC  
At: 1021 E. South Boulder Road, Suite N, Louisville, Colorado 80027, Telephone: 303-439-8369  
Email: [info@greenplayllc.com](mailto:info@greenplayllc.com) [www.greenplayllc.com](http://www.greenplayllc.com)*

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# EXECUTIVE SUMMARY

## A. Planning Purpose

The Parks and Recreation Master Plan is a result of valuable information that has been gathered to provide a roadmap for the City to ensure that there is an appropriate balance of facilities, services, and amenities within the community now and into the future.

The process began with an assessment of the City of Lathrop's Parks and Recreation system and included an evaluation of parks, programs, open spaces, trails, facilities, and amenities. A review of recreational services was also conducted to see how they are meeting the needs of residents and keeping up with the growth of the City. Maintaining existing and planning for new facilities, visioning for new and existing programs, and service delivery are the focus for Lathrop as the City moves forward.

Figure 1: 2020 Parks and Recreation Branding



## Planning Process Overview

The integrated project team guided a review of institutional history, analysis of existing conditions, and engagement with members of the Lathrop community. Key tasks included:

Figure 2: Planning Process



## B. Inventory Assessment and Level of Service Summary

Parks and facilities were inventoried and assessed for function and quality in December 2019 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance the comfort and convenience of a site. Find further definitions and discussions in **Appendix A**.

GRASP® (Geo-Referenced Amenities Standards Process) is the proprietary name for an approach that has been applied in more than one hundred communities across the country to evaluate Level of Server (LOS) for Parks and Recreation systems. With GRASP®, information from the inventory of parks and facilities described in **Section III** was used in combination with Geographic Information Systems (GIS) software to produce analytic maps and data that show the quality and distribution of Park and Recreation services across Lathrop.

Observations and conclusions based on visits to each park or facility include the following:

- A wide variety and diversity of park types and sizes can be found across Lathrop
- Parks are well maintained but for many the LOS varies through assets and services provided
- Most common components include playgrounds, open turf, shelters, courts, and sports fields



## C. Key Challenges and Opportunities

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

- Maintaining, improving, and repairing existing facilities
- Improving connectivity, developing trails and walking paths
- Increasing availability for indoor space for programs, fitness, gyms, and meeting space
- Continuing to develop partnerships and engage schools along with other surrounding communities
- Preserving open space/land acquisition
- Creating a strong community
- Need for new facilities and amenities: multigenerational community center, gym space, splash pads, dog park, outdoor fitness
- Addressing accessibility: ADA, within existing and future neighborhoods
- Increasing programming for events, youth, fitness, wellness, outdoor recreation and both youth and adult sports
- There is a need to seek additional funding sources: foundation, user fees, resource allocation, cost recovery models, and capital funding opportunities



## D. Summary of Recommendations and Action Plan Table

Goals, Objectives, and Action Steps are outlined in the main document to help create a process to move forward. Over the next five to ten years, many influences will impact the success of the development of future programs, services, amenities, and facilities. Funding availability, staff support, and community support will play significant roles in future planning efforts.

The action plan identifies specific objectives for the following goals:

- Redesign of existing Lathrop Community Center at Valverde Park
- Additional Community Center in River Islands
- Identify Sports Complex with lighted facilities

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# I. INTRODUCTION OF THE PLANNING CONTEXT

## A. Introduction and Purpose

The Parks and Recreation Master Plan will guide the City of Lathrop in its planning efforts for Parks and Recreation over the next five years. Through a detailed assessment and evaluation of parks, recreation programs, open spaces, facilities, and other amenities, the City can respond to the needs of a diverse community. The City will have the opportunity to utilize the plan as a roadmap for Parks and Recreation activities ensuring an appropriate balance of facilities, amenities, and services throughout the community.

The document contains a complete listing of goals, objectives, and actionable strategies that have been developed with recommendations from outreach with our community members to guide the City in its system-wide approach for quality of life services. The Department will use the plan as a resource for future development, renovation, and redevelopment of the City's Parks and Recreation facilities as well as a guide for streamlined and improved programming.



## B. History and Framework of Lathrop

The City of Lathrop was founded on the development of the Central Pacific Railroad in 1870 and became incorporated in 1989. Lathrop is currently one of the fastest growing communities in California. Located in the San Joaquin Valley, about 50 miles south of Sacramento, Lathrop is located at the intersection of three major freeways and is currently home to about 25,000 residents with a projected population growth to reach 45,443 by 2030.

In 2014, the City made a commitment to the Lathrop community to provide a full-service Parks and Recreation Department. This Master Plan will serve as the City's inaugural Parks and Recreation Master Plan. While Lathrop currently offers Parks and Recreation programs and facilities for residents, this plan recognizes that the City hopes to add new Parks and Recreation facilities within the next five years, as well as the potential renovation of existing facilities. It is the goal of the City to plan for anticipated growth while balancing the needs of residents in the more developed sections of the City with those of the newer, planned areas. The end goal is to create a balance of parks, facilities, and programs with accessibility to everyone in the community. This should be the vision as the City continues to grow.

## C. Parks and Recreation Department Overview

As a community in a period of exponential growth and development looking to shape its future, this Parks and Recreation Master Plan will play a role in that process through improvements to the quality of life elements for all residents.

Stretching approximately 23 square miles with 108 acres of parks and open space distributed across the City, the Parks and Recreation Department is well positioned to begin planning and focusing on facilities, parks, and programs in order to strengthen the opportunities and needs of the community.

Within local parks one can find amenities such as a community center with a gymnasium, open green space, baseball, volleyball, basketball, splash pads, playgrounds, picnic areas, and other common components found in most Parks and Recreation facilities. The City also utilizes Manteca Unified School District (MUSD) facilities as part of an existing joint use agreement. The Department also has three indoor facilities within its operational system. Those facilities include the Lathrop Community Center, the Lathrop Generations Center, and the Lathrop Senior Center.

The Department employs 12 full-time employees, with numerous part-time staff serving in various capacities. The Department also collaborates with various individuals and organizations on a contractual basis for classes and instruction within the community. The City's Public Works Division oversees park and facility maintenance contracts with the private sector for mowing and landscaping within the parks.

The Department has a strong programming philosophy focused on activities and programs that are multi-generational in nature. These programs include:

- Community events
- Spring, Fall, Winter, Summer and sports camps
- Kids Club-before and after school
- Teen classes, events, trips and tournaments
- Art programs-painting, and dance
- Senior programs
- Youth and adult sports programs
- Contracted leisure classes
- Dog obedience

In addition to programming, the Department oversees and manages the following parks and facilities:

- Apolinar Sangalang Park
- Armstrong Park
- Basin Park
- Lathrop Community Center
- Crescent Park
- Crystal Cover Park
- Lathrop Generations Center
- Lathrop Skate Park
- Libby Park
- Michael Vega Park
- Milestone Manor Park
- Mossdale Commons
- William S. Moss Park
- Park West
- Reflections Park
- River Park North
- River Park South
- Somerston Park
- Lathrop Senior Center
- Mossdale Landing Community Park
- Leland and Jane Stanford Park
- Summer House Park
- The Green
- Thomsen Park
- Tidewater Park
- Valverde Park
- Woodfield Park
- West Lathrop Specific Plan
- Mossdale Landing
- Mossdale Village

#### **D. Related Planning Efforts and Integration**

As the first system-wide Parks and Recreation Master Plan for the City of Lathrop, key components of the process included research and review of other planning documents in order to understand the key factors impacting Lathrop’s future. The plan will serve as and build upon other supporting documents as they are revised and updated. The plans that have been reviewed include:

- City of Lathrop General Plan
- Central Lathrop Land Use Map
- Central Lathrop Specific Plan
- River Islands Master Plan



## E. Methodology of this Planning Process

The process of developing the Parks and Recreation Master Plan included the formation of an integrated project team. The team was composed of select staff from the City, the GreenPlay consultant team, LandDesign, RRC Associates, and key City leadership and stakeholders who provided detailed input throughout the project. The process was inclusive to members of the community, and the public was given opportunities to participate through focus groups, stakeholder meetings, a public meeting, a mailed-invitation survey, and an open-link survey. The overarching goal was to create a valid approach with input from many sectors of the entire City, which would create a plan that blended consultant expertise with the local knowledge of the community and its residents. **Table 1** below outlines the overall process and dates.

**Table 1: Overall Process and Dates**

<b>Strategic Kick-Off &amp; Determination of Critical Success Factors</b> <ul style="list-style-type: none"> <li>• Project Coordination</li> <li>• Document Collection/Integration of Existing Plans</li> <li>• Determination of Critical Success Factors/Performance Measures</li> </ul>	<b>October 2019</b>
<b>Community Profile &amp; Engagement Integration with Survey</b> <ul style="list-style-type: none"> <li>• Initial Information Gathering</li> <li>• Focus Groups/Staff/Stakeholder Interviews</li> <li>• Community Wide Public Meetings</li> <li>• Needs Assessment/Statistically Valid Survey</li> </ul>	<b>December 2019</b>
<b>Resource Inventory, Site Assessment &amp; Mapping</b> <ul style="list-style-type: none"> <li>• Inventory and Level of Service Analysis</li> <li>• Assessment of Existing Standards</li> <li>• Demographics, Trends, and Community Profile</li> <li>• Organizational/Program Analysis</li> </ul>	<b>December 2019-March 2020</b>
<b>Identification &amp; Analysis</b> <ul style="list-style-type: none"> <li>• New Parks &amp; Recreation Facilities</li> </ul>	<b>February-April 2020</b>
<b>Financial Analysis</b>	<b>March -April 2020</b>
<b>Findings &amp; Visioning</b> <ul style="list-style-type: none"> <li>• Key Issues Analysis Matrix</li> <li>• Visioning Strategies Workshop</li> <li>• Action Plan/Recommendations</li> </ul>	<b>April 2020</b>
<b>Draft Plan, Action Plan, &amp; Presentation</b>	<b>April 2020</b>
<b>Final Plan, Presentation, and Deliverables</b>	<b>October 2020</b>

The process included the following tasks that were carefully analyzed and evaluated to assist with the recommendations and action plan. The details of each task are outlined in the following sections and include findings from the individual tasks.

**Task 1:** Demographic Assessment

**Task 2:** Trend Analysis

**Task 3:** Civic Engagement

**Task 4:** Completion of a Statistically-Valid Citywide Survey

**Task 5:** Community Needs Assessment

**Task 6:** Fees, Charges, and Cost Recovery Analysis

**Task 7:** Inventory of Parks and Recreation Facilities

**Task 8:** Identification of New Park and Recreation Facilities

**Task 9:** Analysis of Programs, Services and Maintenance Standards

**Task 10:** Climate, Biological, Natural Resources and Cultural Legacy

**Task 11:** Capital Improvement Funding

**Task 12:** Action Plan

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## II. IDENTIFIED TASKS

### Identified Tasks

#### Task 1: Demographic Assessment

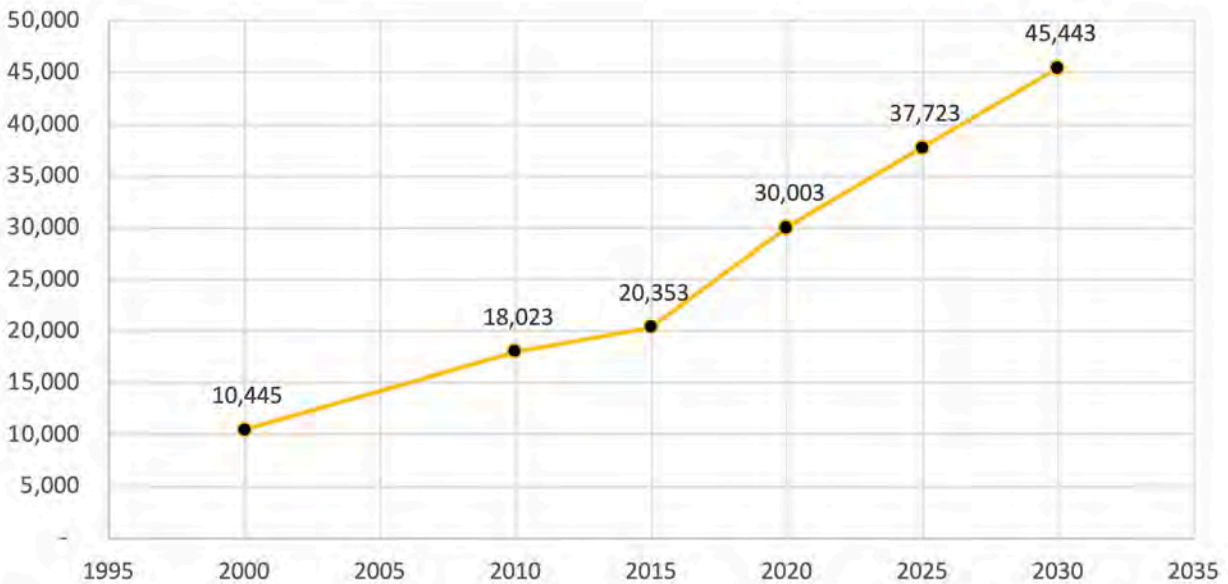
Analyzing demographic data can inform decision making and resource allocation strategies for the provision of parks, recreation, and open space management and is sourced from local and national reports. The Municipal Services Review and Sphere of Influence Amendment, prepared by the City of Lathrop for the San Joaquin County Local Agency Formation Commission (LAFCo) in February 2016, was referenced for population estimates and projections. This report took into consideration the construction of the River Islands Project, which resulted in an extremely high population growth that national sources could not have tracked. Esri Business Analyst, a national source based on the US Census, estimates a number of various other household data points representing July 1 of the current (2019) and forecast years (2024). Data for this report was compiled in April 2020.

#### POPULATION

According to the City of Lathrop Municipal Services Review and Sphere of Influence Plan, the 2000 population was estimated at 10,445. In 2010, the population had reached 18,023 with an estimated annual growth rate of 4.2 percent. By 2020, the population was projected to reach 30,003 with an annual growth rate of 9.48 percent. The rapid growth rate in the City of Lathrop is reflective of the large amount of residential and commercial development taking place within the City. Population estimates are dependent on building permit activity and approved subdivision projects. While growth rates are expected to stabilize beyond 2020, the City of Lathrop is continuing to plan for rapid growth with the General Plan projecting a city build-out population of 85,292.

POPULATION:  
**24,939**  
*Source: City of Lathrop Municipal  
Services Review and Sphere of  
Influence Plan – February 2016*

**Figure 3: Projected Population Trends in Lathrop from 2000 to 2030**



Source: City of Lathrop Municipal Services Review and Sphere of Influence Plan – February 2016

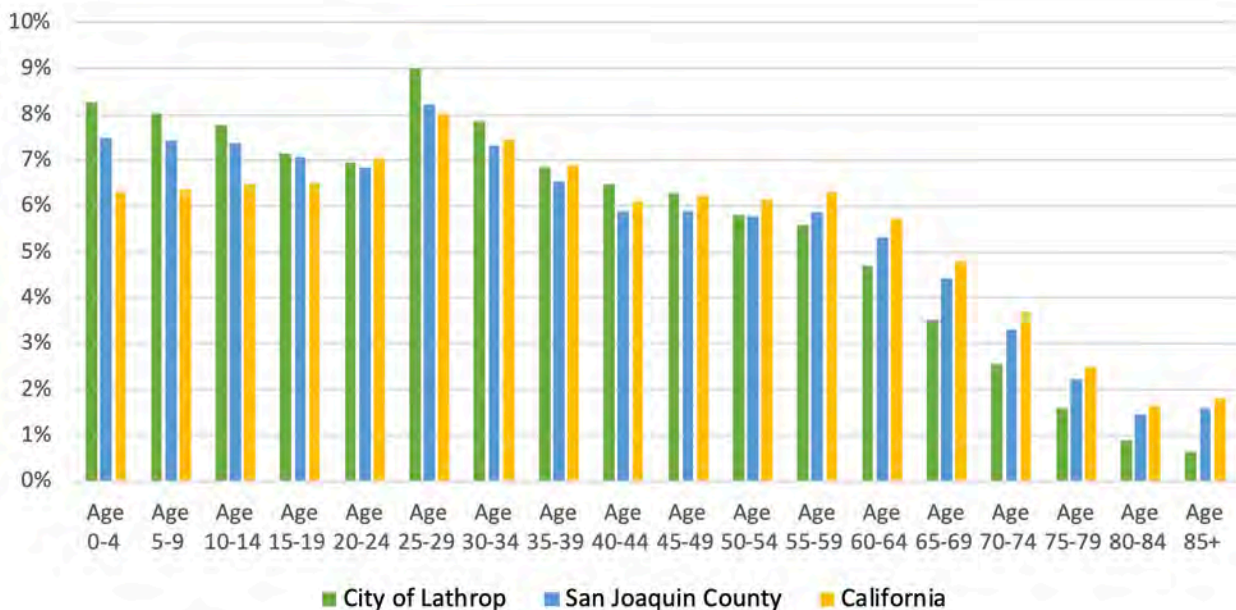
**AGE**

The median age in the City of Lathrop in 2019 was 31.8 years old, younger than median age in the State of California (36.3) and the United States (38.5). It is expected that the median age will only increase slightly in 2024 to 31.9 years old.

**MEDIAN AGE:**  
**31.8**  
 Source: 2019 Esri Business Analyst

The City of Lathrop has the highest percentage of residents 25-29 years old (9%), and a large proportion of children 0-4 years old (8.2%) and 5-9 years old (8%). Compared to national data points, Lathrop had a younger demographic with an age distribution indicative of a population of young families. This is an important factor in determining the provision of Parks and Recreation programs and services.

**Figure 4: 2019 Age Distribution in the City of Lathrop**



Source: 2019 Esri Business Analyst

## RACE/ETHNIC CHARACTER

The U.S. Census notes that Hispanic origin can be viewed as the Heritage, Nationality, Lineage, or Country of birth of the person or the person’s parents or ancestors before arrival in the United States. Approximately 44 percent of Lathrop residents identified as Hispanic in 2019.

The City of Lathrop was more diverse than the average United States population in 2019, with 77 percent identifying as a race other than White/Caucasian. Those that identified as Asian made up 22 percent of the total population, higher than the State of California (15%). Roughly 7 percent of the population identified as Black or African American, and 21 percent identified as another race not specified on the U.S. Census.

**HISPANIC ORIGIN:**  
**44.4%**  
*Source: 2019 Esri Business Analyst*

**Figure 5: 2019 Racial/Ethnic Diversity of the City of Lathrop**



*Source: 2019 Esri Business Analyst*

## EDUCATIONAL ATTAINMENT

**Table 2** shows the percentage of residents (18+) that obtained various levels of education. The City of Lathrop ranked slightly lower than the State of California and the United States in terms of educational attainment. For instance, approximately 21 percent of the population did not receive a high school or equivalent diploma in the City in 2019, compared to the State of California (16.2%) and the United States (11.6%). This is an opportunity for the City to provide additional life-long learning programs for youth and young adults.

**Table 2: 2019 City of Lathrop Educational Attainment**

Level of Education	City of Lathrop	San Joaquin County	California
Less than 9th Grade	10.28%	10.76%	8.95%
9-12th Grade/No Diploma	10.61%	9.37%	7.26%
High School Diploma	26.14%	24.06%	18.58%
GED/Alternative Credential	2.68%	3.8%	2.25%
Some College/No Degree	24.04%	23.31%	21.00%
Associate's Degree	9.62%	9.37%	7.77%
Bachelor's Degree	11.91%	13.12%	21.35%
Graduate/Professional Degree	4.72%	6.21%	12.84%

Source: 2019 Esri Business Analyst

**HOUSEHOLD DATA**

The median household income in Lathrop in 2019 was \$73,358, similar to the State of California (\$74,520). The median home value in the City of Lathrop was \$357,114, lower than California (\$556,621) and greater than the United States (\$234,154). The average household size was 3.82 persons in Lathrop in 2019, compared to 2.92 in California, and 2.59 in the United States. An estimated 10.7 percent of households in the City of Lathrop received food stamps, compared to the rate in California at approximately 9.4 percent.

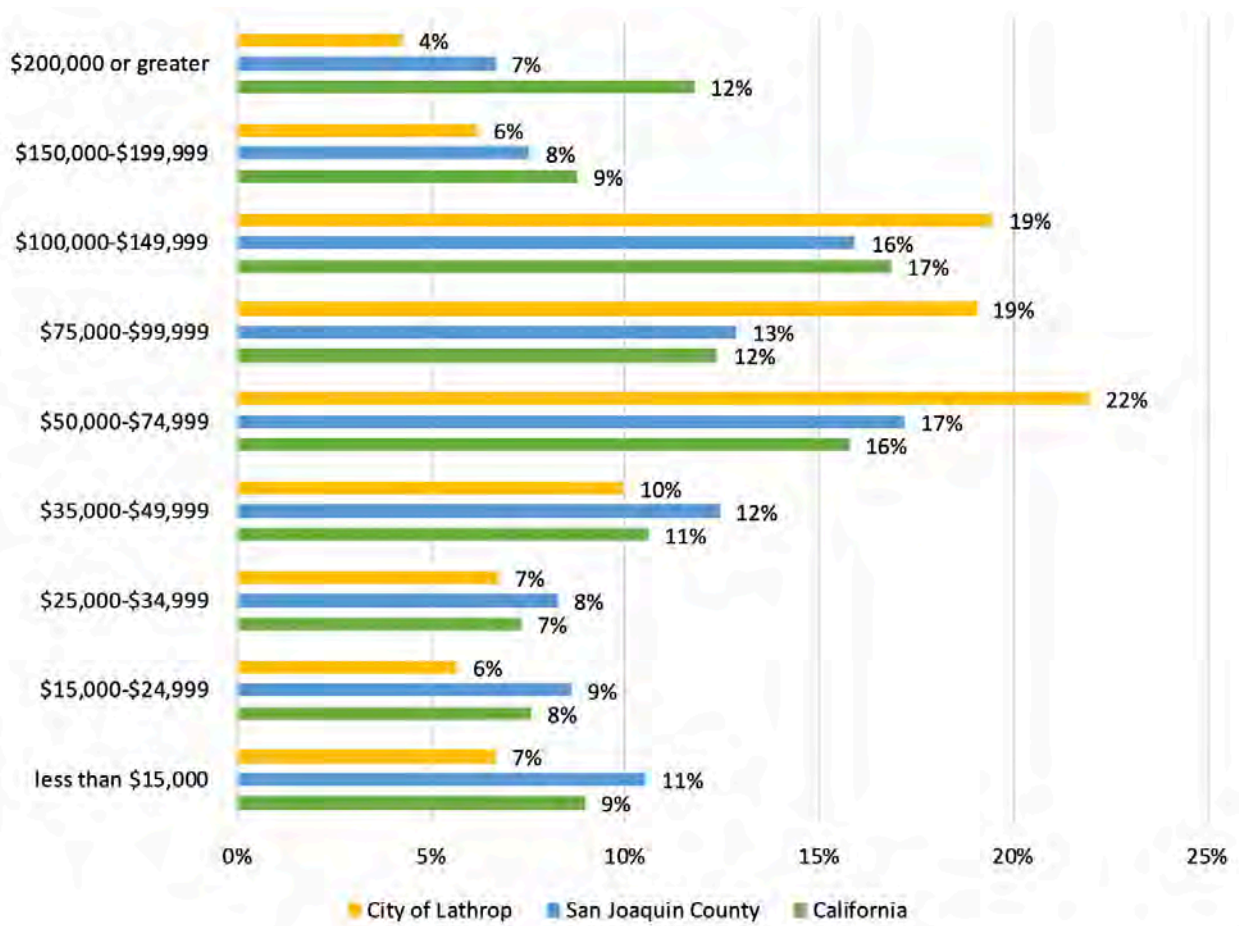
**MEDIAN HOUSEHOLD  
INCOME:**

**\$73,358**

*Source: 2019 Esri  
Business Analyst*



**Figure 6: Median Household Income Distribution in the City of Lathrop**



**EMPLOYMENT**

Approximately 48 percent of the population was employed in white collar positions, which typically performs managerial, technical, administrative, and/or professional capacities. Approximately 35 percent were employed by blue collar positions, such as construction, maintenance, etc. About 16 percent of residents were employed by the service industry. In 2019, an estimated 5.9 percent of the population was unemployed, compared to the rate of California (5.5%) and the United States (4.6%).

**UNEMPLOYMENT RATE:**  
**5.9%**  
*Source: 2019 Esri Business Analyst*

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## Task 2: Trends Analysis

An evaluation of identified trends related to Lathrop and surrounding communities, along with national and local lifestyle trends, served as a background document to help guide the efforts in the delivery of Parks and Recreation services as well as facility recommendations.

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

Local participation data as well as community input generated from the engagement process, determined the relevant trends directly related to Lathrop. This information is intended to provide a foundational context for potential recommendations discussed later in this report.

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

National standards are important in determining a best in practice approach for areas of consideration and recommendations.<sup>2</sup>

### National Parks and Recreation 2020 Trends

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

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

Source: National Recreation and Parks Association

<sup>1</sup> “Methodology Statement: 2019 Esri Market Potential” Esri. [https://downloads.esri.com/esri\\_content\\_doc/dbl/us/J9672\\_Market\\_Potential\\_DB\\_Methodology\\_Statement\\_2019.pdf](https://downloads.esri.com/esri_content_doc/dbl/us/J9672_Market_Potential_DB_Methodology_Statement_2019.pdf), Accessed March 2020

<sup>2</sup> Richard Dolesh, “Top Trends in Parks and Recreation 2020” National Recreation and Parks Association: <https://www.nrpa.org/parks-recreation-magazine/2020/january/top-trends-in-parks-and-recreation-2020/> Accessed 2020.

The City of Lathrop can capitalize and be considered as “best in class” if they pursue the following standards recognized by NRPA:

1. Recreation centers become known as “Wellness hubs”.
  - a. Lathrop Community Center should be redesigned to meet current standards for programs and services
2. Develop a recreation center at River Islands
3. Centralized locations for large community gathering should be considered as the populations continue to grow.
4. E-Sports and virtual programming need to be developed to meet current and future demand
5. Landscape management should develop maintenance standards and schedules to meet current and future level of service standard and community expectation.

#### National Health and Fitness 2020 Trends

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

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

Source: National Recreation and Parks Association<sup>3</sup>

#### LOCAL PARTICIPATION

The figure below shows household participation in various fitness activities in Lathrop. Participation was highest for the following activities:

- Walking for exercise (22%)
- Swimming (15%)
- Yoga (9%)

#### Community Events

- Events that encourage social media sharing will increase brand recognition and grow potential audiences for future events. Using exclusive hashtags, installing visually appealing artwork, and utilizing photo booths are just a few ideas
- Local events can appeal to residents if there is a unique one-of-a-kind experience. By focusing on a specific, personalized niche rather than appealing to a broad audience, residents may feel as if the event was created just for them
- In a survey of over 5,000 festival goers, 80 percent of millennials attended three or more events in the past year. Food-based entertainment, such as cooking demos or contests, is a reliable way to bring more people to community events

<sup>3</sup> Walter Thompson, “Worldwide Survey of Fitness Trends for 2020” American College of Sports Medicine, [https://journals.lww.com/acsm-healthfitness/Fulltext/2019/11000/WORLDWIDE\\_SURVEY\\_OF\\_FITNESS\\_TRENDS\\_FOR\\_2020.6.aspx](https://journals.lww.com/acsm-healthfitness/Fulltext/2019/11000/WORLDWIDE_SURVEY_OF_FITNESS_TRENDS_FOR_2020.6.aspx) Accessed 2020



## RELEVANT RESEARCH TRENDS

Parks and Recreation agencies have the unique responsibility of providing unique experienced-based recreation opportunities. Understanding current and future trends in recreation can help facilitate memorable experiences for residents and visitors alike. Additionally, national and regional trends assist agencies in justifying and enhancing programming they are currently offering to their citizens.<sup>4</sup>

### Dog Parks

Dog parks continue to see high popularity and have remained among the top planned additions to Parks and Recreation facilities overtime. Dog parks help build a sense of community and can draw potential new community members together as well as invite tourists who may be traveling with pets. Dog parks can be as simple as a gated area, or more elaborate with “designed-for-dogs” amenities like water fountains, agility equipment, and pet wash stations. Even “spray grounds” are being designed just for dogs. Dog parks are also places for people to meet new friends and enjoy the outdoors.

Amenities in a dog park might include the following:

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

Source: *Recreation Management Magazine*<sup>5</sup>

### Outdoor Recreation

- Rock Climbing: On a national level, 4.6 million people participated in either sport climbing, bouldering, or indoor climbing in 2015. According to the Physical Activity Council, climbing is most popular for those between the ages of 18 to 24
- Water Sports: Stand Up Paddling has seen a 20 percent increase in participation in the last five years; Whitewater Kayaking and Recreational Kayaking have also seen increases in participation (6 and 5.2%, respectively)
- Cycling: Mountain Biking has increased in participation 4 percent since 2013, compared to BMX Biking (12%), and Road Cycling (-0.4%). Electric Assist Bikes, or e-bikes, are becoming commonplace on both paved and non-paved surfaces. For commuters, this option allows for a quick, convenient, and environment-friendly method of transportation
- Off-road triathlons have seen approximately 17 percent average annual growth for the last five years. These races, such as XTERRAs, consist of a competitive combination of swimming, mountain biking, and trail running

Source: *Sports and Fitness Industry Association*<sup>6</sup>

<sup>4</sup> “The Future of Festivals: 8 Trends You Need to Know” EventBrite. Accessed 2020.

<sup>5</sup> Dave Ramont, “Parks Gone to the Dogs” Recreation Management Magazine, [https://recmanagement.com/feature\\_print.php?fid=201703FE02](https://recmanagement.com/feature_print.php?fid=201703FE02)

<sup>6</sup> “2018 SFIA Topline Report” Sports and Fitness Industry Association, accessed 2020.

### Splash Pads

- Splash Pads are aquatic recreation areas with little to no standing water. Typically, no lifeguard is needed to supervise the area
- A Splash Pad may have ground nozzle sprays or above grade sprays on top of a concrete deck; Many Splash Pads feature interactive components to encourage play
- Splash Pads typically offer access for all ages and abilities with no specialized equipment needed for those with disabilities
- When designed next to a shelter/pavilion, revenue from rentals can help fund operations, maintenance, and future expansion
- Splash Pads are also considered important for climate change; there is an increased need for accessible cooling hubs as cities experience hotter, drier summers
- Compared to a traditional aquatic facility, splash pads typically incur lower maintenance costs, require less water, and lower staffing costs. In addition, there is less drowning risk in a Splash Pad compared to a pool

Source: *Great Southern Recreation*<sup>7</sup>

### Trail Connectivity

- A connected system of trails increases the level of physical activity in a community, according to the Trails for Health initiative of the Centers for Disease Control and Prevention (CDC)
- Trails in urban neighborhoods create 'linear parks' which make daily exercise and non-motorized transportation more accessible for residents and visitors. Urban trails should connect people to heavily frequented areas, such as schools, transit centers, businesses, and neighborhoods
- It has been recognized that active use of trails for positive health outcomes is an excellent way to encourage people to adopt healthy lifestyle changes

Source: *Centers for Disease Control (CDC)*;<sup>8</sup> *American Trails*;<sup>9</sup> *National Trails Training Partnership*<sup>10</sup>



7 Dustin Graham, "Designing a Splash Pad" Great Southern Recreation, [https://ced.uga.edu/news\\_and\\_events/continuing-education/images/2019%20Short%20Course%20Designing\\_A\\_Splash\\_Pad.pdf](https://ced.uga.edu/news_and_events/continuing-education/images/2019%20Short%20Course%20Designing_A_Splash_Pad.pdf) Accessed 2020

8 "Parks, Trails, and Health Resources" Centers for Disease Control and Prevention (CDC), [https://www.cdc.gov/healthypaces/healthtopics/parks\\_resources.htm#tools](https://www.cdc.gov/healthypaces/healthtopics/parks_resources.htm#tools), accessed 2020

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

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

### Task 3: Civic Engagement

Community engagement and stakeholder input are valuable tools that were identified as a key component for the planning process. The engagement allows the residents, users, and all persons that have a stake in the community to offer input in the creation of the plan and future development of the Parks and Recreation Department. The community and stakeholder input process allowed numerous opportunities for input during the planning process. For this plan, residents and stakeholders were invited to take part in public meetings and an additional joint meeting of various commissions and committees followed by a meeting with each council member and the City Manager during the information gathering. The input provided by the community members assisted in developing the survey and needs assessment. In addition, citizens were provided the opportunity to review the findings and the draft documents as the plans came together.

The focus group meetings allowed the residents to provide input regarding the strengths of the Department, opportunities that they believe exist for improving the direction of the Department, and facilities and programs offered to the community. The following is a summary of the key findings from these meetings that provided additional information in the creation of the community survey.

#### Key Strengths

The residents of Lathrop identified the current strengths of the Department, celebrating what the City is doing well and the overall values of the Department. The following captures the public's view of Lathrop's identified strengths.

#### THE DEPARTMENT

- Valued staff
- Great customer service
- Strives for excellence
- Teamwork
- Committed to Quality/standards
- Building and strength of community
- Health and wellness of the community is valued and important to staff

#### PROGRAMS

- Great schedule of special events
- Programs motivate the participants
- Inclusive programs
- Family oriented
- Affordable
- Great parks
- Commitment to service and vision
- Diversity of programs honors cultural and ethnic diversity of the community
- Senior programming
- Kids Club program
- Generations Center
- Outdoor fitness equipment

## Key Opportunities

Another aspect of the community and stakeholder input process was to identify potential opportunities that exist for the City to improve the operation and administration of the Department. In order to move forward and provide a plan over the next five years, it is important to take advantage of these opportunities to continue offering quality services to the residents of Lathrop. Opportunities can consist in various forms, including creating new programs, improving current amenities, and entering strategic partnerships that can guide the Department as the community grows.

Additional recreation programming opportunities were identified to address the following areas:

- More athletic programs
- Senior classes
- Cultural and arts programs
- Community events
- Youth afterschool/summer camps
- Fitness and wellness programs
- Children's programs and classes
- Teen activities and trips
- Computer coding and robotics programs
- E-games and E-sports leagues
- Swim lessons/aquatic programs
- Outdoor/environment/nature programs
- Youth programs (non-sport related)
- Woodshop/woodworking
- Young child (3-5 years) programs
- Adaptive (therapeutic) recreation
- Art classes (painting, dance, music)

In addition to the recreation programming opportunities, the community also identified specific opportunities to improve the current recreation facilities. The following are a summary of the comments regarding opportunities to improve the existing recreation facilities:

- New state of the art recreation centers
- Trails/paths/nature trails
- Larger facilities for camps
- Increased access to natural water access opportunities for recreation
- Better equipment in the gym for fitness (mats, steps, sound)
- Outdoor fitness (group challenge course)
- Improved facility maintenance
- Pickleball courts
- Senior multiuse center
- Alternative sports (BMX, skateboard etc.) courses
- Additional gymnasiums – add on current recreation centers
- More programming space (indoor)
- Increase the opportunity for water play such as splash pads, etc.

The City has many amenities of which the residents and visitors of Lathrop can take advantage. There are several areas that were identified to improve the level of standard of the City's assets and increase usage of the park system. The following summary identifies areas that can be addressed in the current system, along with potential additions to the system:

- Pedestrian/bike trails/connectivity to parks
- State of the art indoor, multi-purpose facility
- Splash pads at community parks
- Include wayfinding signage
- Playgrounds/playground equipment
- Performing Arts Center
- Improved amenities in parks as indicated by replacement schedule (restrooms, lighting, pavilions etc.)
- Outdoor event space for festivals and special events
- Botanical and community gardens
- More open space and natural areas
- Enhance dog parks
- Lighted Fields
- River Islands Trail System
- Central Lathrop
- Mossdale Levee Parks/Trails

In addition to the strengths, weaknesses, and opportunities gathered from the community during input sessions, the public and stakeholders also identified priorities for the plan. The identified priorities will provide valuable input to implement a plan that will benefit all residents of Lathrop. The priorities include the following areas:

- Create a central location for a special events center
- Redesign and expansion of the existing Lathrop Community Center at Valverde Park and construct new multi-use recreation center with indoor athletic spaces
- Renovate and improve existing facilities and parks as noted in the Level of Service and GRASP® analysis
- Develop a detailed landscape maintenance plan and schedule
- Continue to expand use of technology to communicate information to the public.
- Strengthen partnerships and Joint Use Agreements with the Manteca Unified School District and Banta School District for shared use of facilities and join program opportunities
- Accessibility to park and facilities through improved connectivity: trails, greenways, multi-use paths; consider a trails/bike/pedestrian plan



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#### Task 4: Completion of a Statistically Valid City-Wide Survey

Information captured from the public feedback sessions, as well as the staff SWOT analysis, were used to design the community needs assessment survey that was used to create the Master Plan. The survey method consisted of the following:

- A random sample invited mailed survey
- An online option of the invitation survey
- An open-link, online survey available to all residents

Capturing quantitative information through a need's assessment process was an important tool implemented to assist the drafting of this Master Plan. Information was compiled to develop a randomly mailed survey in order to achieve statistically-valid responses. It was carefully constructed to be easily understood using proven questions and terminology that was appropriate for the Lathrop community. Results were tallied, summarized, charted, and graphed. The uniqueness of the survey process also serves as an effective method to collect non-user opinions as well as current users.

Included is a summary of the random invitation and open link survey results, which have been used in conjunction with information from the planning process to help develop recommendations and action steps.

- 321 surveys were returned
  - 167 surveys were returned from mailed invitations
  - 154 surveys were completed via the open link online survey

The invitation survey was mailed and considered the “statistically-valid” survey for this plan. The analysis herein primarily focuses on responses from the invitation sample. However, open-link responses were additionally analyzed and discussed. Furthermore, results were segmented and analyzed by presence of children in the household and respondent age. Those results are presented in cases where meaningful differences were observed.



## Key Findings

Overall, respondents are satisfied with the quality of Lathrop parks, facilities, recreation programs, and services with average ratings between 4.0 and 4.2 on a scale of 1 to 5 across all four categories. In nationwide survey results from other city and towns, which RRC and GreenPlay have directly worked with, the average score in this category ranges between 4.0 and 4.5.

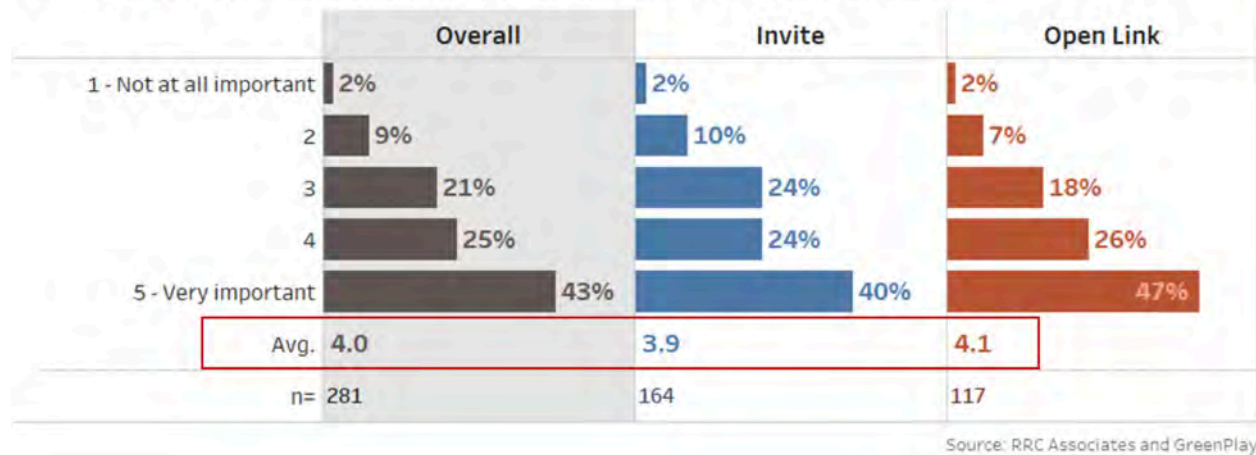
**Figure 7: Survey Key Findings, Invite and Open-link Samples Combined**



Respondents indicate that special events and/or festivals put on by the City of Lathrop Parks and Recreation Department would be important for their household, with 68 percent responding “4” or “5 – Very important” on a five-point scale. The average rating was 4.0 overall.

**Figure 8: Importance of Special Events and/or Festivals**

Q 4: How important do you believe special events and/or festivals put on by the City of Lathrop Parks and Recreation Department would be for your household?



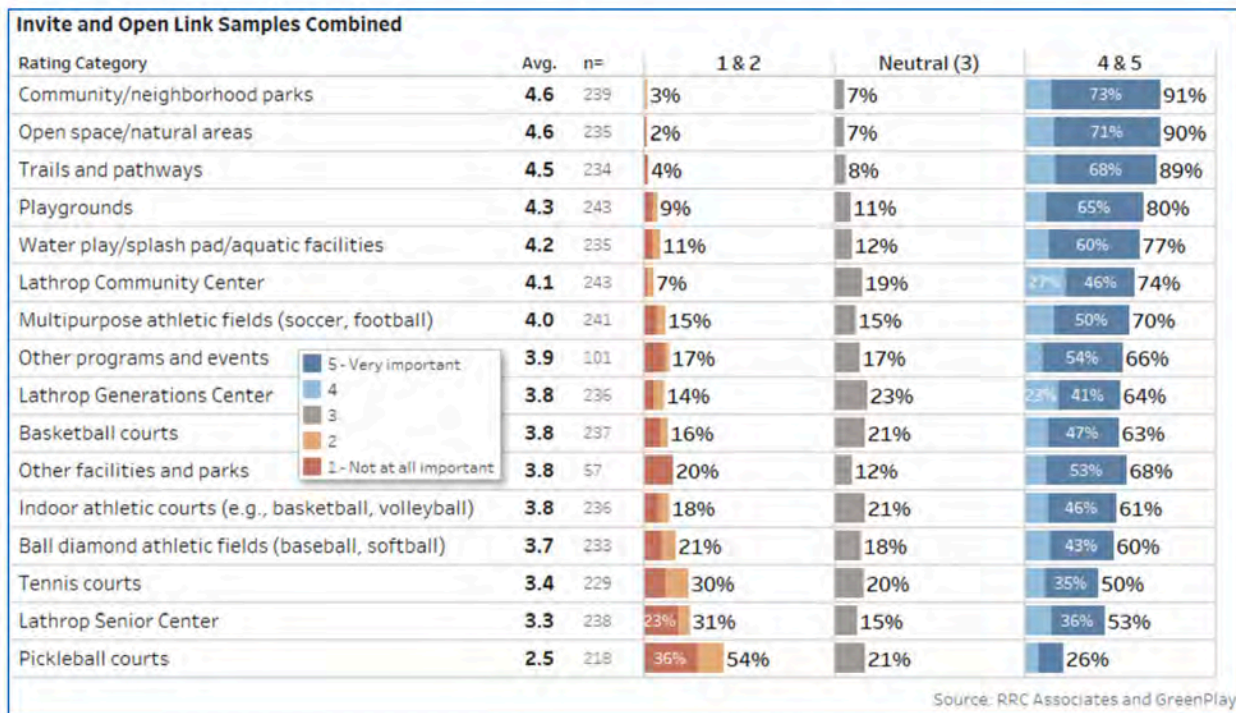


### CURRENT FACILITIES, PARKS AND PROGRAMS

The importance of facilities and parks to the Lathrop community played a key role in future recommendations for the City. On a scale of 1 (Not at all important) to 5 (Very important) participants had the opportunity to rate the importance of recreation facilities and services to their household, respondents highlighted Community/neighborhood parks as a 4.6 with 91 percent ranking them a 4 and 5. Open space/natural areas came in slightly behind at 4.6 with 90 percent ranking that category a 4 and 5. Trails and pathways followed at a 4.5, playgrounds a 4.3, water play/splash pad/aquatic facilities a 4.2 and the Lathrop Community Center a 4.1.

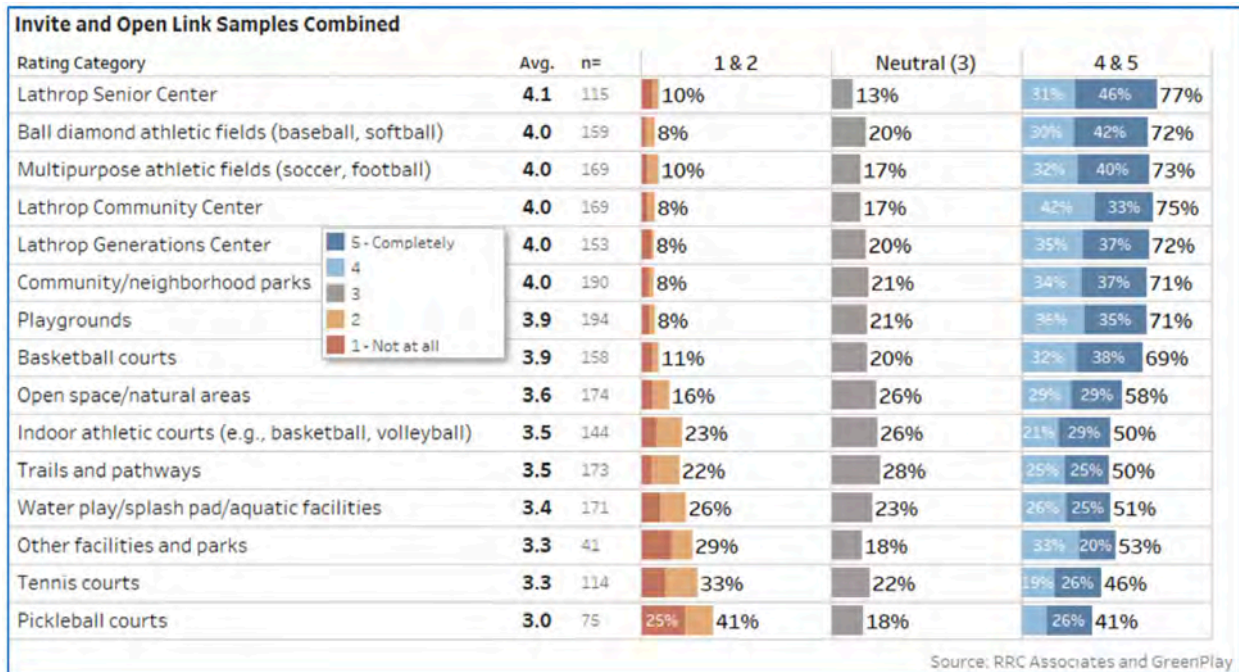
**Figure 9: Importance of Current Facilities, Parks, and Programs**

**Question: How important are the following recreation facilities and services to your household, and how well are the programs and facilities meeting the needs of Lathrop residents?**



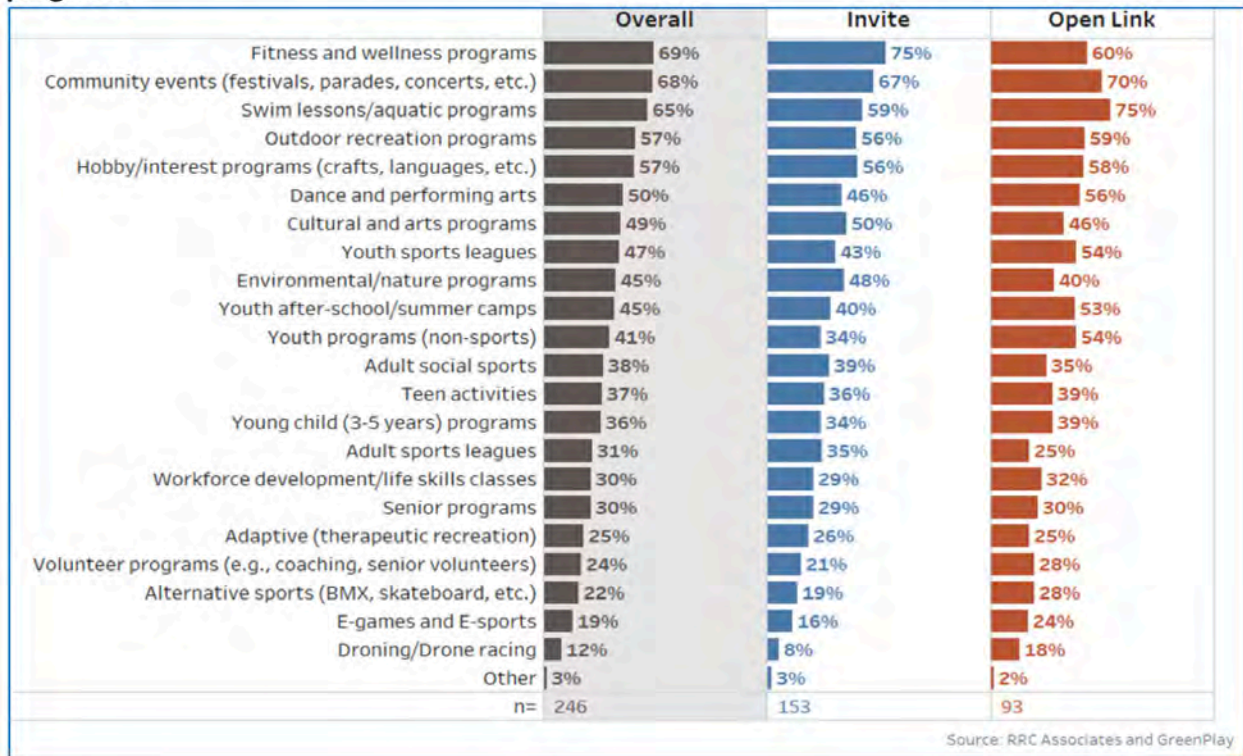
Overall, respondent ratings as to whether or not program and facilities are meeting the needs of Lathrop residents, respondents said that pickleball, tennis courts, other facilities, water play/splash pad/aquatic facilities, trails and pathways are on the lowest point of the ratings as not being met at all.

**Figure 10: Ranking of Current Program and Facility Needs**



**Figure 11: Current Program and Facility Needs**

**Question: Please indicate whether you and your household have a need for any of the following programs.**



Fitness and wellness programs, community events, and swim lessons/aquatic programs were the top three household program needs identified by respondents.

Values and vision of the Lathrop Parks and Recreation Department are important to the community. At the top of the most important purposes of parks, recreation and open space, respondents ranked encouraging active lifestyles and promoting, health, wellness and fitness as being the most important value to focus on at a 4.6 on the same rating scale of 1-5 with 5 being very important. Slightly behind at 4.4, as the second choice respondents chose the importance of providing safe places/activities for youth/teens during non-school hours. Running hand in hand, the third value and vision focused on ensuring Parks and Recreation opportunities are accessible to all residents (including safe walkable routes, trail connections, and transportation options).

Figure 12: Parks, Recreation, and Open Space Vision and Values Rankings

**Question: Parks, recreation, and open space opportunities are offered in Lathrop for a variety of purposes and to serve the needs of a diverse population. Please mark the box for how important each of the following purposes of parks, recreation, open space in Lathrop is to you and your household.**

Invite and Open Link Samples Combined						
Rating Category	Avg.	n=	1 & 2	Neutral (3)	4 & 5	
Encourage active lifestyles and promote health, wellness, and fitness	4.6	232	3%	9%	72%	88%
Provide safe places/activities for youth/teens during non-school hours	4.4	232	5%	11%	68%	84%
Ensure parks & recreation opportunities are accessible to all residents (including safe walkable routes, trail connections, and transportation options)	4.4	232	4%	13%	59%	84%
Ensure environmental sustainability in park design and maintenance practices	4.3	227	2%	17%	55%	81%
Strengthen community image and sense of place	4.3	231	7%	12%	59%	81%
Focus on providing family-oriented activities	4.3	228	6%	15%	59%	79%
Protect environmental resources and preserve land in its natural state	4.2	232	6%	16%	54%	78%
Create economic benefit through attraction of businesses and enhanced property values	4.2	232	9%	15%	53%	75%
Offer activities for residents to meet, socialize, and interact	3.9	230	11%	21%	38%	68%
Offer cultural events, festivals, and activities to reflect diversity & inclusivity	3.9	230	14%	18%	43%	68%
Other	3.7	65	21%	17%	45%	62%

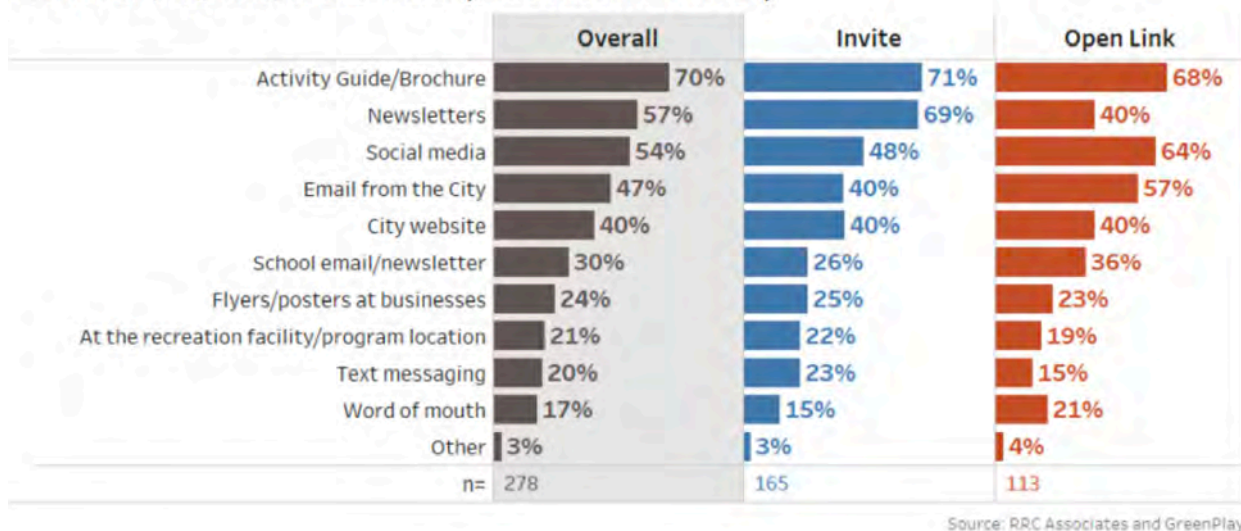
Source: RRC Associates and GreenPlay

**COMMUNICATION**

The last section of the survey ranked response of how survey participants would prefer to receive department information about programs, events, facilities, parks, and open space amenities in Lathrop is below. In most cases, those who participated prefer a printed guide or brochure; however, newsletters and social media platforms ranked slightly behind at 57 percent and 54 percent.

Figure 13: Best Way to Receive Communication in the City of Lathrop

Q 7: What are the best ways for you to receive information on Lathrop’s parks, facilities, recreation programs, and services? (CHECK ALL THAT APPLY)



## Task 5: Community Needs Assessment

### REGIONAL COMPARISON

Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of the Department’s management practices and fee structure. This process creates a deeper understanding of alternative providers, their place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of Parks and Recreation.

This analysis was completed between the Lathrop Parks and Recreation Department and similar agencies in San Joaquin County. GreenPlay worked with Parks and Recreation staff to determine the most pertinent items for the comparative analysis and received responses from the cities of Brentwood, Manteca, Modesto, Patterson, and Tracy.

A comparison of the City of Lathrop’s resources with similar municipal Parks and Recreation departments in San Joaquin County was completed regarding parks, open space, buildings, and other recreation facilities, services, usage, and staffing levels. This comparative analysis is an important tool that allows for comparison of certain attributes of the Department’s management practices and fee structure. This process creates a deeper understanding of alternative providers, the Department’s place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of Parks and Recreation.

It is very difficult to find exact comparable communities because each has its own unique identity, ways of conducting business, and differences in the populations that it serves. The political, social, economic, and physical characteristics of each community make the policies and practices of each Parks and Recreation agency unique. Additionally, organizations do not typically define the expenditures of parks, trails, facilities, and maintenance the same way. Agencies also vary in terms of how they organize their budget information. It may be difficult to assess whether or not the past year’s expenses are typical for the community.



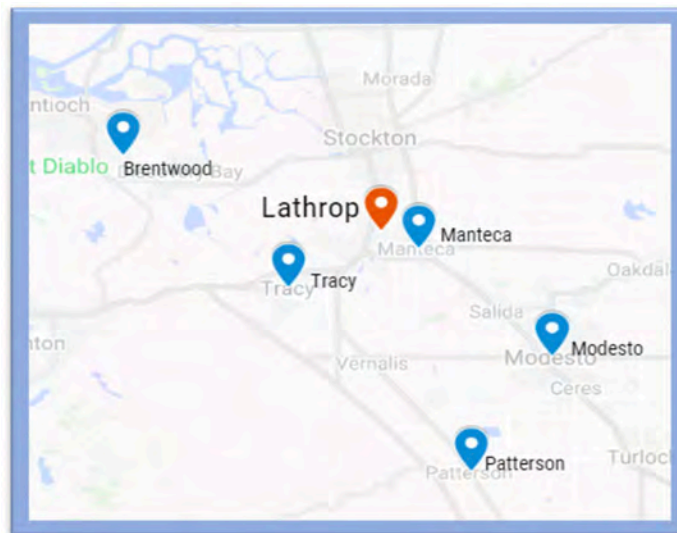
Therefore, it is important to take all data in the study with context, realizing that while benchmarking can be a great comparative tool, it doesn't lend itself into being a decision-making tool. For the purposes of this study, a regional approach was taken to compile a comparative analysis of neighboring agencies with similar populations.

The agencies below responded to the Consultant's request with data that is represented throughout this report. The figure below shows the locations of these agencies in relation to the City of Lathrop:

- The agencies ranged in population from approximately 22,258 (Patterson) to 213,308 (Manteca). Lathrop, at approximately 24,049 people in 2019, was on the lower range of population.
- Likewise, Lathrop also was on the lower end of employees, with only 12.25 full-time Employees, compared to Modesto with the highest number of employees (56.75).

**Figure 14: Location of Agencies Compared to Lathrop**

1. Brentwood
2. Manteca
3. Modesto
4. Patterson
5. Tracy



**Table 3: 2019 Jurisdiction Population Compared to Full-Time Employees**

	Lathrop	Brentwood	Manteca	Modesto	Patterson	Tracy
<b>Total Resident Population*</b>	24,049	64,277	79,223	213,308	22,258	90,319
<b>Full-Time Employees</b>	12.25	26	37	56.75	10	14
<b>Non-Full-Time Employees</b>	22	135	80**	290	71	29

\*Source: ESRI Business Analyst, U.S. Census

\*\*Number of Non-Full-Time Employees fluctuates based on season

Table 4: Number of Parks and Park Acreage

	Lathrop	Brentwood	Manteca	Modesto	Patterson	Tracy
Total Number of Parks	25	98	68	76	37	78
Total Acres of Park Land	240.41	308	500	1615	150	650
Avg # of Acres Per Park	6.87	2.6	5	21	3.5	4.4

Figure 15: Lathrop Allocation of Total Full-Time Equivalents (FTEs) Involved in the Operational Areas

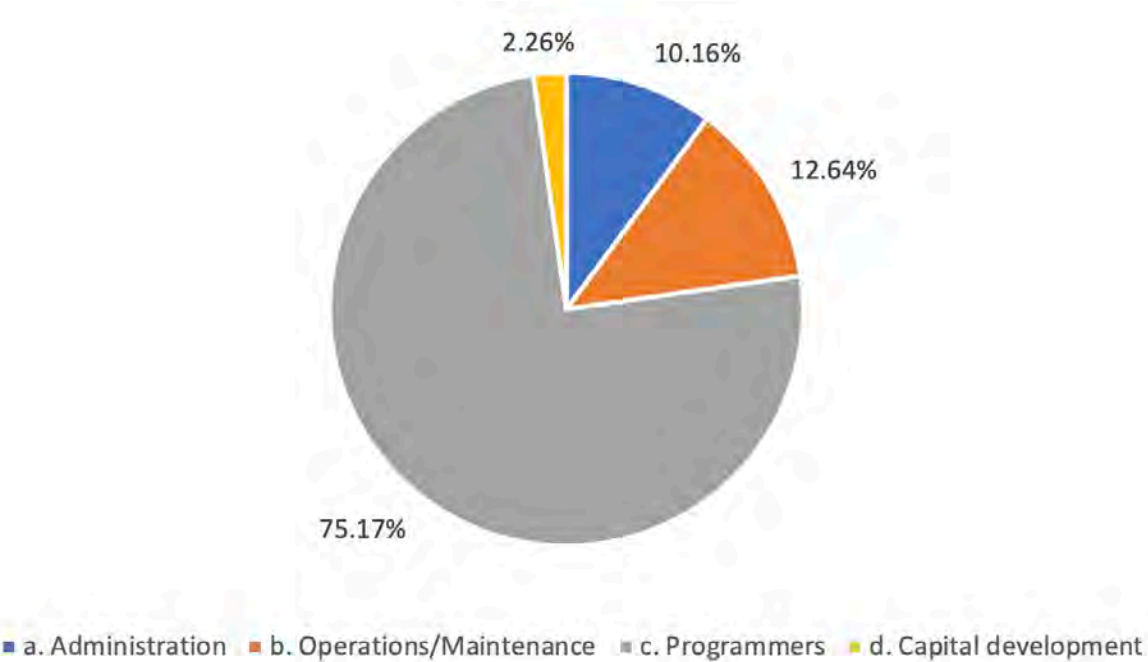


Table 5: Percentage of Total Full-Time Equivalents (FTEs) Involved in the Operational Areas

	Lathrop	Brentwood	Manteca	Modesto	Patterson	Tracy
Administration	10.16%	24%	12%	21%	11%	N/A
Operations/Maintenance	12.64%	44%	69%	48%	90%	N/A
Programmers	75.17%	32%	17%	22%	45%	N/A
Capital development	2.26%	0%	2%	9%	0%	N/A

Figure 16: Total Annual Operating Expenditures



- Lathrop and Patterson had the lowest annual operating expenditures in 2019, significantly lower than the other agencies which ranged from \$8 million to \$20 million.



**Table 6: Percentage of Total Full-Time Equivalents Involved in Administration, Operations, and Programming**

	Lathrop	Brentwood	Manteca	Modesto	Patterson	Tracy
<b>Administration</b>	84.27%	24.05%	65%	41.17%	77%	N/A
<b>Operations/ Maintenance</b>	13.70%	75.75%	20%	55.88%	23%	N/A
<b>Programmers</b>	2.03%	0.02%	15%	2.94%	0	N/A

- Brentwood and Patterson did not provide data for the 2019 CIP budget. For those agencies that did respond, Modesto had the highest CIP budget at \$19.9 million, while Lathrop had the smallest CIP budget at \$1.5 million.

**Table 7: 2019 Annual CIP Budget**

	Lathrop	Brentwood	Manteca	Modesto	Patterson	Tracy
<b>Annual Capital Improvement Plan (CIP) Budget (\$)</b>	\$1,482,200	N/A	\$3.3M	\$19.9M	N/A	\$1.6M

Most agencies designated much of their CIP budget to renovation and new development. Tracy allocated 100 percent to new development, while Lathrop designated 90 percent. Brentwood and Manteca both designated 100 percent to renovation.

**Table 8: 2019 Annual Capital Improvement Plan (CIP) Budget Designated by Expense**

	Lathrop	Brentwood	Manteca	Modesto	Patterson	Tracy
<b>Renovation</b>	0%	100%	100%	12%	N/A	0%
<b>New Development</b>	90%	0%	0%	78%	N/A	100%
<b>Acquisition</b>	0%	0%	0%	0%	N/A	0%
<b>Other</b>	10%	0%	0%	0%	N/A	0%

- Lathrop had the highest percentage of financial support from grants, at 87 percent. Compared with all other agencies. All other agencies besides Manteca (5%) had zero funding from grants.
- Most other agencies were primarily supported by the general fund through taxes, making up between 54 percent (Manteca) to 100 percent (Tracy) of funding.

**Table 9: Percentage of Funding by Source**

	Lathrop	Brentwood	Manteca	Modesto	Patterson	Tracy
<b>General fund tax support</b>	0.00%	90%	54%	58%	75%	100%
<b>Earned/generated revenue</b>	14.00%	10%	40%	42%	20%	0
<b>Sponsorships</b>	1.00%	0%	1%	0%	5%	0
<b>Grants</b>	87.00%	0%	5%	0%	0	0

- Compared to the other agencies, Lathrop has the fewest rectangular game ball fields, playgrounds, and outdoor pools/aquatic centers.
- Lathrop has the highest number of skate parks and dog parks compared to the other agencies.

Table 10: Number of Park and Facility Amenities

	Lathrop	Brentwood	Manteca	Modesto	Patterson	Tracy
Rectangular Game Ball Fields	4	10	15	29	5	20
Diamond Game Ball Fields (Youth)	7	7	10	24	2	18
Outdoor basketball courts	10	17	15	25	7	36
Outdoor Tennis/Pickleball Courts	2	2	8	37	0	16
Dog Parks	2	2	1	2	1	1
Playgrounds	18	65	69	58	22	95
Indoor Recreational Centers	3	1	0	7	1	0
Outdoor Pools/Aquatic Centers	0	1	1	1	1	1
Indoor Pools/Aquatic Centers	0	0	0	0	0	0
Splashpads/Spraygrounds	3	6	1	9	1	3
Skate Parks	2	1	1	1	1	1

\*Green indicates high value

\*\*Salmon indicates low value

## Task 6: Fees Charges and Cost Recovery Analysis

A series of staff and public workshops were held to develop a Resource Allocation Plan. The main purpose of this endeavor has been to create a fair, equitable, and transparent approach for establishing and adjusting fees and charges.

Looking at how resources are allocated provides the opportunity to meet the needs and desires of the community by supplementing the tax subsidy with other financial resources, which may include fees, sponsorships, and donations including partnerships, collaborations, and efficiencies. Undertaking this study does not imply that the target is a reduction in the use of tax subsidy; however, a target is established according to a variety of considerations and may range from 100 percent tax subsidy to zero percent tax subsidy to support a particular type of service.

Establishing a philosophy for resource allocation is the foundation for developing strong, sustainable financial management strategies.

A solid philosophy allows staff to:

- Recognize where subsidy is being applied, and determine if it is at an appropriate level;
- Justify a pricing structure, including fees for existing and new services; and
- Evaluate service delivery mechanisms; all to maximize services to the public while assuring equity in service delivery.

The completed City of Lathrop, Resource Allocation Plan may be found in **Appendix B**. The Resource Allocation plan should be reviewed biannually in accordance with the City of Lathrop's budget schedule.

It is important that Lathrop Parks and Recreation maintain its ability to enrich the quality of life for all Lathrop residents and to deliver services at the level residents are accustomed to experiencing. The Citizen Survey results show that there is some tolerance for fee increases with current fees hindering less than 15 percent of respondents. The Parks and Recreation Department should consider increases to fees in programs and base pricing on demand, target customer data, competitor pricing, and the recently developed subsidy policy while acknowledging the need to maintain the Activity Fee Assistance Fund.

### OPERATING EXPENDITURES PER CAPITA

Another metric NRPA aggregates and reports on annually in its Agency Performance Review is typical operating expenditures per capita. This measurement marks non-capital dollar spending for each person living in Lathrop Parks and Recreation service area. In 2019, the typical Parks and Recreation agency spent \$78.69 for each person within their service boundary. Lathrop Parks and Recreation spent \$59.43 in FY 18-19 – short of the typical agency responsible for providing Parks and Recreation services. In FY 19-20 the Department expenditures per capita is projected to increase by seven percent to \$63.46 for each person within their service boundary.

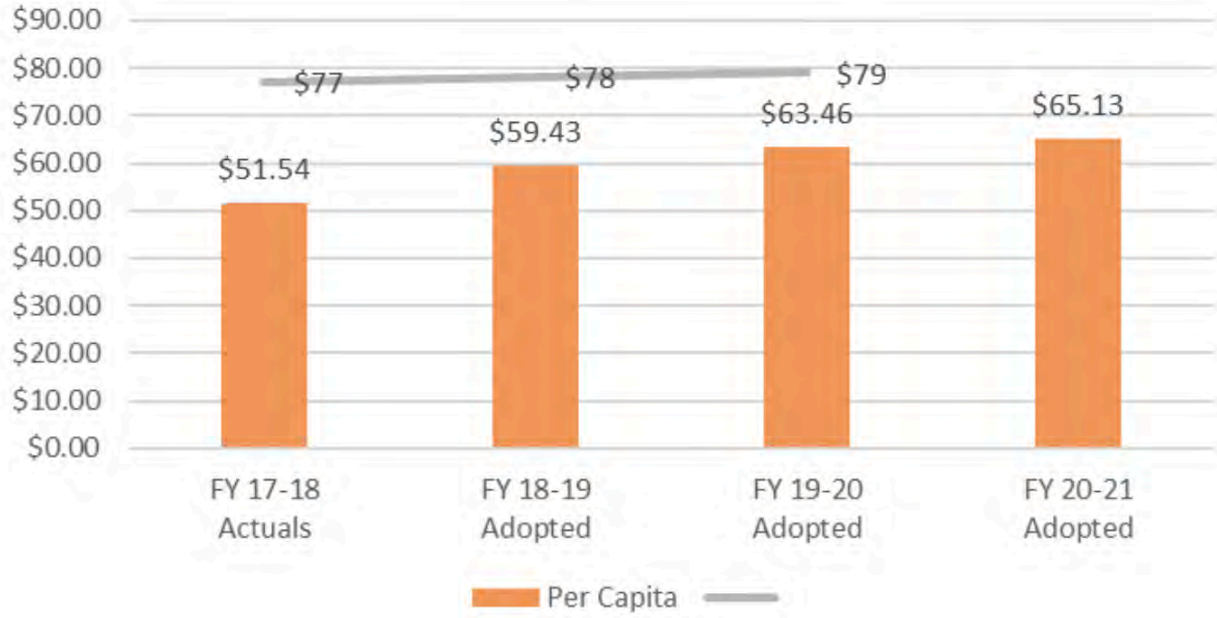
In 2019, the City experienced a 5.2 percent increase in its population making it one of the fastest growing cities in San Joaquin County and the State. In addition, its rate of growth for new housing units was the second highest in the state, at 4.79 percent. As growth in Lathrop continues per capita spending should be re-evaluated to safeguard it is keeping pace with growth.



**OPERATING  
EXPENDITURES PER  
CAPITA:  
\$78.69/YEAR**

*Source: 2019 NRPA Agency Performance Review*

Figure 17: Per Capita Spending by Fiscal Year



## Task 7: Inventory of Parks and Recreation Facilities

Parks and facilities were inventoried and assessed for function and quality in December 2019 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: **components** and **modifiers**. A **component** is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. **Modifiers** are amenities such as shade, drinking fountains, and restrooms that enhance the comfort and convenience of a site. Find further definitions and discussions in **Appendix A** and full inventory atlas in **Appendix C**.

A formula was applied that combines the assessments of a site's **components** and **modifiers** to generate a score or value for each component and the entire park. The study uses the resulting scores to compare sites to each other and to analyze the overall performance of the park system.



**INVENTORY**

System Map

**Figure 18** shows the entire City of Lathrop for context.

**Figure 18: Key Map**

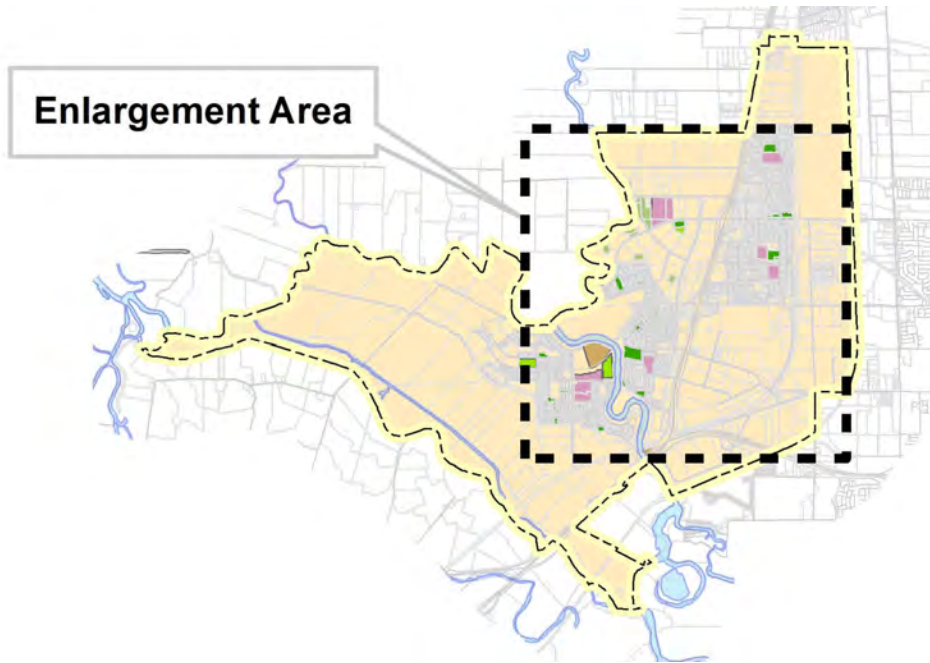


Figure 19 shows Parks and Recreation facilities across Lathrop. The enlargement area shows the current development. Find larger scale maps in **Appendix A**.

Figure 19: System Map

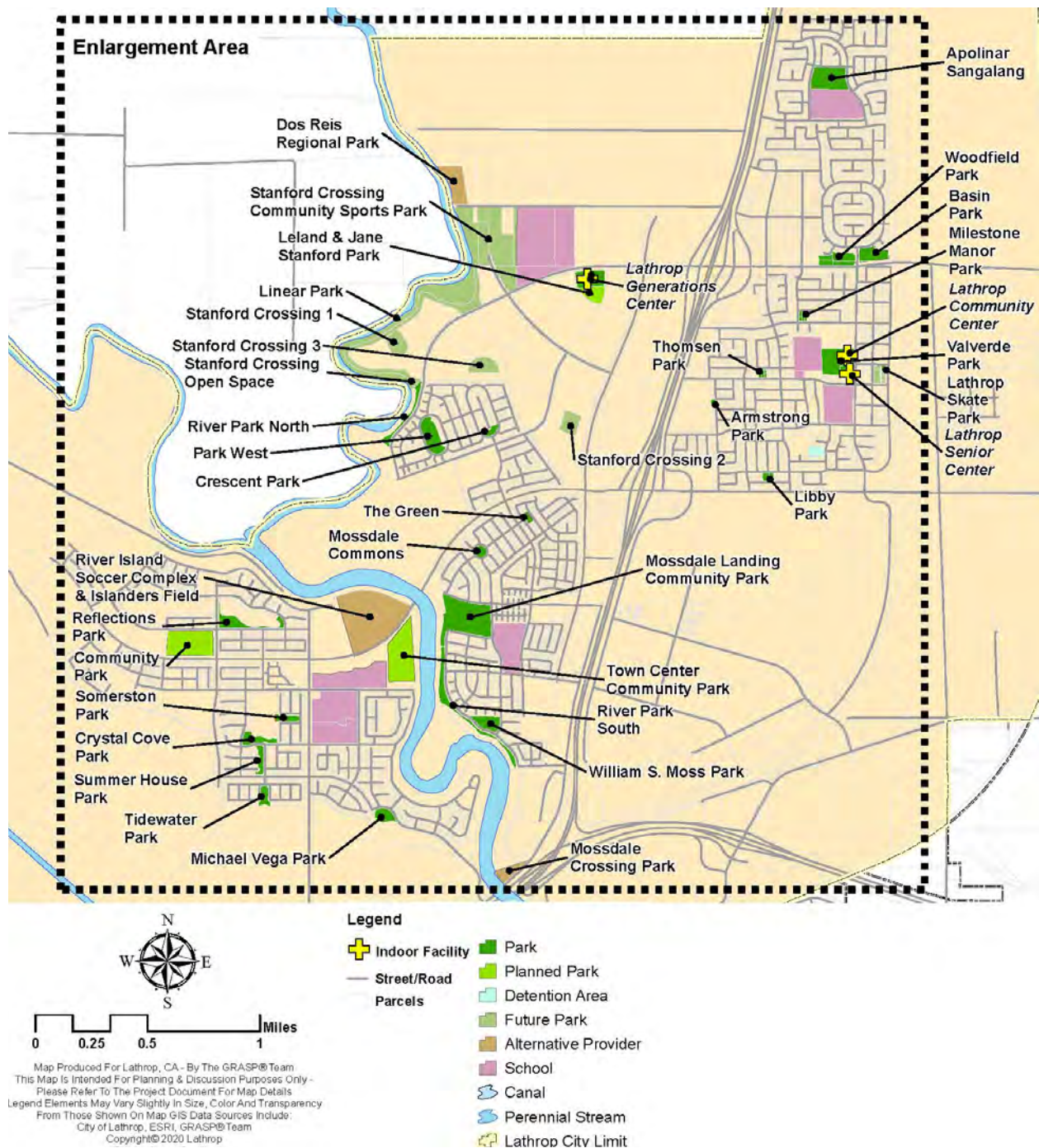




Table 11: Summary of Lathrop Outdoor Locations

Park/Location	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Batting Cage	Camping, Defined	Concessions	Diamond Field	Diamond Field, Practice	Dog Park	Educational Experience	Event Space	Fitness Course	Game Court	Garden, Community	Garden, Display	Horseshoe Court	Loop Walk	Open Turf	Passive Node	Picnic Ground	Playground, Destination	Playground, Local	Public Art	Rectangular Field, Complex	Rectangular Field, Large	Rectangular Field, Multiple	Shelter, Large	Shelter, Small	Skate Park	Tennis Court	Trail, Multi-use	Trailhead	Volleyball Court	Water Access, Developed	Total Components in Park	Unique Components in Park	GIS Acres	Ownership	Park Classification		
Apolinar Sangalang		1					1				1					1	1				1				1		2								9	8	9.7	Lathrop	Community		
Armstrong Park			1																			1													2	2	0.4	Lathrop	Mini		
Basin Park											1					1	1				1														4	4	4.4	Lathrop	Neighborhood		
Crescent Park																	1					1										1			3	3	1.4	Lathrop	Mini		
Crystal Cove Park		1					1		1						1		1																		5	5	3.3	Lathrop	Neighborhood		
Generations Center		1								1				1			1					1							1						6	6	6.0	Lathrop	Community		
Lathrop Skate Park																																			1	1	0.3	Lathrop	Mini		
Leland & Jane Stanford Park							1					1								1		1			1										5	5	4.1	Lathrop	Neighborhood		
Libby Park											1						1					1														3	3	1.2	Lathrop	Mini	
Michael Vega Park																2	1	1			1		1	1										1	8	7	2.9	Lathrop	Neighborhood		
Milestone Manor Park																	1		1																	2	2	1.0	Lathrop	Mini	
Mossdale Commons																	1	1	1									3								6	4	1.5	Lathrop	Mini	
Mossdale Landing Community Park	1	1				1	3				1	1					1	1			1	1			1		2								14	11	20.4	Lathrop	Community		
Park West		1														1	1				1									2						7	6	6.8	Lathrop	Neighborhood	
Reflections Park		1															1					1										1				4	4	5.2	Lathrop	Neighborhood	
River Park North																					1															1	1	3.2	Lathrop	Neighborhood	
River Park South								1													1						1			1							4	4	7.4	Lathrop	Neighborhood
Somerston Park																1	1					1			1									1		5	5	2.0	Lathrop	Neighborhood	
Summer House Park															1		1				1															3	3	2.1	Lathrop	Neighborhood	
The Green																	1				1							1								4	4	1.0	Lathrop	Mini	
Thomsen Park																	1																			1	1	0.8	Lathrop	Mini	
Tidewater Park		1															1				1														1	5	5	2.1	Lathrop	Neighborhood	
Valverde Park	1	3				1	2			1	1	1	1			2	1				1					1										16	12	10.8	Lathrop	Community	
William S. Moss Park			1															1																		3	3	4.1	Lathrop	Neighborhood	
Woodfield Park			1														1					1														3	3	5.5	Lathrop	Neighborhood	
<b>Existing System Totals</b>	<b>2</b>	<b>10</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>8</b>	<b>18</b>	<b>2</b>	<b>10</b>	<b>2</b>	<b>14</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>3</b>			<b>107.9</b>				
<b>Planned and Funded</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>30.6</b>				
Community Park				2		1	4						1									1					1	2									12	7	14.2	Lathrop	Planned & Funded
Town Center Community Park	1		4								1			1			1					1					1			2						12	8	16.5	Lathrop	Planned & Funded	

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The system also includes the following future or potential parks or park properties.

**Table 12: Future/Potential Parks or Park Properties**

Park/Location	GIS Acres	Park Classification
Horizon Detention	1.9	Future Park
Skate Park Parcel	2.0	Future Park
Proposed Linear Park	26.7	Future Park
Proposed Stanford Crossing Community Sports Park	38.9	Community
Stanford Crossing Open Space	16.4	Neighborhood
Stanford Crossing 1	5.0	Neighborhood
Stanford Crossing 2	4.5	Neighborhood
Stanford Crossing 3	5.1	Neighborhood

**SUMMARY OF LATHROP’S INDOOR LOCATIONS**

Indoor facilities we also inventoried and cataloged based on the following table. Currently, Lathrop has three indoor facilities.

**Table 13: Lathrop Indoor Facilities**

Facility/Location	Educational Experience	Food - Counter Service	Kitchen - Commercial	Kitchen - Kitchenette	Multi-purpose Room	Patio/outdoor seating	Sport Court	Weight/cardio Equipment
Lathrop Community Center			1		1	1	1	
Lathrop Generations Center	1	1			3			
Lathrop Senior Center			1		3	1		1

## Park Ranking

In addition to locating components, assessments included the functional quality of each element. **Table 14** displays the ranking of each park based on an overall score for its components and modifiers. This pivot table uses park classifications to organize and compare parks. In general, parks at the top of the list offer more and better recreation opportunities than those ranked lower.

The bar length for each park reflects its overall score in proportion to the highest-ranking (Valverde Park). There is no ultimate or perfect score. Cumulative scores are based on the total number and quality of the components in a park in addition to the availability of amenities such as restrooms, drinking fountains, seating, parking, and shade **Table 14** also indicates the average score for each classification.

**Table 14: Park Ranking Table**

Park Score/Rank by Classification	Average of GRASP® Score/Rank
<b>01 Community</b>	
Valverde Park	80.6
Mossdale Landing Community Park	78
Apolinar Sangalang	38.4
Generations Center	33.6
<b>02 Neighborhood</b>	
Michael Vega Park	61.2
Park West	38.4
Crystal Cove Park	28.8
Tidewater Park	28.8
Somerston Park	28.8
Leland & Jane Stanford Park	28.8
Basin Park	24
River Park South	24
Reflections Park	24
Woodfield Park	19.2
Summer House Park	19.2
William S. Moss Park	17.6
River Park North	3.6
<b>03 Mini</b>	
Mossdale Commons	33.6
Crescent Park	19.2
Armstrong Park	14.4
Libby Park	12
The Green	7.2
Milestone Manor Park	6
Lathrop Skate Park	4.4
Thomsen Park	4.4
<b>04 Planned &amp; Funded</b>	
Community Park	67.6
Town Center Community Park	67.6
<b>05 Other Provider</b>	
Dos Reis Regional Park	40.8
River Island Soccer Complex and Islanders Field	11
Mossdale Crossing Park	8.4
<b>Grand Total</b>	<b>29.12</b>

Lathrop parks are comparable to other agencies across the county by using these scores. The GRASP® National Dataset currently consists of 67 agencies, 4,570 parks, and over 24,160 components.

2

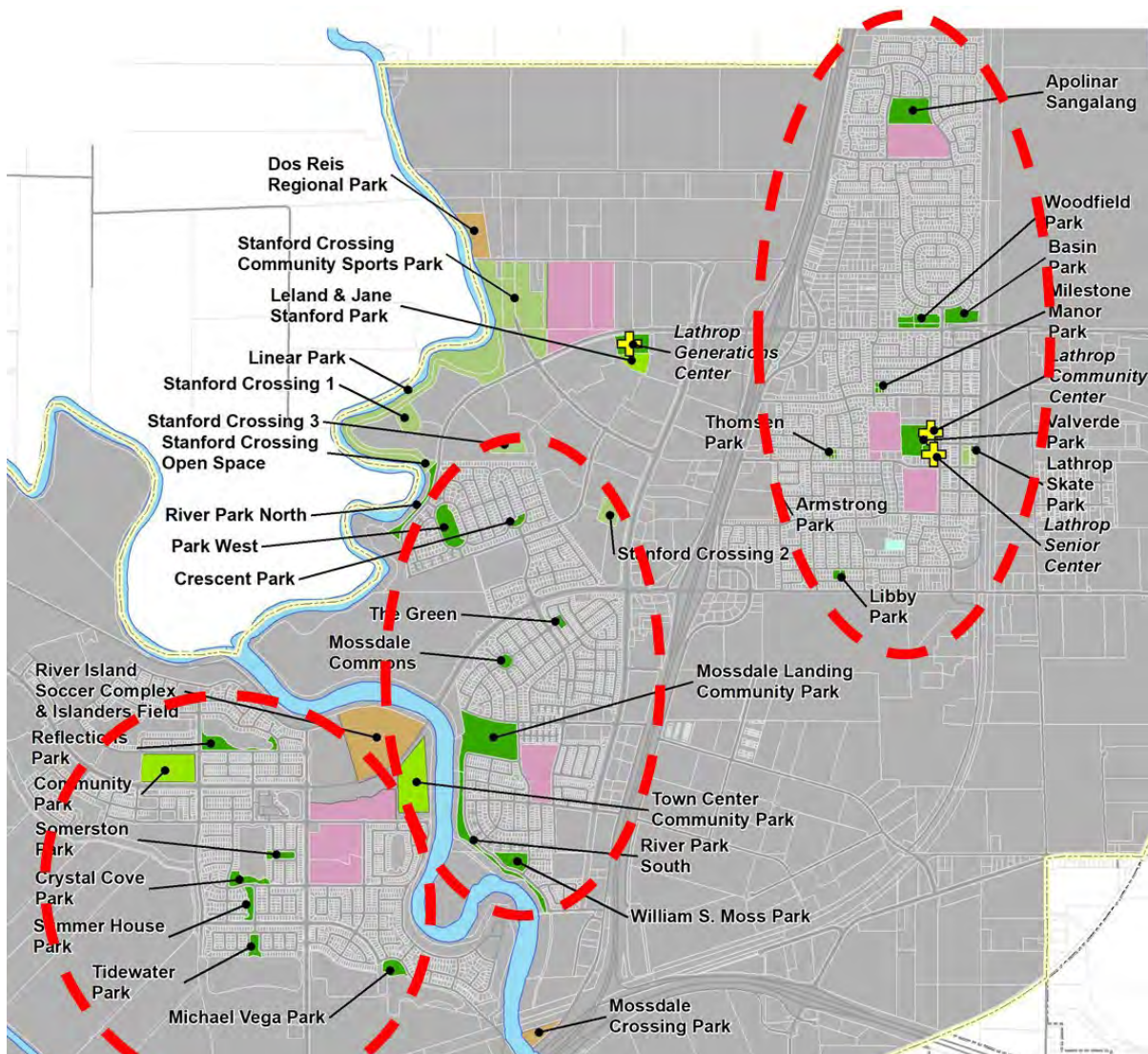
TOP 10% OF  
ALL PARK SCORES

When comparing Lathrop parks to all other agencies and parks in the dataset, Lathrop has two parks (Valverde Park and Mossdale Landing Community Park) in the top ten percent of all parks in terms of the overall GRASP® score.

**POPULATION DISTRIBUTION AND DENSITY**

When discussing access to recreation, it is helpful to understand the population distribution and density in Lathrop. A better way of considering where people live and where parks should be located is to look at the current make-up of the street grid in Lathrop, which better indicates residential populations. In the image below, areas indicated by the red dashed lines would show probable residential area.

**Figure 20: Probable Population Centers**



## INVENTORY KEY CONCLUSIONS AND FINDINGS

Proximity, availability of transportation, pedestrian barriers, and overall size of the City are relevant factors affecting Lathrop levels of service. The current provision of assets is relatively equitable across Lathrop when considering both drive-to and walkable access. While park distribution appears equitable, it is also evident that the majority of low scoring components occur in parks located in historic Lathrop. Improving these components will further enhance access to quality parks in this part of town.

The most obvious way to increase overall LOS is to add or enhance assets in any area with lower service, acquire land, or develop partnerships in areas lacking current service. Significant gaps in service exist in future residential growth areas and confirming park inclusion and development standards for those areas is critical to ensure adequate neighborhood and walkable access are provided in these areas as development occurs. While trails and trail connectivity scored high on survey results, the City currently offers minimal trail access and opportunities outside of existing park boundaries. Pedestrian barriers and lack of trails and sidewalks also may limit access to recreation throughout Lathrop.

An increased focus on larger community parks with enhanced infrastructure to support special events and new programming may also be desirable in Lathrop. Additional analysis and a review of the information received from surveys, focus groups, and other sources, including staff knowledge, contribute to identify the best locations for future improvements.

## ADDITIONAL INFORMATION

### ASSET LIFE CYCLE COSTS AND REPLACEMENT GUIDELINES

Replacement should be based on a regular assessment in conjunction with a maintenance master plan, however, the following general life cycle is provided below for planning purposes. These life cycles are dependent upon following a regular preventative maintenance and inspection schedule (which has a cost separate from the replacement cost) to ensure the proper care of the assets.

**Table 15: Estimated asset life cycles and replacement costs**

COMPONENTS	REPLACEMENT TIME	COMPONENTS	REPLACEMENT TIME
AQUATICS, SPRAY PAD	15 YEARS	OPEN TURF	15 YEARS
BASKETBALL COURT	15 YEARS	PASSIVE NODE	0 YEARS
BASKETBALL, PRACTICE	15 YEARS	PICNIC GROUND	15 YEARS
CONCESSIONS	30 YEARS	PLAYGROUND, DESTINATION	15 YEARS
DIAMOND FIELD	15 YEARS	PLAYGROUND, LOCAL	15 YEARS
DIAMOND FIELD, PRACTICE	15 YEARS	PUBLIC ART	0 YEARS
DOG PARK	10 YEARS	RECTANGULAR FIELD, LARGE	15 YEARS
EDUCATIONAL EXPERIENCE	10 YEARS	RECTANGULAR FIELD, MULTIPLE	15 YEARS
EVENT SPACE	20 YEARS	SHELTER, LARGE	30 YEARS
FITNESS COURSE	10 YEARS	SHELTER, SMALL	30 YEARS
FURNISHINGS	10 YEARS	SKATE PARK	15 YEARS
GAME COURT	15 YEARS	TENNIS COURT	15 YEARS
GARDEN, DISPLAY	1 YEAR	MULTI-USE TRAIL	20 YEARS
GARDEN, COMMUNITY	1 YEAR	VOLLEYBALL COURT	15 YEARS
HORSESHOE COURT	15 YEARS	WATER ACCESS, DEVELOPED	10 YEARS
LOOP WALK	20 YEARS		

## Task 8: Identification of New Park and Recreation Facilities

**Level of Service (LOS)** measurements evaluate how parks, open spaces, and facilities in Lathrop serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

### WHY LEVEL OF SERVICE?

Level of Service describes how a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a Parks and Recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

### GRASP® ANALYSIS

GRASP® (Geo-referenced Amenities Standards Process) has been applied in many communities across the country to evaluate LOS for Parks and Recreation systems. With GRASP®, information from the inventory combined with Geographic Information Systems (GIS) software, produces analytic maps and data that show the quality and distribution of Parks and Recreation services across the City.

### PERSPECTIVES

Perspectives are analysis maps and data produced using the GRASP® methodology. Each analysis shows service across the study area. Data analysis also incorporates statistics, diagrams, tables, and charts that provide benchmarks or insights useful in determining community success in delivering services. Find further discussion on Perspectives and other GRASP® terminology in **Appendix A**.

### Types of Perspectives

The LOS offered by a park or other feature is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it. The inventory performed with the GRASP®-IT tool provides a detailed accounting of what is available at any given location, and GIS analysis uses the data to measure its accessibility to residents. People use a variety of ways to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination. In GRASP® Perspectives, this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas). These service areas produce two distinct types of Perspectives for examining the park system:

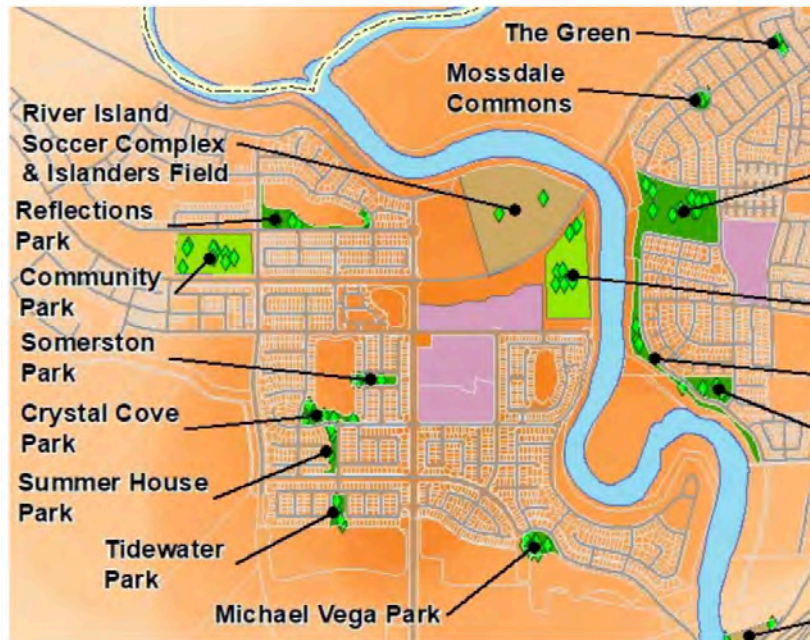
1. Neighborhood Access
2. Walkable Access

A **Neighborhood Access** perspective uses a travel distance of one mile to the inventory and is assumed to be a suitable distance for a bike ride or short drive in a car, or perhaps a longer walk. This catchment captures users traveling from home or elsewhere to a park or facility by way of a bike, bus, or automobile.

A **Walkable Access** perspective uses a shorter catchment distance intended to capture users within a ten to fifteen-minute walk. See appendix for further discussion on walkability standards.

For each perspective, combining the service area for each component, including the assigned GRASP® value into one overlay, creates a shaded map representing the cumulative value of all features.

Figure 21: GRASP® Level of Service Perspectives Catchment Areas



GRASP® Level of Service perspectives use overlapping catchment areas to yield a “heat map” that provides a measurement of LOS for any location within a study area. Orange shades represent the variation in LOS values across the map.

#### ASSUMPTIONS

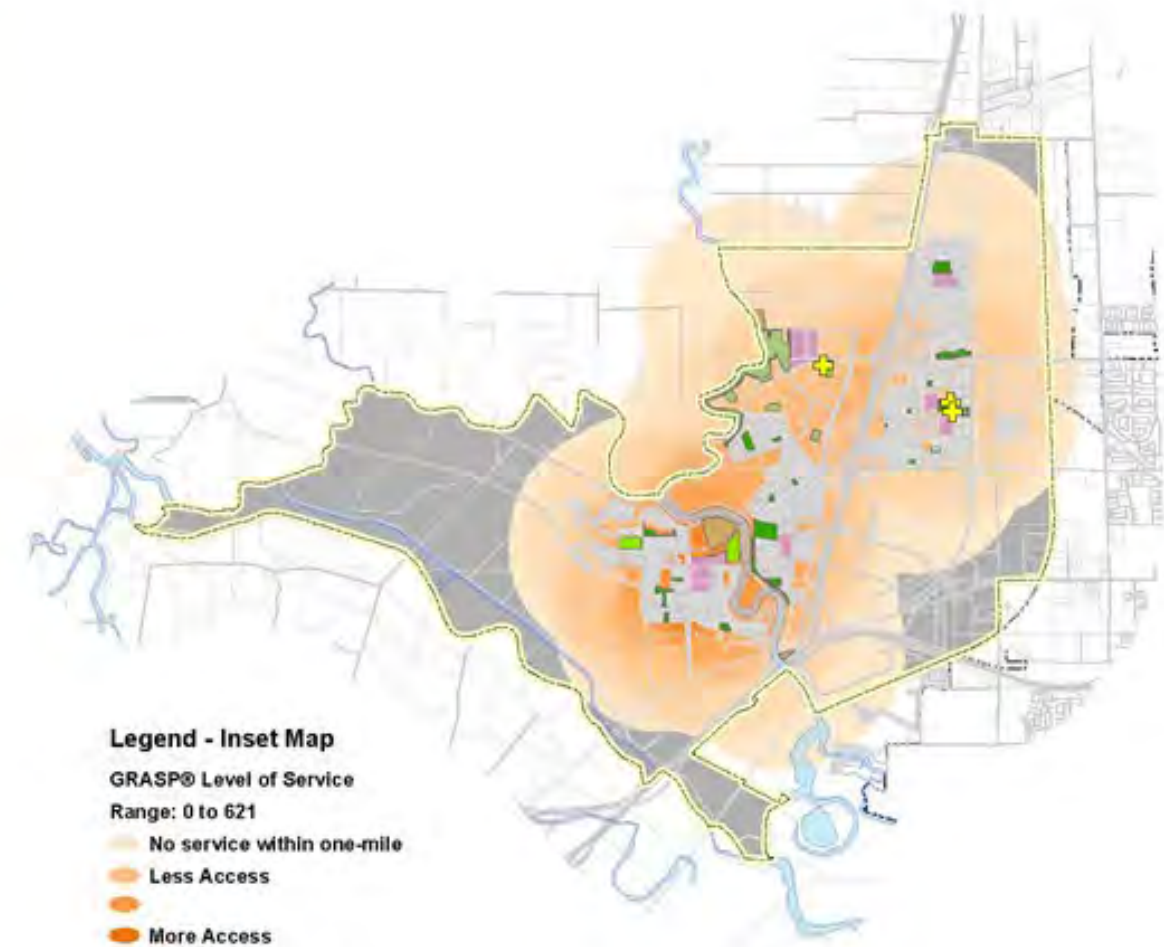
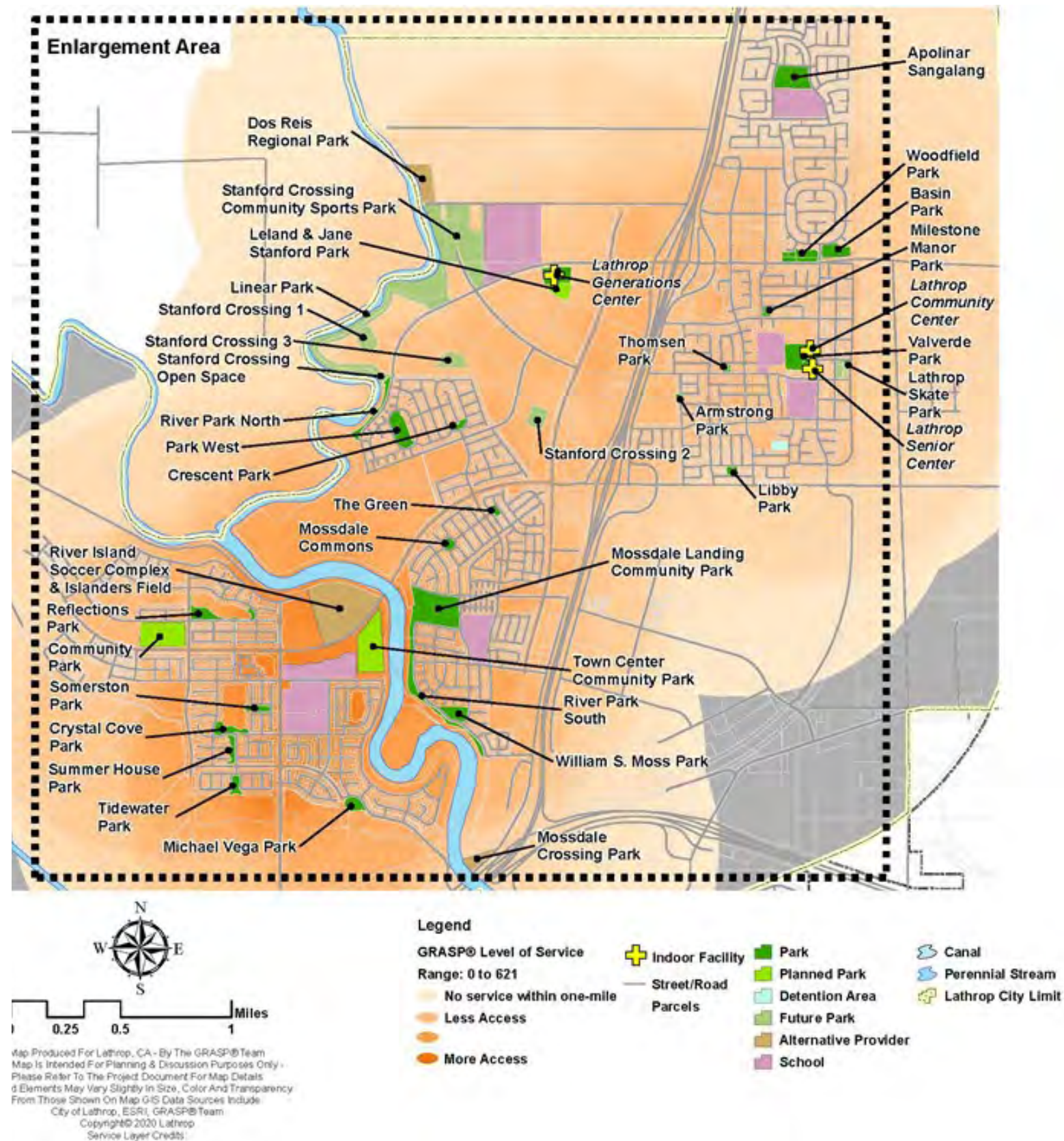
1. Proximity relates to access. A feature within a specified distance of a given location is considered “accessible” from that location.” “Access” in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. Neighborhood access relates to one-mile proximity, a reasonable distance for a drive in a car, or by bicycle.
3. Walkable access relates to ½-mile proximity, a reasonable ten-minute walk.
4. Walkable access is affected by barriers, obstacles to free, and comfortable foot travel.
5. The LOS value of a map point is the cumulative value of all features accessible at that location.

#### NEIGHBORHOOD ACCESS TO OUTDOOR RECREATION

A series of “heat maps” were created to examine neighborhood access to recreation opportunities. All outdoor recreation providers account for the level of service values. Darker gradient areas on the images indicate where there are more and higher quality recreation assets available based on a one-mile service area. In general, these images also show that Lathrop has an excellent distribution of parks and facilities. Gray areas indicate that recreation opportunities are beyond a one-mile service area.



Figure 22: Lathrop Neighborhood Access to Outdoor Recreation



Key Map



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Areas of higher concentration are notable around the City with the highest values in the area around Steam Academy. As an example, a red star indicates the most significant GRASP® value area (621) in the image above. From the red star, a resident has access to 84 outdoor recreation components in 14 different parks or locations and three schools in this area.

Further analysis of this perspective indicates that most (over 90%) of the Lathrop residents are within one mile of an outdoor recreation opportunity. Find additional statistics in the following table:

**Table 16: Map Statistics for Figure 23**

	A	B	C	D	E
	Percent of Total City with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre	GRASP® Index
Lathrop	72%	0 – 621	174	97	33

**Column A:** Shows the percentage of the City that has at least some service (LOS >0). Lathrop has a little different circumstance by providing services to a large geographic area but with various population centers and currently a large future growth area. Other cities in the comparison were over 90 percent but were largely built out at the time of their analysis. Seventy-two percent is below the average of comparable cities. (see **Table 18** GRASP comparative data)

**Column B:** For any location on the map, there is a numerical value that corresponds to the orange shading called the GRASP® value and results from the overlay or cumulative value of the scores of components accessible from that location. Values for different places on the map can be compared to one another, so a person in a position with a high value (darker orange) has greater access to quality recreation opportunities than a person in a lower value (lighter orange) area. Lathrop GRASP® values range from zero to a high of 621.

**Column C:** Lathrop’s value of 174 is low for comparable cities but is likely a result of a larger growth area.

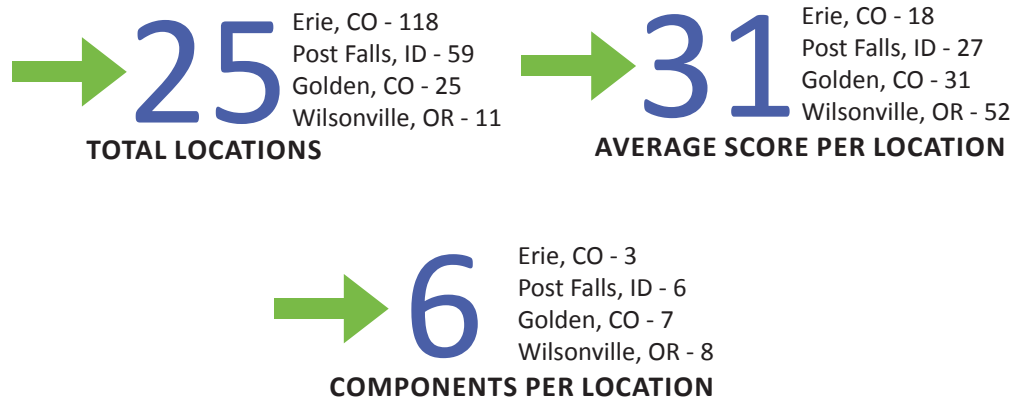
**Column D:** Shows the results of dividing the number from Column C by the population density of the area. Compared to agencies of a similar total population for which GRASP® data is available, Lathrop’s population density is lower than most of the other agencies. Lathrop’s score of 97 is the median value of comparable agencies.

**Column E:** The GRASP® Index, effectively the GRASP® value per capita, involves dividing the total of all the components in the system by the population of Lathrop. These last two numbers (**Columns C and D**) differ in two ways. First, the GRASP® Index does not factor in population density. Second, the GRASP® Index is derived using all components and does account for vital regional resources residents may access outside those limits. Lathrop’s score of 33 is the lowest on the comparable list.

### GRASP® COMPARATIVE DATA

The following graphics and table provide comparative data from other communities of similar population to Lathrop across the Country. Note: Local and regional comparisons are limited to communities who have participated in the GRASP® inventory and process. Because every community is unique, there are no standards or “correct” numbers. However, there are several interesting similarities and differences when making these comparisons.

First, Lathrop is the median in the number of parks, average GRASP® score per location and components per location when compared to similar agencies.



However, Lathrop ranks low in the parks per capita and components per capita.



Lathrop ranks low in component per location but is the median in average score per location. In the end, these comparisons would indicate that Lathrop residents have access to fewer parks and components than other similar size agencies. Find these comparisons and others in the following table. Please note that the inventory and analysis only include Lathrop owned properties. Residents may have additional access to recreation opportunities provided by alternative providers.

Items of note in **Table 17** include: percentage of total area includes a significant portion of Lathrop still to be developed and is perhaps offset by the higher average LOS per acre served. This would indicate that where Lathrop has developed parks, they are higher quality parks than some comparable cities. The 84 percent of population that lives within walking distance of quality opportunities is higher than most comparable communities as well.

**Table 17: GRASP® Comparative Data**

CITY	STATE	YEAR	POPULATION	STUDY AREA SIZE (Acres)	# OF SITES (Parks, Facilities, etc.)	TOTAL # OF COMPONENTS	AVG. # COMPONENTS per SITE	TOTAL GRASP® VALUE (Entire System)	GRASP® INDEX	AVG. SCORE/SITE	% of TOTAL AREA w/LOS >0	AVG. LOS PER ACRE SERVED	NUMBER OF COMPONENTS PER POPULATION	AVERAGE LOS/POP DEN PER ACRE	Population Density (per acre)	% of Population with Walkable Target Access	People per Park	Park per 1k People
Golden	CO	2016	20,201	6221	25	183	7	778.4	39	31	NA	NA	9	NA	3.2	70%	808	1.2
Erie	CO	2016	21,353	12237	118	396	3	2177	102	18	97%	362	19	213	1.7	94%	181	5.5
Wilsonville	OR	2017	22,919	4,858	21	177	8	1091.5	48	52	95%	388	8	82	4.7	67%	1091	0.9
Lathrop	CA	2020	30,003	13,377	25	131	5	692	23	28	72%	174	4	78	2.2	87%	1200	0.8
Post Falls	ID	2019	36,747	13,231	59	355	6	1597	43	27	100%	255	10	70	3.6	70%	623	1.6
ave			26,244.6	9,984.8	49.6	248.4	6.1	1,267.2	50.9	31.3	0.9	294.8	9.9	110.7	3.1	0.8	780.7	2.0
median			22,136	9,229	25	180	6	935	43	29	1.0	362	8	82	3	1	950	1

CITY	STATE	YEAR	POPULATION	STUDY AREA SIZE (Acres)	# OF SITES (Parks, Facilities, etc.)	TOTAL # OF COMPONENTS	AVG. # COMPONENTS per SITE	TOTAL GRASP® VALUE (Entire System)	GRASP® INDEX	AVG. SCORE/SITE	% of TOTAL AREA w/LOS >0	AVG. LOS PER ACRE SERVED	NUMBER OF COMPONENTS PER POPULATION	AVERAGE LOS/POP DEN PER ACRE	Population Density (per acre)	% of Population with Walkable Target Access	People per Park	Park per 1k People
Lathrop	CA	2020	30,003	13,377	25	131	5	692	23	28	72%	174	4	78	2.2	87%	1200	0.8
Palm Springs	CA	2013	44,468	60,442	16	162	10	1,149	26	72	69%	165	4	223	0.7	NA	2779	0.4
Encinitas	CA	2016	61,518	13,339	63	439	7	1,931	31	31	97%	252	7	55	4.6	63%	976	1.0
Victorville	CA	2020	127,027	47,341	21	169	8	775	6	37	57%	58	1	22	2.7	34%	6049	0.2
Valley-Wide	CA	2020	275,064	490,802	65	414	6	2,154	8	33	9%	84	2	150	0.6	22%	4232	0.2

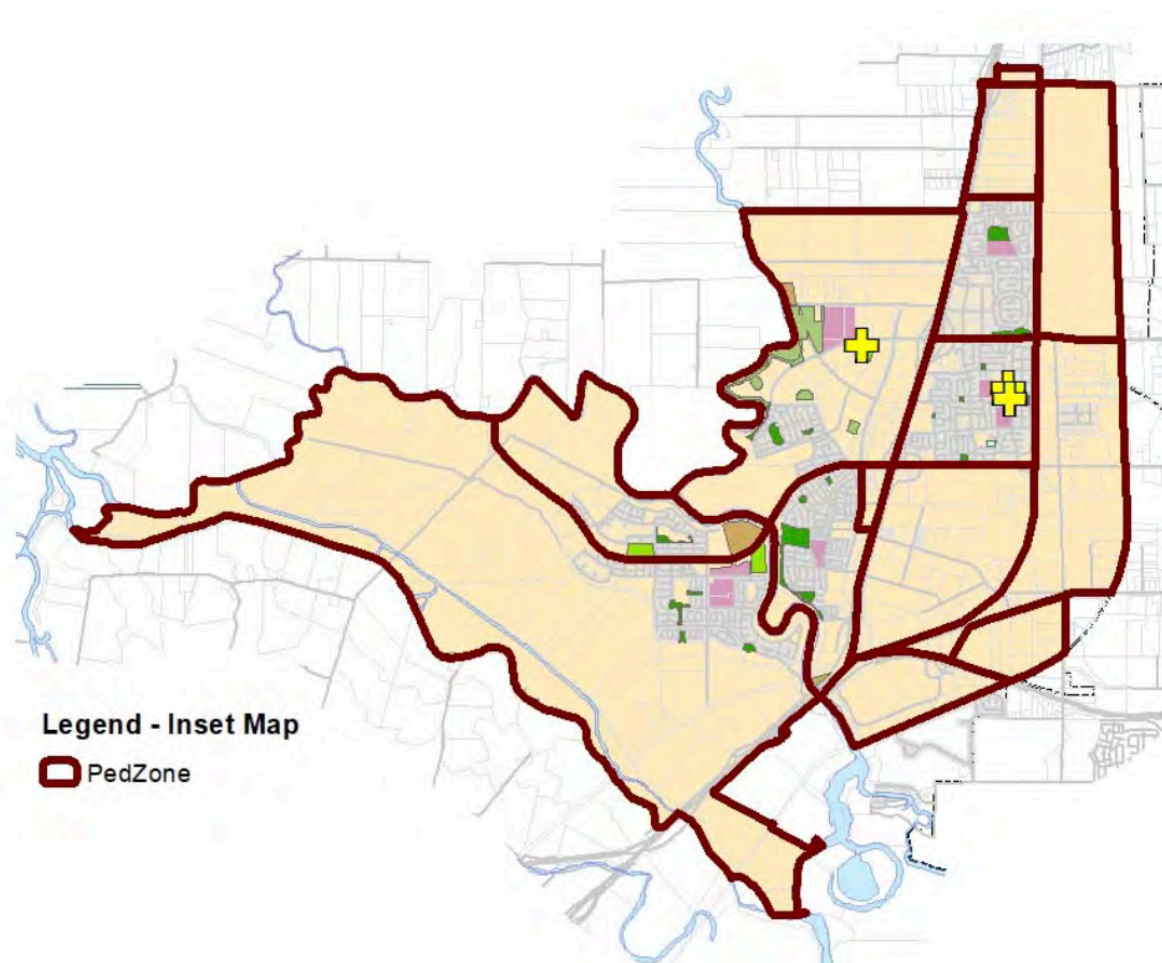
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### WALKABLE ACCESS TO RECREATION

Walkability is a measure of how user-friendly an area is to people traveling on foot and benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations, among others.

Walkability analysis measures access to recreation by walking. One-half mile catchment radii have been placed around each component and shaded according to the GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

**Figure 23: Pedestrian Barriers**



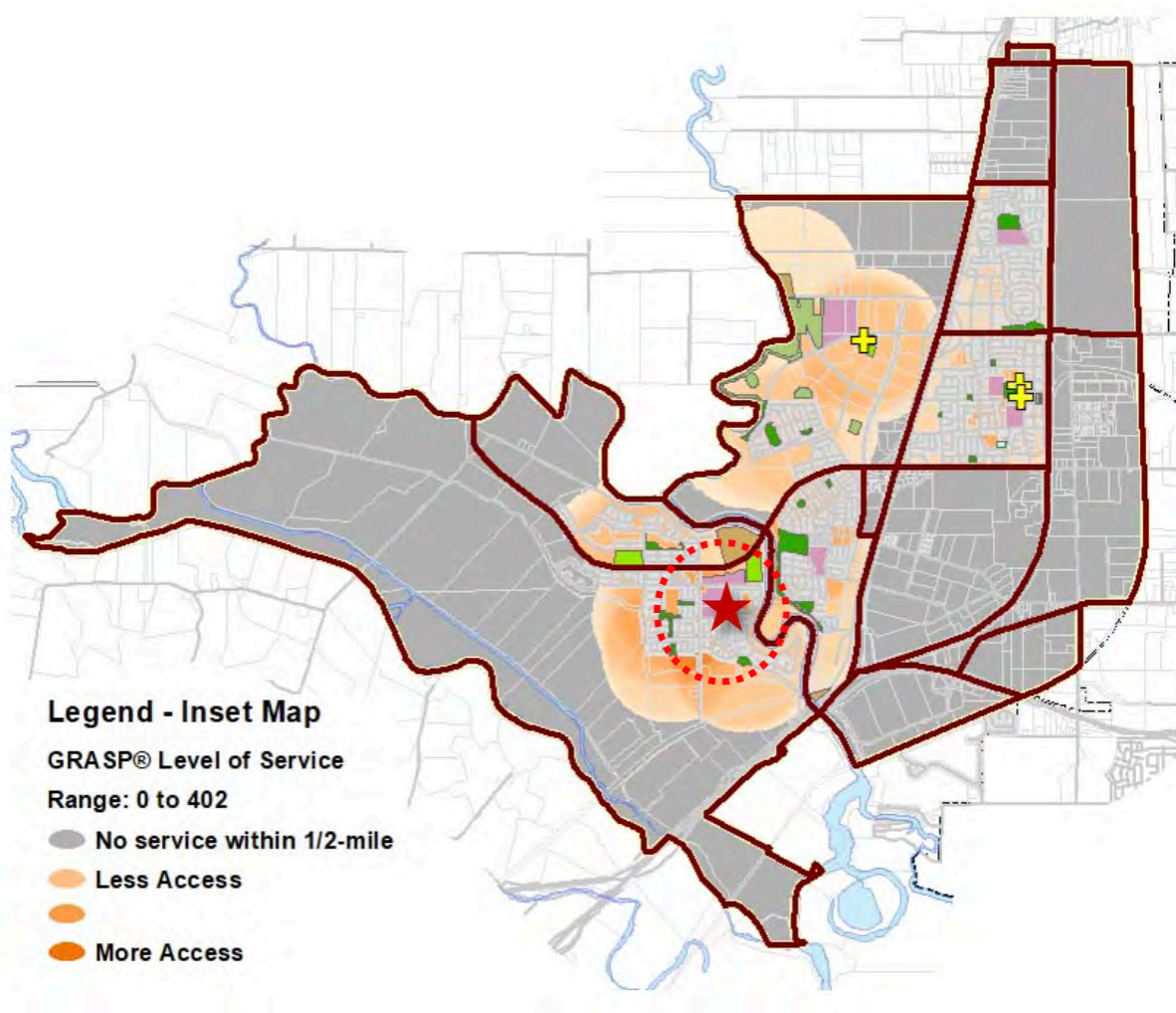
*Walkability barriers were used to “cut-off” service areas where applicable.*

Environmental barriers can limit walkability. The LOS in this analysis has been “cut-off” by identified barriers where applicable.

**Pedestrian barriers** in Lathrop, such as major streets, highways, and rivers, significantly impact the analysis. Zones created by identified barriers, displayed as dark red lines, serve as discrete areas that are accessible without crossing a major street or another obstacle. Green parcels represent parks and open space; pink plots indicate schools.

The analysis shows the LOS available across Lathrop, based on a ten-minute walk. Darker gradient areas on the images indicate where there are more and higher quality recreation assets available based on a half-mile service area. Gray areas on these maps suggest that recreation opportunities are beyond a ten-minute walk. In general, these images show that Lathrop has an excellent distribution of parks and facilities in currently populated areas but lacks facilities in future growth regions.

**Figure 24: Walkable Access to Outdoor Recreation**



Areas of higher concentration are notable around the City with the highest value near Steam Academy. The red star indicates the maximum GRASP® value area (402) in the image above. From the red star, a resident has access to 42 outdoor recreation components in nine parks and two schools.



**Table 18** shows the statistical information derived from perspective **Walkable Access to Recreation** analysis.

**Table 18: Statistics for Figure 25**

	A	B	C	D
	<b>Percent of Total with LOS</b>	<b>GRASP® Value Range</b>	<b>Average LOS per Acre Served</b>	<b>Avg. LOS Per Acre / Population per acre</b>
<b>Lathrop</b>	35%	0 to 402	115	64

The numbers in each column are derived as described in neighborhood access. The GRASP® Index does not apply to the walkability analysis. The LOS value for a person who must walk to assets is about two thirds (115 v. 174) of that for someone who can drive for areas that have some access to recreation opportunities.

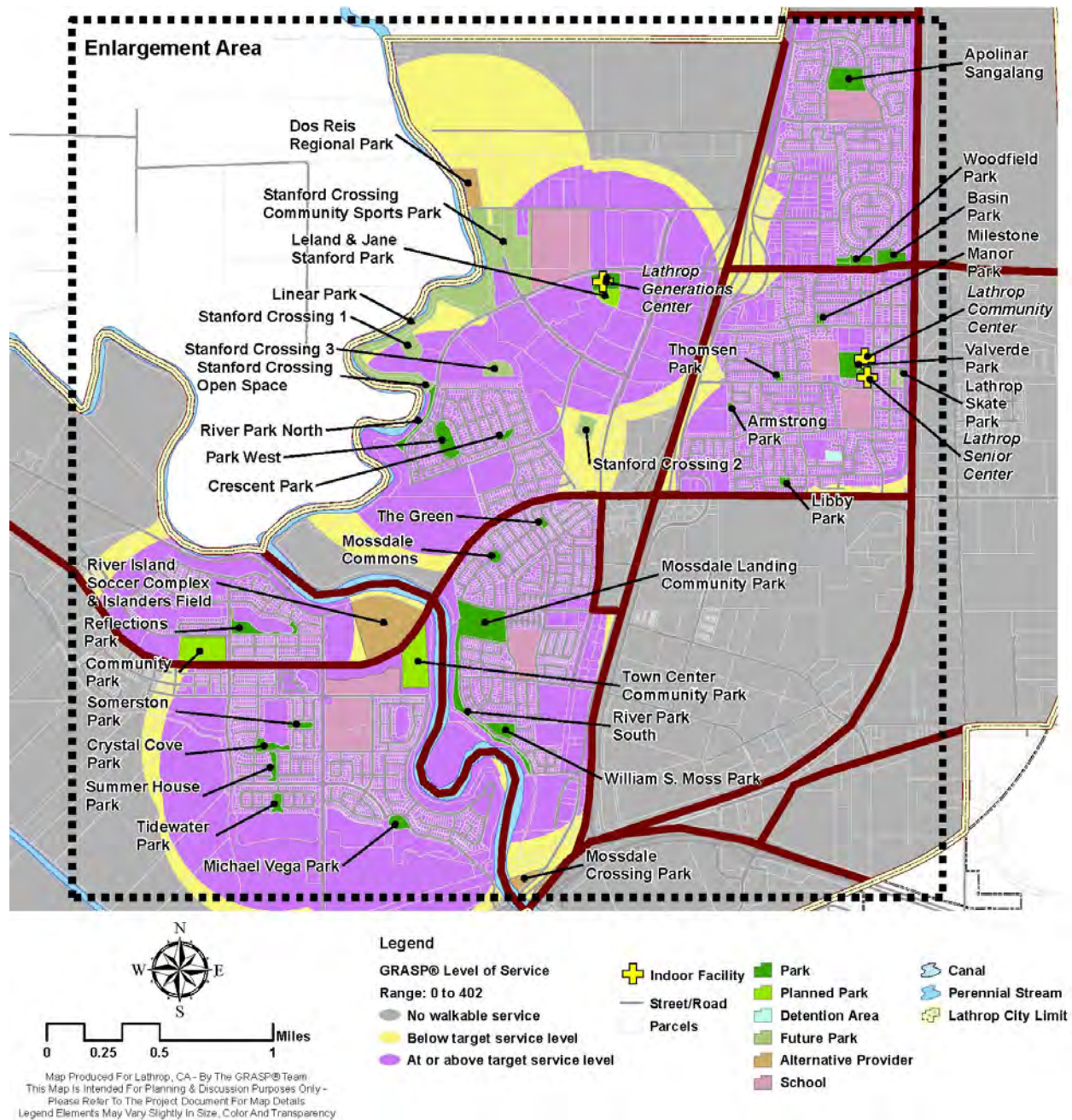
The orange shading in the maps allows for a quick understanding of LOS distribution across the City. Showing where LOS is adequate or inadequate is an advantage of using GIS analysis. First, we must determine what constitutes an appropriate level of service for Lathrop residents. In Lathrop, a look at the current level of service provided by neighborhood parks may be a good indicator of this desired level.

**Table 19: Average Neighborhood Park**

Park/Location	Basketball Court	Basketball, Practice	Diamond Field, Practice	Dog Park	Fitness Course	Game Court	Garden, Display	Horseshoe Court	Loop Walk	Open Turf	Picnic Ground	Playground, Local	Public Art	Rectangular Field, Large	Shelter, Large	Tennis Court	Trail, Multi-use	Water Access, Developed	Total Components in Park	Unique Components in Park	Park Classification
Basin Park				1					1	1	1								4	4	Neighborhood
Crystal Cove Park	1			1		1				1									5	5	Neighborhood
Michael Vega Park							2		1	1	1	1	1					1	8	7	Neighborhood
Park West	1								1	1	1	1				2			7	6	Neighborhood
River Park North											1								1	1	Neighborhood
River Park South				1							1				1		1		4	4	Neighborhood
Somerston Park								1	1		1			1				1	5	5	Neighborhood
Leland and Jane Stanford Park			1			1					1	1		1					5	5	Neighborhood
Summer House Park							1		1	1									3	3	Neighborhood
Tidewater Park	1								1	1	1							1	5	5	Neighborhood
Woodfield Park		1								1		1							3	3	Neighborhood
<b>System Total</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>4</b>	
<b>% of Park with Component</b>	<b>27%</b>	<b>9%</b>	<b>9%</b>	<b>18%</b>	<b>9%</b>	<b>9%</b>	<b>18%</b>	<b>9%</b>	<b>36%</b>	<b>73%</b>	<b>73%</b>	<b>55%</b>	<b>9%</b>	<b>18%</b>	<b>9%</b>	<b>9%</b>	<b>9%</b>	<b>27%</b>			

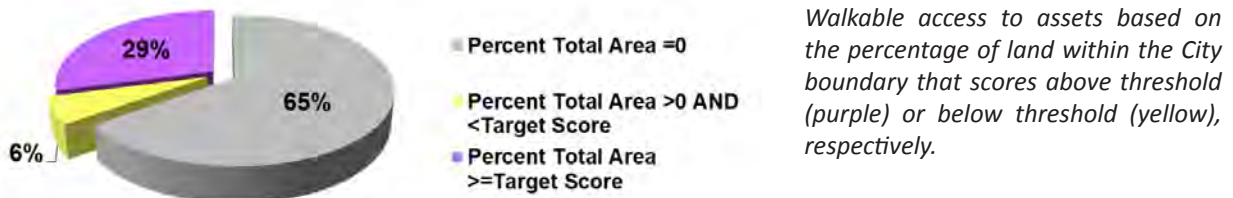
These parks have between three and seven unique components except for River Park North. Open turf, a playground, basketball picnic grounds, and a loop walk are the most common amenities at these parks. These parks and components are likely to attract users from a walkable distance. The following maps bracket the level of service to areas that are below or above the **target** score for Lathrop. GIS analysis shows where LOS is above or below the threshold value. Purple areas indicate where walkable LOS values meet or exceed the target. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the target value. It may be possible to improve the LOS value in such areas by enhancing the quantity and quality of features in existing parks without the need to acquire new lands or develop new parks. Another option might be to address pedestrian barriers in the immediate area.

**Figure 25: Walkable Access Gap Identification**



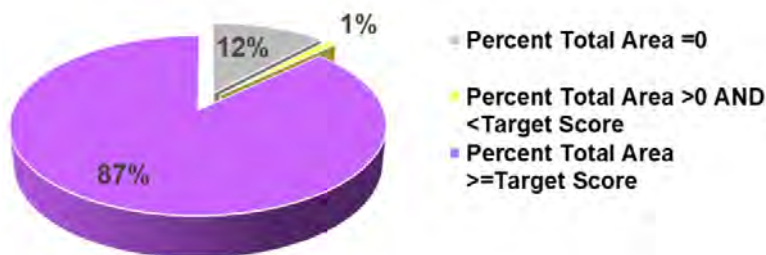
On **Figure 26**, regions shown in purple have LOS that exceeds the target value. Because of the significant growth areas to the west, nearly sixty-five percent of the land area is gray or lacks walkable access. However, the picture is much more favorable when you consider where people currently live in Lathrop. The two graphs below highlight these differences.

**Figure 26: Walkable Access to Outdoor Recreation Chart**



**Figure 28** shows walkable access to assets based on population. The chart displays the level of service based on where people live. Using the walkable level of service data as compared to census data provided by Esri GIS data enrichment techniques, the analysis indicates that parks are generally well placed in or close to residential areas and capture a higher percentage of the population than land area. With 88 percent of residents within walking distance of some outdoor recreation opportunities, Lathrop is better positioned than the previous analysis indicated.

**Figure 27: Percentage of Population with Walkable Access to Outdoor Recreation Chart**



**ADDITIONAL DISCUSSION ON ACCESS TO OUTDOOR RECREATION**

While the above analyses are typical, they may not reflect the model that an agency such as Lathrop may follow in the level of service provision. Lathrop has invested heavily in a neighborhood level of service model.

**MORE ON UTILIZING GRASP® PERSPECTIVES**

GRASP® perspectives evaluate the level of service throughout an area from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to use in understanding a recreation system. However, it is not necessarily beneficial for all parts of the community to score equally in the analyses. The desired level of service for a location should depend on the type of service, the characteristics of the site, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have lower Levels of Service for Parks and Recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny.

Perspectives can determine if current levels of service are appropriate if used in conjunction with other assessment tools such as needs assessment surveys and a public input process. Future planning efforts can model similar levels of service to new, developing neighborhoods, or it may be that different levels of service are suitable, and the City should utilize a new set of criteria to reflect these distinctions.

#### **OTHER TYPES OF ANALYSIS**

Traditional analyses may also evaluate the recreational level of service on a community-wide scale.

#### **Capacities Analysis**

A traditional tool for evaluating service is the capacity analysis, which compares the number of assets to the population. It also projects future needs based on providing the same ratio of components per population (i.e., as the population grows over time, components may need to be added to maintain the same proportion). The issue or limiting factor, in this case, is that the current inventory for these components was limited to Lathrop properties only and did not include other providers in the area. **Table 20** shows the current capacities for selected components in Lathrop. While there are no correct ratios for these components, this table must be used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components. Accurate population projects are essential to this type of table.

The usefulness of the capacity table to project future facility needs based on population growth, if the future population's interests and behaviors are the same as today's, and that today's capacities are in line with today's needs. The capacities table bases its analysis on the number of assets without regard to distribution, quality, or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In theory, the LOS provided by assets is more accurately a combination of location and quality as well as their quantity, which is why this table should be used with discretion, and only in conjunction with the other analyses presented here.

**Table 20: Outdoor Park and Recreation Facilities – Median Population Served per Facility**

	Population	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Batting Cage	Camping, Defined	Concessions	Diamond Field	Diamond Field, Practice	Dog Park	Educational Experience	Event Space	Fitness Course	Game Court	Garden, Community	Garden, Display	Horseshoe Court	Loop Walk	Open Turf	Passive Node	Picnic Ground	Playground, All Sizes	Public Art	Rectangular Field, Complex	Rectangular Field, Large	Rectangular Field, Multiple	Shelter, Large	Shelter, Small	Skate Park	Tennis Court	Trail, Multi-use	Trailhead	Volleyball Court	Water Access, Developed			
<b>INVENTORY</b>																																					
Lathrop		2	9	2	0		2	7	1	2	1	2	5	3	1	2	4	8	16	2	10	14	1		3	1	4	6	2	2	1			1	3		
Lathrop Planned and Funded			1	1	2		1	4					1						2			3					1	2									
Lathrop Planned		1		4							1			1			1					1						1		2				1			
Private								1															1														
San Joaquin County						26										2					2	1											1		2		
<b>System Totals</b>		3	10	7	2	26	3	12	1	2	1	3	5	4	2	2	6	9	18	2	12	19	1	1	3	1	5	9	2	4	1	1	1	2	5		
<b>CURRENT RATIO PER POPULATION</b>																																					
<b>CURRENT POPULATION 2019</b>	<b>24,936</b>																																				
Current Ratio per 1000 Population (Existing and Planned & Funded Lathrop Only)		0.08	0.40	0.12	0.08	0.00	0.12	0.44	0.04	0.08	0.04	0.08	0.20	0.16	0.04	0.08	0.16	0.32	0.72	0.08	0.40	0.68	0.04	0.00	0.12	0.04	0.20	0.32	0.08	0.08	0.04	0.00	0.04	0.12			
Population per component		12,468	2,494	8,312	12,468	NA	8,312	2,267	24,936	12,468	24,936	12,468	4,987	6,234	24,936	12,468	6,234	3,117	1,385	12,468	2,494	1,467	24,936	NA	8,312	24,936	4,987	3,117	12,468	12,468	24,936	NA	24,936	8,312			
<b>PROJECTED POPULATION - 2024</b>	<b>37,723</b>																																				
Total # needed to maintain current ratio of all existing facilities at projected population		3	15	5	3	0	5	17	2	3	2	3	8	6	2	3	6	12	27	3	15	26	2	0	5	2	8	12	3	3	2	0	2	5			
<i>Number that should be added by all providers to achieve current ratio at projected population</i>		1	5	2	1	0	2	6	1	1	1	1	3	2	1	1	2	4	9	1	5	9	1	0	2	1	3	4	1	1	1	0	1	2			

	2019 GIS Acres*
<b>INVENTORY</b>	
Lathrop Parks (Existing)	108
Current Ratio of Park Acres per 1000 Population	
<b>CURRENT POPULATION 2019</b>	<b>24,936</b>
Current Ratio of Park Acres per 1000 Population	4.3
Population per acre	231
<b>PROJECTED POPULATION - 2025</b>	<b>37,723</b>
Total acres needed to maintain current ratio of City of Lathrop existing facilities at projected population	163
<i>Acres that should be added to maintain current ratio at projected population</i>	55

\*Does not include 31 acres of planned and funded parks or 70 acres of future parks

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**Table 21: NRPA Performance Benchmarks**

2019 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks  
Outdoor Park and Recreation Facilities

Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Lathrop Residents per Facility	Lathrop Current Quantity	Additional needed to add to meet current median	Need to add with projected population
Residents Per Park*	NA	1,881	1200			
Acres of Park Land per 1,000 Residents*#	NA	9.6	3.6	-108	123	146
Basketball Courts	86.1%	10,048	3,000	10	-7	-6
Community Gardens	46.3%	20,502	30,003	1	0	1
Dog Park	59.3%	45,751	15,002	2	-1	-1
Playgrounds	94.4%	7,334	1,765	17	-13	-12
Skate Park	26.2%	20,000	15,002	2	0	0
Tennis Courts	79.7%	5,462	15,002	2	3	5
Volleyball Courts	NA	NA	30,003	1	NA	NA
Diamond Fields: baseball - youth	77.9%	16,184	3,728	11	-9	-9
Diamond Fields: softball fields - youth	60.9%	6,890			-7	-6
Diamond Fields: softball fields - adult	66.5%	16,298			-9	-9
Diamond Fields: baseball - adult	54.7%	12,000	7,501	4**	-8	-8
Rectangular Fields: multi-purpose	66.1%	7,812			0	1
Rectangular Fields: soccer field - youth	48.1%	7,656	7,501	4**	0	1
Rectangular Fields: soccer field - adult	40.9%	12,767			-2	-1
Rectangular Fields: football field	38.0%	19,235			-2	-2

\* Comparison based on median for 20,000 to 49,999 population comparison  
 The remaining comparisons are based on similar residents (21) per square mile (less than 500)  
 \*\* Does not include the River Island Facility  
 # does not include 101 acres future park lands not currently planned and funded

Comparing Lathrop to recent national statistics published by the National Recreation and Park Association in their “2019 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks”, the agency does well in most categories.

Similar calculations can also be made based on acres of land and parks per 1,000 residents. The following table includes all the properties included in the GIS mapping. Computation of the acreage consists of only Lathrop parks.

**Table 22: Acres of Park Land per 1,000 Residents**

		2020 GIS Acres*
<b>INVENTORY</b>		
Lathrop Parks (Existing )		108
Current Ratio of Park Acres per 1000 Population		
<b>CURRENT POPULATION 2020</b>	30,003	
Current Ratio of Park Acres per 1000 Population		3.6
Population per acre		278
<b>PROJECTED POPULATION - 2025</b>	37,723	
Total acres needed to maintain current ratio of City of Lathrop existing facilities at projected population		136
<i>Acres that should be added to maintain current ratio at projected population</i>		28

\*Does not include 31 acres of planned and funded parks or 70 acres of future parks

This capacity table indicates that Lathrop provides approximately 5.8 acres per 1000 people or 173 people per acre of “park” and does not include other provider parks and schools. It also shows that based on projected population growth that the City should consider adding 14 acres over the next five years.

**NEW PARK AND RECREATION FACILITIES**

This section considers standards for new park construction. The standards help facilitate future planning and agreements with developers to continue to provide residents with a consistent LOS for Parks and Recreation. Lathrop’s Park system should provide a diversity of recreational opportunities for the community that is reflective of the agency’s vision, community preferences, geographical location, climate, growth trends and cultural resources. Based on these influences, there are four factors that can frame the standards for future park facilities: acreage, access, components, and community preferences.

- 1. Acreage:** To continue to meet the adopted standard of 5 AC per 1000 residents (2 acres of neighborhood park space and 3 acres of community park space), Lathrop is only short 0.1 AC of park for the current population.
- 2. Access:** Walkable access is considered ½ mile and neighborhood access is considered (1) one mile. Future developments should provide park facilities for new residents per the Lathrop guidelines.
- 3. Components and modifiers:** A component is a feature that people go to a park or facility to use, such as a basketball court, playground, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance the comfort and convenience of a site.
- 4. Community preferences:** Surveys indicate the Lathrop community values and needs access to nature, walking, and biking facilities, access to water, and events, as well as their existing neighborhood and community parks.



## **ACREAGE**

### **Park Classification**

Lathrop has 107.8 AC of parks as noted in the inventory, which includes 22 existing. The 1991 General Plan provides (4) four categories of open space: mini park, neighborhood park, community park and landscaped open space corridor. Currently the General Plan is being updated and provides an opportunity to clarify and modernize the requirements to address Lathrop's new and future growth.

#### ***Mini-Park (revised from 1991 General Plan)***

Mini-parks are generally less than 2 acres in size and provide residents with a social and recreational gathering place, similar to a neighborhood park, but on a smaller scale. Mini-parks should provide small-scale recreational and aesthetic benefit primarily in denser residential areas or commercial areas with high pedestrian use, and will be designed to include the specific needs of a concentrated or limited population such as interior neighborhoods or employment areas. Each resident should be within walking distance (1/2 mile) of a neighborhood or mini park.

Currently Lathrop has (8) eight mini parks, accounting for 7.6 acres.

Under current development guidelines, mini parks are not given Quimby credits.

#### ***Neighborhood Park (revised from 1991 General Plan)***

Neighborhood parks are a minimum of four acres in size and serve as the focal point of the community, providing the hub for both physical and social activities. Neighborhood parks should be designed to be flexible to serve a variety of seasonal recreation needs and reflect the surrounding context. Neighborhood parks act as critical building blocks of the City's image and assist in developing an overall sense of community and security. They also serve as essential nodes and access points in the City-wide green space network.

In general, a "neighborhood" is the area served by an elementary school. A neighborhood park may be a combination school and park site that provides space for indoor as well as outdoor recreation activities. Regardless of location, the neighborhood park accommodates daily users and should be reflective of the neighborhood demographics and preferences. Each resident should be within walking distance (1/2 mile) of a neighborhood or mini-park.

Currently Lathrop has ten (10) neighborhood parks, accounting for 42.6 acres.

#### **Community Park**

Community parks are minimum of 20 acres in size and include areas for active sports as well as space for family and group activities, such as picnicking. Community parks are larger in size than neighborhood parks and provide services to fulfill the active and passive recreational needs of multiple neighborhoods. Community parks serve the needs of local neighborhoods by providing a close to home site for more active recreation that is not typically suitable or physically possible in a neighborhood park (i.e., formal sports fields and courts with night lighting).

Community parks and sports parks are where most organized activities provided by the Parks and Recreation Department and various league sports are intended to occur. In general, a "community" is the area served by one or more secondary schools (High Schools). In a large city like Stockton, it is a group of neighborhoods forming a recognized district of the City. In a small city, it encompasses the entire boundaries of the City (existing and planned). In a City like that planned for Lathrop, the service area of the community park will be the area served by a single high school. The community park provides indoor and outdoor areas and facilities to meet a much wider range of recreation interests than the neighborhood

park. Among the facilities included are fields and courts for various sports, a large swimming pool capable of competitive and non-competitive swimming (at different times), a community center building (which may be a school building) for arts and crafts, clubs and social activities, all of the areas and facilities found in a neighborhood park (if not already provided for the affected neighborhood), family picnic areas, quiet areas and areas of natural beauty (1991 General Plan).

Currently Lathrop has (4) four community parks, accounting for 47 acres.

### **Landscaped Open Space Corridor (*revised from 1991 General Plan*)**

The Landscaped Open Space Corridor can take several forms, including the pedestrian parkway separate from auto traffic, a combined vehicle and pedestrian parkway, a buffer zone between residential and commercial or industrial areas, or as a lineal park or paseo connecting with other components of the Parks and Recreation system or located separate from other areas such as along reaches of the San Joaquin River or other waterways. Such corridors do not now exist within Lathrop, but they hold promise for enhancing the overall aesthetic and recreation character of the community (1991 General Plan).

River Park North and South have been included in this classification, putting Lathrop at (2) two linear parks, accounting for 10.7 acres.

The focus should be on developing pedestrian and bicycle facilities that are separate from vehicular traffic. Community input and national trends indicate this is a highly desired recreation asset and is missing from Lathrop's inventory. It is recommended that a pedestrian and bicycle master plan study the feasible location and facility types to best serve residents of Lathrop.

### **PARK STANDARDS**

Lathrop should continue planning for new park facilities to meet the following standards:

- 5 AC per 1000 residents,
  - 2 AC of a neighborhood for every 1000 new residents
  - 3 AC of a community park for every 1000 new residents within a 2-mile radius
- Every residence will be within 1/2 mile of a park (mini, neighborhood or community) or multi-use trail corridor
- Provide safe and accessible pedestrian and bike facilities connecting parks and schools together (until a pedestrian and bike master plan is developed)

**Development Impacts** - The City of Lathrop should continue its usage of the Quimby Act, Developer impacts, and Developer agreements to meet or exceed the park standards. The following guidelines should guide the development of all future parks:

- Lathrop Park and Recreation Department staff should be consulted during the planning phase with the developer to discuss the park improvements and new facilities.
- Parks shall include "park components" as well as "comfort and convenience amenities" per the Lathrop Park Guidelines Matrix below. Parks shall provide a variety of recreational opportunities, and when multiple parks are required within the same development each park will have a different feature or use.
- Residents in the service area should be consulted in the planning and development of the park to determine their needs and desired components.
- Parks shall be publicly accessible and have access to a public sidewalk and/or street.
- Multi-use trails should be provided to adjacent existing or planned multi-use trail corridors.
- Lawn should be limited to multi-use fields and drought tolerant landscaping installed.
- Parks shall be built by developers and may be offered to the City upon completion.

- Additional parks and/or open space may be provided within developments and should be incorporated as part of the master planning process. The location, design, and program of these parks must be approved by the Lathrop Parks and Recreation Department if they are to be publicly maintained and “count” towards the open space contribution.

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Table 23: Components and Standards

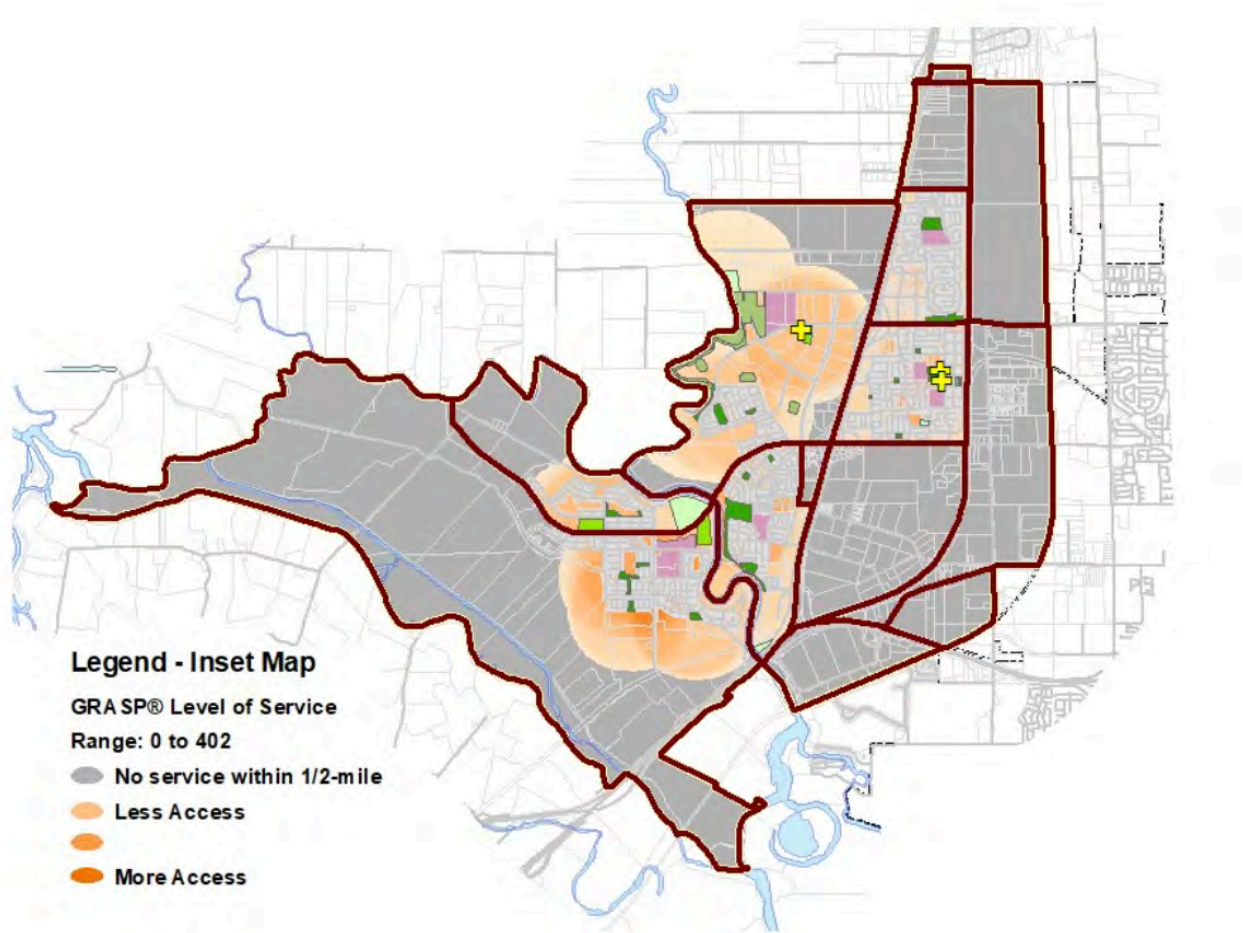
COMPONENTS + STANDARDS									
	Unique Park Components (the number of different types of components)	Other Suitable Specialty Components	Total Park Components (total components including those with multiple)	Standards Current Standards/Requirements	Park Acres	Standard Park Components	Other Suitable Specialty Components	Modifiers Comfort & Convenience Amenities	
CLASSIFICATION	Mini Park	2-3	1	4	These parks can be used by a developer to supplement walkable level of service. Approval by the PRD must be obtained to parkland requirements and the number of components for neighborhood park should be matched	<2AC	Playground, Open Turf Area	Nature play, water play, all age play, bocce ball, table tennis, display or community gardens, shelter	Trash, recycling, picnic tables, seating, dog stations, drinking fountains, landscape plantings
	Neighborhood Park	4	3	6	2 AC/1000 Each new park is encouraged to have a unique element or theme to distinguish from other parks in the system	2-7 AC	Provide min 2-4 Basketball (half or full court) Fitness Course, Garden Display or Community Gardens, Loop Walk, Open Turf Areas, Passive Node, Picnic Grounds, Playgrounds, Shelters, Volleyball Court, Water Access, Developed	Provide min 2-4 for a total of 6 when combined with standard components Nature play, water play, all age play, bocce ball, table tennis, dog park, boating access, horseshoe courts, educational experience, public art, practice diamond fields or small rectangular field	Trash, recycling, drinking fountains, dog stations, seating, BBQ grills, good park access, ornamental plantings, and picnic tables
	Community Park *includes specialty parks	8	4	10	3 AC/1000 Each new park is encouraged to have a unique element or theme to distinguish from other parks in the system	7-20 AC	Provide min 4-8 Basketball Court, Rectangular Field, Diamond Field, Horseshoe Courts, Loop Walk, Open Turf Area, Picnic Ground, Playground, Shelters, Skate Park, Tennis Court/Pickleball, Trail, Multi-Use, Water Access, Developed	Provide min 4-6 for a total of 10 when combined with standard components Nature play, aquatics, water play, all age play, bocce ball, table tennis, community and display gardens, boating access, event space, public art, educational experience, natural areas; Community Parks may also have indoor recreation facilities on-site that provide community meeting spaces and indoor recreation opportunities	Drinking fountains, seating, BBQ grills, dog stations, security lighting, bike racks, restrooms, shade, good park access, on-site parking, seasonal plantings, ornamental plantings, and picnic tables
	Landscaped Open Space Corridors	3	1	4	* Can count towards park land requirements of neighborhood and/or community parks if their standards for area, access, and components are met.				

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## PARK ACCESS

Lathrop should continue to provide a minimum of five AC of parkland per 1000 residents to meet its adopted standard. As Lathrop continues to ensure the standard of acreage is met, equitable distribution of the parks will ensure all residents have access. Future parks that are provided with development should ensure those residents in those planned communities have access to a park within a ten-minute safe walk. Existing neighborhoods that lack access to parks should be a focus for publicly funded future facilities (as well as facility upgrades).

Figure 28: Park Access



## COMMUNITY PREFERENCES

The master plan process identified several community-needs that are currently unmet. As future parks are developed it provides the opportunity to address these needs.

### Access to Nature

Co-locate nature-based parks and open space corridors with environmentally sensitive lands to provide residents with access to nature while preserving environmental assets. Investing in greenway trails, nature preserves, and nature-based play areas can provide multiple benefits to the community. Enhancing community and neighborhood parks with environmental education and preservation can also help meet the desire for access to nature. Rain gardens, native plantings, nature trails, environmental interpretive signage, and nature based playscapes should be considered as a priority when considering park components.



### Walkable and Bikeable



Greenways, trails, and multi-use paths are one of the highest requested open space investments nation-wide. Connecting parks, schools, residents, and other cultural destinations will increase access to open space and provide residents with a highly requested amenity. Lathrop should undertake a pedestrian and bike plan, and consider adopting a mileage standard for development and public planning purposes.

### Central Park

Preferences indicate the need for a centrally located park with community event space and water play. A destination urban park that ties Lathrop together as one community can also provide economic development and City branding benefits.





## Task 9: Analysis of Programs, Services and Maintenance Standards

### **RECREATION PROGRAMMING AND PROGRAM DEVELOPMENT ANALYSIS**

#### **Program Development and Analysis**

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

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

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

Further research into what types of programming would be successful needs to be done. Successful programs utilize continuous creative assessments, research, and planning. The Department has a process that evaluates the success of current program offerings and criteria to determine if new program ideas should be instituted or if changes should be made to current programs. Maintaining the current registration data and evaluation process will help to assure success.

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

Using historical participation levels to determine program popularity and participant feedback can be helpful in deciding if programs should be continued. In addition, utilizing citizen surveys and participant feedback, and researching trends in Parks and Recreation programming are useful tools in determining future programming needs and desires. Sources for trends information include:

- State Parks and Recreation Associations and Conferences
- National Recreation and Parks Association
- International Health, Racquet, and Sports Associations
- Parks and Recreation Trade Publications
- Outdoor Recreation Publications

#### **Programs and Activities**

Lathrop offers a variety of recreational programs, services, and activities. Special events, sports programs, youth programs, adult recreational programs, teen programs, and senior programs are offered at various locations around the City. Youth programs, sports programs, special events and teen programs received the highest importance ratings from survey respondents.

**Figure 29: Importance of Programs and Events**

**PROGRAMS AND EVENTS:** Please rate A: how important the following recreation facilities and services are to your household:

**Invite and Open Link Samples Combined**

Rating Category	Avg.	n=	1 & 2	Neutral (3)	4 & 5
Youth programs	4.1	242	16%	6%	78%
Sports programs	4.1	244	12%	14%	74%
Special events	4.0	244	9%	22%	69%
Teen programs	3.7	239	21% 27%	9%	64%
Adult programs	3.6	259	21%	24%	55%
Senior programs	3.0	245	35% 42%	13%	45%

Source: RRC Associates and GreenPlay

When asked about the need for recreation programs, survey respondents indicated a need for fitness and wellness, community events, swim lessons/aquatics, outdoor recreation, and hobby/interest programs as their top five needs.

**Figure 30: Top Needs for Recreation Programs**

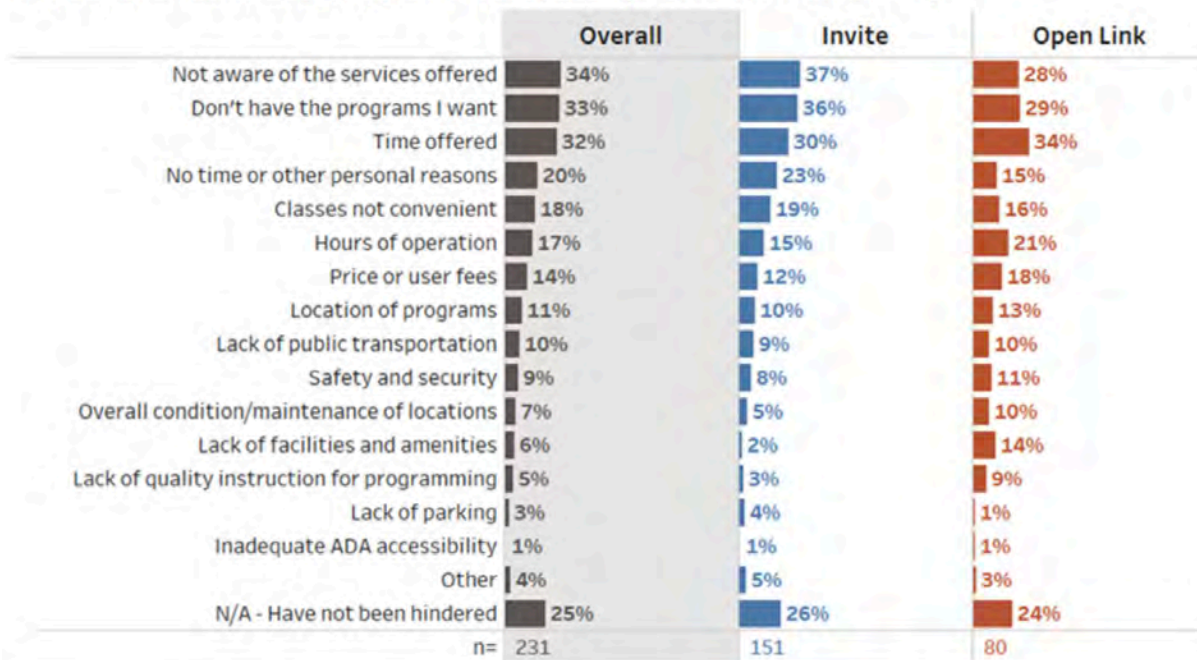
	Overall	Invite	Open Link
Fitness and wellness programs	69%	75%	60%
Community events (festivals, parades, concerts, etc.)	68%	67%	70%
Swim lessons/aquatic programs	65%	59%	75%
Outdoor recreation programs	57%	56%	59%
Hobby/interest programs (crafts, languages, etc.)	57%	56%	58%
Dance and performing arts	50%	46%	56%
Cultural and arts programs	49%	50%	46%
Youth sports leagues	47%	43%	54%
Environmental/nature programs	45%	48%	40%
Youth after-school/summer camps	45%	40%	53%
Youth programs (non-sports)	41%	34%	54%
Adult social sports	38%	39%	35%
Teen activities	37%	36%	39%
Young child (3-5 years) programs	36%	34%	39%
Adult sports leagues	31%	35%	25%
Workforce development/life skills classes	30%	29%	32%
Senior programs	30%	29%	30%
Adaptive (therapeutic recreation)	25%	26%	25%
Volunteer programs (e.g., coaching, senior volunteers)	24%	21%	28%
Alternative sports (BMX, skateboard, etc.)	22%	19%	28%
E-games and E-sports	19%	16%	24%
Droning/Drone racing	12%	8%	18%
Other	3%	3%	2%
n=	246	153	93

Source: RRC Associates and GreenPlay

Survey respondents were also asked about barriers that hindered their use of facilities and programs offered by Parks and Recreation. The top three factors that hinder participation were not aware of the services offered, don't have the program I want, and time program offered.

**Figure 31: Barriers to Facilities and Programs**

**Q 12: From the list below, indicate which factors have hindered your use of Lathrop recreational facilities or programs in the past? (CHECK ALL THAT APPLY)**



Source: RRC Associates and GreenPlay

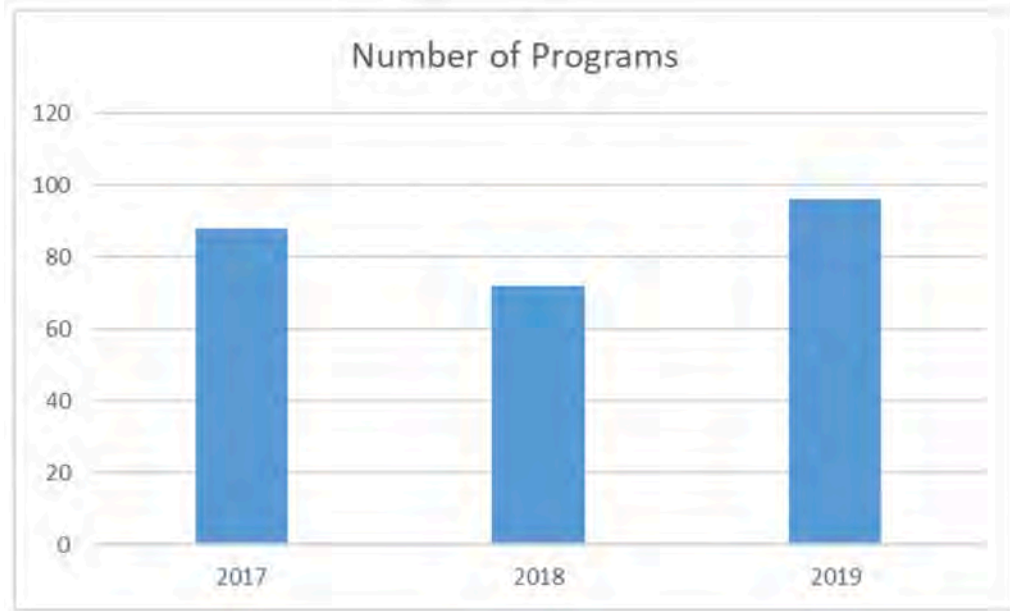
GreenPlay also reviewed the National Recreation and Parks Association Park Metrics and compared Lathrop to other communities in the population group of 20,000 to 30,000 in California and the United States. The results showed the percentage of agencies offering types of programming. Lathrop is in line with other communities in California and the United States in offering team and individual sports, and themed special events.

**Table 24: Percentage of Agencies Offering Certain Activities**

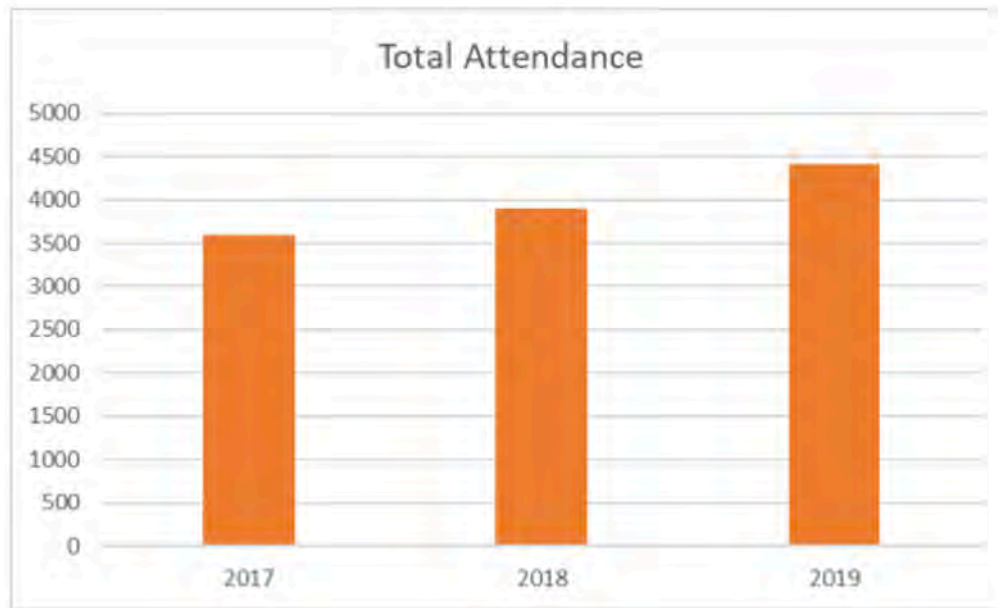
Percentage of agencies offering the following activities:	CA	USA
Health and wellness education	66.7%	80%
Fitness enhancement classes	100.0%	90%
Team sports	66.7%	85%
Individual sports	66.7%	80%
Aquatics	66.7%	70%
Social recreation events	100.0%	90%
Cultural crafts	100.0%	60%
Performing arts	66.7%	55%
Themed special events	66.7%	88%
Trips and tours	33.3%	60%

Finally, GreenPlay reviewed program data provided by the City of Lathrop for the past three years (2017-2019). During the three-year period, Lathrop showed a nine percent growth in number of programs offered and a 19 percent growth in participation. During that same time revenue as grown steadily by 23 percent, from \$236,123 in 2017 to \$305,136 in 2019. **Figures 33 - 35** below illustrate the three-year trend.

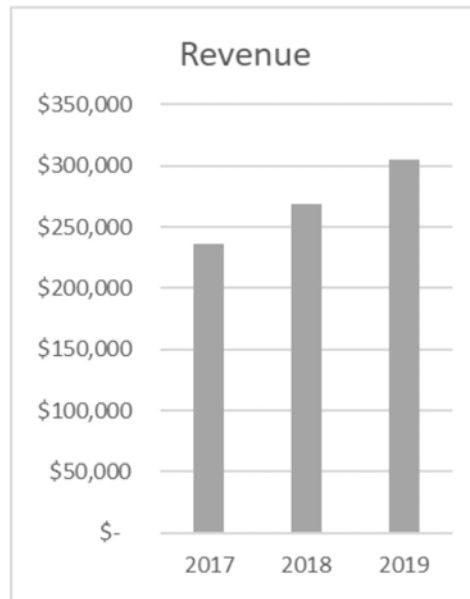
**Figure 32: Number of Programs in Lathrop from 2017 - 2019**



**Figure 33: Attendance of Programs in Lathrop from 2017 - 2019**



**Figure 34: Revenue of Programs in Lathrop from 2017 - 2019**



**MAINTENANCE**

The Department has neither specific written Park Maintenance Standards nor Maintenance Guidelines. All park and facility maintenance is handled through the City’s Public Works Division in collaboration with private contracting entities. Existing Parks and Recreation staff focus on cleanliness in the janitorial realm and all maintenance tasks are addressed and reported to Public Works. With a lack of measurable performance standards and regular schedules for routine maintenance, tasks could impact the quality of Parks and Recreation facilities as the City continues to grow.

Improving productivity and effectiveness of maintenance within the Parks and Recreation Department begins with clear communication with designated Public Works supervisors.

These general maintenance standards are samples meant to be a starting point for the Parks and Recreation Department to review and consider as a basic desired maintenance standard for all Parks and Recreation facilities.

- Litter control minimum service two to three times per week, high use may dictate higher levels during the warm seasons.
- Repairs to all elements of the design should be done immediately when problems are discovered, provided replacement parts, and technicians are available to accomplish the job. When disruptions to the public might be major and the repair is not critical, repairs may be postponed to a time that is least disruptive to the usage patterns.
- Complete park inspections should be conducted weekly.

## GENERAL MAINTENANCE STANDARDS FOR PARKS

### General Standards

#### Grounds

- Grounds mowed and trimmed on a regular schedule
- Park is free of litter, debris, and hazards
- Parking lots, if applicable are clean; striped; and free of debris, holes, and tripping hazards

#### Fountains (where applicable)

- Are accessible and operational
- Are in appropriate locations and in compliance with ADA
- Are installed on a solid surface and free of standing water and debris
- Drain system is operational
- Park facilities should include a minimum of one pet fountain

#### Signage

- Includes City logo and contact phone number
- Park identification signs are secure and properly installed in a visible location
- Handicapped parking signs are secure, visible, and installed to code
- Park rules signs are secure and properly installed in a noticeable location
- Restroom signs are secure and visible
- Is clean, painted, and free of protrusions and graffiti
- Directional signs provided as needed in appropriate locations

#### Ornamental Plants and Trees

- Are healthy and free of disease and insects
- Beds are free of litter, debris, and weeds
- Selection is appropriate for season and climate/area usage for sustainability practices.
- Trees trimmed and shaped on a regular basis. Inspect for and remove hazardous trees as needed
- Tree species selection should provide a wide variety of native and selected non-native trees where appropriate
- Tree wells and planting beds mulched for protection and water conservation

#### Walkways and Trails

- May be hard surface or soft surface depending on location and intended use
- Soft surface trails are free of water collecting depressions and erosion
- Have a uniform surface, positive drainage, are level with ground, free of trip hazards and excessive material deflection
- Are free of litter, debris, and sediment
- Meet ADA requirements
- Provide unobstructed access and are free from low and protruding tree limbs, guide wires, signposts, and ornamental plants
- Walkways in irrigated park areas are neatly edged
- Are clear of weeds and grass growth in cracks and expansion joints; adequate trash receptacles provided
- Guard rails and safety fencing provided in appropriate locations
- Routine safety and function inspections are performed including surface, culverts, water crossings, signage, and vegetation

#### Trash Receptacles (random locations)

- Are clean and free of odor with liners in place
- Are painted, free of damage and missing parts, and properly anchored
- Roll-off containers and dumpsters are clean, screened, and placed in non-intrusive locations with consideration given for attractive fencing and gating
- Area around trash receptacles is clean and free of trash and debris
- Areas around roll off containers and dumpsters are clean and free of trash and debris

#### Fencing

- Fences are intact, structurally sound, and free of damage or deterioration
- Nails, bolts, and screws are flush with surface with no exposed sharp points
- Fences have no excessive voids, cracks or splintering

#### Security and Exterior Lights

- Ninety percent (90%) of security and exterior lights are operational
- No electrical conduit or wiring is exposed
- Lights comply with appropriate building code with consideration of sustainable lighting fixtures added or replaced as needed
- Poles and components are secured in ground, operational and straight with design components as noted in appropriate City code

#### Bridges

- Bridges have a uniform surface, are free of trip hazards, and are free of graffiti.
- Lumber and other materials are structurally sound, free of cracking deterioration and splintering.
- Bridges comply with ADA requirements.
- Bridges have handrails intact and properly installed and anchored.
- Bridges are free of litter and debris

#### General Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed on a regular schedule
- Turf areas have a uniform surface and are well drained
- Areas have clean trash receptacles present that are in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed
- Turf areas are fertilized and aerated on a regular basis

#### Athletic Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed according to usage schedule
- Turf areas have a uniform surface and are well drained
- Playing surface maintained according to sport specific guidelines
- Areas have clean trash receptacles present that are in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed
- Turf areas are fertilized and aerated on a regular basis

## Irrigation

- Irrigation system is fully operational with complete and uniform coverage
- System is free of leaks; backflow prevention devices are in place and functioning properly
- Heads are installed properly for intended use
- Heads are properly adjusted with rotations and arcs to set to reduce water runoff
- Systems are set to run at specific times to minimize evaporation and waste
- Systems function checks are conducted on a regular basis
- Repair excavations are properly compacted, and turf restored

## Open Space Areas

- Native grasses mowed, if necessary, according to specific management plans, with focus on promoting natural growth heights and cycles and wildlife habitat.
- Trail corridors and picnic areas mowed as needed
- Trail surfaces are free of debris and weeds
- Native tree and shrub growth are encouraged
- Wildlife habitat and water quality preservation emphasized
- Rules and regulations and identification signs are posted in noticeable locations
- Annual and noxious weeds are controlled as needed
- Property access points and boundaries are clearly marked

## **Athletic Facilities and Competitive Fields**

### Turf

- Turf has a healthy dense stand of grass and coverage is no less than 95 percent of playable area
- Play area has a uniform surface and is well drained
- Turf to be mowed at the appropriate height for the type of grass used, time of season, and type of field use
- Turf is free of any litter or debris
- Apply top dressing and over seeding as needed to maintain healthy grass
- Fields may be closed for use periodically to allow for turf recovery
- Turf is free of disease, insects, and weeds

### Softball Infields

- Infields have a uniform surface and are free of lips, holes and trip hazards
- Infields are well drained with no standing water areas
- Infields have proper soil composition for intended use with ball field mix added as needed
- Infields are free of weeds and grass
- Infields are free of rocks, dirt clods, and debris
- Bases and plates are properly installed, level, and are at proper distances and anchored according to manufacturer's specifications and league requirements
- Fields dragged and lined as needed according to use schedules

### Bleachers

- Hardware is intact, and bracing and safety rails tightly connected
- Seating surface is clean, smooth, free of protrusions and have no exposed sharp edges or pointed corners
- Clean trash receptacles provided and in good condition, area under bleachers free of trash



### Lights

- Electrical system and components are operational and in compliance with applicable building codes.
- Ninety percent (90%) of lamps for each field are operational
- No electrical conduit or wiring is exposed
- Lights comply with appropriate building code with consideration of sustainable lighting fixtures added or replaced as needed
- Ballast boxes and components are properly installed and secured
- Lights provide uniform coverage on facilities and fixtures and are adjusted to eliminate dark or blind areas
- Fixtures securely fastened to poles and poles secured in ground according to manufacturer's specifications
- Poles and fixtures inspected immediately after any major wind, ice, or hailstorm

### Fencing

- Fencing material is galvanized chin link and appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly connected and straight
- Fencing is free of holes and protrusions
- Fabric is straight and free of bending and sagging
- Gates and latches are operational

### Restrooms/Portable Toilets

- Toilets are clean, sanitary, and properly stocked with paper products
- Lights and ventilation systems are operational
- Toilets, stall doors, and hand air dryers are operational
- Buildings and enclosures are free of graffiti
- Doors are properly marked according to gender
- Restrooms have clean trash receptacles
- All doors and locks are operational
- Restrooms/portable toilets are in compliance with ADA requirements

### Playgrounds

#### Play Equipment

- Equipment and surrounding play areas meet California, ASTM and National Playground Safety Institute (NPSI) standards
- Play equipment and hardware is intact
- Play equipment is free of graffiti
- Age appropriateness for equipment is noted with proper signage
- Monthly and annual inspections are conducted and a repair schedule and program is in place to meet the standard

#### Surfacing

- Fall surface is clean, level and free of debris
- Fall surface meets ASTM and NPSI standards
- Fall surface is well drained
- Rubber cushion surfaces are free of holes and tears
- Rubber cushion surfaces are secure to base material and curbing

## Borders

- Playground borders are well defined and intact
- Playground borders meet ASTM and NPSI standards

## Decks

- Planks are intact, smooth, structurally sound, free of splinters and no cracks greater than ¼ inch
- Nails, bolts and screws are flush with surface
- Planks are level with no excessive warping

## General

- Slides and climbing devices are properly anchored
- All moving parts are properly lubricated and functioning as intended
- S-hooks and swing seats are in good operating condition
- Damaged or equipment under repair is removed or properly marked and isolated from public use until repaired

## Picnic Areas and Shelters

### General

- Access to facilities complies with the ADA
- Shelters are clean, sanitary, and free of graffiti
- Lights and electrical plugs are operational and comply with appropriate building codes
- Vegetation around structure is trimmed back to reduce hazards and does not impede entry and egress
- Grounds around structure are mowed, trimmed and free of litter, debris, and hazards
- Shelters are structurally sound, clean, painted with no rotted lumber or rusted metal and no loose siding or loose shingles
- Water fountains and hose bibs (if provided) are operational
- Signage and rules and regulations information are posted in a visible location

## Tables

- Tables are clean, free of dust, mildew, and graffiti
- Table hardware is intact
- Table frames are intact, and slats are properly secured
- Table seats and tops are smooth with no protrusions and have no exposed sharp edges or pointed corners

## Grills

- Grills are operational and free of rust and metal deterioration
- Grills are clean and free of grease build-up
- Grill racks are operational and secure, and grills are properly anchored to reduce hazard and theft

## Trash Receptacles

- Receptacles are clean, free of odors and liners in place
- Receptacles are painted, free of damaged or missing parts and properly anchored
- Area around receptacles is clean and free of trash and debris

## Tennis Courts

### Surfacing

- Surface is smooth, level, and well drained with no standing water
- Surface is free of large cracks, holes, and trip hazards

- Surface is painted and striped in accordance with U.S. Tennis Association court specifications
- Worn painted surfaces do not exceed 30 percent of total court surface
- Surface is free of litter, debris, gravel and graffiti

#### Nets

- Nets and wind screens are free of tears and frays
- Nets are properly installed and secured to support poles
- Nets have center stripes installed at the regulated height and are anchored to the court
- Support poles have hardware intact and are properly anchored and installed
- Wind screens are properly installed and secured to fencing

#### Fencing

- Fencing is galvanized chain link and is the appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly secured and straight
- Fencing is free of holes, protrusions, and catch points
- Fabric is straight and free of bending or sagging
- Gates and latches are operational
- Windscreens are tightly secured and free of tears and holes

### **Outdoor Basketball Courts**

#### Surfacing

- Surface is smooth, level, well drained, and free of standing water
- Surface is free of large cracks, holes, and tripping hazards
- Surface is painted and striped per court specifications
- Surface is free of litter, debris, gravel, and graffiti

#### Goals and Backboards

- Goals and backboards are level with hardware intact
- Goals and backboard are painted
- Nets are properly hung and free of tears and fraying
- Support poles are secured in ground and straight

### **Sand Volleyball Courts**

#### Nets

- Nets are free from holes and are not torn or tattered
- Nets are hung tightly at specified height
- Nets are securely attached to support poles
- Support poles have hardware intact, are properly anchored and installed

#### Sand Surface

- Court surface is loose sand
- Surface is smooth with good drainage and no standing water
- Surface is free of weeds, grass, debris, and litter
- Grooming and raking are conducted based on the established standard and schedule

## Borders

- Borders are well defined and intact
- Borders meet International Volleyball Federation (FIVB), ASTM and NPSI standards
- Surrounding area is free of debris and encroaching landscaping to reduce hazard

## Ponds and Lakes

### Water

- Aerators, if provided, are operational
- Pond surface is at least 90 percent free of vegetation
- Water area is free of trash and debris
- Bank areas are smooth and free of washouts and erosion, rip rap in place where needed
- Ponds and lakes, where appropriate, are stocked with appropriate species of fish
- Inlet and outlet structures are operational
- Appropriate and seasonal rules and regulations signage is in place at noticeable locations

### Fishing Piers and Decks

- Planks are intact, smooth, structurally sound, free of splinters and have no cracks greater than ¼ inch
- Nails, bolts, and screws are flush with surface
- Planks are level with no excessive warping
- Handrails are present and structurally sound
- Piers and decks comply with ADA standards
- Trash receptacles provided nearby

### Benches

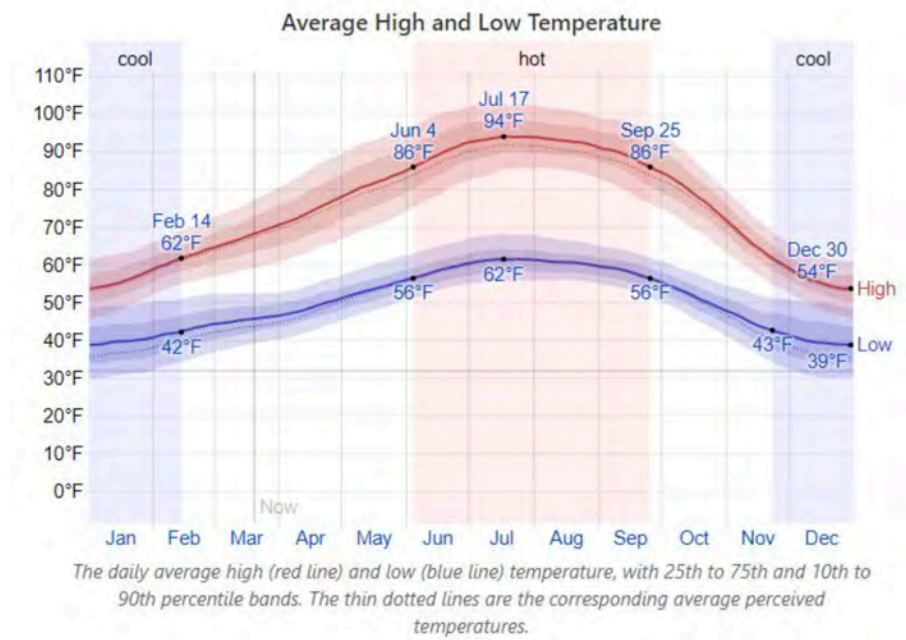
- Hardware is intact and structurally sound
- Nails, bolts or screws are flush with surface
- Seats and backing are smooth with no protrusions, have no sharp edges or pointed corners, and are structurally sound
- Benches are secured in ground and properly installed

## Task 10: Climate, Biological, Natural Resources, and Cultural Legacy

This section considers the environmental and cultural properties surrounding Lathrop and the implications of such on Lathrop's Parks and Recreation system.

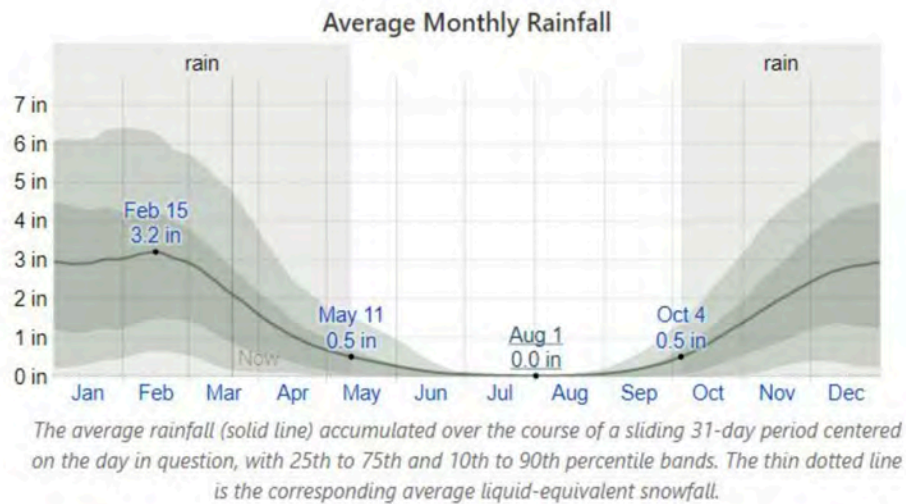
### CLIMATE

Figure 35: Average High and Low Temperature in Lathrop



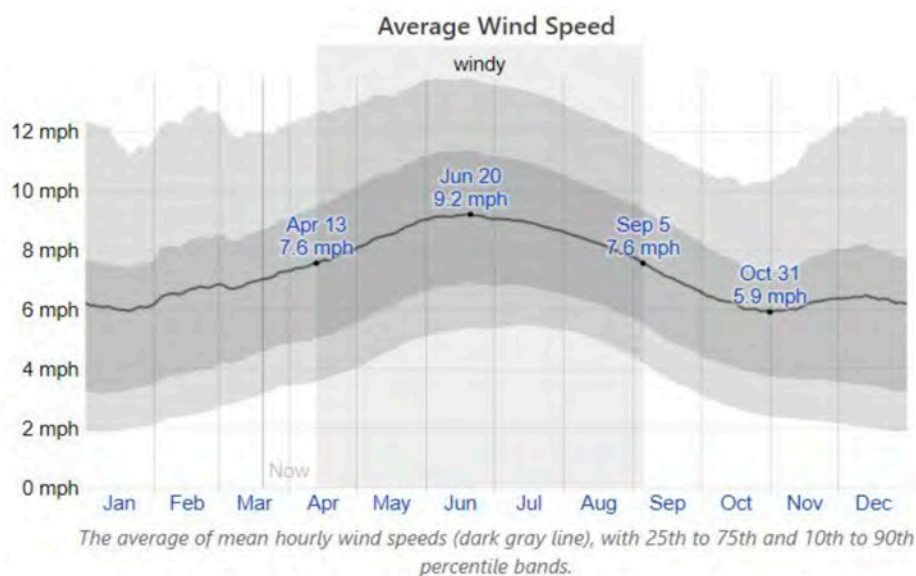
“The hot season lasts for 3.7 months, from June 4 to September 25, with an average daily high temperature above 86°F. The hottest day of the year is July 17, with an average high of 94°F and low of 62°F. The cool season lasts for 2.7 months, from November 22 to February 14, with an average daily high temperature below 62°F. The coldest day of the year is December 30, with an average low of 39°F and high of 54°F.”

**Figure 36: Average Monthly Rainfall in Lathrop**



“The rainy period of the year lasts for 7.2 months, from October 4 to May 11, with a sliding 31-day rainfall of at least 0.5 inches. The most rain falls during the 31 days centered around February 15, with an average total accumulation of 3.2 inches. The rainless period of the year lasts for 4.8 months, from May 11 to October 4. The least rain falls around August 1, with an average total accumulation of 0.0 inches.”

**Figure 37: Average Wind Speed in Lathrop**



“The average hourly wind speed in Lathrop experiences significant seasonal variation over the course of the year. The windier part of the year lasts for 4.8 months, from April 13 to September 5, with average wind speeds of more than 7.6 miles per hour. The windiest day of the year is June 20, with an average hourly wind speed of 9.2 miles per hour. The calmer time of year lasts for 7.2 months, from September 5 to April 13. The calmest day of the year is October 31, with an average hourly wind speed of 5.9 miles per hour.”

Climate data obtained from <https://weatherspark.com/y/1082/Average-Weather-in-Lathrop-California-United-States-Year-Round>.

## **BIOLOGICAL RESOURCES**

The City of Lathrop General Plan Update provides an in-depth look into the biological resources of the area:

*“The San Joaquin River roughly bisects the City running north/south. This major river drains the Great Valley Province into the San Joaquin Delta to the north, ultimately discharging into the San Francisco Bay to the northwest. Habitat in the bioregion includes vernal pools, valley sink scrub and saltbush, freshwater marsh, grasslands, arid plains, orchards, and oak savannah. Historically, millions of acres of wetlands flourished in the bioregion, but stream diversions for irrigation dried all but about five percent. Remnants of the wetland habitats are protected in this bioregion in publicly owned parks, reserves, and wildlife areas.”*

*“According to the California Wildlife Habitat Relationship System there are 16 cover types (wildlife habitat classifications) in the Planning Area out of 59 found in the State. These include: Annual Grassland, Barren Land, Coastal Scrub, Cropland, Deciduous Orchard, Dryland Grain Crops, Eucalyptus, Evergreen Orchard, Fresh Emergent Wetland, Irrigated Grain Crops, Irrigated Hayfield, Irrigated Row and Field Crops, Riverine, Urban Land, Valley Foothill Riparian, and Vineyard.”*

*“A regional background search of special-status species was conducted to document occurrences within a Nine-Quad search (approximately 10-miles) of the Lathrop Planning Area. The search revealed documented occurrences of 25 special status plant species and 35 special status animal species within the search area. The search also revealed five sensitive natural communities within the search area. This includes: Coastal and Valley Freshwater Marsh, Great Valley Cottonwood Riparian Forest, Great Valley Cottonwood Riparian Forest, Great Valley, Valley Oak Riparian Forest, and Elderberry Savanna. While these areas feature special vegetation, habitat for plants of special concern, and native and non-native fish, only one (Great Valley Oak Riparian Forest) is located within one mile of the City.”*

## **NATURAL RESOURCES**

### **Solar Energy**

The average daily incident shortwave solar energy experiences extreme seasonal variation over the course of the year. The brighter period of the year lasts for 3.5 months, from May 6 to August 23, with an average daily incident shortwave energy per square meter above 7.2 kWh. The brightest day of the year is June 24, with an average of 8.5 kWh. The darker period of the year lasts for 3.5 months, from November 3 to February 18, with an average daily incident shortwave energy per square meter below 3.5 kWh. The darkest day of the year is December 25, with an average of 2.2 kWh.

### **Natural Areas**

Lathrop is within a two-hour drive of many natural areas, preserves, wildlife refuges, and state parks. The land use of Lathrop is dominated by agriculture, industry, and residential. What little natural areas are left within the town occur along the San Joaquin River. The largest pocket of natural area is a 30- acre vegetated oxbow created by the river, located west of I-5 and east of River Islands.

### **Environmental Hazards**

Below is an outline of the environmental hazards that face the City of Lathrop.  
(per the City of Lathrop General Plan Update Community Profile)

- Sea-Level Rise (SLR)  
*“Rising sea levels will directly impact coastal development, infrastructure, and habitats. Local impacts of SLR include temporary flooding (especially in combination with storm surge) and permanent inundation. The state’s water supplies are also at risk from rising sea levels. An influx of saltwater would degrade California’s estuaries, wetlands, and groundwater aquifers.”*

- **Wildfires**  
*“Wildfires are a result of conditions affected by interactions between primary variables (precipitation, temperature) and other factors. Wildfires are unplanned, natural occurring fires and pose a great threat to life and property, particularly when they move from forest or range lands and into developed areas.”*
- **Extreme Heat**  
*“Temperature is directly affected by changes in global atmospheric and oceanic temperatures. The region is expected to experience longer, more frequent, and more severe heat waves in the future, but like annual changes, these changes are somewhat variable across the region.”*
- **Riverine Flooding**  
*“Riverine flooding—a secondary climate variable—occurs when heavy rainfall causes rivers or creeks to overtop their banks and inundate surrounding areas.”*
- **Drought**  
*“A drought is a period of abnormally dry weather which persists long enough to produce a serious hydrologic imbalance. The severity of the drought depends on the degree of moisture deficiency, the duration of the dry spell, and the size of the affected area.”*

Many of these environmental hazards, as previously noted, have associated actions that can mitigate the effects for Parks and Recreation users.

## **CULTURAL RESOURCES**

### **Historical Landmarks**

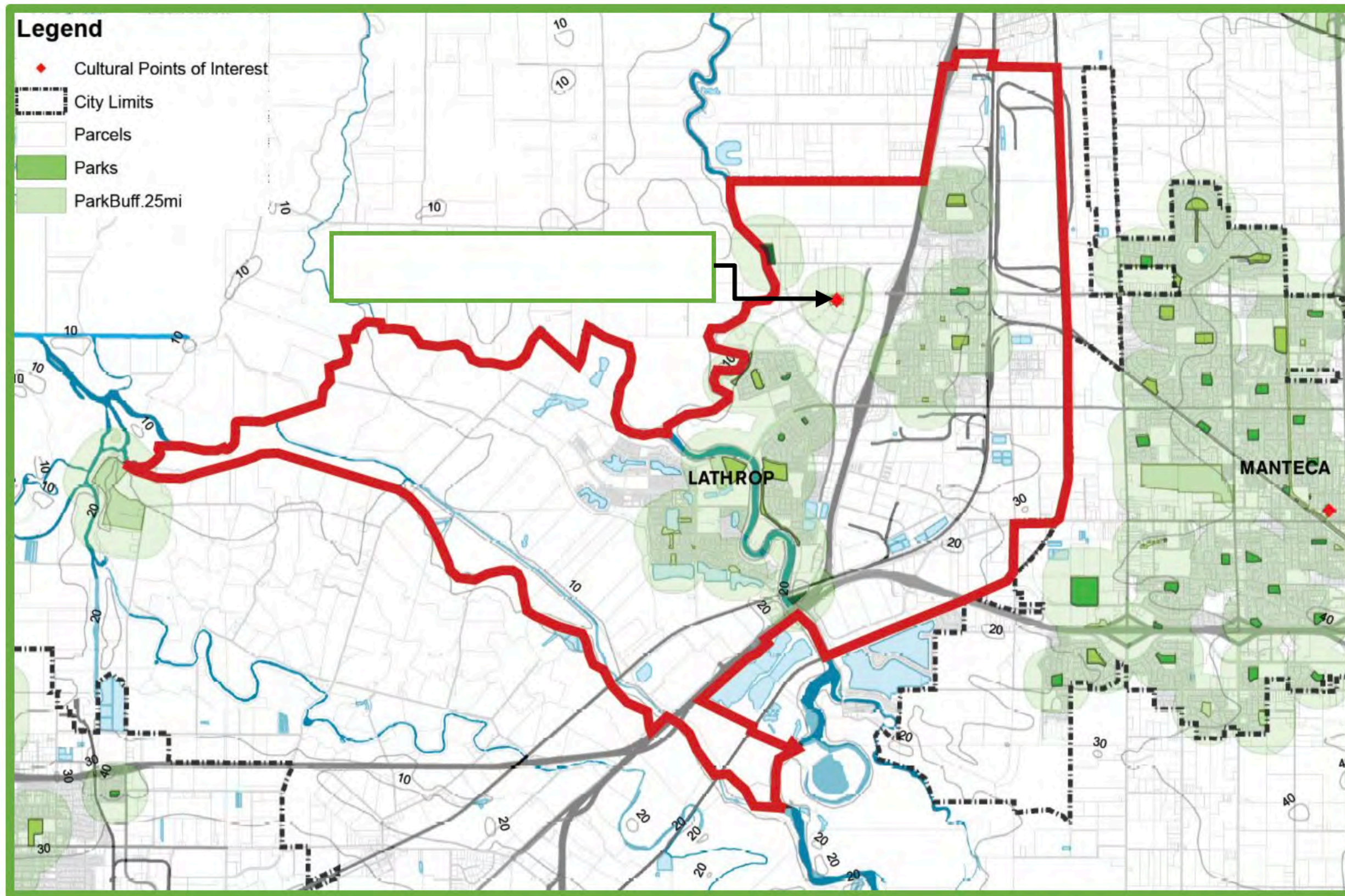
The most prominent historical landmark in Lathrop is the Mossdale Railroad Bridge. The Mossdale Railroad Bridge is a unique physical experience that connects the users to the history of Lathrop and coincides with the adjacent Mossdale Crossing Development. Additional landmarks come in the form of Historic Lincoln Highway Markers. These are located along Manthey Road near the Manthey Road Bridge.

### **Community Resources**

There are several public facilities in Lathrop that provide educational and recreational opportunities for the community. They are: Lathrop Community Center/Scott Brooks Gymnasium, Lathrop Generations Center, and the Lathrop Senior Center. The Lathrop Generations Center hosts a number of annual events for the City and is also home to the Stockton-San Joaquin County Library branch.



Figure 38: Community Resources



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## **Task 11: Capital Improvement Funding**

### **PARK FACILITY FUNDING MECHANISMS**

California has a highly stipulated and complicated public funding laws which leads to a pooling of various funding sources to fund improvements and manage operations and maintenance budgets. Below is a summary of some of the funding mechanisms that are available for the City of Lathrop to consider for new facilities.

#### **GENERAL FUND CIP**

Capital Improvement Program (CIP) is a multi-year forecast of capital needs which typically includes new construction projects and planned improvements of existing facilities. The CIP establishes structure and consistency by identifying, prioritizing, approving, and funding capital improvement projects. In all local government jurisdictions, CIP funding is allocated through the Annual Budgeting Process for approval and can become challenging with other city departments all pulling from the same fund with their request. Consistency in the level of funding allocations should be determined early. General fund CIP planning can be a strong funding opportunity if the City would consider charging assessments to districts and then choosing how to distribute those assessments toward quality of life initiatives.

#### **CFF FEES – CAPITAL FACILITY FEE**

The City's Capital Facility Fee (CFF) program was first instituted on October 10, 1990. This revenue source could be reinstated to assist with the Culture and Leisure category of the CFF for annual capital funding improvements.

#### **MEASURE D**

Measure D would be a "general tax" where all revenue from this tax would be deposited into the City's General Fund and could be used for general City operations and services, including police enforcement, emergency response, parks, youth and senior services, and street repair. Pursuant to State Law, a "general tax" requires approval by a majority of the City's voters voting at an election.

#### **BONDS**

Municipalities can issue Bonds as a means to provide a revenue stream for land acquisition or park improvements. Bonds (general obligation bonds and limited obligation bonds) typically require approval by two-thirds of the voting population. Proposition 68 allowed the state to raise over \$4 million to fund parks in underserved neighborhoods.

#### **PROPERTY TAXES**

California restricted the increase in property taxes in the 1970's with Proposition 13, which sets the statewide tax to one percent. As well as setting the percentage statewide, the law also restricted the rate at which property's assessed value could increase, either by 25 per year or through a sale.

#### **SPECIAL TAXES**

In California, a special tax must be approved by two-thirds of voters. It must specifically state its purpose, whether it be for capital improvements or operations and maintenance.

#### **GENERAL TAXES**

General taxes are taxes used for the general governmental purposes and must be approved by a majority of voters.

## **SALES TAXES**

Sales tax revenue dedicated to Parks and Recreation can provide a commitment of public funds when property taxes are not an option.

## **FEES AND SPECIAL ASSESSMENTS**

Also required to be approved by voters, these are fees charged to property owners for public services or improvements that benefit their property. These fees are subject to many stipulations through Proposition 218 and 26.

## **DEVELOPER CONTRIBUTIONS THROUGH THE QUIMBY ACT**

Stemming from the 1965 Quimby Act, Lathrop requires developers to dedicate land and/or pay an in-lieu fee as a condition of subdivision map approval. If the development is under 50 units, then the developer is not required to dedicate land but must still pay an in-lieu fee. When fees, instead of land, are required, the fee is based on the money needed to obtain the land for a park. In addition to developing new parks, fees can be used to rehabilitate existing park facilities that will serve the subdivision. However, fees cannot be used for maintenance, or operations, and cannot pay for ongoing maintenance.

The City's Quimby regulations were adopted under the General Plan and the fees are outlined in the Master Fee Schedule. The Quimby Act requires 3 AC per 1000 residents, or up to 5 AC per 1000 residents if that is the current municipal standard. Lathrop requires a dedication of 5AC per 1000 residents or a fee in lieu.

## **DEVELOPMENT IMPACT FEES**

In addition to the Quimby Act, the Mitigation Fee Act provides a municipality the ability to condition plan approval on the developer's payment of impact fees. These fees are intended to offset the impact of new residents on the existing system, and to ensure that new residents receive the same level of service as existing residents. The main impact of new development to park facilities would be increased use or crowding of existing facilities. The fees must be proportional to the development's impact. If an existing park will serve a population increased by 25 percent, then the fees would be calculated based on providing the additional existing components to meet that increased usage.

These fees can be used for new facilities or improvements to existing facilities, but typically cannot be used for operations or maintenance or to meet existing facility deficits. Both the Quimby Act fees and the Development Impact Fees can be required of a development as long as they do not duplicate each other.

## **DEVELOPER AGREEMENTS**

A municipality and a developer can come to an approved development agreement that outlines open space dedication and improvements that override future changes to zoning and land use regulations. This is often the case for phased master planned communities that may be built over a longer time period.

## **CEQA MITIGATION**

The California Environmental Quality Act (CEQA) requires that the environmental impacts of new development be mitigated if it will cause impacts to park facilities. Mitigation may include fees, land dedication or the improvement to existing park facilities.

## **LAND AND WATER CONSERVATION FUND (LWCF)**

Matching grants are often available through funds from the LWCF for local park acquisition and improvements. The Outdoor Recreation Legacy Partnership Program (ORLP) targets funding for improvements in underserved neighborhoods with populations who are economically disadvantaged.

### **COMMUNITY AND ECONOMIC DEVELOPMENT GRANTS**

New Market Tax Credits is a federal tax program to incentivize private investment in businesses and real estate in low income neighborhoods. Community Development Block Grants (CDBG) have provided grants to several park systems, while it is mainly intended for affordable housing and the expansion of economic opportunities.

### **PHILANTHROPIC**

Non-profit organizations, corporations, and individuals can advocate, fundraise, and donate funds for Parks and Recreation investments. Philanthropies with community ties have increasingly made impacts on public parks.

### **PUBLIC PRIVATE PARTNERSHIPS (P3's)**

Funding for new parks can be offered in return for naming rights, development rights, and various other benefits. This is an increasingly common strategy used to build specialty and destination parks.

For park operations, P3's are set up in various ways which can help strengthen park offerings while sometimes providing a stream of revenue for park budgets. Examples include selling concessions and offering programs for a fee, with a percentage given back to the agency.

### **USER FEES AND EARNED INCOME**

Fees generated from facility rental, services and programs can supplement the Parks and Recreation budget. Often this is balanced with providing access to lower income residents. Other options can provide revenue from parking, land leases, and sales of concessions.

### **COORDINATION WITH HEALTH CARE AND SCHOOL SYSTEM**

The common goals and needs of the health care, Parks and Recreation and schools align them to create partnerships for park investments as well as ongoing maintenance, programming and shared-use agreements.

### **TRANSPORTATION GRANTS**

More and more often, Parks and Recreation agencies are receiving funding, often through matching grants, from USDOT for transportation investments that acknowledge the need and demand for more improved walking and biking facilities.

### **CLIMATE CHANGE AND DISASTER RESILIENCY PROGRAMS**

With the need for communities to address climate change, there are growing list of funds from various sources dedicated to helping with these costs. "California's large cap-and-trade plan has devoted a portion of funding for urban and community forestry programs in disadvantaged communities (using a state-designed designation framework). In the 2018–19 budget, for example, the state allocates \$20 million for urban greening programs out of a total budget of \$1.46 billion," (Investing in Equitable Urban Park Systems, <https://prps.org/common/Uploaded%20files/Resources/CPA%20Investing%20in%20Equitable%20Urban%20Park%20Systems-July%202019.pdf>)

Both CDBG grants and FEMA have provided funding sources for disaster recovery and prevention. Including a \$4.65 million FEMA grant to the City of Oakland to reduce fire danger. FEMA provides grant funding to better manage flood hazard areas.

(Source: Change Lab Solutions, [https://www.changelabsolutions.org/sites/default/files/Parks-Financing\\_White-Paper\\_FINAL\\_20151007.pdf](https://www.changelabsolutions.org/sites/default/files/Parks-Financing_White-Paper_FINAL_20151007.pdf))

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## Task 12: Action Plan

### CONTEXT

Residents and community leaders are increasingly recognizing that Parks and Recreation facilities, programs, and services are becoming more and more essential in planning efforts for long term investments in economic sustainability and planning the vitality of desirable communities. The City of Lathrop Parks and Recreation Department is committed to providing comprehensive, high quality parks, programs, facilities, and services to the community and the following recommendations will assist the department in moving forward.

### MOVING FORWARD-RECOMMENDATIONS

After analyzing the findings from the Master Plan process, including the Key Issues Matrix, a summary of all research, the qualitative and quantitative data captured, inventory, LOS analysis, and input assembled for this study, a variety of recommendations have emerged to provide guidance to raise the bar for programs, facilities and development for the City of Lathrop, Parks and Recreation Department. This section describes ways to enhance the level of service and the quality of life with improvements through efficiencies, enhanced program and service delivery, facilities and amenities, and increased financial opportunities.

Goals, objectives, and action items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and other information gathered with a primary focus on maintaining, sustaining, and improving the Lathrop Parks and Recreation Department. This section describes ways to enhance the level of service and the quality of life in Lathrop through improvements to parks, services, facilities, programs, and amenities while also focusing on improving programming and services, organizational efficiencies, and financial opportunities.



**Table 25: Goals and Action Plan Table**

<b>Priority 1 Tasks: New Facilities and Cost Recovery Methodology</b>	
<b>Action</b>	<b>Timeframe</b>
<p><b>1.1a Adjustment of the Culture and Leisure Facilities CIP</b></p> <ul style="list-style-type: none"> <li>• Revise planned facilities and adjust to changing needs</li> <li>• Merge the Senior Center 19,600 square feet, the Youth Center 7,500 square feet and the Community Center 7,800 square feet to Multi-Use Community Center A for a total 34,900 square feet</li> <li>• Reallocate 31,100 square feet and fee for Library Space to Multi-Use Community Center B</li> <li>• Ensure Gymnasium Space 7,500 square feet is attached to the 31,100 square feet Multi-Use Community Center B for a total 38,600 square feet</li> <li>• Repurpose proposed Community Pool to various Community Splash Pads/ Spray Grounds</li> <li>• Develop Sports Complex’s with lighted fields (both ball diamonds and multi-purpose fields) and consider synthetic turf surfaces where appropriate</li> </ul> <p><b>1.1b Determine location for a Multi-Use Community Center within Historic Lathrop with a minimum of 34,900 square feet</b></p> <ul style="list-style-type: none"> <li>• Multi-Use classrooms and meeting space to accommodate daily programming                             <ul style="list-style-type: none"> <li>▪ Expandable partitions to adjust room sizes appropriately</li> <li>▪ Flexible programming space to accommodate camps and after school activities</li> <li>▪ Space for daily senior services</li> </ul> </li> <li>• Expanded kitchen to serve daily lunch programs, allow for event catering, evening program/classes</li> <li>• Performance stage</li> <li>• Minimum of 3 indoor basketball/volleyball courts                             <ul style="list-style-type: none"> <li>▪ Adjustable height baskets for youth basketball</li> <li>▪ Automatic retractable bleachers for spectators</li> </ul> </li> <li>• Dance, gymnastics, fitness, and wellness space</li> <li>• Dedicated community meeting space</li> <li>• Equipment storage</li> <li>• Staff offices</li> </ul> <p><b>1.1c Determine location for a Multi-Use Community Center within the River Islands Development with a minimum of 38,600 square feet</b></p> <ul style="list-style-type: none"> <li>• Consider the inclusion of additional square footage to accommodate a performing art center in partnership with school district</li> <li>• Multi-Use classrooms and meeting space to accommodate daily programming                             <ul style="list-style-type: none"> <li>▪ Expandable partitions to adjust room sizes appropriately</li> <li>▪ Flexible programming space to accommodate camps and after school activities</li> <li>▪ Space for daily senior services</li> </ul> </li> </ul>	<p>2021-2023</p>



- Expanded kitchen to serve daily lunch programs, allow for event catering, allow for event catering, evening program/classes
- Minimum of 3 indoor basketball/volleyball courts
  - Adjustable height baskets for youth basketball
  - Automatic retractable bleachers for spectators
- Dance, gymnastics, fitness, and wellness space
- Dedicated community meeting space
- Equipment storage
- Staff offices

**1.1d Develop plans for sports complex in River Islands adjacent to future high school**

- Lighted sports fields
  - Consider synthetic athletic field to extend sports season into winter months
- Loop walk/trail
- Shade structures
- Outdoor sports courts
- Restroom, concession facility with meeting space

**1.1e Develop plans for sports park in Stanford Crossing Community Sports Park adjacent to existing high school**

- Lighted sports fields
  - Consider synthetic athletic field to extend sports season into winter months
- Loop walk/trail
- Shade structures
- Outdoor sports courts
- Restroom, concession facility with meeting space
- Access road could be directed to the west edge of designated parkland along the levee to provide as much usable park space as possible

**1.1f Discuss as part of Phase 2 Parks Master Plan for River Islands**

- Discuss City management and operation of private elementary school gymnasiums in Partnership with School District
- Install classroom space for city run before, after school and summer camp programming on each school campus
- Coordinate approvals of park and community plans with developer in conjunction with the River Islands Phase 2 Parks Master Plan

**1.1g Research Opportunities for Off Leash/Dog Park Spaces in Historic Lathrop**

**1.1h Follow guidelines for the process of resource allocation as provided through the Pyramid Methodology for future planning efforts as outlined and implement equitable user fees for programming and services**

<p><b>1.1i Explore opportunities with leadership from Manteca Unified School Districts for permanent facility use or city owned facilities adjacent to schools for before and after school care</b></p>	
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<b>Priority 2 Tasks: Service Delivery and Program Growth</b>	
<b>Action</b>	<b>Timeframe</b>
<p><b>2.1a Implement a standardized maintenance plan in collaboration with Public Works that includes weekly, monthly, and seasonal preparations and regular maintenance</b></p>	<p>2023-2024</p>
<p><b>2.1b Implement Scoring Matrix and inspection schedule/team for indoor and outdoor recreation facilities</b></p>	
<p><b>2.1c Evaluate and plan for increased programs and participation within the community including fitness and wellness programs</b></p> <ul style="list-style-type: none"> <li>• Swim lessons</li> <li>• Outdoor recreation programs</li> <li>• Hobby and special interest programs</li> <li>• Dance and cultural arts programs</li> <li>• Youth before and after-school programs</li> <li>• Break and summer camps</li> </ul>	
<p><b>2.1d Increase special event programming</b></p> <ul style="list-style-type: none"> <li>• Expand summer concert schedule</li> <li>• Expand “Movie in the Park” offerings</li> <li>• Review possibility for Farmer’s Markets and Food Truck Rodeo</li> <li>• Continue to utilize We CARE brand with marketing funds and give- away items to promote at community activities</li> <li>• Pursue additional public/private partnerships with: <ul style="list-style-type: none"> <li>▪ Business Community</li> <li>▪ Medical Community</li> <li>▪ Developers</li> </ul> </li> </ul>	

**2.1e Utilize GRASP and Needs Assessment Findings to develop a 15-year Capital Replacement Schedule for existing facilities and address low scoring amenities and components listed below:**

2021-2024

**Apolinar Sangalang Park**

- Manage drainage issues
- Repair or replace turf
- Replace existing playground and rubberized surfacing
- Place new restroom by new playground
- Place Splash Pad adjacent to new playground
- Consider the placement of tennis courts adjacent to existing basketball court.
- Replace park sign
- Install Flagpole - POW/MIA/UA Armed Forces

**Crescent Park**

- Identify location for shaded picnic area
- Replace volleyball sand
- Replace park sign

**7th Street Skate Park**

- Formalize plan for additional acreage to include parking, shaded picnic area, a drinking fountain, dog station, lighting, restrooms, bike rack
- Possible location for bike park
- Install park sign

**Libby Park**

- Replace or update fitness items
- Add drinking fountain with dog dish
- Replace park sign

**Michael Vega Park**

- Replace wooden picnic tables and benches with system standard tables
- Replace volleyball sand

**Milestone Manor Park**

- Resurface and level path throughout
- Add children’s themed educational pathway
- Install standard tables and benches
- Manage ornamental plantings
- Replace park sign

**Mossdale Landing Community Park**

- Develop conceptual plan to repurpose use of park.
- Replace tables with standard items
- Manage drainage and irrigation issues
- Consider area for additional shaded picnic/group gathering
- Construct shade front of concessions building

**Park West**

- Install large shade structure by restroom
- Replace tables with standard items
- Repair court surfacing
- Install fitness equipment along perimeter trail

**River Park North**

- Create educational kiosks about natural habitat surrounding the river
- Improve access to river
- Remove turf and place with drought tolerant plants
- Place park sign
- Protect and preserve native and endangered species through education and safe plantings in all park locations

**Somerston Park**

- Install shaded picnic structures

**The Green**

- Develop revised conceptual plan for park
- Replace playground
- Continue to work to improve irrigation issues
- Add ornamental plantings
- Replace park sign

**Tidewater Park**

- Change playground surface to poured in place surfacing
- Paint basketball court

**Valverde Park**

- Resurface basketball courts
- Redesign and replant parking lot landscaping
- Replace wooden shade shelters
- Reseal and stripe parking lots
- Monitor and repair irrigation and turf problems

**Woodfield Park**

- Manage turf condition
- Replace/remove restroom building

<p><b>2.1h Establish Standards for Future Park Development</b>  <b>Standard Items to be considered for inclusion</b></p> <ul style="list-style-type: none"> <li>• Splash pads and water features</li> <li>• Trail and pathway connectivity</li> <li>• Playgrounds</li> <li>• Additional open space and natural areas</li> <li>• Indoor athletic fields and courts</li> <li>• Improved amenities (restrooms, pavilions)</li> <li>• Indoor recreation facilities</li> <li>• Community Gardens</li> <li>• Public Art in Parks</li> <li>• Provide ample shade with tree canopy cover and shade structures</li> <li>• Add storm water systems and erosion mitigation systems</li> <li>• Install small windmills on park facilities or decorative turbine structures</li> <li>• Protect and preserve native and endangered species</li> <li>• Installation of solar panels in areas that will provide energy efficient practices. Examples include: restrooms, outdoor public spaces, etc.</li> <li>• Provide access to natural areas such as levees, trails, greenway</li> </ul>	
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<b>Priority 3 Tasks: Work with local School Districts</b>	
<b>Action</b>	<b>Timeframe</b>
3.1a Develop a joint use facilities agreement with Banta School District	2021-2023
3.1b Strengthen existing partnership with MUSD and research new opportunities	

<b>Priority 4 Tasks: Explore Additional Funding Sources for Capital Improvement</b>	
<b>Action</b>	<b>Timeframe</b>
4.1a Explore the development of a non-profit foundation for Parks and Recreation	2021-2023
4.1b Pursue grant writer or contract with organization to increase resources through grant and philanthropic opportunities	

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## Appendix A: Level of Service Analysis and Methodology

### A. GRASP® Glossary

**Buffer:** see catchment area

**Catchment area:** a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a Level of Service assessment

**Component:** an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

**Geo-Referenced Amenities Standards Process® (GRASP®):** a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a Level of Service assessment

**GRASP® Level of Service (LOS):** the extent to which a recreation system provides community access to recreational assets and amenities

**GRASP®-IT audit tool:** an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool, is used to conduct inventories of more than 100 park systems nationwide.

**Low-score component:** a component given a GRASP® score of “1” or “0” as it fails to meet expectations

**Lower-service area:** an area of a city that has some GRASP® Level of Service but falls below the minimum standard threshold for the overall Level of Service

**Modifier:** a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks among others

**No-service area:** an area of a city with no GRASP® Level of Service

**Perspective:** a perspective is a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how recreational assets serve a community

**Radius:** see catchment area

**Recreational connectivity:** the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them.

**Recreational trail:** A recreation trail can be a soft or hard-surfaced off-street path that promotes active or passive movement through parklands or natural areas. Recreational trails are typically planned and managed by Parks and Recreation professionals or departments.

**Service area:** all or part of a catchment area ascribed a particular GRASP® score that reflects the Level of Service provided by a particular recreational asset, a set of assets, or an entire recreation system

**Threshold:** a minimum Level of Service standard typically determined based on community expectations

**Trail:** any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

**Trail network:** A trail network is a functional and connected part of a trail system within which major barrier crossings, including such things as crosswalks, pedestrian underpasses, or bridges. Different networks are separate from other trail networks by missing trail connections or by such barriers as roadways, rivers, or railroad tracks.

**Trail system:** all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

**Transportation trail:** A transportation trail is a hard surface trail, such as a city sidewalk, intended for traveling from one place to another in a community or region. These trails typically run outside of parklands and are managed by Public Works or another city utility department.

## B. GRASP® Components and Definitions

**Table 26: GRASP® Outdoor Component List**

GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as rope courses, zip-lines, and challenge courses. The type specified in the comments.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A human-made basin designed for people to immerse themselves in water and intended for swimming laps.
Aquatics, Leisure Pool	A human-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero-depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A therapy pool is a temperature-controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.



Basketball, Practice	A basketball goal for half-court play or practice that includes goals in spaces associated with other uses.
Batting Cage	A batting cage is a stand-alone facility that has pitching machines and restricted entry.
Bike Complex	A bike complex accommodates various bike skills or activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use, constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course.
Camping, Defined	Defined campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Use the official agency count for quantity if available.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in undefined sites. Undefined camping receives a quantity of one for each park or location. Use this component when the quantity of sites is not available for dispersed camping.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing not limited to play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Use a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Softball and baseball fields, suitable for organized diamond sports games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Many ballfields at a single location suitable for tournaments.
Diamond Field, Practice	An open or grassy area used for the practice of diamond sports. Distinguished from ballfield in that it doesn't lend itself to organized diamond sports games and from open turf by the presence of a backstop.
Disc Golf	A designated area for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.

Educational Experience	Signs, structures, or features that provide an educational, cultural, or historical experience. Assign a quantity of one for each contiguous site. Distinguished from public art by the presence of interpretive signs or other information.
Equestrian Facility	Same as above
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, stage.
Fitness Course	Features intended for personal fitness activities. A course receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad, including bocce, shuffleboard, lawn bowling. Quantity counted per court.
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	A garden area that is designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, an arboretum.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a single location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in "Winter Sport."
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.

Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one distinct circuit is present.
Multi-Use Pad	A painted area with games such as hopscotch, 4 square, tetherball found in schoolyards. As distinguished from "Games Court," which is typically single-use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	An active or passive component that does not fall under any other component definition.
Passive Node	A place that is designed to create a pause or particular focus within a park and includes seating areas, plazas, overlooks. Not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.
Playground, Destination	A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Playground, Local	A local playground serves the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.
Public Art	Any art installation on public property. Art receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in a single location suitable for tournament use.

Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180' x 300' (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in any manner of configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated. Address lack of seating in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A stand-alone feature primarily for wheel sports such as skateboarding and in-line skating. The component may or may not allow freestyle biking. May be associated with a playground but is not part of it. Categorize dedicated bike facilities as Bike Course.
Skate Park	An area set aside primarily for wheel sports such as skateboarding and in-line skating. The park may or may not allow freestyle biking. May be specific to one user group or allow for several user types. It can accommodate multiple abilities. Typically has a variety of concrete or modular features.

Target Range	A designated area for practice or competitive target activities, such as archery or firearms.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation-sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connection to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are Loop Walks.
Trail, Primitive	A path, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards
Trail, Water	A river, stream, canal, or other waterway used as a trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, drinking water, trash receptacles, and seating.
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts associated with sports such as handball and racquetball. The type specified in the comments.
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. Specified in comments, including quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	This passive water-based amenity provides a visual focal point that includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity such as a downhill ski area, Nordic ski area, sledding hill, toboggan run, or recreational ice. The type specified in the comments.

**Table 27: GRASP® Indoor Component List**

GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with a non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
Auditorium/Theater	A large room explicitly designed as a performance/lecture space that includes a built-in stage, seating and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built-in secure entry and cabinets, a small toilet, designated outdoor play area. Intended for short-term child care or half or full-day preschool use.
Fitness/Dance	A room with resilient flooring and mirrors.
Food - Counter Service	Staffed food service with a commercial kitchen and no waiter services.
Food - Full Service	Staffed food service with a commercial kitchen and dining room with waiter services.
Food - Vending	A non-staffed area with vending machines or self-service food options.
Gallery/Exhibits	A space intended for the display of art, interpretive information, or another type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
Sport Court	An active recreation space such as a gymnasium that can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.
Track, Indoor	Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.
Kitchen - Kitchenette	Area for preparing, warming, or serving food.
Kitchen - Commercial	A kitchen meeting local codes for commercial food preparation.
Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing
Multi-Purpose Room	A multi-purpose room can host a variety of activities, including events, classes, meetings, banquets, medical, or therapeutic uses. It also includes rooms or areas designated or intended as game rooms, libraries, or lounges. Rooms may be dividable.
Patio/Outdoor Seating	Outdoor space or seating area designed to be used exclusively in conjunction with indoor space and primarily accessed through an indoor space.

Retail/Pro-shop	An area for retail sales of sporting equipment, or gifts. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
Sauna/Steam Room	A facility with built-in seating and a heat source intended for heat therapy. May be steam or dry heat.
Specialty Services	Any specialty services available at an indoor location.
Specialty Training	Any specialty training available at an indoor location that includes gymnastics and circuit training.
Weight/Cardio Equipment	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation, and ceiling heights appropriate for high-intensity workouts
Woodshop	A room with wood-working equipment that contains an adequate power supply and ventilation.

*Note: Include any component from the outdoor component list as an indoor component*

### C. Inventory Methods and Process

To complete a detailed GIS (Geographic Information System) inventory, the planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, field teams visited sites to confirm or revise preliminary component data, make notes regarding sites or assets, and develop an understanding of the system. The inventory for this study focused primarily on components at public parks. Evaluations include assessments to ensure a component was serving its intended function, noting any parts in need of refurbishment, replacement, or removal.

The inventory also included the recording of site comfort and convenience amenities such as shade, drinking fountains, restrooms, called **modifiers**.

Collection of the following information during site visits:

- Component type and geolocation
- Component functionality
  - Based assessment scoring on the condition, size, site capacity, and overall quality. The inventory team used the following three-tier rating system to evaluate these:
    - 1 = Below Expectations
    - 2 = Meets Expectations
    - 3 = Exceeds Expectations
- Site modifiers
- Site design and ambiance
- Site photos
- General comments

## Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features. Beyond quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user's experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the following images:

**Figure 39: GRASP® Asset Scoring Comparison**



In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for its comfort, convenience, and ambient qualities. These qualities include the availability of amenities such as restrooms, drinking water, shade, and scenery. These modifier values then serve to enhance or amplify component scores at any given location.

Compiled GIS information collected during the site visit includes all GIS data and staff input. This review packet consists of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

Analysis of the existing parks, open space, trails, and recreation systems determine how the systems are serving the public. Level of Service (LOS) in Parks and Recreation master plans defines the capacity of the various components and facilities that make up the system to meet the needs of the public in terms of the size or quantity of a given facility per unit of population.

An analytical technique known as **GRASP® (Geo-Referenced Amenities Standard Process)** was used to analyze the Level of Service provided by assets. This proprietary process, used exclusively by GreenPlay, yields analytical maps and data that may be used to examine access to recreation across a study area.



## D. Composite-Values Level of Service Analysis Methodology

**Level of Service (LOS)** measures how parks, open spaces, trails, and facilities serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

### Why Level of Service ?

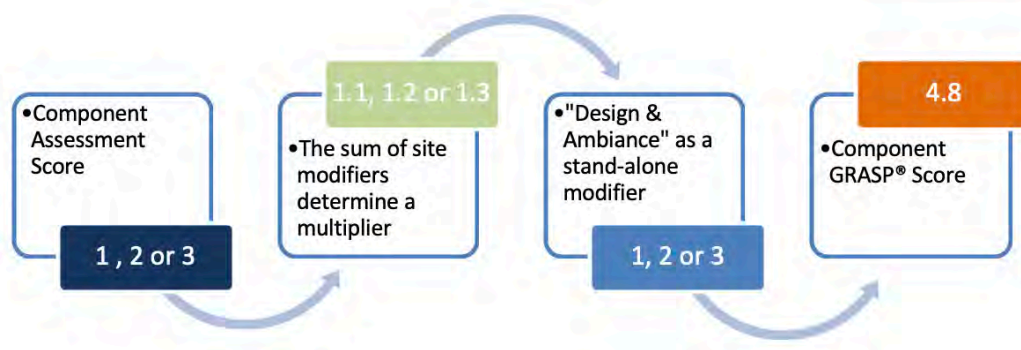
LOS indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a Parks and Recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

Analysis of the existing parks, open space, trails, and recreation systems determine how the systems are serving the public and the capacity of the various components and facilities to meet the needs of the users or residents.

### GRASP® Score

Each park or recreation location, along with all on-site components, has been assigned a **GRASP® Score**. The GRASP® Score accounts for the assessment score as well as available modifiers and the design and ambiance of a park. The following illustration shows this relationship. A basic algorithm calculates scoring totals, accounting for both component and modifier scores, every park, and facility in the inventory. The resulting ratings reflect the overall value of that site. Scores for each inventory site and its components may be found in the GRASP® Inventory Atlas, a supplemental document.

Figure 40: GRASP® Score calculation



## Catchment Areas

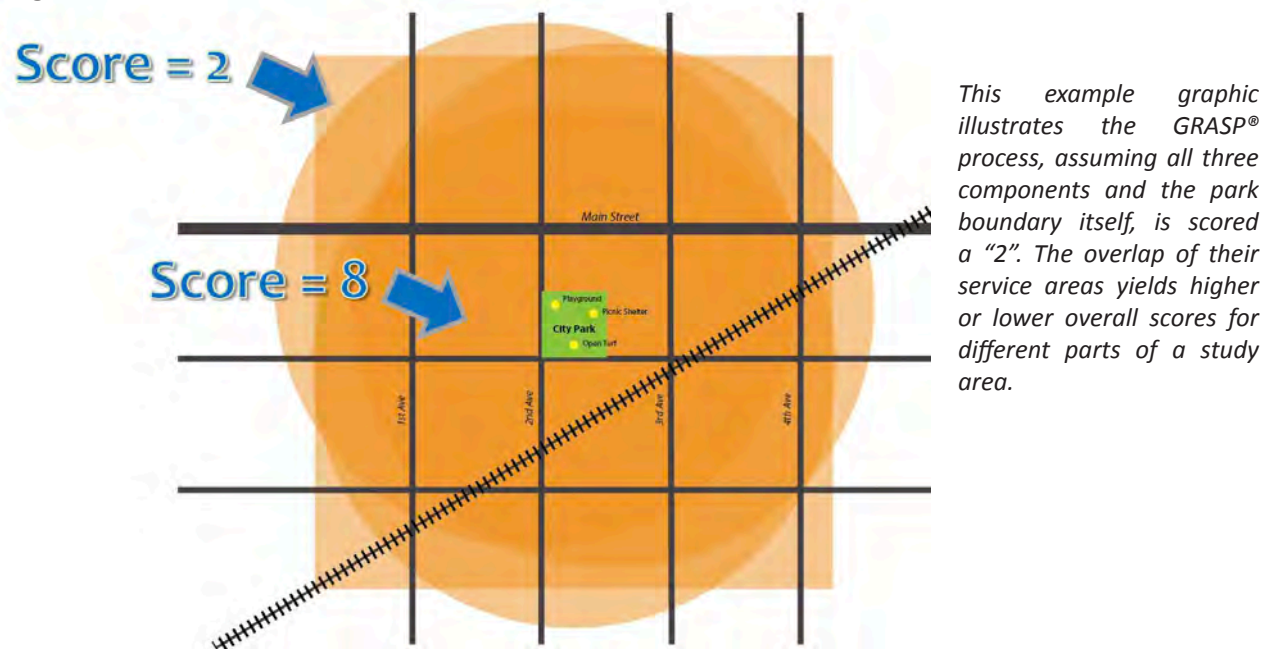
Catchment areas, also called buffers, radii, or service area, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

## Perspectives

Maps and data produced using the GRASP® methodology are known as **Perspectives**. Each perspective models service across the study area. The system can be further analyzed to derive statistical information about service in a variety of ways. Maps are utilized along with tables and charts to provide benchmarks or insights a community may use to determine its success in delivering services.

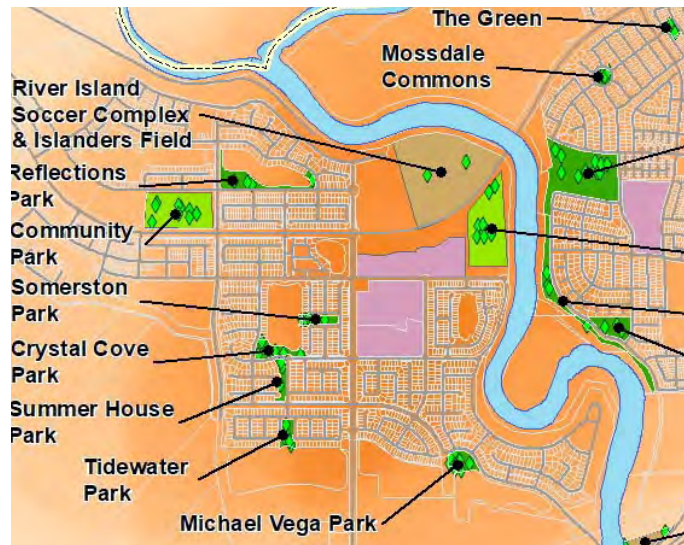
Plotting service areas for multiple components on a map produces a picture that represents the cumulative Level of Service provided by that set of elements in a geographic area.

Figure 41: GRASP® Process



On a map, darker shades result from the overlap of multiple service areas and indicate areas served by more or higher quality components. For any given spot, there is a GRASP® Value that reflects cumulative scoring for nearby assets. **Figure 42** provides an example.

**Figure 42: Example of GRASP® Level of Service (LOS)**



### More on Utilizing GRASP® Perspectives

GRASP® Perspectives evaluate the Level of Service throughout a community from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to use in understanding a recreation system. However, it is not necessarily beneficial for all parts of the community to score equally in the analyses. The desired Level of Service for a location should depend on the type of service, the characteristics of the place, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have a lower Level

of Service for Parks and Recreation opportunities than residential areas. GRASP® Perspectives should focus attention on gap areas for further scrutiny.

### E. Brief History of Level of Service Analysis

To help standardize Parks and Recreation planning, universities, agencies, and Parks and Recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, and playgrounds, a community should have. In 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time, “rule of thumb” ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted.

In 1983, Roger Lancaster compiled a book called, “Recreation, Park and Open Space Standards and Guidelines,” which was published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as “the NRPA standards,” but these were never formally adopted for use by NRPA.

Perspectives used in conjunction with other assessment tools such as community needs surveys and a public input process to determine if current levels of service are appropriate in a given location. Plans provide similar levels of service to new, developing neighborhoods. Or it may be determined that different Levels of Service are adequate or suitable. Therefore, a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications benchmarked and other normative research to try and determine what an “average LOS” should be. NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance, and more on planning, organizational structure, and management processes. The popularly referred to “NRPA standards” for LOS, as such, do not exist.

Today, NRPA has shifted to an annual Agency Performance Review publication. The following three tables provide similar but updated information to the table of commonly referenced LOS capacity standards included in the 2006 document. “The 2019 NRPA Agency Performance Review presents the data and key insights from 1,075 Parks and Recreation agencies collected by the Agency Performance Survey. This annual report provides critical Parks and Recreation metrics on budgets, staffing, facilities, and more.”<sup>11</sup>

In conducting planning work, it is critical to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each city is different, and many factors that are not addressed by the criteria above. For example:

- Does “developed acreage” include golf courses? What about indoor and passive facilities?
- What are the standards for skate parks? Ice Arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there’s a bunch of ballfields, but they are not maintained?

## F. GRASP® (Geo-Referenced Amenities Standards Program)

A new methodology for determining the Level of Service is appropriate to address these and other relevant questions. It is called composite-values methods, and it is applied in communities across the nation in recent years to provide a better way of measuring and portraying the service provided by Parks and Recreation systems. Primary research and development on this methodology were funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies; Design Concepts, a landscape architecture, and planning firm, and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called **GRASP® (Geo-Referenced Amenities Standards Program)**. For this methodology, capacity is only part of the LOS equation. Considering other factors include quality, condition, location, comfort, convenience, and ambiance.

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas. Explanations and characteristics listed above affect the amount of service provided by the parts of the system follow.

**Quality** – The service provided by a component, whether it is a playground, soccer field, or swimming pool, is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings, provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

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<sup>11</sup> <https://www.nrpa.org/siteassets/nrpa-agency-performance-review.pdf>

**Condition** – The condition of a component also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface and well-maintained grass provide more service than one that is full of weeds, ruts, and other hazards.

**Location** – To be served by something, you need to be able to get to it. The typical park playground is of more service to people who live within walking distance than it is to someone living across town. Therefore, service is dependent upon proximity and access.

**Comfort and Convenience** – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort and convenience enhance the experience of using a component and encourages people to use an element. Easy access and the availability of drinking fountains, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.

**Design and Ambiance** – Simple observation proves that places that “feel” right, attract people. A sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place impact ambiance. A well-designed park is preferable to a poorly designed one, and this enhances the service provided by the components within it.

The GRASP® methodology records a geographic location of components as well as the capacity and the quantity of each element. Also, it uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but when they exist in proximity to a component, they enhance the value of the component.

By combining and analyzing the composite values of each component, it is possible to measure the service provided by a Parks and Recreation system from a variety of Perspectives and for any given location. Typically, this begins with a decision on “**relevant components**” for the analysis, collection of an accurate inventory of those components, analysis. Maps and tables represent the results of the GRASP® analysis.

## **G. Making Justifiable Decisions**

GRASP® stores all data generated from the GRASP® evaluation in an electronic database that is available and owned by the agency for use in a variety of ways. The database tracks facilities and programs and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it is useful in projecting long-term capital and life-cycle cost needs. All portions of the information are in available standard software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that the GRASP® methodology provides not only accurate LOS and facility inventory information, but also integrates with other tools to help agencies make decisions. It is relatively easy to maintain, update, and creates an easily understood graphic depiction of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

## H. Addressing Low-Scoring Components

Components whose functionality ranks below expectations are identified and scored with a “one.” Find a list of these as extracted from the inventory dataset below. When raising the score of a component through improvement or replacement, the Level of Service is raised as well. The following is an outline strategy for addressing the repair/refurbishment/replacement or re-purposing of low-functioning components.

- I. Determine why the component is functioning below expectations.
  - Was it poorly conceived in the first place?
  - Is it something that was not needed?
  - Is it the wrong size, type, or configuration?
  - Is it poorly placed, or located in a way that conflicts with other activities or detracts from its use?
  - Have the needs changed in a way that the component is now outdated, obsolete, or no longer needed?
  - Has it been damaged?
  - Has the maintenance of the component been deferred or neglected to the point where it no longer functions as intended?
  - Do components score low because they are not available to the public in a way that meets expectations?
  - Is the component old, outdated, or otherwise dysfunctional, but has historical or sentimental value? An example would be an old structure in a park, such as a stone barbecue grill, or other artifacts that are not restorable to its original purpose, but which have historical value.
- II. Depending on the answers from the first step, select a strategy for addressing the low-functioning component:
  - If the need for that type of component in its current location still exists, then the component should be repaired or replaced to match its original condition as much as possible.
    - Examples of this would be many of the existing shelters that need shingles or roof repairs. Other examples could be playgrounds with old, damaged, or outdated equipment, or courts with poor surfacing or missing nets.
  - If the need for that type of component has changed to the point where the original one is no longer suitable, then it should be replaced with a new one that fits the current needs.
  - If a component is poorly located or poorly designed to start with, consider relocating, redesigning, or otherwise modifying it.
  - Remove a component because of changing demands, unless it can be maintained in good condition without excessive expense or has historical or sentimental value. Inline hockey rinks may fall into this category. If a rink has been allowed to deteriorate because the community has no desire for inline hockey, then maybe it should be repurposed into some other use.

- III. It is possible that through ongoing public input and as needs and trends evolve, there is the identification of new demands for existing parks. If there is no room in an existing park for the requests, the decision may include removal or re-purpose a current component, even if it is quite functional.
- As the popularity of tennis declined and demand for courts dropped off in some communities over recent decades, perfectly good courts became skate parks or inline rinks. In most cases, this was an interim use, intended to satisfy a short-term need until a decision to either construct a permanent facility or let the fad fade. The need for inline rinks now seems to have diminished. In contrast, temporary skate parks on tennis courts are now permanent locations of their own. They become more elaborate facilities as skateboarding, and other wheel sports have grown in popularity and permanence.
  - One community repurposed a ball diamond into a dog park. The ball diamond is well-suited for use as a dog park because it is already fenced, and the combination of the skinned infield where the dogs enter and natural grass in the outfield where traffic disperses is ideal. In time this facility either becomes a permanent facility or is constructed elsewhere. Or, it could turn out that dog parks fade in popularity like inline hockey rinks, and are replaced with some other facility that dog owners prefer even more than the current dog park model. Meanwhile, the use of the ball diamond for this purpose is an excellent interim solution.

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Table 28: Outdoor Low Scoring Components

Location	Component	Qty	GRASP® Score	Comments
Apolinar Sangalang	Diamond Field	1	1	Drainage issues in infield.
Apolinar Sangalang	Rectangular Field, Multiple	1	1	Some wear patches in turf
Apolinar Sangalang	Playground, Local	1	1	Faded equipment with burns in slide. Poured in place surfacing
Apolinar Sangalang	Open Turf	1	1	Turf issues
Libby Park	Open Turf	1	1	Some wear patches in turf
Libby Park	Fitness Course	1	1	Minimal equipment
Libby Park	Playground, Local	1	1	Small equipment on poured in place surfacing
Michael Vega Park	Picnic Ground	1	1	Tables don't meet system standard. On engineered wood fiber surfacing
Milestone Manor Park	Loop Walk	1	1	Dirt path with irregularities. Needs refurbishment.
River Park North	Picnic Ground	1	1	6 tables. Under developed.
The Green	Playground, Local	1	1	Very minimal
The Green	Open Turf	1	1	Low turf quality
The Green	Picnic Ground	1	1	Four tables with bbqs and trash cans.
The Green	Shelter, Small	1	1	Non-standard shelter.
Valverde Park	Diamond Field	2	1	Outfield turf problems. No outfield fencing.
Valverde Park	Aquatics, Spray Pad	1	1	Minimal
Woodfield Park	Open Turf	1	1	Storm water basin. Inconsistent turf condition

Table 29: Outdoor Low Outdoor Modifiers

Park or Location	Design & Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Stations	Security Lighting	Bike Racks	Restrooms	Shade & Shade Trees	Trail Connections	Park Access	Parking	Seasonal Plantings	Ornamental Plantings	Picnic Tables
Apolinar Sangalang	2	2	2	2	2	2	2	2	2	0	2	0	0	2	2
Armstrong Park	2	2	2	0	2	0	0	0	0	0	2	0	0	2	2
Basin Park	2	2	2	2	2	0	0	0	0	0	2	0	0	2	2
Crescent Park	2	2	2	2	2	2	2	0	0	0	2	0	0	2	2
Crystal Cove Park	2	2	2	0	2	0	2	0	0	0	2	0	2	2	2
Generations Center	2	2	2	0	0	2	2	2	2	0	2	2	2	2	2
Lathrop Skate Park	1	1	2	0	0	0	0	0	0	0	2	1	0	0	2
Libby Park	2	0	2	2	2	2	0	0	2	0	2	0	0	2	2
Michael Vega Park	3	2	2	2	2	2	2	0	0	0	2	0	2	3	1
Milestone Manor Park	1	0	2	2	2	0	0	0	2	0	2	0	0	2	1
Mossdale Commons	2	2	2	0	2	0	0	0	2	0	1	0	0	2	2
Mossdale Landing Community Park	2	2	2	2	2	2	2	2	2	2	2	2	0	2	2
Park West	2	2	2	2	2	2	2	2	0	0	2	0	2	2	2
Reflections Park	2	0	2	2	2	0	2	0	0	0	2	0	0	2	1
River Park North	1	0	0	2	0	0	2	0	0	2	2	0	0	2	2
River Park South	2	2	2	2	2	0	2	2	2	2	2	0	0	2	2
Somerston Park	2	2	2	0	2	0	0	0	0	0	2	0	0	2	2
Leland & Jane Stanford Park	2	2	2	0	0	2	2	2	2	0	2	2	0	2	2
Summer House Park	2	2	2	2	2	0	0	0	1	0	2	0	2	3	2
The Green	1	2	2	2	2	0	0	0	2	0	2	0	0	2	1
Thomsen Park	1	0	0	0	2	2	0	0	0	0	2	0	0	2	2
Tidewater Park	2	2	2	2	2	2	2	0	0	0	2	2	2	2	2
Valverde Park	2	2	2	2	2	2	2	2	2	0	2	2	2	2	2
William S. Moss Park	2	2	2	0	0	2	2	2	2	0	2	0	0	2	2
Woodfield Park	2	2	2	2	2	2	0	2	2	0	2	0	0	2	2

**Low Scoring Outdoor Modifiers**

In scoring inventory locations, basic site amenities, called modifiers, were evaluated. Modifiers are things that support users during their visit, such as design and ambiance, drinking fountains, seating, BBQ grills, security lighting, bike racks, restrooms, shade, access, and parking among others. These elements help inform overall GRASP® scoring. Modifiers that do not meet expectations receive lower scores. See below for a list of low scoring modifiers.

Red highlighted modifiers scored low. Modifiers, in yellow that was not present at the time of site visits, scored a zero. These scores do not imply that all parks and facilities should have all modifiers but instead that the presence of modifiers positively impacts the user experience.

There were no low scoring indoor components identified during the site visits.

**Table 30: Indoor Low Scoring Components**

Location or Facility	Map ID	Component	Quantity	GRASP* Score	Comments
Lathrop Community Center	02	Multi-purpose Room	1	1	Small class room
Lathrop Senior Center	10	Weight/cardio Equipment	1	1	Tiny side-room with two machines.

### Low Scoring Indoor Modifiers

Modifiers, in yellow that was not present at the time of site visits, scored a zero. These scores do not imply that all indoor facilities should have all modifiers but instead that the presence of modifiers positively impacts the user experience.

**Table 31: Low Scoring Indoor Modifiers**

Location or Facility	Design & Ambiance	Site Access	Aesthetics	Entry	Entry Aesthetics	Building Condition	Entry Desk	Office Space	Overall Storage	Restrooms	Locker Rooms
Lathrop Community Center	1	2	2	1	1	2	2	1	2	2	0
Lathrop Senior Center	1	2	1	1	1	1	2	1	2	2	0
Lathrop Generations Center	2	2	2	2	2	2	2	1	2	2	0

Further system-wide considerations and recommendations:

- Consider the “Acres of Park Land per 1,000 Residents” table when adding land to an existing park or new park locations.
  - 55 acres of developed parkland (Note there are currently 101 acres of undeveloped parkland in the inventory)
- Consider the “Capacities Analysis” and NRPA Park Metrics comparison table when adding new components at an existing park or new park locations. This table showed the possible need for the following in the next five years based on population projections:
  - Aquatics, Spray Pad (1)
  - Basketball court (5) and practice basketball (2)
  - Batting Cage (1)
  - Concessions (2)
  - Diamond fields (6) and diamond practice field (1)
  - Dog park (1)
  - Educational experience (1)
  - Event space (1)
  - Fitness course (3)
  - Game court (2)
  - Community garden (1)
  - Horseshoe court (2)
  - Loop walk (4)
  - Open turf (9)
  - Picnic ground (5)
  - Playgrounds (9)
  - Large shelter (3) and small shelter (4)

- Tennis court (1\*to 6#)
- Volleyball court (1 to 5#)
- Water access (2)

Notes: \*Number needed to match the NRPA median for similar size agencies. #Required to meet condition 116 standards. And the number needed to maintain current LOS based on population projection

#### **Agency or system-wide considerations**

- Develop trails GIS data and consider a trails or multi-modal transportation plan to improve trails access throughout the City.
- Consider refresh or upgrade of the parks in historic Lathrop.

#### **Park or location-specific considerations**

- Apolinar Sangalang Park
  - Manage drainage issues at the diamond field infield
  - Repair patches in turf
  - Consider playground equipment and repairing burn holes in the slide
  - Determine and implement standards for shade structures and tables
- Crescent Park
  - Consider shade opportunities and BBQs
  - Fill volleyball court with better quality sand
- Crystal Cove Park
  - Consider shade structures
  - Add covers to dugouts
  - Consider outfield fencing to protect players at the lake edge
- Lathrop Skate Park
  - Formalize parking
  - Consider a shade structure
  - Consider a drinking fountain, dog station, lighting, restrooms, bike rack
- Libby Park
  - Develop fitness equipment
  - Add drinking fountain
- Milestone Manor Park
  - Resurface and level path throughout
  - Implement standards for tables and benches
  - Manage ornamental plantings
- Mossdale Landing Community Park
  - Consider permanent outfield fencing
  - Determine and implement standards for shade structures and tables

- Park West
  - Consider shade structures
  - Repair basketball court surfacing
- Proposed Stanford Crossing Community Sports Park
  - Access road could be directed to the west edge of designated parkland along the levee to provide as much usable park space as possible.
  - Consider lighted fields
  - Possible synthetic field location to extend the sports season into winter months
- Reflections Park
  - Consider fencing along rivers edge to prevent volleyballs from going into the lake
- River Park North
  - Develop a park
  - Consider a dog park
  - Consider Educational kiosks in regards to the River surrounding natural habitat
  - Remove turf and place drought tolerant plants
  - Create an educational River Habitat location
  - Improve access to river
  - Create trail access
  - Add ornamental plantings and amenities
- The Green
  - Improve playground
  - Solve irrigation issues
  - Add ornamental plantings
- Tidewater Park
  - Fill playground with EWF or consider changing to poured in place surfacing
- Valverde Park
  - Raise horseshoes to park standard
  - Fix turf problems
  - Consider outfield fencing
- Woodfield Park
  - Manage turf condition
  - Improve handicap parking arrangement

## H. Level of Service Improvements

### ADDRESSING LOWER AND NO SERVICE AREAS

One way of using the GRASP® Perspectives is to consider prioritization of identified gap areas. For example, in the walkable access analysis, several areas with low or no service were identified. Further analyses of these areas can help when prioritizing future improvements or recreation opportunities. Prioritization of improvements may consider multiple factors, including providing maximum impact to the highest number of residents. Social equity factors, such as average household income, could also influence priorities.

### COMPONENT INVENTORY AND ASSESSMENT

Maintaining and improving existing facilities typically ranks very high in public input. Existing features that fall short of expectations should be improved to address this concern. Features have been assessed based on condition and functionality in the inventory phase of this plan. Identify and address those with low scores as explained below. The assessment should be updated regularly to assure the upgrade or improvements of components as they are affected by wear and tear over time.

### ADDRESSING LOW-SCORING COMPONENTS

Low scoring components were addressed previously in *Section D*.

### BOOSTER COMPONENTS

Another way to enhance the Level of Service is through the addition of **booster components** at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist that have space for additional components.

### HIGH DEMAND COMPONENTS

The statistically-valid survey asks respondents to rank facilities by importance based on those they felt the City needed to add or improve. Consider these **high demand components** when adding new components to the system.

The highest priority for added, expanded, or improved outdoor activities listed by survey respondents are:

1. Adding trails or making trail and pathway connections
2. Indoor Facilities

Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and by adding components that could serve as future program opportunities:

### TRENDS IN PARKS AND RECREATION

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Dog parks continue to grow in popularity and may be related to an aging demographic in America, with more “empty-nesters” transferring the attention they once gave to their children, to their pets. It is also an essential form of socializing for people who may have once socialized with other parents in their child’s soccer league, and now that the kids are grown, they are enjoying the company of other dog owners at the dog park. And for singles, a dog park is an excellent place to meet people.
- Skateboarding and other wheel sports continue to grow in popularity. Making neighborhood parks skateable and distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a more extensive centralized skate park.
- A desire for locally-grown food and concerns about health, sustainability, and other issues is leading to the development of community food gardens in parks and other public spaces.
- Events in parks, from a neighborhood “movie in the park” to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
- Spraygrounds are growing in popularity, even in colder climates. An extensive and growing selection of products for these is raising the bar on expectations and offering new possibilities for creative facilities.
- New types of playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations that are different from the standard fixed “post and platform” playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.

It is vital to take bicycles and public transportation users into account as well as pedestrians. The concept of “complete streets” refers to a built environment that serves various types of users of varying ages and abilities. Many associations and organizations guide on best practices in developing walkable and bikeable complete streets infrastructure. One such entity, the Association of Pedestrian and Bicycle Professionals (APBP, [www.apbp.org](http://www.apbp.org)) actively promotes complete streets in cities around the country. Another such organization, the National Association of City Transportation Officials (NACTO, [www.nacto.org](http://www.nacto.org)), recently released the NACTO Urban Street Design Guide, which provides a full understanding of complete streets based on successful strategies employed in various North American cities. This most comprehensive reference on the topic is a valuable resource for all stakeholders involved in city planning. It proves to be a critical reference in building the cities of tomorrow.

More information is provided in **Appendix D**.

The infrastructure available to get people to and from destinations is increasingly vital as many people prefer a leisurely walk or bike ride to a trip in the car. Users expect easy access to parks, recreation centers, and other community resources. Employing different modes of travel to include walking and bicycling may be referred to as **recreational connectivity**.

Recreational connectivity is the ability to access a variety of recreational opportunities or amenities by multiple modes of transportation. In addition to recreational trails, this may also include city sidewalks, bicycle paths, bicycle routes, and public transit infrastructure. Of course, the scope of creating and maintaining such a network is a substantial undertaking that involves many players. Along with a community expectation for this type of user-friendly network infrastructure comes the hope that stakeholders work together in the interest of the public good. At the municipal level, this might include public works, law enforcement, private land-owners, public transit operators, and user groups, as well as the local Parks and Recreation department.

The concept of recreational connectivity is essential within the scope of Parks and Recreation planning but also has more profound implications for public health, the local economy, and public safety, among other considerations. As more people look for non-automotive alternatives, a complete network of various transportation options is in higher demand. Other elements of this infrastructure might consist of street/railroad crossings, sidewalk landscaping, lighting, drainage, and even bike-share and car-share availability.

#### **WHERE TO START?**

Recognizing that trail development occurs at a variety of scales, many trails serve park users only while others are citywide or regional extent. Also, people with a destination in mind tend to take the most direct route, while recreationists tend to enjoy loop or circuit trails more than linear pathways. An exemplary trail system provides multiple opportunities for users to utilize trail segments to access different parts of the City directly or enjoy recreational circuits of various sizes. By employing park trails, city trails, and regional trails, users should ideally be able to select from several options to reach a destination or spend time recreating. Simple, early steps such as creating preferred routes and loops on city sidewalks or low traffic streets are a great place to start.

#### **CONNECTING PEOPLE TO TRAILS**

As the trail system develops, additional resources are desirable to support users. It is worthwhile to consider signage and wayfinding strategies, trailheads and access points, public trail maps, and smartphone applications as strategies to connect people to trails and affect positive user experience.



## SIGNAGE AND WAYFINDING

Signage and wayfinding strategies enhance a system by promoting ease of use and improving access to resources. Branding is an essential aspect of adequate signage and wayfinding markers. A hierarchy of signage for different types of users assists residents and visitors as they navigate between recreation destinations. Further, a strong brand can imply investment and commitment to alternative transit, and which can positively impact city identity and open economic opportunities.

## TRAILHEADS AND ACCESS POINTS

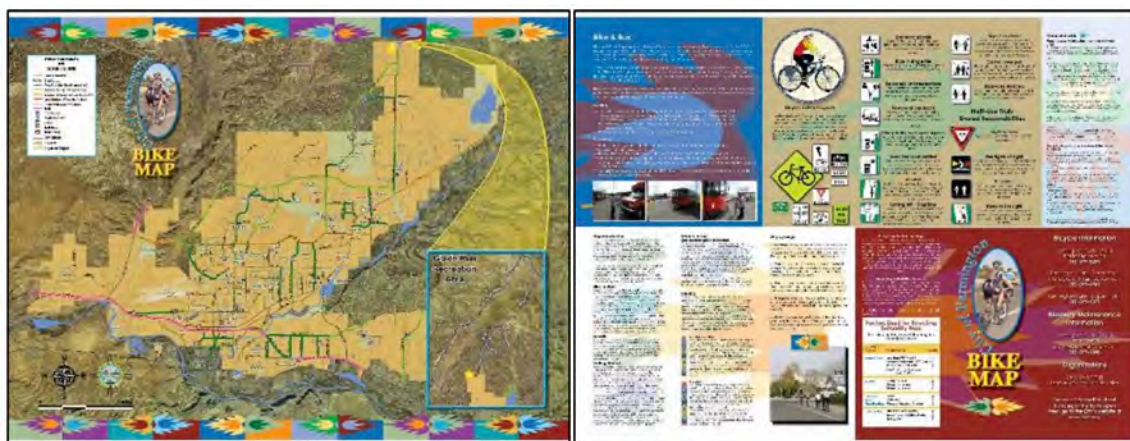
It is also vital to provide users access to trails. There are two ways to approach this. First, the development of formal trailheads to include parking, bike racks, signage, restrooms, drinking water, a trail map, and other amenities. A trailhead provides access to trails that serve a higher volume of users at destinations reached by automobile. The second approach involves providing a trail access point, usually without the extensive amenities found at a trailhead. Trail access points are appropriate in residential or commercial areas where users are more likely to walk or ride a bicycle to reach the trail. Trailheads and access points should be primary points of interest on any trails mapping.

## MAP AND APP RESOURCES

By making trail maps, available users may enjoy trails with greater confidence and with a better understanding of distances, access points, amenities, and the system. Even with a developing trail system, such a trail map can provide valuable information to users. A great example is from the City of Farmington, NM. In this case, they created a bike map (see the following graphic) for the community, which includes various trail types to add bike paths and bike routes. In addition to showing streets with bicycle paths and safe on-street bike routes, the Farmington map also includes information about trail ownership, helpful as it displays some trails within easements or even on private land with use agreements. As the trail system evolves, this map should be updated to produce newer versions for distribution to users.

Another way of trail mapping is through web-based smartphone technologies. Maps made available on this type of platform are more dynamic for users, always on hand, and can be easily updated. Upfront investment needed for this type of resource may be cost-prohibitive at present. However, it is likely as technologies advance; these costs become more manageable in the future. It may be worth considering the development of web-based maps in long term planning decisions.

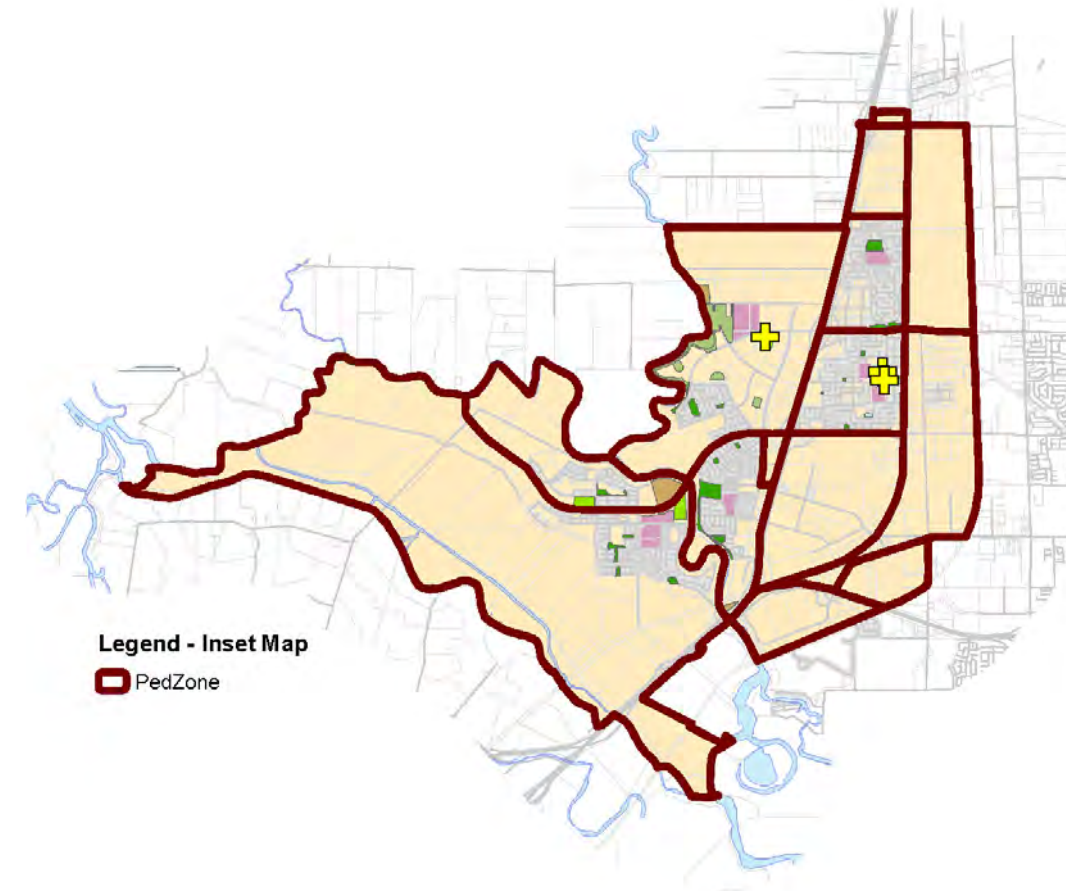
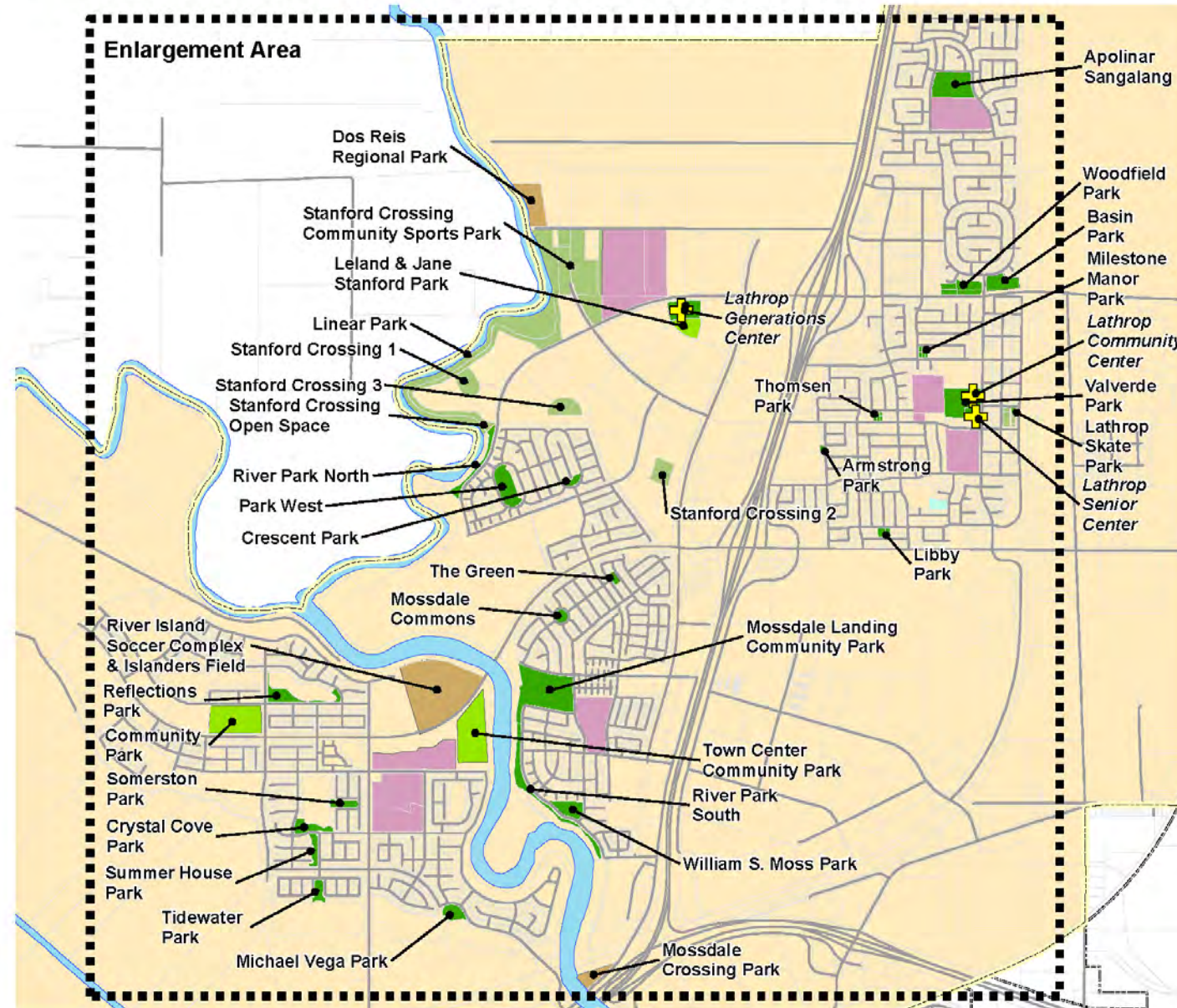
Figure 43: Trail and Bicycle Map Example



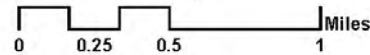
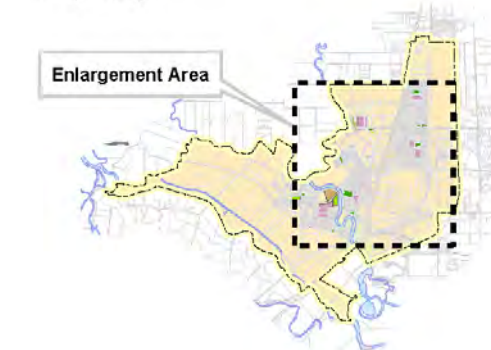
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# Parks and Recreation System Map

Lathrop, CA



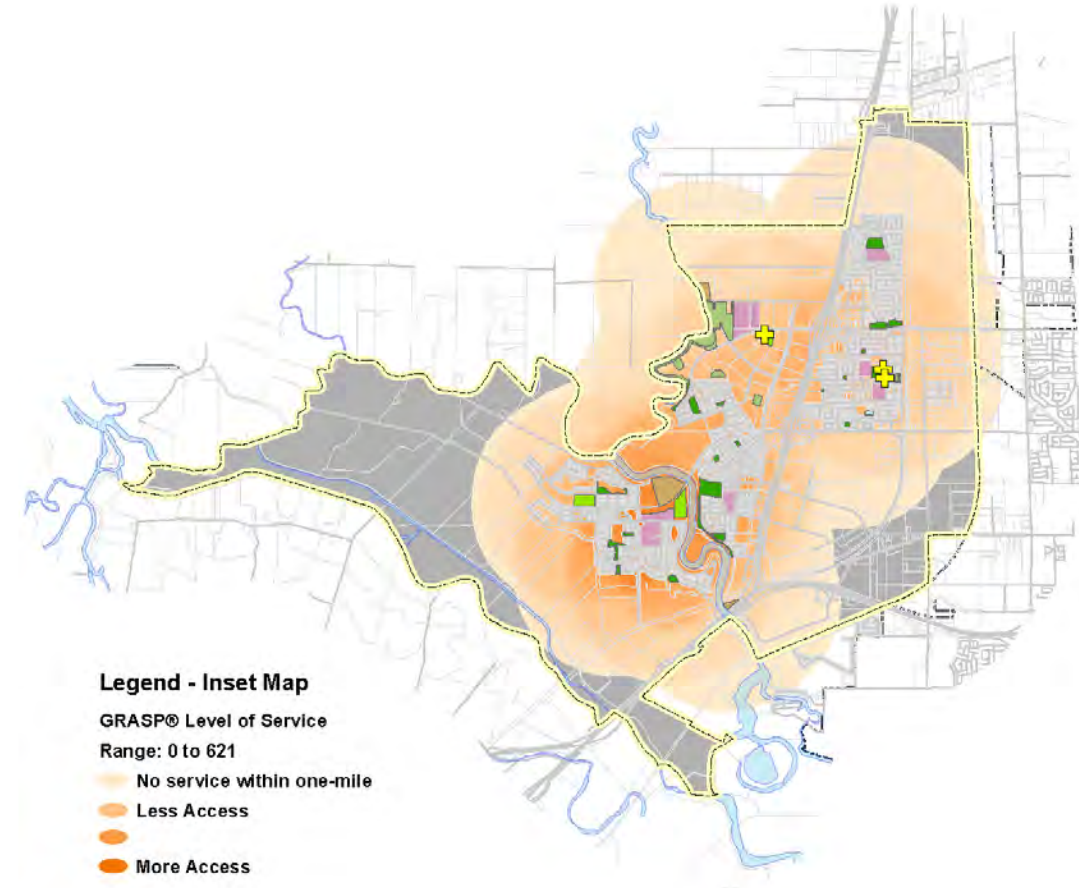
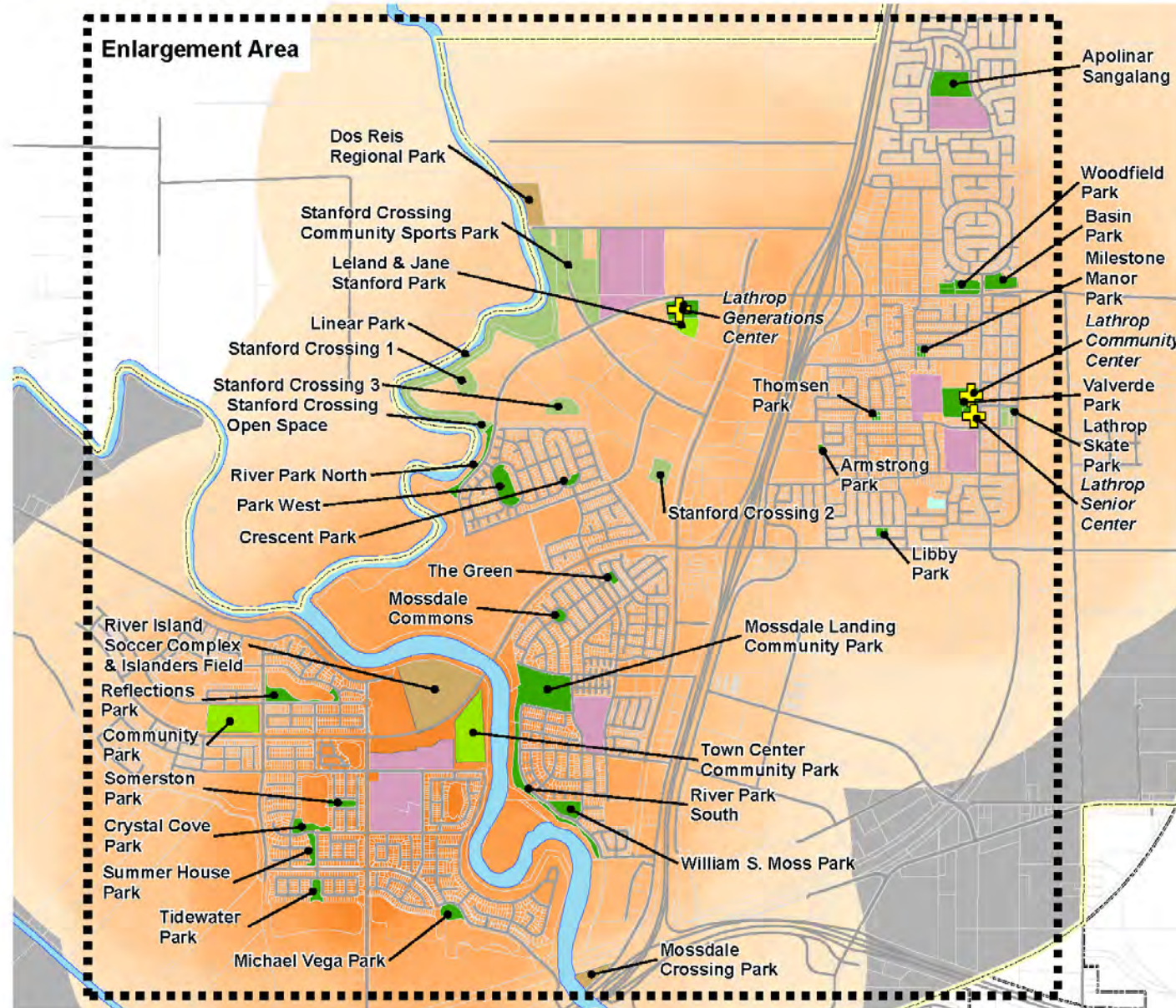
Key Map



Map Produced For Lathrop, CA - By The GRASP® Team  
 This Map Is Intended For Planning & Discussion Purposes Only -  
 Please Refer To The Project Document For Map Details  
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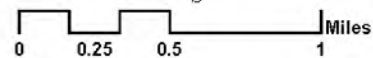
# Neighborhood Access to Outdoor Recreation Opportunities

Lathrop, CA



**Legend - Inset Map**  
 GRASP® Level of Service  
 Range: 0 to 621  
 No service within one-mile  
 Less Access  
 More Access

Key Map



Map Produced For Lathrop, CA - By The GRASP® Team  
 This Map Is Intended For Planning & Discussion Purposes Only -  
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 Legend Elements May Vary Slightly In Size, Color And Transparency  
 From Those Shown On Map GIS Data Sources Include:  
 City of Lathrop, ESRI, GRASP® Team  
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**Legend**  
 GRASP® Level of Service  
 Range: 0 to 621  
 No service within one-mile  
 Less Access  
 More Access

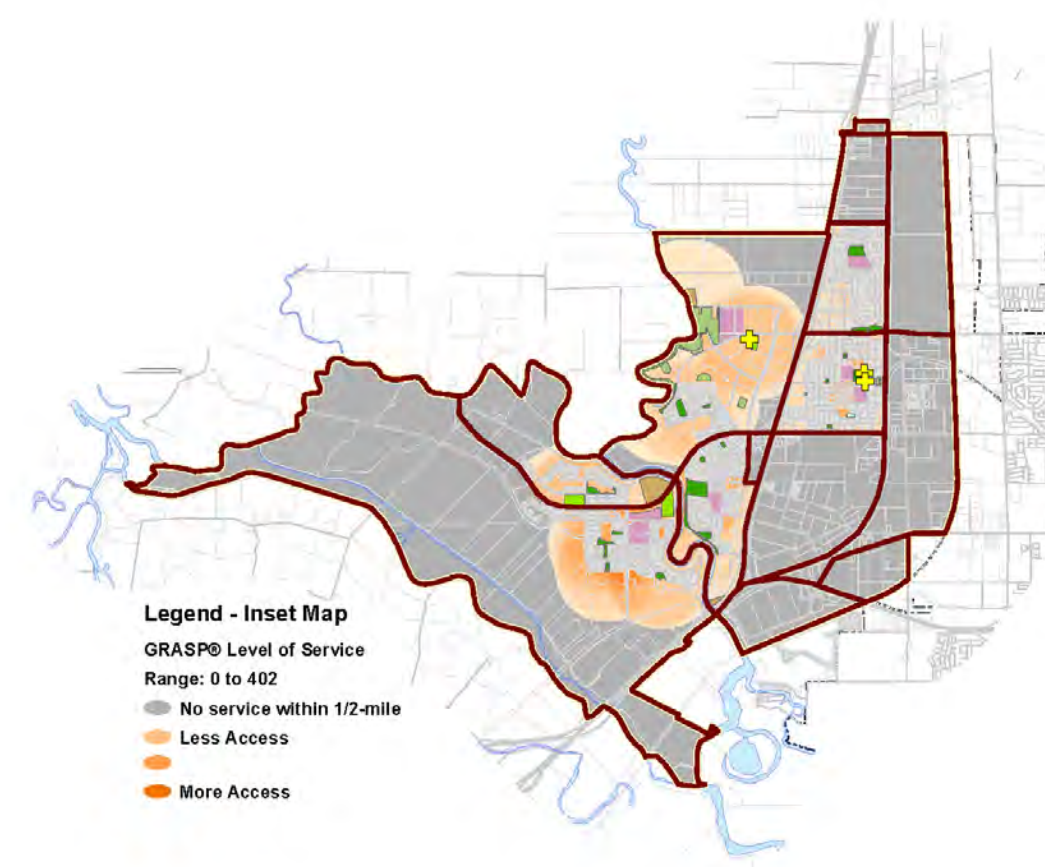
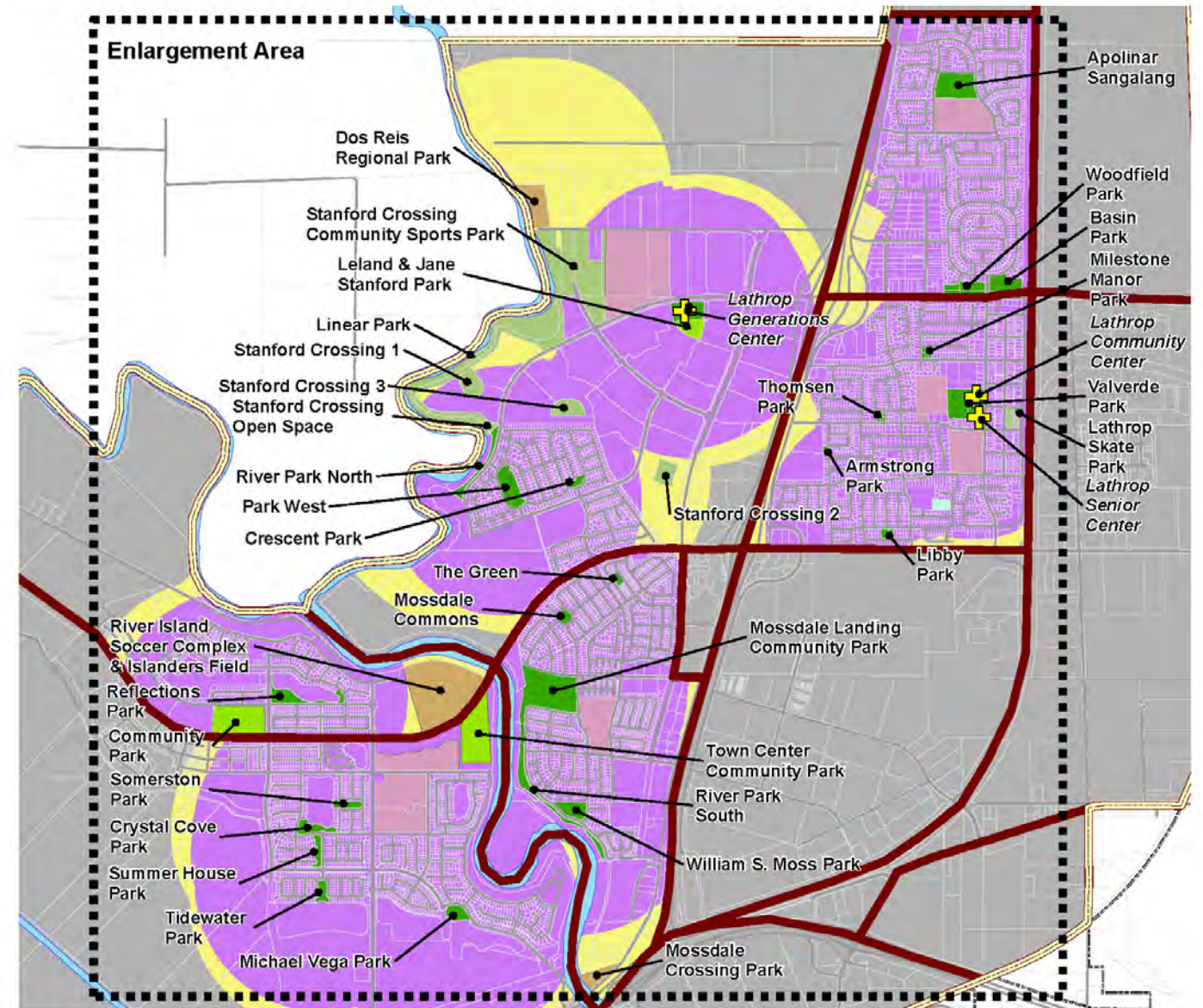
Indoor Facility  
 Street/Road  
 Parcels

Park  
 Planned Park  
 Detention Area  
 Future Park  
 Alternative Provider  
 School

Canal  
 Perennial Stream  
 Lathrop City Limit

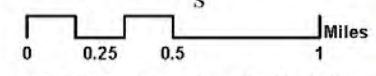
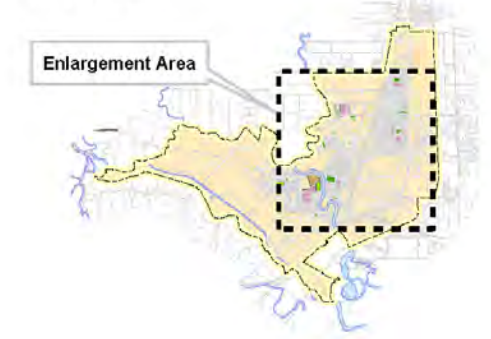
# Walkable Access to Outdoor Recreation Opportunities

Lathrop, CA



**Legend - Inset Map**  
 GRASP® Level of Service  
 Range: 0 to 402  
 ● No service within 1/2-mile  
 ● Less Access  
 ● More Access

**Key Map**

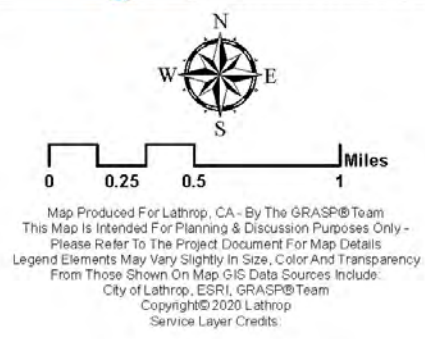
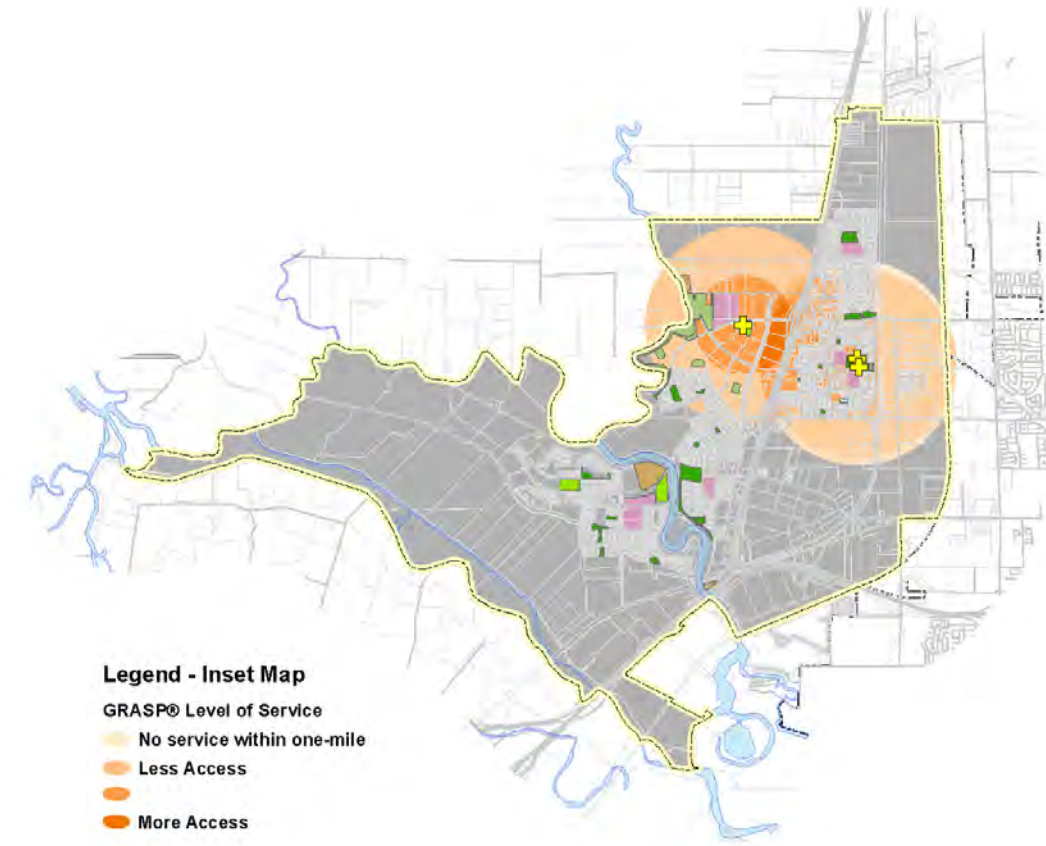
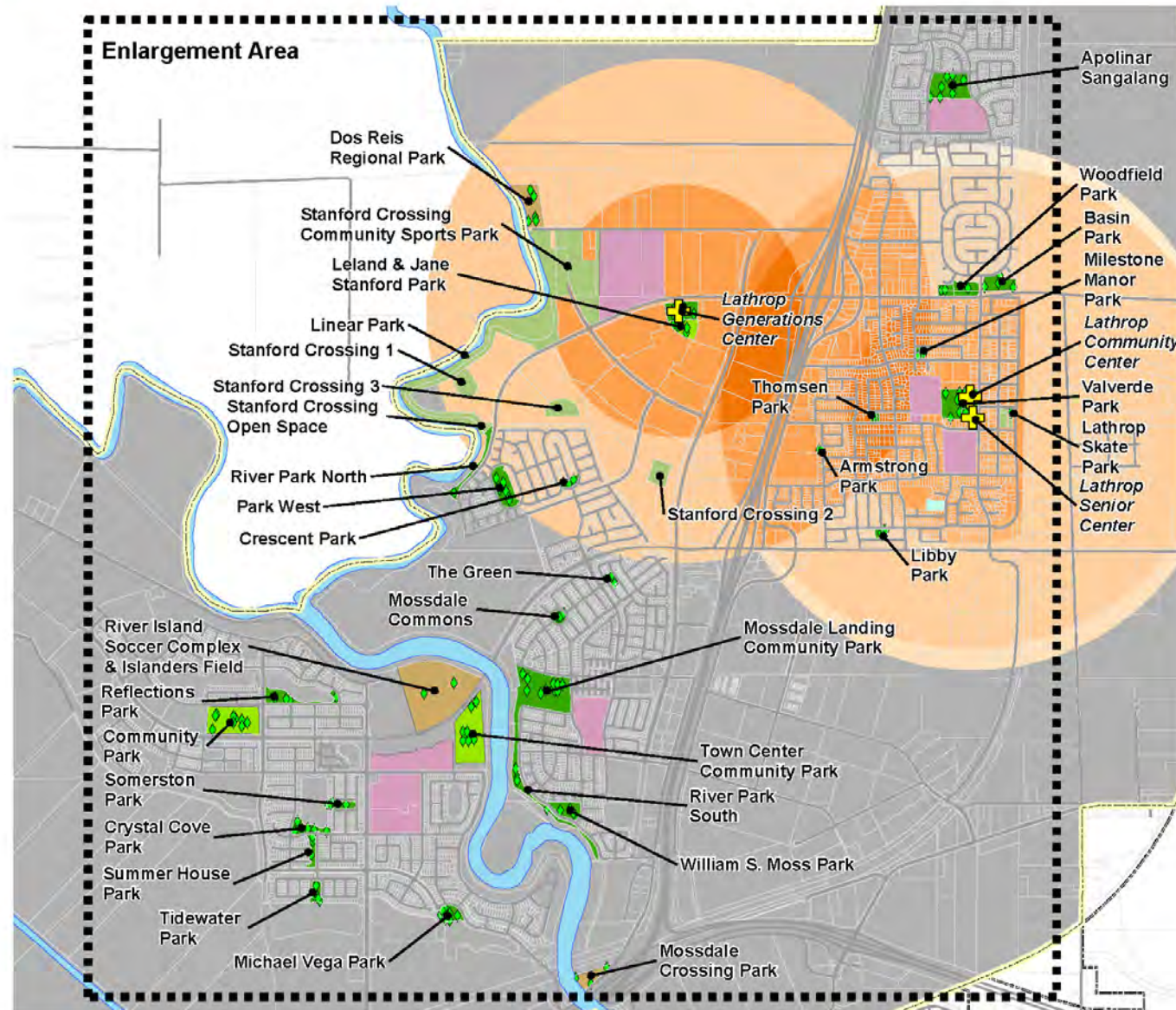


- Legend**
- GRASP® Level of Service  
 Range: 0 to 402  
 ● No walkable service  
 ● Below target service level  
 ● At or above target service level
- + Indoor Facility
  - Park
  - Canal
  - Street/Road
  - Planned Park
  - Perennial Stream
  - Parcels
  - Detention Area
  - Lathrop City Limit
  - Future Park
  - Alternative Provider
  - School

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# Neighborhood Access to Indoor Facilities

Lathrop, CA





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Resource Allocation Study  
April 2020

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# Resource Allocation Study

## Introduction

This Resource Allocation study develops a foundational philosophy and best practice model built on community values. The plan builds on existing values, and brand statement of the City and the Parks and Recreation Department.

This study looks at how the community's funding sources are used to support the programs and services of the Parks and Recreation Department. This is represented by a subsidy level and ultimately measured by taking the tax investment and dividing it by the cost of providing a service. It is expressed as a subsidy level percentage. What is not covered by the tax investment is often referred to as *cost recovery*. The measure of cost recovery is a simple equation: Revenue generated divided by the cost of providing a service, and is represented as a percentage. This measurement is complementary to the measurement of subsidy level.

Looking at how resources are allocated provides the opportunity to meet the needs and desires of the community by supplementing the tax subsidy with other financial resources which may include fees, sponsorships and donations, and/or pursuing cost saving measures including partnerships and collaborations. Undertaking this study does not imply that the target is a reduction in the use of tax subsidy; however, a target is established according to a variety of considerations and may range from 100% tax subsidy to 0% tax subsidy to support a particular type of service.



Establishing a well-crafted philosophy for resource allocation is the foundation for developing strong, sustainable financial management strategies. A solid philosophy will allow staff to:

- Recognize where subsidy is being applied, and determine if it is at an appropriate level;
- Justify a pricing structure, including fees for existing and new services; and
- Evaluate service delivery mechanisms; all to maximize services to the public while assuring equity in service delivery.

The approach to the Pyramid Methodology for Subsidy and Resource Allocation, is an industry best practice tool, to ensure realistic fees and charges. This allows for operational efficiency and is easy to explain to the public.

## Statement of Philosophy

The City of Lathrop Parks and Recreation Department is dedicated to people, parks and programs while making Lathrop a great place to live, work and play.

We live by our brand statement WE C.A.R.E. (Creating Active Recreation Experiences), all while providing exceptional customer service. As the city continues to grow and facilities age, the Department must be prepared to maintain this high level of service and develop a financial system to continue this community investment.



The Department offers a variety of programs which benefit the residents and visitors of Lathrop. While the community as a whole benefit from this programming, different levels of community investment are appropriate based on level of benefit. The goal of this study is to create a balance between user fees and taxpayer investment for our programs, services, and facilities, ensuring that all citizens have equal access and choice in participation.

## Objectives

This resources allocation study establishes a comprehensive long-term strategy to address current and future needs of the Lathrop community. The objectives are:

### Equity

Those who benefit from the service should pay for it. Those who benefit the most should pay the most.

### Value

Provide the customer with a benefit in relation to or exceeding the relative monetary worth.

### Revenue Production

Producing revenue assists in the overall operations of the Department. It provides flexibility to offer programs which may not otherwise be possible if they are not funded through tax dollars.

### Efficiency

Expenditures are made with the most efficient use of our resources, so the right mix of programs, facilities and events are offered. Priorities are made to enhance the customer's experience.

### Revenue Distribution

Revenues are distributed to the Division providing expenditures. This pays for direct costs, indirect costs and in some situations, future improvement and/or equipment replacement.

### Assistance

Not all customers have the same ability to pay and opportunities must exist to waive, reduce, or provide assistance opportunities when appropriate.

## Core Services

Core services are those which are central and vital to fulfilling the Department's mission. The Department has identified the following core services:

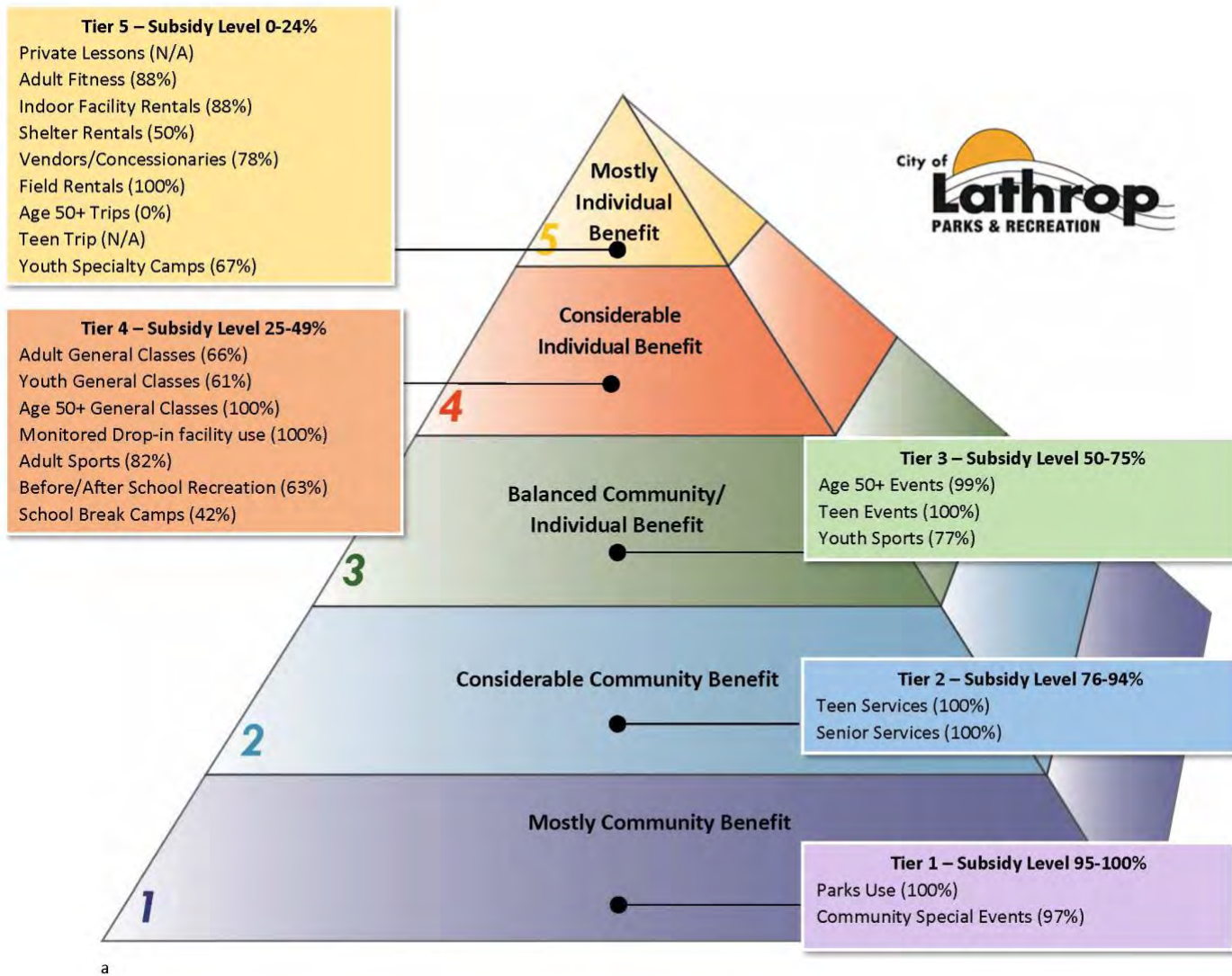
- Access to recreation and cultural experiences for all ages, abilities, and demographics

- Existing facilities remain open, programmed, and maintained
- Existing parks are maintained and available for community use
- Youth beginning skill development
- Community problem solving
- Community wellness and fitness
- Safe and healthy community
- Access to information
- Literacy
- Parks and facility development
- Preservation of natural resources/open space

## The Lathrop Parks and Recreation Department Subsidy and Resource Allocation Pyramid Model

**Figure 1** is the Lathrop model. Through the use of the Pyramid framework, the model is populated with Categories of Services that make up the service portfolio of the Department. Categories are then placed on Tier levels according to the perceived balance of community and individual benefit. Actual subsidy levels for each category of service based on FY 2018 are reported on the model as well as target subsidy levels that have been determined through the study.

**Figure 1: Lathrop Resource Allocation Pyramid Model**





## Recommendations

The main purpose of this endeavor has been to create a fair, equitable, and transparent approach for establishing and adjusting fees and charges. However, it should be noted that adjusting fees is only one mechanism for meeting target subsidy levels, along with using other funding sources (sponsorships, donations, grants, etc.), and creating cost efficiencies. The recommendations will act as the implementation catalyst and internal work plan, and are intended to guide goals, objectives, and decision-making, while creating service sustainability for the Department.

Some recommendations are scheduled to occur soon, and others will take time to put into place, while some will be implemented incrementally. Sensitivity to fee tolerance levels must be considered as fee adjustments are made.

**1. Tier 1 of the model is expected to be supported through tax funding**

Tier 1 houses services such as non-monitored parks use. This Tier also includes the Department's Community Special Events. These are seen as services that are of great benefit to the entire community.

**2. Tiers 2 through 4 will experience decreasing levels of tax subsidy support.**

Tiers 2 through 4 house services that require supervision, instruction, or other attention, and serve subsets of the community. Each ascending Tier level increases focus on the individual or group receiving the service and subsidy level targets decrease with each level. Examples of services in these tiers include Teen Services (Tier 2), Youth Sports (Tier 3), and School Break Camps (Tier 4).

**3. Tier 5 is not intended to be supported through tax funding**

Tier 5 houses services that are ancillary to the mission of the Department with services such as private lessons, vending and concessions, rentals, and adult fitness classes. Often fees for this Tier are market-based.

Recommendations have been developed and grouped into the following themes:

- A. Resource Allocation Framework
- B. Administrative Strategies
- C. Revenue Generation Strategies
- D. Cost Savings and Cost Avoidance Strategies
- E. Tier Specific Strategies
- F. Planning for the Future – Evaluation and Performance Measures

**Table 1: Recommendations**

<b>A. Resource Allocation Framework</b>	
<b>A1</b>	Permit all Parks and Recreation fees for programs, facility usage, services, and other activities to be established by the Director of the Department. Fee assessments will be based on principles of this Resource Allocation study.
<b>A2</b>	Recognize the Lathrop Parks and Recreation Resource Allocation Pyramid as the fundamental component of the Resource Allocation philosophy.
<b>A3</b>	Set initial pricing for programs and services at a fee level that considers subsidy level targets and market rates and is reasonable for most participants. Provide for scholarship (activity fee assistance) funding for those who truly need it.
<b>B. Administrative Strategies</b>	
<b>B1</b>	Further define all “direct costs” for programs and services and continue to expand cost accounting functions to establish cost recovery levels
<b>B3</b>	Focus the use of General Fund Subsidy on those activities, primarily found in Tier 1 and Tier 2 of the Pyramid Model, that provide mostly community benefit to the taxpayers of the City. Support tiers 3 to 5 with General Fund dollars as appropriate and determined by the established subsidy level targets.
<b>C. Revenue Generation Strategies</b>	
<b>C1</b>	Explore alternative funding sources that have been identified through the 2020 Department Master Plan that are practical and strategically align with the Department’s brand including potential partnerships.
<b>D. Cost Savings and Cost Avoidance Strategies</b>	
<b>D1</b>	Continue to maintain current capital and maintenance management plans, appropriately budgeting for ongoing operating expenses, component lifecycle expectancy and established replacement schedules to avoid deferring expenses that will multiply in the long run.
<b>E. Planning for the Future - Evaluation and Performance Measures</b>	
<b>E1</b>	Review the performance toward subsidy level goals on an annual basis.
<b>E2</b>	Conduct cost benefit analysis of programs by evaluating participation, waiting lists, cancellation rates, and rate of repeat customers.
<b>E3</b>	Continue to provide ongoing opportunities for community input through a variety of outreach efforts and keeping the input process current and reflective of changing demographics, interests, and economic conditions.
<b>E4</b>	Continue collaborations and discussions with other agencies including state and regional agencies, neighboring municipalities, and non-profits, to collectively meet identified needs.

# How We Got Here - A Philosophy, a Model, and a Policy

## The Pyramid Methodology

The Pyramid Methodology used in the development of the Model is built on a foundation of understanding who is benefiting from Parks and Recreation services to determine how the costs for service should be funded. A full description of the pyramid model is found in **Appendix A**.

The Model illustrates a pricing philosophy based on establishing fees commensurate with a target subsidy level based on the benefit received. Descriptions regarding each level of the pyramid are provided; however, the Model is intended as a discussion point and is dependent on agency philosophies to determine what programs and services belong on each level. Cultural, regional, geographical, and resource differences play a large role in this determination. The resulting pyramid is unique to each agency that applies this methodology.

## Project Approach and Methodology

In order to identify key issues and develop recommendations, staff reviewed existing policy, guidelines, and practices; became familiar with the Pyramid Methodology; and explored the best practices. Staff identified typical and measurable costs associated with providing programs and services, defined categories of programs and services, and participated in sorting workshops to place categories of services on appropriate pyramid tiers. Ultimately, Staff measured current subsidy levels and used them to determine appropriate target levels.

The project commenced in November of 2019; included three workshops with the community during the winter and concluded with final recommendations in April. The Department performed a hands-on exercise to understand which programs and services are considered to have mostly community benefits, which ones have mostly individual benefits, and which ones have a balance of benefits in between. It also allowed community participants to better understand their fellow participants' perspectives. Using FY 2018 actuals, tax subsidy was then measured for all services in order to set targets for the future.

## A Best Practice Tool

Having a Subsidy and Resource Allocation Philosophy, Model, and Policy assists in answering challenging questions such as:

- Are our programs priced fairly and equitably?
- Are we using funding in a responsible manner?
- Is there a methodology for the distribution of the tax investment?
- Does the way we charge for services (facilities, programs, etc.) support our values, vision, and mission?

This comprehensive effort and approach to providing services is undertaken to introduce and implement strong "best practice" business tools to the Department. Parks and Recreation services are varied and make up many smaller "businesses" that each have their unique place in the market and appeal to the population in myriad ways. The overall goal of this plan is to initiate and sustain practices and examine policy and rules affecting overall desired outcomes of a healthy and vibrant community.

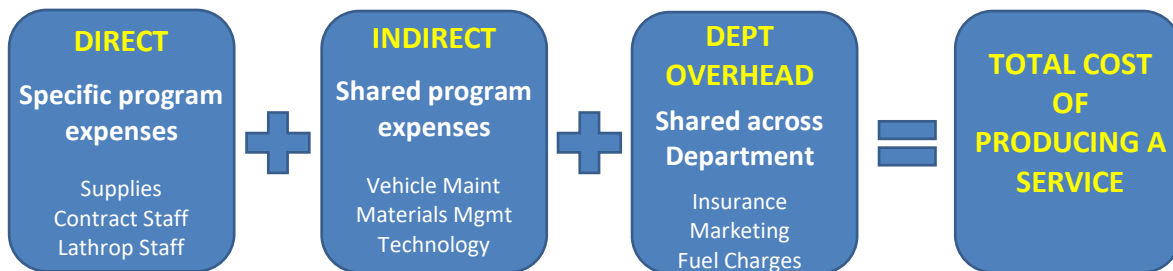


Although fee adjustments are possible, the goal is not to simply generate new revenues through fees, but to ensure a sustainable system into the future by using tax revenues, supplemented by fees; and in the most appropriate ways. Taxes typically supports “core services,” whereas fees and charges usually account for activities and services that benefit individuals. This practice allows the agency to allocate its resources wisely and provide valuable information for decision-making and setting priorities for improvements to the system as well as look at expenses and ways operations can be made more effective and efficient.

## A Common Language

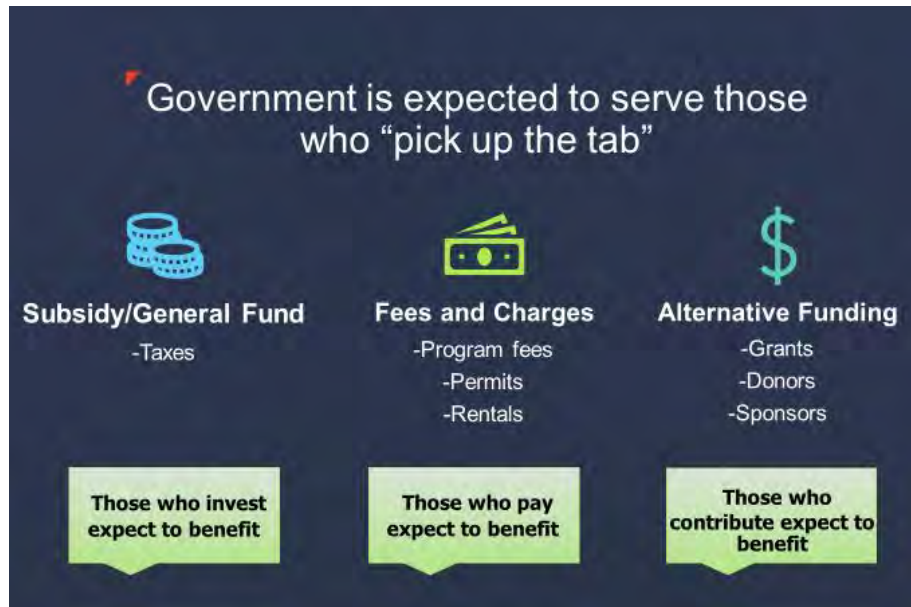
In order to come to consensus around philosophy and policy, a common language must be spoken. Terminology used in this study are identified here.

**Cost** - Refers to what it takes from a monetary standpoint to produce a service. There are different types of costs:



**Resource allocation** - Refers to how subsidy and alternative sources of funding are used to support service offerings.

- **Subsidy** refers to the tax dollars appropriated to provide Parks and Recreation services to the community.
- **Alternative sources of funding** may include things such as fees, grants, donations, sponsorships and partnership contributions.
- **Service offerings** is a catch-all term meant to include all programs, activities and services of the agency.



**Level of subsidy** -The extent to which a service offering is supported by subsidy. This is expressed as a percent of the overall cost of the service offering. For example, if \$300 in subsidy (tax appropriation) is used to support an offering that costs \$1000 to produce, it is determined to have a 30% level of subsidy. The remainder of the cost (\$700) therefore must be covered by alternative sources of funding. This is commonly expressed as a **level of cost recovery**, in this case a 70% level of cost recovery.

### A Sustainable System

“Sustainability” is a very popular and perhaps overused word. Often, the users have in mind only one of the three basic elements of sustainability –

- Financial or Economic
- Environmental
- Social or Recreational

making it a challenge to come to any kind of consensus when others may be focusing on one of the other elements. In order to manage

the system of Parks and Recreation, all elements of sustainability must be balanced. The financial resources must be adequate to maintain the system into the future, the environment we love so dearly cannot be “loved to death,” and the people must be allowed appropriate use of the system to properly connect to and understand the value represented, creating stewardship while promoting the other benefits of physical activity and mental/emotional engagement. When all three are attended to, a dynamic, yet sustainable, system is possible.



## Core Services

Core services satisfy an agency’s mission and vision, typically benefiting all community members. It is not necessary that an individual participate in a specific recreational or cultural activity, or even step into a park setting to receive benefit. Having a nice park and trail system with trees, open space, and recreational amenities available in the community adds to home values and a quality living environment. Core services also provide opportunity for partaking in activity, contribute to clean air, and provide relief from urban density. To achieve these and other outcomes, an agency invests its tax dollars in these core services.

## Supplementing Taxes with Fees

Parks and Recreation services provide value to the community in terms of economic, environmental, and social benefits. Tax dollars support these “core services.” Beyond those benefits realized by all residents, the agency is also able to provide specific activities and services that benefit individuals. There are not adequate tax dollars to completely support this level of activity, and it is appropriate and common to charge at least minimally for these services. For example, if an individual takes a swimming lesson or participates in a senior trip, there are certain levels of skill building, social engagement, or entertainment that accrue to that person, but it can still be argued there is a benefit to the community as a whole by teaching people safety around water, and through the social capital and health gained by keeping seniors active and in touch. The level of individual benefit warrants covering at least a portion of the cost of a program or activity through an individual fee. Other opportunities, such as the rental of a space for a private party, warrant a fee to cover the entire cost of providing that space.

## Determining the Cost of a Program or Activity

Dollars spent will be accounted for specifically by programs and services offered. “Direct” costs include easily tracked expenses such as the cost of an instructor, including benefits, supplies needed, equipment rented, etc. “Indirect” costs within the Department are shared among several programs or services within a division have not been allocated to specific programs.

Once you determine your target for use of tax subsidy to support an activity or service, the remainder of the cost would be “cost recovered” through other revenue sources. Does “cost recovery” mean you need to cover all of the costs of a program or activity through fees? No – in most cases where fees are appropriate, cost recovery will be used to recover a portion of (or all) the “direct” cost. In some cases where the individual benefit is very high, the cost recovery will be used to cover more than the direct cost. Cost recovery can also be accomplished through other forms of revenue such as grants, donations, sponsorships, etc.



## Taking Care of Those who Cannot Afford to Pay a Full Fee

Options are always available for those with economic need. Lathrop makes provisions through an Activity Fee Assistance Fund. The City of Lathrop receives funding for the Activity Assistance Fund from various revenue sources including the Community Development Block Grant (CDBG) Program. The U.S. Department of Housing and Urban Development (HUD) administers this program and monitors the City as to head of household, income, and ethnicity of program service recipients. It is not a sustainable practice to keep fees artificially low in order to ensure that all can afford to pay.

The Department offers eligible families a designated assistance fund per child per fiscal year as long as funds are available. The Activity Fee Assistance Fund is granted to pay 50 percent of program fees to help meet this need.

# Lathrop Parks and Recreation Pyramid Model Results

## A Consensus Pyramid

A consensus pyramid was created with each Category of Service placed in the appropriate tier of the pyramid based on the benefits filter and other filters. All Categories of Service with a full description and listing of programs and services within can be found in Appendix B. Current cost recovery percentages were calculated based on a more specific and consistent definition of direct and indirect costs identified during this process.

## Direct and Indirect Cost Definition

No measurement of subsidy level or cost recovery is possible without a clear definition of what is being counted as “cost.” For the study, the definitions include direct and indirect costs of programs and services.

### **PROGRAMS and SERVICES - DIRECT COSTS**

This includes all the specific and identifiable expenses (fixed and variable) associated with providing a service or program. These expenses would not exist without the program or service and often increase exponentially.

- Applicable portion of full-time, part-time, and seasonal staff (percentage directly related to program delivery) and corresponding benefits
- Contractual services for coaches, officials, instructors, security, etc.
- Program specific licensing agreements like Motion Pictures, etc.
- Program specific consumable equipment and supplies like ping pong balls, camp supplies, art supplies provided by instructor or agency
- Uniforms, tee shirts, awards for participants and staff
- Non-consumable equipment purchased only for the program that require periodic or continual replacement or are necessary for the start of the program like yoga mats, blocks, bouncy balls, basketballs, free weights, racquets and goggles
- Training specifically for the program or service such as a lifeguard certification
- Transportation costs like van driver and mileage, parking, tolls, detailing, or rental of busses, etc.
- Field trip entry fees, tickets, admissions for participants and leaders/instructors
- Association fees related to specific activities such as USSSA and TAAF
- Rental fees for facilities, spaces, janitors, charge backs, etc.
- Marketing/promotion/printing/distribution/fliers/etc., associated directly for programs (non-marketing staff who does some direct marketing)
- Repair or maintenance of program or service specific equipment
- Software fees associated with a specific program or service
- Any other costs associated or attributed specifically with the program or service

## **PROGRAMS and SERVICES - INDIRECT COSTS**

This includes expenses (fixed and variable) associated with providing a service or program, but are shared expenses among programs and services. (Cannot be tied specifically to one program.)

- Full-time, part-time, and seasonal employees that primarily perform administrative duties for the department such as Director, Superintendent, etc.
- Other full-time, part-time, and seasonal employees that perform some support services for the department such as working on strategic planning initiatives (percentage directly related to support services)
- Utilities for the facility such as water, electric, and solid waste
- Commercial and self-insurance charges
- Other overhead costs as deemed appropriate
- Outside contractual services related to the facility such as janitorial services and pest control
- Facility specific Licensing Agreements like ASCAP
- Uniforms for facility staff and staff keys
- Non-consumable equipment purchased only for the facility or space that require periodic, continual replacement or are necessary for the operation of the facility such as capital replacement items
- Building alarm monitoring
- Safety equipment and supplies such as fire extinguishers, AEDs, and first aid
- Any other costs associated or attributed specifically with the facility
- Professional memberships and training, such as CPRS, NRPA and CPRP, as well as approved travel expenses related to maintaining these memberships and/or obtaining professional development
- Required training such as CPR, First Aid and defensive driving
- Employment recruitment advertisements
- Office furniture
- Vehicles used for administration and mileage reimbursement.
- General consumable equipment, office supplies and maintenance supplies like paper, toner, toilet paper, mops, cleaning supplies
- Repair or maintenance of department-wide equipment like copier maintenance agreement
- Various other appropriated costs

## Subsidy Level Targets

As is a typical circumstance with governmental accounting systems, it is very challenging to measure subsidy levels as expenses are not tracked at the activity level. On the other hand, revenues are accounted for in adequate detail due to registration software. For this study the Department measured programs and activities on levels of the Lathrop pyramid to provide a baseline of data for setting appropriate subsidy level targets. Using the specific definition of costs to be included in the measurement, the following target ranges are recommended:

Tier Level	Subsidy Level Target Range
Tier 5	0-24%
Tier 4	25-49%
Tier 3	50-75%
Tier 2	76-94%
Tier 1	95-100%

It is not intended that every category of service necessarily meets the target, but that the tier as a whole is at or below the tier target range. Targets range from 100% subsidized (or free) for those programs and services in the base level (Tier 1 *Mostly Community Benefit*) such as Non-monitored Park Use and Community Events, to 0% in the top tier (Tier 5 *Mostly Individual Benefit*) level, such as Facility Rentals and Private Lessons.

# Establishing Fees and Charges

## Pricing Strategy

Pricing of services must be done on a service-by-service basis. Pricing information is included as **Appendix C** in this document. Definition of *costs* and *fees* as discussed are provided here and followed by *Criteria for Establishing Fees and Charges* that align with pyramid levels.

The following concepts were discussed and defined over several months.

Costs are defined as:	Fees are defined as:
<p><b>Direct Cost:</b> Costs that are directly attributable to efforts to put on or provide a program or service. Examples are program specific supplies and marketing, rental fees for facilities, and applicable portions of full-time, part-time, and seasonal staff, as well as corresponding benefits. Cost associated with individual programs or services are not easily identifiable, so some reasonable assumptions may be necessary.</p> <p><b>Indirect and Department Overhead Cost:</b> These costs are incurred by the Parks and Recreation Department and are not directly attributable to a specific program or service, but are necessary to support the effort, and are incurred for a common objective. Examples may include applicable portion of staff and benefits charges that are shared among multiple services, gas and vehicle maintenance, insurance, fund transfer charges, and staff overtime costs.</p>	<p><b>Partial Cost Fee:</b> A fee recovering something less than the cost calculation determined through the chosen methodology. The remaining portion of the costs are subsidized.</p> <p><b>Full Cost Fee:</b> A fee based on a traditional price-cost relationship; recovers the total cost of a service or program including all costs determined through the chosen methodology, enabling the break-even point to be reached. Full-cost fee is often used as a strategy for services perceived as “private,” benefiting only users while offering no external benefits to the general community.</p> <p><b>Market Rate Fee:</b> Fee based on demand for a service or facility. The market rate is determined by identifying all providers of an identical service (Examples: private sector providers, other municipalities, etc.), and setting the fee at the highest level that the market will bear.</p>



## Criteria for Establishing Fees and Charges

Criteria is established for each level of the pyramid as indicated below. A full description of the criteria that applies to each level is found in Appendix D.

**High or Full Tax Investment/Low or No Cost Recovery:**

These criteria apply to the Mostly Community Benefit Tier (1) of the pyramid.

**Partial Tax Investment/Partial Cost Recovery:**

These criteria apply to the Considerable Community (2) and Balanced Community/Individual Benefits (3) tiers of the pyramid. Keep in mind that a service does not have to meet every criterion.

**Low Tax Investment/Substantial Cost Recovery:**

These criteria apply to the Considerable Individual Benefit tier (4) of the pyramid.

**No Tax investment/Full Cost Recovery:**

These criteria apply to the Mostly Individual Benefit tier (5) of the pyramid.

## City of Lathrop – Fee Types

**Table 2: Types of Fees**

Admission Fee
<p>Admission fees are described as one-time (single entry) charges made to enter a facility, structure, or special program. Access is controlled and attendance is regulated. Objectives include:</p> <ol style="list-style-type: none"> <li>1. To generate funds for the operation and maintenance</li> <li>2. To produce revenue to offset the cost of program / event</li> </ol>
User Fee
<p>These fees shall be charged for use of a facility, program, or access to a controlled area to recover program costs. Objectives include:</p> <ol style="list-style-type: none"> <li>1. To pay for or augment the operation and maintenance of a program or facility</li> <li>2. To recover cost for material fees such as books, supplies, entrance fees</li> <li>3. To control use of the facility</li> <li>4. To assess a portion of the costs to users who may not be taxpayers</li> <li>5. To enable the Department to provide facilities or programs which might not otherwise be available</li> </ol>
Rental Deposit
<p>Security deposit fees are charged to secure contracted use of a facility. The objective for this fee is to secure a funding source for unanticipated repair for damages, cleanup, or extended time for rental. 100% of the Security Deposit is due at time of submitting the Facility Use Application. Security deposits are calculated in four or eight-hour time blocks. Deposits are 100% refundable and refunds are contingent upon the condition of the facilities following their rental. Rentals forfeit all deposits if a disturbance of the peace is determined. Refunds will be processed within 14 business days of the rental. It can take up to six weeks for a check to arrive.</p>

### **Rental Fees**

Rental fees are incurred for the privilege of exclusive use of the facility. This fee gives the user the right to enjoy the advantages of the facility, program, or equipment. Rental fees should be enough to pay the cost of operating the rental service which includes direct staff costs plus a portion of indirect costs for the replacement of the equipment utilized. These fees may also be referred to as extra fees. Objectives include:

1. To establish the benefit of exclusive use and secure use for a specific time
2. To provide for the equipment which visitors may not have supplied

Within the establish rental fees, items such as security, custodial, and insurance are built into the overall price. Rental fees operate as an all-inclusive package, compared to add on fees.

### **Sales Fee**

Payment may be obtained from operation of concessions which includes the sale of merchandise. Objectives include:

1. To provide needed supplies
2. To provide merchandise that adds to the visitor's enjoyment of the area
3. To provide revenue to offset operational costs.

### **Additional Services Fees**

Fees may be charged for supplying activities or services as an accommodation to the user. These fees may also be referred to as extra fees. Objectives include:

1. To enable special services to be rendered by the Department
2. To provide revenue to offset costs of the special service (additional staff, overtime for staff or contracting for services)
3. To improve the quality of the recreation program by adding value, service, or variety
4. Surcharge for enhanced maintenance or fee for marketing programs

### **Advertising Fees and Sponsorships**

Fees may be charged for brochures, signs, banners or other forms of advertising or promotion. Funding may also be paid for support of special events or programs.

### **Administration Fee**

Fees may be charged for direct and indirect costs associated with administration and oversight of a program or service.

### **Registration Fee**

Registration fees are a type of administrative fee charged specifically in the area of childcare and preschool. Such fees cover administrative costs, facility repairs, materials fees, and annual childcare fees.

### **Material Fee**

Fees are charged to borrowers who do not return materials by the designated due date. These fees vary depending on the item type and length of time overdue. Additional fees may be charged for lost or damaged items and processing fees.

### **Late Fee**

Late fees may be charged for programs and services that are not paid by the due date.

<b>Return Check Fee</b>
Returned check fees will be assessed for all returned checks in accordance with the fee set by the City of Lathrop Finance Department. Failure to pay the returned check fee and the amount owed within thirty (30) days can lead to additional incurred fees, damages, and collections.
<b>Capital Replacement Fee</b>
Fees may be charged to set aside funds for replacement of existing facilities, amenities, or technology.

## City of Lathrop - Refund Policy

Refund requests vary by program. Details specific to each program are noted below. All refunds are subject to an administrative fee. Refunds will be processed within 14 business days of the approved request. All refund request will be paid in the form of a check and it can take up to six weeks for a check to arrive.

**Table 3: Refund Policy**

<b>Leisure Programs</b>
A refund will be issued if the request is made prior to start of the Leisure Program. Request prior to the second class meeting shall receive a prorated refund. Request after the second class will not be granted. All refunds are subject to an administrative fee. A full refund will be issued for any Leisure Program cancelled by the Leisure Division and will be not subject to the processing fee.
<b>Sports, League Play, Special Events and Advance Ticketed Programs</b>
A refund will be issued if the request is made ten (10) business days prior to start of the program or event. Request made less than ten (10) business days shall not be granted, unless the program has a waiting list of participants and immediately fill the spot of the requesting party.
<b>Indoor Facilities and Outdoor Facilities (Picnic Area / Sports Fields)</b>
Reservations in excess of six months in advance of the scheduled date shall receive a full refund, for reservations that are canceled within ninety-one (91) to 180 days in advance shall receive a 75% refund, reservations that are canceled within sixty-one (61) to ninety (90) days shall receive a 50% refund and reservations less than sixty (60) days out shall receive no refund. Fees will not be refunded for times not used or undesirable weather. If, inclement weather is to occur for outdoor reservation, the Parks and Recreation Department will determine if permitted reservations shall be canceled. In the event of cancellation, the Parks and Recreation Department office will attempt to reschedule. If rescheduling is not possible, paid fees will be refunded. All cancellation requests must be submitted in writing including the signature of the person appearing on the rental application/contract, the event date, the facility reserved, and the date in which the cancellation request is being submitted.

# Appendix A: The Pyramid Methodology

The GreenPlay Pyramid Methodology used in development of the Subsidy and Resource Allocation Model is built on a foundation of understanding who is benefiting from Parks and Recreation services to determine how the costs for service should be paid.

The Model illustrates a pricing philosophy based on establishing fees that commensurate with the benefit received. Descriptions regarding each level of the pyramid are provided; however, the model is intended as a discussion point and is very dependent on agency philosophies to determine what programs and services belong on each level. Cultural, regional, geographical, and resource differences play a large role in this determination. The resulting pyramid is unique to each agency that applies this methodology.

Application of the pyramid methodology begins with the Mission of the organization, but must also address other considerations:

- Who benefits from the service, the community in general or only the individual or group receiving the service?
- Does the individual or group receiving the service generate the need (and therefore the cost) of providing the service?
- Will imposing the full cost fee pose a hardship on specific users? (The ability to pay is different than the benefit and value of a program, activity, or service, and therefore, should be dealt with during the implementation phase of pricing and marketing.)
- Do community values support taxpayer investment for the cost of service for individuals with special needs (for example, people with disabilities or low-income)?
- Will the level of the fee affect the demand for the service?
- Is it possible and desirable to manage demand for a service by changing the level of the fee?
- Are there competing providers of the service in the public or private sector?

The application of the model is broken down into the following steps:

- Step 1: Building on your organization's values, vision, and mission
- Step 2: Understanding the Pyramid Methodology, the benefits filter, and secondary filters
- Step 3: Developing the organization's Categories of Service
- Step 4: Sorting the Categories of Service onto the Pyramid
- Step 5: Defining Direct and Indirect Costs
- Step 6: Determining (or confirming) current tax investment/cost recovery levels
- Step 7: Establishing tax investment goals/subsidy level targets
- Step 8: Understanding and preparing for influential factors and considerations
- Step 9: Implementation
- Step 10: Evaluation

## Step 1: Building on Your Organization’s Values, Vision, and Mission

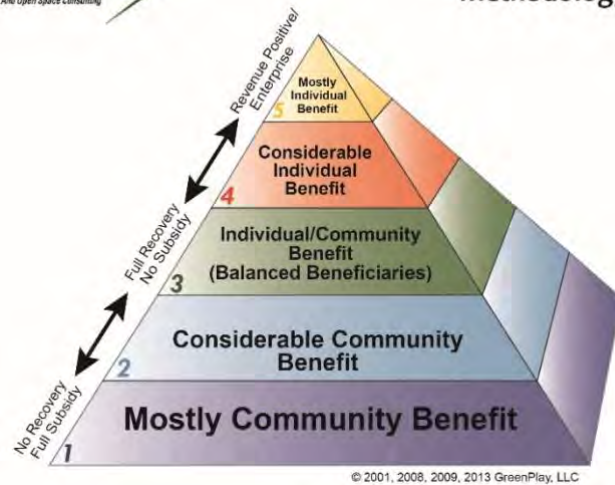
Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory board members, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from Parks and Recreation services ultimately pay for services.

Envision a pyramid sectioned horizontally into five levels.

A brief description of the process follows.



### The Pyramid Methodology



## Step 2: Understanding the Pyramid Methodology, Benefits Filter, and Secondary Filters

The creation of a subsidy and resource allocation philosophy and policy is a key component to maintaining an agency’s financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

The principal foundation of the Pyramid is the **Benefits Filter**. Conceptually, the base level of the pyramid represents the core services of a public Parks and Recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. The foundation and upward progression are intended to represent public Parks and Recreation’s core mission, while also reflecting the growth and maturity of an organization as it enhances its service offerings. Each level of the Pyramid from the bottom to the top is described below.

### MOSTLY COMMUNITY Benefit

The foundational level of the Pyramid is the largest, and encompasses those services including programs and facilities that **MOSTLY** benefit the **COMMUNITY** as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee. A large percentage of the agency’s tax support would fund this level of the Pyramid.

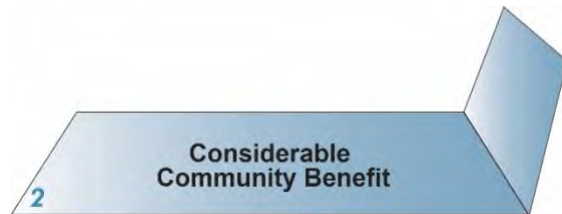


*Examples of these services could include: the existence of the community parks and recreation system, the ability to visit facilities on an informal basis, park and facility planning and design, park maintenance, or others.*

**NOTE: All examples given are generic – individual agencies vary in their determination of which services belong in the foundation level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.**

### **CONSIDERABLE COMMUNITY Benefit**

The second level of the Pyramid represents services that promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These services are typically assigned fees based upon a specified percentage of direct (and may also include indirect) costs. These costs are partially offset by both a tax investment to account for **CONSIDERABLE COMMUNITY** benefit and participant fees to account for the **Individual** benefit received from the service.



*Examples of these services could include: staff facility and park use, therapeutic recreation programs and services, recreation leagues, etc.*

### **BALANCED INDIVIDUAL/COMMUNITY Benefit**

The third level of the Pyramid represents services promoting individual physical and mental well-being, and provides an intermediate level of skill development. The level provides balanced **INDIVIDUAL** and **COMMUNITY** benefit and should be priced accordingly. The individual fee is set to recover a higher percentage of cost than those services falling within lower Pyramid levels.



*Examples of these services could include: Camps and after school programs, beginning level instructional programs and classes, teen programs, etc.*

### **CONSIDERABLE INDIVIDUAL Benefit**

The fourth level of the Pyramid represents specialized services generally for specific groups, and those that may have a competitive focus. Services in this level are not highly subsidized and may be priced to recover full cost, including all direct expenses.



*Examples of these services could include: Trips, advanced level classes, competitive leagues, etc.*

### **MOSTLY INDIVIDUAL Benefit**

At the top of the Pyramid, the fifth level represents services that have potential to generate revenues above costs, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should not be supported by subsidy, should be priced to recover full cost, and may generate revenue in excess of cost.



*Examples of these activities could include: Private lessons, company picnic rentals, other facility rentals for weddings or other services, concessions and merchandise for resale, restaurant services, etc.*

### Step 3: Developing the Organization’s Categories of Service

Prior to sorting each program and service onto the Pyramid, the project team took on the daunting task of reviewing, analyzing, and sifting through many individual programs and services in an effort to create the Department’s **Categories of Services**, including definitions and examples. “Narrowing down” facilities, programs, and services and placing them in categories (groups of like or similar service) that best fit their descriptions, allowed a reasonable number of items to be sorted onto the pyramid tiers using the Individual and Community Benefit filter.

These categories were identified as listed in the study report. The charge was then to sort these categories onto appropriate levels of the pyramid model based on who they benefited (the benefit filter). Those categories ranged from mostly benefiting the **Community as a Whole**, to programs and services mostly providing an **Individual** benefit. There was also discussion of consideration of additional filters (discussed in **Step 8** below) which often hold a secondary significance in determining placement on the Cost Recovery Pyramid.

### Step 4: Sorting the Categories of Service onto the Pyramid

The sorting process is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, missions, and values of the organization. The process develops consensus and allows everyone to land on the same page. The effort must reflect the community and align with the mission of the Department.



The sorting process was a challenging step and was led by objective and impartial facilitators in order to hear all viewpoints. The process generated discussion and debate as participants discovered what others had to say about serving the community; about adults versus youth versus seniors; about advanced versus intermediate and beginning programs; about special events; athletic fields; and rental involving the general public, non-profit and for-profit entities; etc. It was important to push through the “what” to the “why” to find common ground.

### Step 5: Defining Costs

The definition of direct and indirect costs can vary from agency to agency. The most important aspect to understand is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include the specific, identifiable expenses (fixed and variable) associated with providing a service. These expenses would not exist without the service and may be variable costs.

### Step 6: Determining (or Confirming) Current Tax Investment/Subsidy Levels

The agency will confirm or determine current subsidy allocation levels by category of services based upon the definition of costs. Results of this step identify what it costs to provide services to the community, whether staff has the capacity or resources necessary to account for and track costs, whether accurate cost recovery levels can be identified, and whether cost centers or general ledger line items align with how the agency may want to track these costs in the future. Staff may not be cost accounting consistently, and these inconsistencies become apparent.

## Step 7: Establishing Cost Recovery/Tax Investment Targets

The Project Team has worked to align who is benefiting from programs and services with the sources of funding used to pay for them. The tax investment is used in greater amounts at the bottom levels of the pyramid, reflecting the benefit to the **Community** as a whole. As the pyramid is climbed, the percentage of tax investment decreases, and at the top levels, it may not be used at all, reflecting the **Individual** benefit.

Targets take into account current subsidy levels. As cost of services and matching revenues is a very revealing process, realistic and feasible targets are recommended to align with the pyramid model and also to meet specific financial objectives for recovery of direct and indirect cost. These targets will be identified for each tier of the Department's Pyramid Model.

## Step 8: Understanding and Preparing for Influential Factors and Considerations

Inherent to sorting programs onto the Pyramid Model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors can aid in determining core services versus ancillary services. These may include participant commitment, trends, political issues, marketing, relative cost to provide the service (cost per participant), current economic conditions, and financial goals.

## Step 9: Implementation

The Department has set its goals based upon its mission, stakeholder input, funding, and/or other criteria. Upon completion of steps 1-8, the Department has positioned itself to illustrate and articulate where it has been and where it is heading from a financial perspective. Some recommendations are scheduled to occur immediately, and others will take time to put into place, while some will be implemented incrementally. It is important that fee change tolerance levels are considered.

## Step 10: Evaluation

This process has been undertaken in order to articulate a philosophy, train staff on a best practice ongoing approach to subsidizing services in public parks and recreation and enhancing financial sustainability. Performance measures have been established through subsidy level targets, specific recommendations have been made for services found to be out of alignment, and evaluation of goal attainment is recommended to take place annually.



## Appendix B: Lathrop Parks and Recreation Department Categories of Service

Category	Definition	Examples
<b>Tier 5</b>		
Adult Fitness	Group fitness and/or instructional programs for adults operated, taught, or managed by department through contract or staff; no pre-requisite for attendance.	Yoga, Zumba, Bootcamps, etc.
Age 50+ Trips	Day trips that provide opportunities for 50+ participants to visit selected destinations.	Columbia, Old Sacramento, Treasure Island, Casinos, Stockton Kings/Ports, Sacramento etc.
Field Rentals	Rental of a sports field for exclusive use.	Informal play, practice, games etc.
Indoor Facility Rentals	rental of an indoor facility for exclusive use. Indoor facilities include Lathrop Community Center, Lathrop Senior Center, Lathrop Generation Center.	Meetings, birthday parties, baby showers, etc.
Private Lessons	Lessons arranged for one student with a specific instructor and/or time.	Tennis, piano, etc.
Shelter Rentals	Rentals of an outdoor shelter for exclusive use.	Birthday parties, family reunions, etc.
Teen Trips	Day trips that provide opportunities for Teen participants to visit selected destinations.	
Vendors/Concessionaries	Goods and services sold for individual use during a city sponsored or permitted event/activity.	Food truck, concession stand, art vendor, etc.
Youth Specialty Camps	Group recreational and/or instructional camp for preschool to elementary school age youth operated, taught, or managed by the department through contract or staff.	Sports, robotics, Legos, arts, etc.
<b>Tier 4</b>		
Adult General Classes	Group or individual special interest classes for adults operated, taught, or managed by the department through contract or staff.	Dance, arts and crafts, painting, guitar, computer workshops, self-defense, voice talent, etc.
Adult Sports	Group recreational sports programs, activities and leagues for adults operated, or managed by the department staff.	Basketball, volleyball, flag football, twilight softball, etc.
Age 50+ General Classes	Group or individual classes for 50+ operated, taught, or managed by the department through contract or staff.	Arts and crafts, dance, yoga, book club, etc.

Before/After School Recreation	Non-licensed recreational before and after school program with a social and recreational focus.	
Monitored Drop-in facility use	Scheduled drop-in use of gymnasium	Basketball, volleyball etc.
School Break Camps	Group recreational programming during school break times for youth. May include field trips, but typically does not include specific instructional or skills programs.	Spring break, summer break, winter break, etc.
Youth General Classes	Group or individual special interest class for youth operated, taught, or managed by the department through contract or staff.	Self-defense, cooking, ballet, guitar, dance, art, language, photography, etc.
<b>Tier 3</b>		
Age 50+ Events	Day and extended events that provide opportunities for 50+ participants to socialize and gather around specific topics.	Mother's Day, Father's Day, Grandparents Day, Noon Year's Eve, etc.
Youth Sports	Group recreational and/or instructional sports programs, activities and leagues for youth operated, taught, or managed by the department staff.	Jr. NBA, NFL Flag, Jr. Giants, etc.
<b>Tier 2</b>		
Senior Services	Drop-in availability of the Senior Center	
Teen Services	Drop-in teen programming at the Teen Center	
<b>Tier 1</b>		
Community Special Events	Annual public events hosted by the Department that are typically offered on an annual basis.	Veterans Day, Christmas Parade, concerts, comedy nights, movie nights etc.
Parks Use	Drop-in, non-monitored use of a park.	Use of parks, dog parks, playgrounds, etc.

# Appendix C: Developing a Pricing Strategy

As the final step in the development of the **Comprehensive Subsidy and Resource Allocation Policy SUBSIDY**, pricing strategies were considered. This discussion should continue in the future, and the following topic areas should be included and applied.

## 1. Understanding financial trends

The increasing complexity and resulting shifts of our society's economy have led to what can be deemed as constant fiscal change in government. Public sector administrators and managers must be prepared to respond to the fiscal realities that have resulted from these economic shifts.

Trends impacting fiscal and pricing decisions include:

- Increased governmental accountability
- Increased demand for people's "leisure dollar"
- Ongoing or increased demand for services with no/limited additional funding, or decreased funding
- Disinterest in service reductions or increased fees and charges
- Increased operating expenses (utilities, fuel, personnel, supplies, etc.)

## 2. Understanding the budget process and fiscal year cycle

Budgets are viewed as annual financial plans and include planning and forecasting, establishing priorities, and a way to monitor fiscal process. This overview allows for an abbreviated look at the process and how it is impacted by pricing.

## 3. Understanding the costs of service provision

Prior to making pricing decisions, it is important to understand the different types of service provision costs. Having knowledge of the various types of costs allows staff to make better informed pricing decisions. The different types of service provision costs are as follows:

- Direct costs
  - Fixed costs
  - Changing fixed costs
  - Variable costs
- Indirect Costs

## 4. Understanding the purpose of pricing

There are many reasons to develop service fees and charges. These include, but are not limited to, the following:

- Recover costs
- Create new resources
- Establish value
- Influence behavior
- Promote efficiency

## 5. Pricing strategies – differential pricing

Differential pricing is grounded in the notion that different fees are charged for the same service when there is no real difference in the cost of providing the service. There may be many reasons the Department may wish to consider this pricing strategy including:

- To stimulate demand for a service during a specified time
- To reach underserved populations
- To shift demand to another place, date, or time

## 6. Alternative funding sources

In general, there has been a decrease in the amount of tax support available to public Parks and Recreation agencies across the nation. The Department is forward thinking in its planning. As such, the need to look at alternative funding sources as a way to financially support services has become commonplace. Alternative funding sources are vast and can include:

- Gifts
- Grants
- Donations
- Scholarships
- Sponsorships
- Collaborations
- Volunteer contributions

## 7. Examining the psychological dimensions of pricing

In addition to the social and environmental issues surrounding pricing, the human elements of pricing must be considered. Regardless of how logical a price may seem; customer reactions and responses are their own and can be vastly different than what one might expect. The psychological dimensions of pricing include:

- Protection of self-esteem (pricing in such a way as to not offend certain users)
- Price-quality relationship (value received for every dollar spent)
- Establishing a reference point (worth of service in comparison to others)
- Objective price (price has a basis in fact, is real, and impartial)
- Subjective price (price is not biased or prejudiced)
- Consistency of image (perception of the brand and identification with product or service)
- Odd pricing (perception of arbitrary or incongruent pricing)

## 8. Establishing initial price

Establishing an actual price for a program can be based upon a variety of strategies including:

- Arbitrary pricing: basing fees on a general provision such as raising all fees \$.25 to meet budget goals which ignores market conditions and cost recovery goals. Arbitrary pricing is not encouraged, as it is impossible to justify.
- Market pricing: a fee based on demand for a service or facility or what the target market is willing to pay for a service. The private and commercial sectors commonly use this strategy. One consideration for establishing a market rate fee is determined by identifying all providers of an identical service (Examples: private sector providers, municipalities, etc.), and setting the highest fee. Another consideration is setting the fee at the highest level the market will bear.

- Competitive pricing: a fee based on what similar service providers or close proximity competitors are charging for services. One consideration for establishing a competitive fee is determined by identifying all providers of an identical service (Examples: private sector providers, municipalities, etc.), and setting the mid-point or lowest fee.
- Cost recovery pricing: a fee based on cost recovery goals within market price ranges.

## 9. Understanding price revisions

Once a price is established, there may be the need to periodically review it and examine the need for revision. In some cases, “revised” may be viewed as “increased”; therefore, a systematic approach to pricing revision is important. Factors to consider in pricing revision include:

- Customer tolerance: the degree to which small increases in price will not encounter client resistance.
- Adjustment period: the period of time where the value of the service is assessed by the customer in relation to the price increase. The value of the service from the customer’s perspective must meet or exceed the impact of the increased cost. Adjustment periods may lead to diminished participation or termination of participation altogether based upon customer loyalty and other factors.
- Customers’ perceived value of the service: the degree to which services including programs, facilities, and parks impact the public (individual and community), or in other words, the results or outcomes of services. Value is the judgment or perception of worth or the degree of usefulness or importance placed on a service by personal opinion. The intent or intention of a service is the purpose, aim, or end.

## 10. The pricing process – developing a method

Staff participating in the series of workshops engaged in interactive exercises that applied the cost recovery goals of their respective service areas. The workshops prompted discussions leading to recommended changes to selected current pricing practices with the intention of attaining recommended cost recovery and tax investment allocation goals and establishing a new method for setting fees and charges. This method is based upon using cost recovery goals as a primary pricing strategy, followed by either market pricing (for services with low alternative coverage – few if any alternative providers) or competitive pricing (for services with high alternative coverage – other alternative providers offer similar or like services).

# Appendix D: Criteria for Establishing Fees

## **High or Full Tax investment/Low or No Cost Recovery:**

These criteria apply to the **Mostly Community Benefit** Tier 1 of the pyramid. The following criteria are used to determine if a service should be included in the Tier, keeping in mind that a service does not have to meet every criterion:

- The service is equally available to everyone in the community and should benefit everyone
- Because the service is basic, it is difficult to determine benefits received by one user
- The level of service attributable to a user is not known
- Administrative costs of imposing and collecting a fee exceed revenue expected from the fee
- Imposing the fee would place the agency at a serious competitive disadvantage
- The service is primarily provided by the public sector

## **Partial Tax investment/Partial Cost Recovery:**

These criteria apply to the **Considerable Community** Tier 2 and **Balanced Community/Individual Benefits** Tier 3 of the pyramid. Users fees may recover only partial cost for those services for which the agency desires to manage demand.

- User fees may recover only partial cost from those individuals who cannot pay full cost due to economic hardship
- User fees may recover only partial cost if competitive market conditions make a full cost fee undesirable
- The following criteria are used to determine if a service should be included in these Tiers, keeping in mind that a service does not have to meet every criterion:
  - ✓ Services benefit those who participate but the community at large also benefits
  - ✓ The level of service use attributed to a user is known
  - ✓ Administrative costs of imposing and collecting the fee are not excessive
  - ✓ Imposing a full cost fee would place the agency at a competitive disadvantage
  - ✓ The service may be provided by the public sector but may also be provided by the private sector

## **Low Subsidy/Substantial Cost Recovery:**

These criteria apply to the **Considerable Individual Benefit** Tier 4 of the pyramid.

- User fees should recover the substantial cost of services benefiting specific groups or individuals
- User fees should recover the substantial cost for those services provided to persons who generate the need for those services
- The following criteria are used to determine if a service should be included in this Tier, keeping in mind that a service does not have to meet every criterion:
  - ✓ The individual or group using the service is the primary beneficiary
  - ✓ The level of service use attributed to a user is known
  - ✓ Administrative costs of imposing and collecting the fee are not excessive
  - ✓ Imposing a substantial cost fee would not place the agency at a competitive disadvantage
  - ✓ The service is usually provided by the private sector but may also be provided by the public sector

### **No Tax investment/Full Cost Recovery:**

These criteria apply to the **Mostly Individual Benefit** Tier 5 of the pyramid.

- User fees should recover the full cost or more for a service in order to subsidize other services provided to the community
- The following criteria are used to determine if a service should be included, keeping in mind that a service does not have to meet every criterion:
  - ✓ Individuals or groups benefit from the service and there is little community benefit
  - ✓ The level of service use attributable to a user is known
  - ✓ There is excess demand for the service; therefore, allocation of limited services is required
  - ✓ Administrative costs of imposing and collecting the fee are not excessive
  - ✓ The service is provided at market price by the private sector

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Inventory Atlas 2020

# Lathrop, CA



Inventory Atlas  
March 2020

## ***Inventory Process and Scoring Information***

This inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using information provided by the client as well as aerial photography and the client Geographic Information System (GIS) data. All components identified were given GIS points and names.

Next, field visits were conducted by the consulting team to confirm the preliminary data and collect additional information.

During the field visits and evaluations, missing components were added to the data set, and each component was evaluated as to how well it met expectations for its intended function. During the site visits the following information was collected:

- Component type
- Component location
- Evaluation of component condition - record of comfort and convenience features
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos
- General comments

The inventory team used the following three-tier rating system to evaluate each component:

*1 = Below Expectations*

*2 = Meets Expectations*

*3 = Exceeds Expectations*

Scores were based on such things as the condition of the component, its size, or capacity relative to the need at that location, and its overall quality.

Components were evaluated from two perspectives: first, the value of the component in serving the immediate neighborhood, and second, its value to the entire community.

The setting for a component and the conditions around it affect how well it functions, so in addition to scoring the components, each park site was given a set of scores to rate its comfort, convenience, and ambient qualities. This includes such things as the availability of restrooms, drinking water, shade, scenery, etc.

Information collected during the site visit was then compiled and corrections and comparisons made to GIS.

Lathrop, CA

Inventory Atlas

March 2020

## Existing Parks or Locations



## GRASP® Outdoor Component List

GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses, etc. Specified in comments.
Amusement Ride	Carousel, train, go carts, bumper cars, or other ride upon features. Has an operator and controlled access.
Aquatics, Complex	A facility that has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A man-made basin designed for people to immerse themselves in water and intended for swimming laps.
Aquatics, Leisure Pool	A man-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for the purpose of interaction with moving water.
Aquatics, Therapy Pool	A temperature controlled pool intended for rehabilitation and therapy.
Basketball Court	Describes a dedicated full sized outdoor court with two goals.
Basketball, Practice	Describes a basketball goal for half-court play or practice. Includes goals in spaces associated with other uses.
Batting Cage	A stand-alone facility that has pitching machines and restricted entry.
Bike Complex	A facility that accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use. Can be constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course, etc.
Camping, Defined	<u>Defined</u> campsites that may include a variety of facilities such as restrooms, picnic tables, water supply, etc. Quantity based on official agency count. For use only if quantity of sites is available. Use "Camping, Undefined" for other instances.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in informal and/or <u>undefined</u> sites. Receives a quantity of one for each park or other location.
Climbing, Designated	A designated natural or man-made facility provided and/or managed by an agency for the purpose of recreation climbing not limited to child's play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Receives a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Describes softball and baseball fields of all kinds suitable for organized diamond sport games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Multiple ballfields at a single location suitable for tournaments.
Diamond Field, Practice	Describes any size of grassy area used for practice. Distinguished from ballfield in that it doesn't lend itself to organized diamond sport games. Distinguished from open turf by the presence of a backstop.
Disc Golf	Describes a designated area that is used for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area designated specifically as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or historic features that provide an educational, cultural, or historic experience. Receives a quantity of one for each contiguous site. Distinguished from public art by presence of interpretive signs or other information.
Equestrian Facility	Area designated for equestrian use. Typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event including amphitheater, band shell, stage, etc.
Fitness Course	One or more features intended for personal fitness activities. Receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad including bocce, shuffleboard, lawn bowling, etc. Type specified in comments. Quantity counted per court.

<b>GRASP® Outdoor Component Type</b>	<b>Definition</b>
Garden, Community	Describes any garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	Describes any garden area that is designed and maintained to provide a focal point or destination including a rose garden, fern garden, native plant garden, wildlife/habitat garden, arboretum, etc.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended for use as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in single location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink built specifically for ice hockey games and practice. General ice skating included in "Winter Sport".
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or for leisure walking. Quantity of one for each park or other location unless more than one distinct circuit is present.
Multi-Use Pad	A paved area that is painted with games such as hopscotch, 4 square, tetherball, etc. Often found in school yards. As distinguished from "Games Court " which is typically single use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native areas of the local ecology. Can include grasslands, woodlands and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	Active or passive component that does not fall under any other component definition. Specified in comments.
Passive Node	A place that is designed to create a pause or special focus within a park and includes seating areas, plazas, overlooks, etc. Not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Individual picnic tables are accounted for as Comfort and Convenience modifiers.
Playground, Destination	Playground that attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Playground, Local	Playground that is intended to serve the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Generally does not have restrooms or on-site parking.
Public Art	Any art installation on public property. Receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in single location suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sport game such as soccer, football, lacrosse, rugby, and field hockey. Approximate field size is 180' x 300' (60 x 100 yards). Field may have goals and lining specific to a certain sport that may change with permitted use.

GRASP® Outdoor Component Type	Definition
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sport game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area that can be arranged in any manner of configurations for any number of rectangular field sports. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sport game. Accommodates at least one youth field sport game. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for at least 25 persons with space for a minimum of 12 seated whether or not benches or picnic tables are provided. Lack of seating may be addressed in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating, etc. May or may not allow free-style biking. May be associated with a playground but is not part of it. Dedicated bike facilities should be categorized as "Bike Course".
Skate Park	An area set aside primarily for wheel sports such as skateboarding, in-line skating, etc. Attracts users from the entire community. May or may not allow free-style biking. May be specific to one user group or allow for several user types. Can accommodate multiple users of varying abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice and/or competitive target activities. Specify type, such as archery or firearms, specified in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	One standard regulation court suitable for recreation and/or competitive play. Quick Start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, that is separated from the road and provides recreational opportunities or connection to walkers, bikers, roller bladers and equestrian users. Paths that make a circuit within a single site are "Loop Walks".
Trail, Primitive	A trail, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.
Trail, Water	A river, stream, canal or other waterway used as a trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point. May include restrooms, an information kiosk, parking, drinking water, trash receptacles, seating, etc.
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts associated with sports such as handball and racquetball. Specify type in comments.

<b>GRASP® Outdoor Component Type</b>	<b>Definition</b>
Water Access, Developed	A developed water access point. Includes docks, piers, kayak courses, boat ramps, fishing facilities, etc. Quantity, type, etc., specified in comments.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives quantity of one for each contiguous site.
Water Feature	A passive water-based amenity that provides a visual focal point. Includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity such as a downhill ski area, Nordic ski area, sledding hill, toboggan run, recreational ice, etc. Specified in comments.



# Apolinar Sangalang



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

**Initial Inventory Date:** 12/11/2019

**33.6** Total Neighborhood GRASP® Score

**38.4** Total Community GRASP® Score

Approximate Park Acreage:

9.7

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	2	Shade	2	<b>2</b>
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	2	Parking	0	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	2	Ornamental Plantings	2	
Restrooms	2	Picnic Tables	2	

**General Comments**

Large neighborhood park adjacent to school.

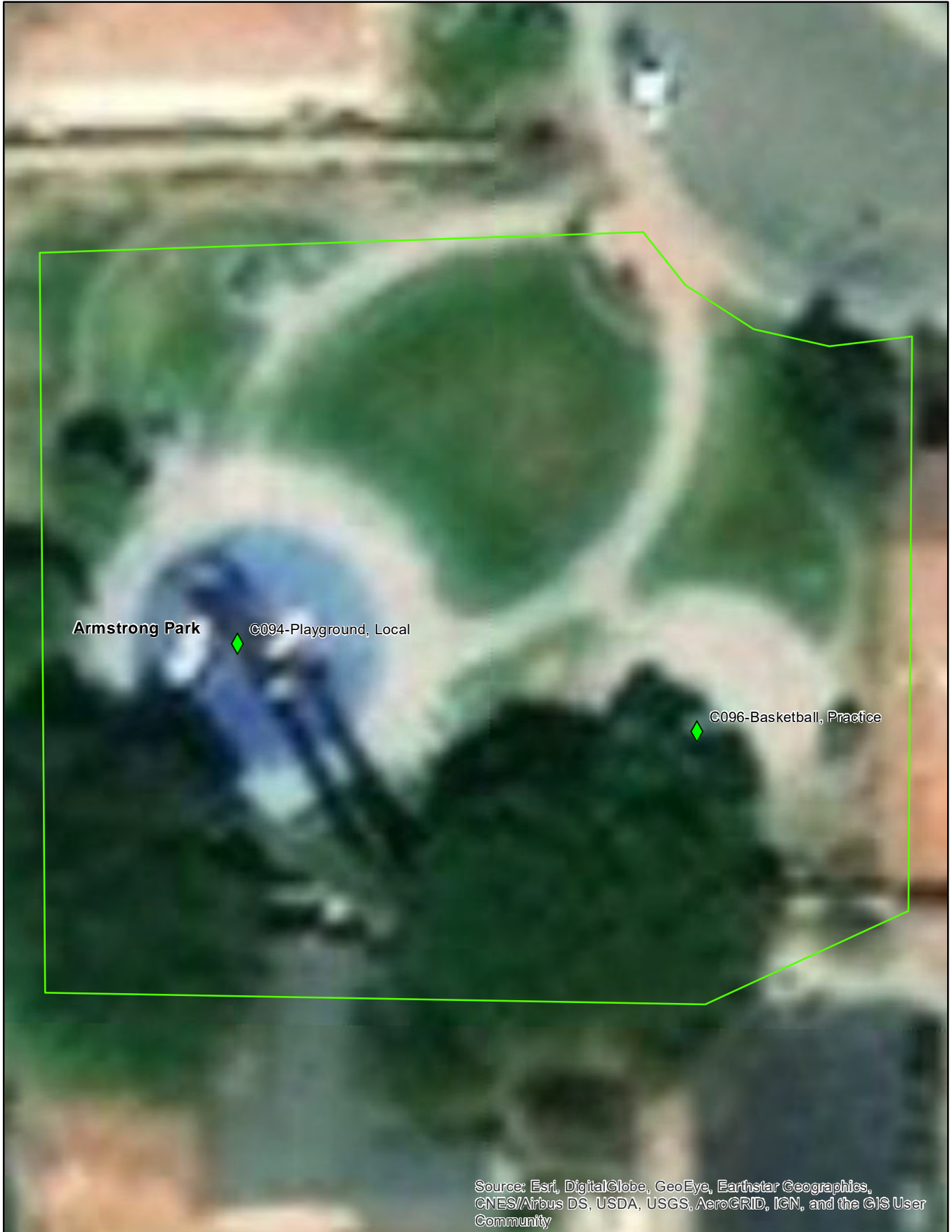
**Components with Score**

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L001	PARCEL	1		2	2	
C097	Fitness Course	1		2	2	
C015	Open Turf	1		1	1	Turf problems
C006	Loop Walk	1		2	2	
C005	Shelter, Small	2		2	2	Two different style shelters and tables
C004	Playground, Local	1		1	1	Faded equipment with burns in slide. On PIP.
C003	Rectangular Field, Multiple	1		1	1	Some patches in turf
C002	Diamond Field	1		1	1	Drainage issues in infield.
C001	Basketball Court	1		2	2	Weird placement.

# Armstrong Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Community Park

**Initial Inventory Date:** 12/11/2019

**22** Total Neighborhood  
GRASP® Score

**28.6** Total Community  
GRASP® Score

Approximate Park Acreage:

14.2

Owner

Lathrop

Drinking Fountains	0	Shade	0	<b>Design and Ambiance</b> <b>1</b>
Seating	0	Trail Connection	0	
BBQ Grills	0	Park Access	0	
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

### General Comments

Proposed park land. GIS boundary not true.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L029	PARCEL	1		2	2	
C145	Diamond Field	1		2	2	Baseball field. Not yet built
C144	Diamond Field	2		2	2	Little league baseball/ softball. Not yet built
C143	Diamond Field	1		2	2	T-ball field. Planned and funded.
C142	Batting Cage	2		2	2	Planned and funded.
C141	Concessions	1		2	2	Planned and funded.
C140	Shelter, Large	1		2	2	Planned and funded.
C139	Game Court	1		2	2	Interactive ball court. Planned and funded.
C138	Playground, Local	1		2	2	Planned and funded.
C137	Shelter, Small	2		2	2	Planned and funded.

# Basin Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Basin Park

**Initial Inventory Date:** 12/11/2019

**19.2** Total Neighborhood  
GRASP® Score

**19.2** Total Community  
GRASP® Score

Approximate Park Acreage:

4.4

Owner

Lathrop

Drinking Fountains	2	Shade	0	<b>Design and Ambiance</b>
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	<b>2</b>
Dog Pick-Up Station	2	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	2	

### General Comments

Shallow turf with large drainage holes. GIS boundary not true.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L025	PARCEL	1		2	2	
C101	Open Turf	1		2	2	
C100	Fitness Course	1		2	2	
C098	Picnic Ground	1		2	2	

# Crescent Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Crescent Park

**Initial Inventory Date:** 12/11/2019

**19.2** Total Neighborhood  
GRASP® Score

**19.2** Total Community  
GRASP® Score

Approximate Park Acreage:

1.4

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	2	Shade	0	
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	<b>2</b>
Dog Pick-Up Station	2	Parking	0	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	2	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	2	

### General Comments

No shade or bbqs

### Components with Score

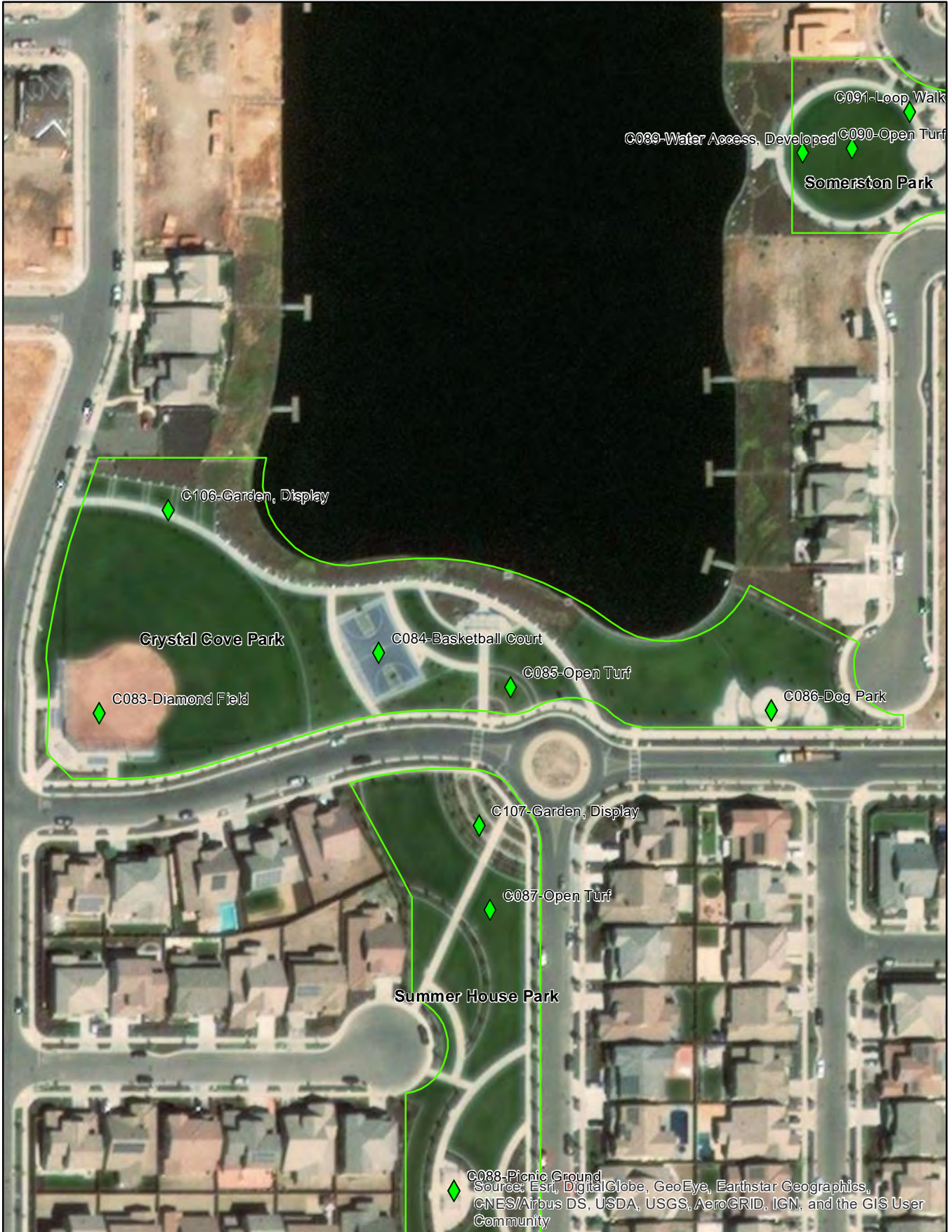
MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L011	PARCEL	1		2	2	
C052	Playground, Local	1		2	2	On PIP
C051	Volleyball Court	1		2	2	Heavy sand
C050	Open Turf	1		2	2	



# Crystal Cove Park



◆ Component    + Indoor    □ Park    □ Incomplete



## Crystal Cove Park

**Initial Inventory Date:** 12/11/2019

**28.8** Total Neighborhood  
GRASP® Score

**28.8** Total Community  
GRASP® Score

Approximate Park Acreage:

3.3

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	2	Shade	0	
Seating	2	Trail Connection	0	
BBQ Grills	0	Park Access	2	<b>2</b>
Dog Pick-Up Station	2	Parking	0	
Security Lighting	0	Seasonal Plantings	2	
Bike Parking	2	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	2	

### General Comments

Lacks shade

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L020	PARCEL	1		2	2	
C106	Garden, Display	1		2	2	Roses
C086	Dog Park	1		2	2	Small and large fenced areas. Good turf.
C085	Open Turf	1		2	2	
C084	Basketball Court	1		2	2	On a slope
C083	Diamond Field	1		2	2	No covers on dugouts. Posted No Adult Game Play. Field too small for game play.

# Generations Center



◆ Component    + Indoor    □ Park    □ Incomplete



## Generations Center

**Initial Inventory Date:** 12/11/2019

**33.6** Total Neighborhood  
GRASP® Score

**33.6** Total Community  
GRASP® Score

Approximate Park Acreage:

6.0

Owner

Lathrop

<b>Design and Ambiance</b>			
Drinking Fountains	2	Shade	2
Seating	2	Trail Connection	0
BBQ Grills	0	Park Access	2
Dog Pick-Up Station	0	Parking	2
Security Lighting	2	Seasonal Plantings	2
Bike Parking	2	Ornamental Plantings	2
Restrooms	2	Picnic Tables	2
			<b>2</b>

### General Comments

Cool modern property.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L018	PARCEL	1		2	2	
C122	Garden, Community	1		2	2	Sunrise Rotary Sunrise Park
C121	Skate Park	1		2	2	
C120	Playground, Local	1		2	2	Multigenerational fitness and parkour course.
C078	Open Turf	1		2	2	
C077	Event Space	1		2	2	Amphitheatre
C076	Basketball Court	1		2	2	

# Lathrop Skate Park



◆ Component    + Indoor    □ Park    □ Incomplete



## Lathrop Skate Park

**Initial Inventory Date:** 12/11/2019

**4.4** Total Neighborhood  
GRASP® Score

**4.4** Total Community  
GRASP® Score

Approximate Park Acreage:

0.3

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	1	Shade	0	
Seating	2	Trail Connection	0	<b>1</b>
BBQ Grills	0	Park Access	2	
Dog Pick-Up Station	0	Parking	1	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	2	

### General Comments

Parking is informal. Minimal amenities.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L015	PARCEL	1		2	2	
C070	Skate Park	1		2	2	Street course.

# Libby Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Libby Park

**Initial Inventory Date:** 12/11/2019

**12** Total Neighborhood  
GRASP® Score

**12** Total Community  
GRASP® Score

Approximate Park Acreage:

1.2

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	0	Shade	2	
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	<b>2</b>
Dog Pick-Up Station	2	Parking	0	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	2	

### General Comments

Lacks drinking fountain

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L005	PARCEL	1		2	2	
C028	Playground, Local	1		1	1	Small equipment on PIP
C027	Fitness Course	1		1	1	Minimal equipment
C026	Open Turf	1		1	1	Patchy



# Michael Vega Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Michael Vega Park

**Initial Inventory Date:** 12/11/2019

<b>54</b>	Total Neighborhood GRASP® Score	<b>61.2</b>	Total Community GRASP® Score	Approximate Park Acreage: 2.9
				Owner: Lathrop

Drinking Fountains	2	Shade	0	<b>Design and Ambiance</b>
Seating	2	Trail Connection	0	<b>3</b>
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	2	Parking	0	
Security Lighting	2	Seasonal Plantings	2	
Bike Parking	2	Ornamental Plantings	3	
Restrooms	0	Picnic Tables	1	

### General Comments

Generally well designed park. Poorly placed metal slide aimed at hot sun and exposed water. No guardrails at water edge. Tables are nonstandard for system. EWF in playgrounds and picnic areas is bare in areas. Lacks shade.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L017	PARCEL	1		2	2	
C112	Picnic Ground	1		1	1	Tables don't meet system standard. On EWF.
C111	Public Art	1		2	2	Light house
C110	Playground, Local	1		2	2	Beautiful arrangement and ornamental planting. On EWF.
C109	Horseshoe Court	2		2	2	
C074	Loop Walk	1		2	2	
C073	Open Turf	1		2	2	
C072	Water Access, Developed	1		2	2	

# Milestone Manor Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Milestone Manor Park

**Initial Inventory Date:** 12/11/2019

<b>6</b>	Total Neighborhood GRASP® Score	<b>6</b>	Total Community GRASP® Score	Approximate Park Acreage: 1.0
				Owner: Lathrop

Drinking Fountains	0	Shade	2	<b>Design and Ambiance</b>
Seating	2	Trail Connection	0	<b>1</b>
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	2	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	1	

### General Comments

Nonstandard picnic tables. Very passive park with meandering dirt path. Great trees. Not ADA accessible.

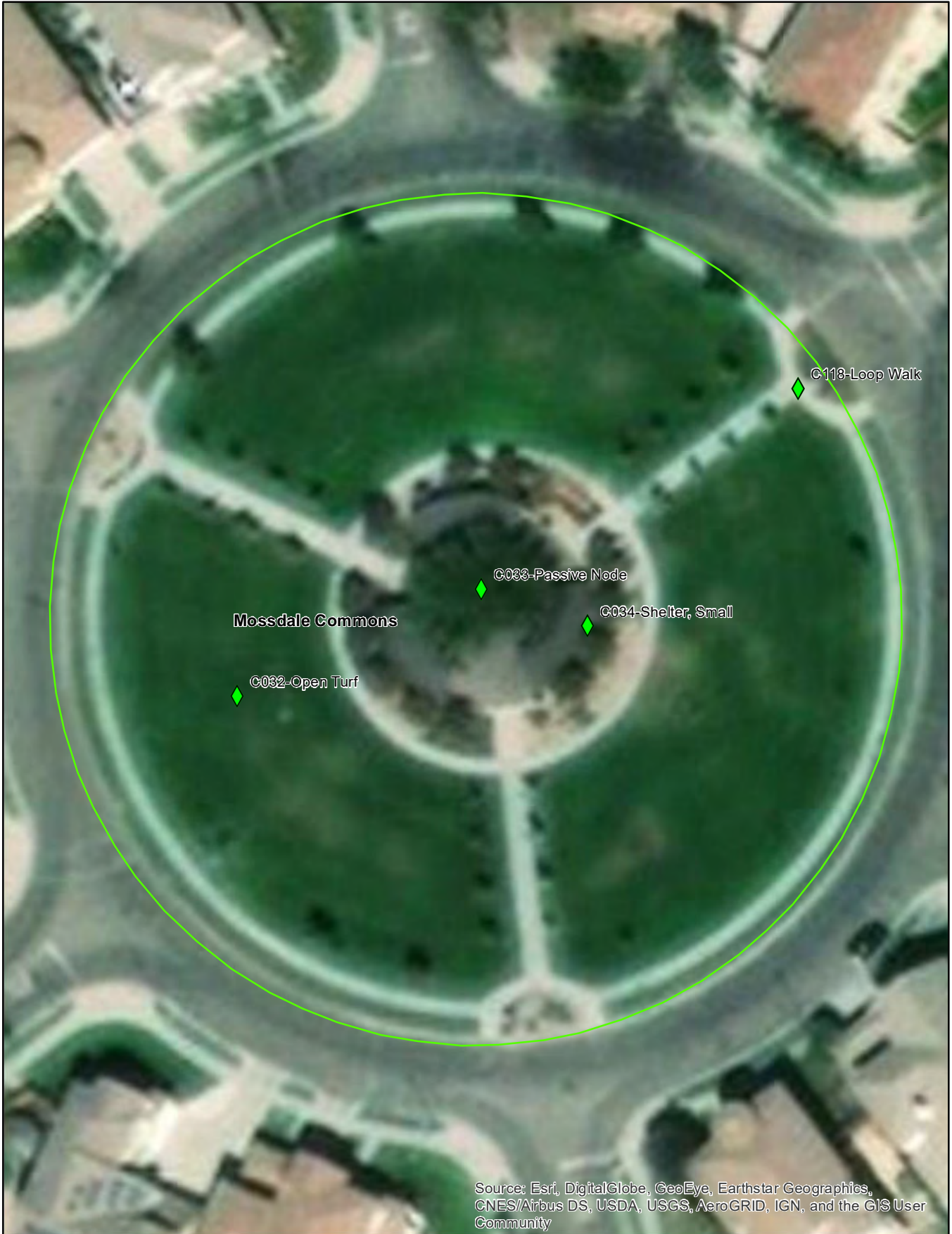
### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L009	PARCEL	1		2	2	
C042	Passive Node	1		2	2	Benches
C040	Loop Walk	1		1	1	Dirt path with irregularities. Needs refurbishment.

# Mosssdale Commons



◆ Component    + Indoor    □ Park    □ Incomplete



## Mossdale Commons

**Initial Inventory Date:** 12/11/2019

**24** Total Neighborhood  
GRASP® Score

**33.6** Total Community  
GRASP® Score

Approximate Park Acreage:

1.5

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	2	Shade	2	
Seating	2	Trail Connection	0	
BBQ Grills	0	Park Access	1	<b>2</b>
Dog Pick-Up Station	2	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	2	

### General Comments

No parking and access difficult. Passive park

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L007	PARCEL	1		2	2	
C118	Loop Walk	1		2	2	
C034	Shelter, Small	3		2	2	
C033	Passive Node	1		2	2	
C032	Open Turf	1		2	2	

# Mossdale Landing Community Park



◆ Component    + Indoor    □ Park    □ Incomplete



River Park South

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Mossdale Landing Community Park

**Initial Inventory Date:** 12/11/2019

**62.4** Total Neighborhood  
GRASP® Score

**78** Total Community  
GRASP® Score

Approximate Park Acreage:

20.4

Owner

Lathrop

<b>Design and Ambiance</b>			
Drinking Fountains	2	Shade	2
Seating	2	Trail Connection	2
BBQ Grills	2	Park Access	2
Dog Pick-Up Station	2	Parking	2
Security Lighting	2	Seasonal Plantings	0
Bike Parking	2	Ornamental Plantings	2
Restrooms	2	Picnic Tables	2
			<b>2</b>

### General Comments

Two different styles of picnic table.

### Components with Score

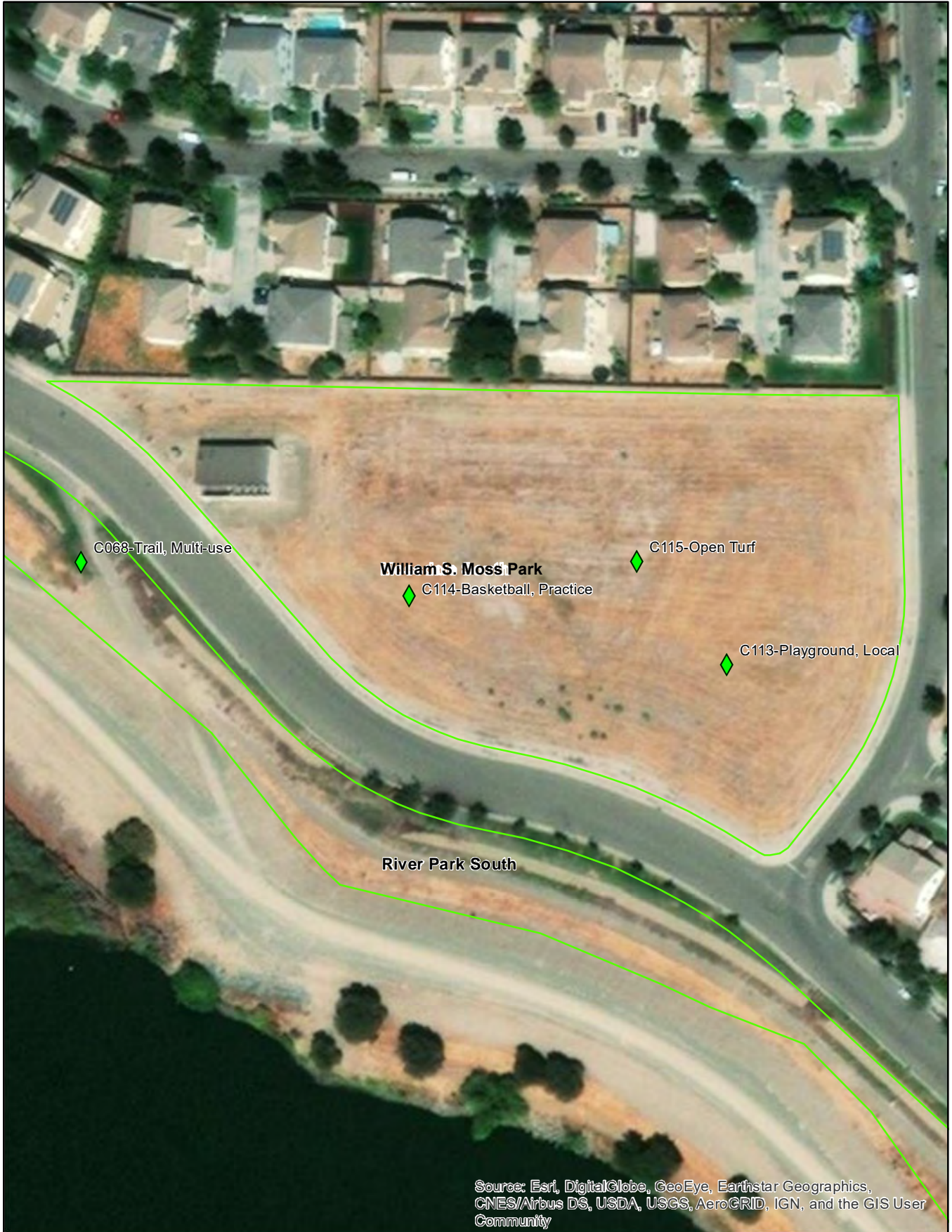
MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L012	PARCEL	1		2	2	
C127	Game Court	1		2	2	Cricket Pitch
C117	Fitness Course	1		2	2	
C063	Basketball Court	1		2	2	
C062	Playground, Destination	1		2	2	On PIP
C061	Shelter, Large	2		2	2	
C060	Picnic Ground	1		2	2	8 tables, two styles.
C059	Aquatics, Spray Pad	1		2	2	
C058	Concessions	1		2	2	
C056	Diamond Field	3		2	2	Covered dugouts. No outfield fencing.
C055	Open Turf	1		2	2	
C054	Rectangular Field, Large	1		2	2	



# William S. Moss Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## William S. Moss Park

**Initial Inventory Date:** 12/11/2019

**17.6** Total Neighborhood  
GRASP® Score

**17.6** Total Community  
GRASP® Score

Approximate Park Acreage:

4.1

Owner

Lathrop

Drinking Fountains	0	Shade	0	<b>Design and Ambiance</b>
Seating	0	Trail Connection	0	
BBQ Grills	0	Park Access	0	<b>2</b>
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

### General Comments

Under construction at time of inventory

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L026	PARCEL	1		2	2	
C115	Open Turf	1		2	2	Planned and funded
C114	Basketball, Practice	1		2	2	Planned and funded
C113	Playground, Local	1		2	2	Planned and funded

# Park West



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Initial Inventory Date: 12/11/2019

**33.6** Total Neighborhood GRASP® Score

**38.4** Total Community GRASP® Score

Approximate Park Acreage:

6.8

Owner

Lathrop

Drinking Fountains	2	Shade	0	<b>Design and Ambiance</b>
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	2	Parking	0	
Security Lighting	2	Seasonal Plantings	2	
Bike Parking	2	Ornamental Plantings	2	
Restrooms	2	Picnic Tables	2	
				<b>2</b>

**General Comments**

No shade

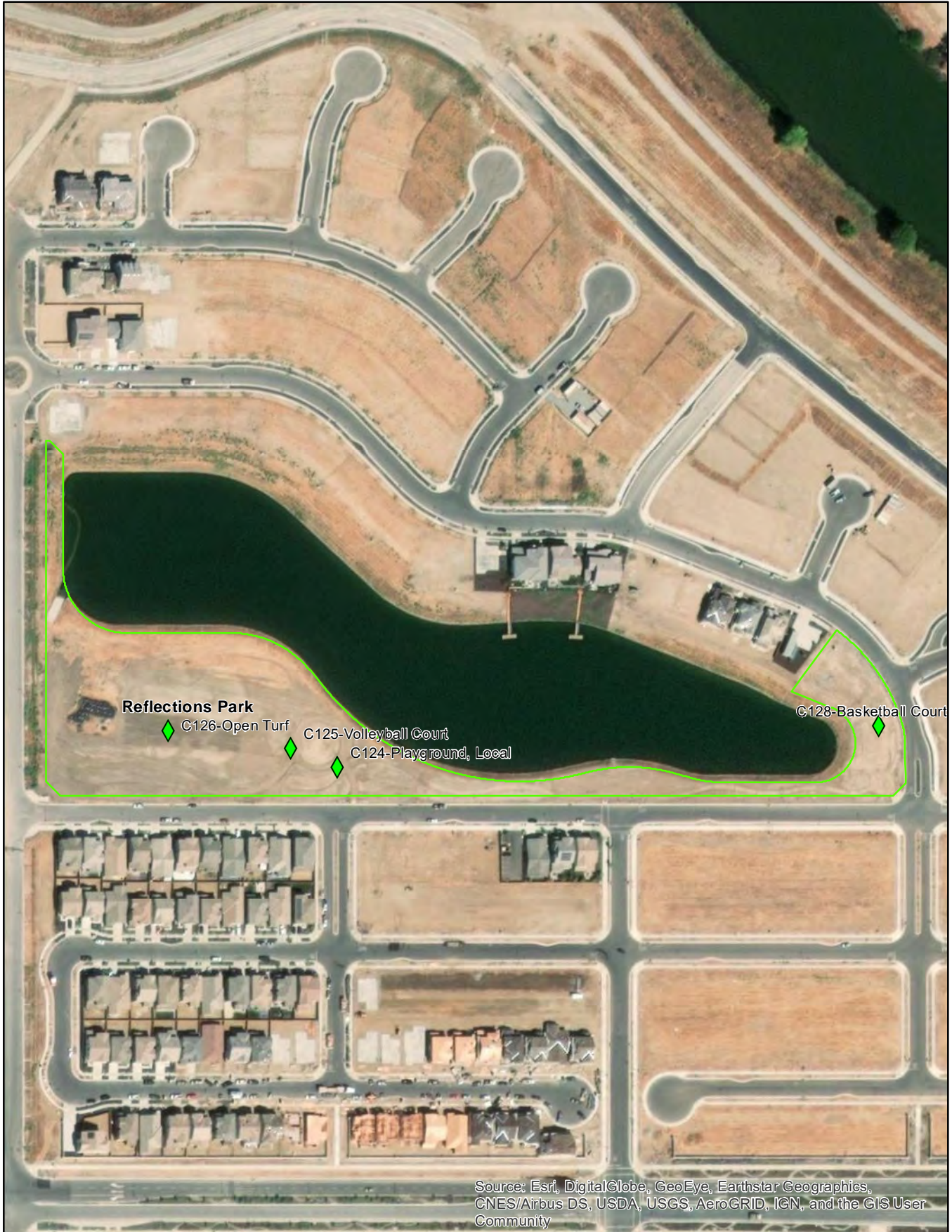
**Components with Score**

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L010	PARCEL	1		2	2	
C049	Playground, Local	1		2	2	On PIP. Green equipment is holding up well.
C048	Picnic Ground	1		2	2	11 tables
C047	Open Turf	1		2	2	
C046	Basketball Court	1		2	2	Newly painted. Big crack in surface.
C045	Tennis Court	2		2	2	
C043	Loop Walk	1		2	2	

# Reflections Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Reflections Park

**Initial Inventory Date:** 12/11/2019

**24** Total Neighborhood  
GRASP® Score

**24** Total Community  
GRASP® Score

Approximate Park Acreage:

5.2

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	0	Shade	0	
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	<b>2</b>
Dog Pick-Up Station	2	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	2	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	1	

### General Comments

Newly built, incomplete

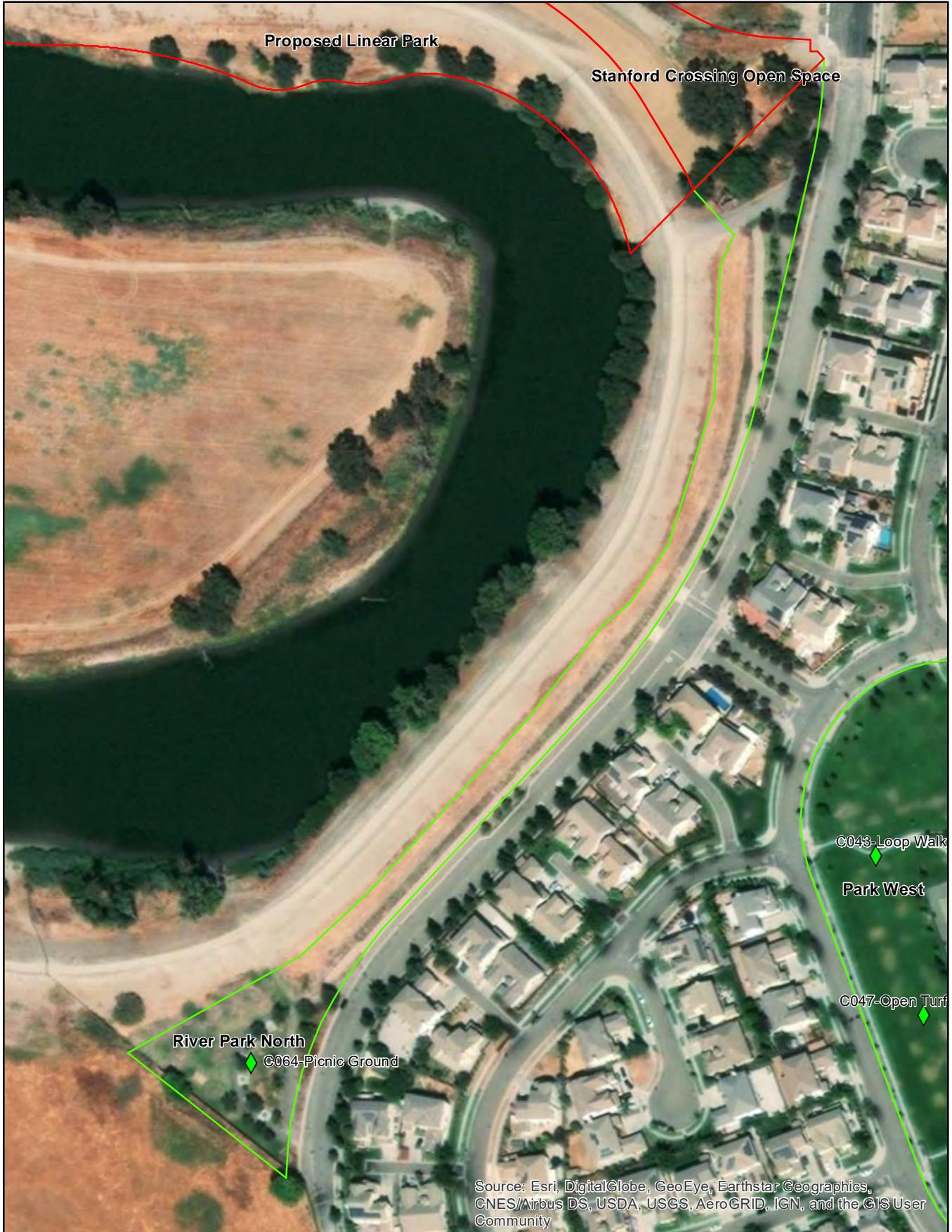
### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L028	PARCEL	1		2	2	
C128	Basketball Court	1		2	2	
C126	Open Turf	1		2	2	
C125	Volleyball Court	1		2	2	
C124	Playground, Local	1		2	2	

# River Park North



◆ Component    + Indoor    □ Park    □ Incomplete



## River Park North

**Initial Inventory Date:** 12/11/2019

**3.6** Total Neighborhood  
GRASP® Score

**3.6** Total Community  
GRASP® Score

Approximate Park Acreage:

3.2

Owner

Lathrop

Drinking Fountains	0	Shade	0	<b>Design and Ambiance</b>
Seating	0	Trail Connection	2	
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	2	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	2	

### General Comments

Minimally developed. Lacks ornamentals and amenities.

### Components with Score

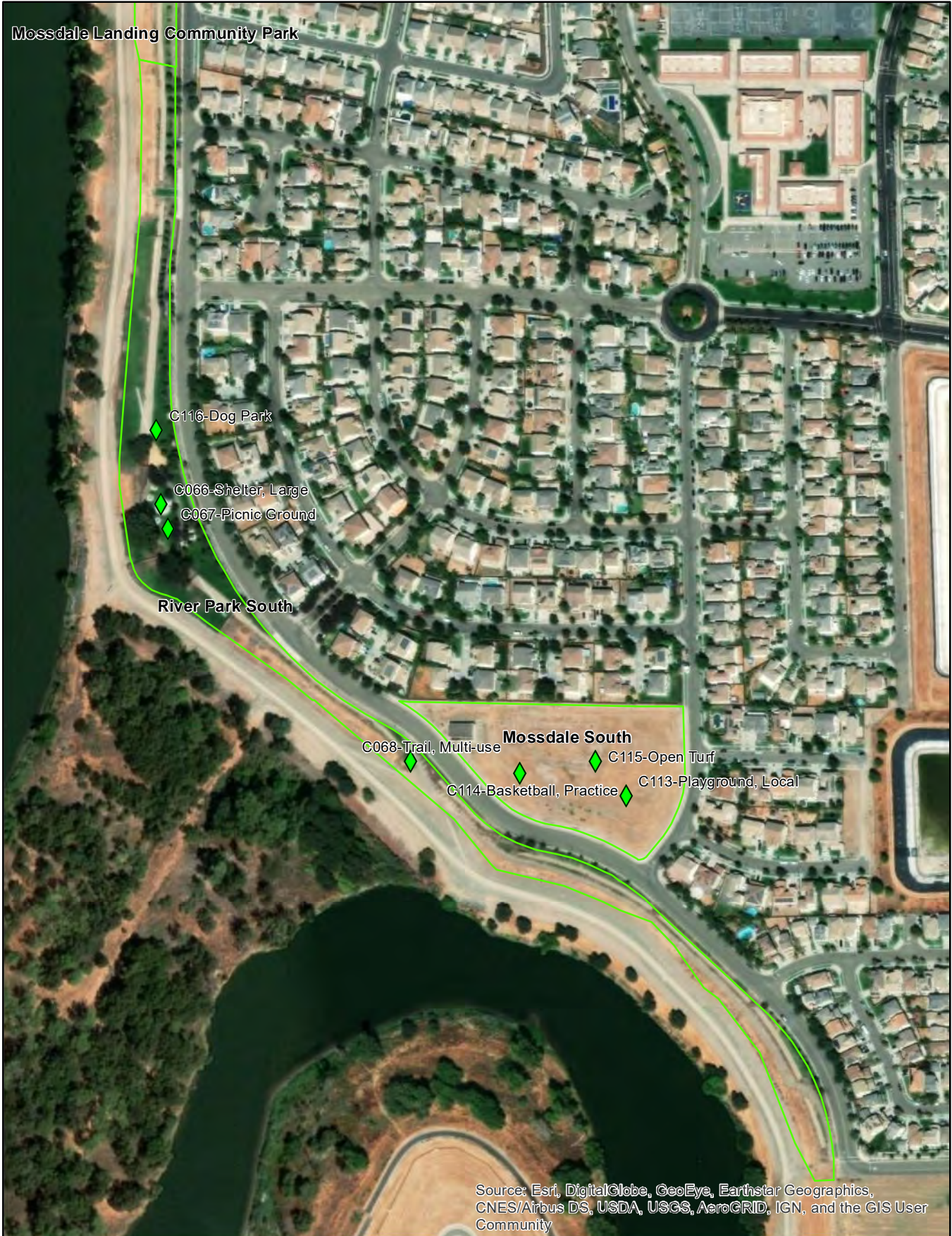
MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L013	PARCEL	1		2	2	
C064	Picnic Ground	1		1	1	6 tables. Under developed.



# River Park South



◆ Component    + Indoor    □ Park    □ Incomplete



## River Park South

**Initial Inventory Date:** 12/11/2019

**24** Total Neighborhood  
GRASP® Score

**24** Total Community  
GRASP® Score

Approximate Park Acreage:

7.4

Owner

Lathrop

### Design and Ambiance

Drinking Fountains	2	Shade	2	<b>2</b>
Seating	2	Trail Connection	2	
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	2	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	2	Ornamental Plantings	2	
Restrooms	2	Picnic Tables	2	

### General Comments

Good use of this land

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L014	PARCEL	1		2	2	
C116	Dog Park	1		2	2	
C068	Trail, Multi-use	1		2	2	
C067	Picnic Ground	1		2	2	9 tables
C066	Shelter, Large	1		2	2	

# Somerston Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Somerton Park

**Initial Inventory Date:** 12/11/2019

**28.8** Total Neighborhood  
GRASP® Score

**28.8** Total Community  
GRASP® Score

Approximate Park Acreage:

2.0

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	2	Shade	0	
Seating	2	Trail Connection	0	
BBQ Grills	0	Park Access	2	<b>2</b>
Dog Pick-Up Station	2	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	2	

### General Comments

Lacks shade.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L022	PARCEL	1		2	2	
C093	Rectangular Field, Large	1		2	2	Hill in field
C092	Playground, Local	1		2	2	New equipment on EWF
C091	Loop Walk	1		2	2	
C090	Open Turf	1		2	2	
C089	Water Access, Developed	1		2	2	

# Summer House Park



◆ Component    + Indoor    □ Park    □ Incomplete



## Summer House Park

**Initial Inventory Date:** 12/11/2019

**19.2** Total Neighborhood  
GRASP® Score

**19.2** Total Community  
GRASP® Score

Approximate Park Acreage:

2.1

Owner

Lathrop

Drinking Fountains	2	Shade	1	<b>Design and Ambiance</b>
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	2	Parking	0	
Security Lighting	0	Seasonal Plantings	2	
Bike Parking	0	Ornamental Plantings	3	
Restrooms	0	Picnic Tables	2	
				<b>2</b>

### General Comments

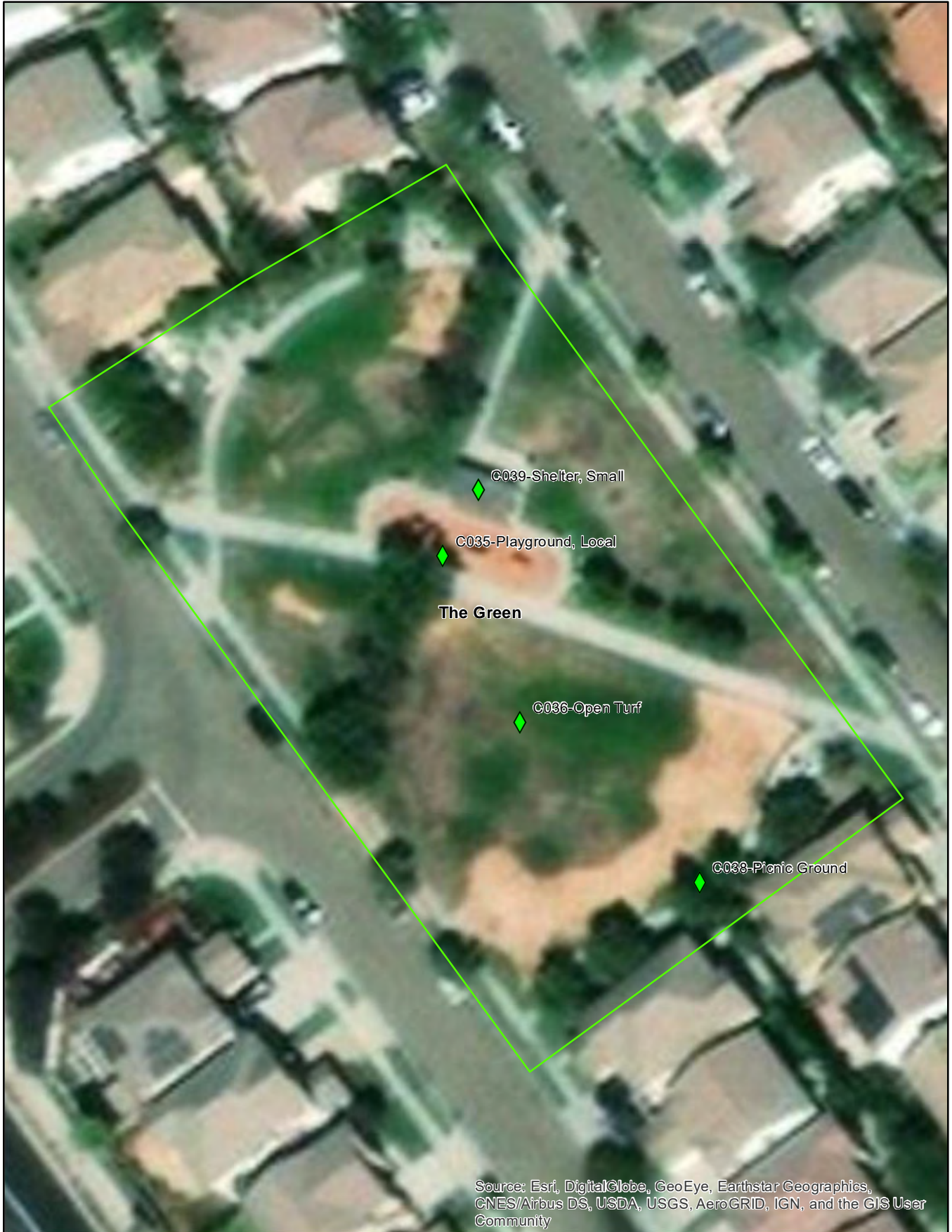
### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L021	PARCEL	1		2	2	
C107	Garden, Display	1		2	2	
C088	Picnic Ground	1		2	2	
C087	Open Turf	1		2	2	

# The Green



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Initial Inventory Date: 12/11/2019

**7.2** Total Neighborhood GRASP® Score

**7.2** Total Community GRASP® Score

Approximate Park Acreage: 1.0

Owner: Lathrop

**Design and Ambiance**

Drinking Fountains	2	Shade	2	<b>1</b>
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	2	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	1	

**General Comments**

Park is not to the system standard. Turf struggling, playground tiny, fewer ornamentals.

**Components with Score**

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L008	PARCEL	1		2	2	
C039	Shelter, Small	1		1	1	Non standard shelter.
C038	Picnic Ground	1		1	1	Four tables with bbqs and trash cans.
C036	Open Turf	1		1	1	Low turf quality
C035	Playground, Local	1		1	1	Very minimal



# Thomsen Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

**Thomsen Park**

**Initial Inventory Date:** 12/11/2019

**4.4** Total Neighborhood GRASP® Score     
 **4.4** Total Community GRASP® Score     
 Approximate Park Acreage: 0.8  
 Owner: Lathrop

Drinking Fountains	0	Shade	0	<b>Design and Ambiance</b>
Seating	0	Trail Connection	0	
BBQ Grills	0	Park Access	2	
Dog Pick-Up Station	2	Parking	0	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	2	

**General Comments**

Open turf storm detention pond

**Components with Score**

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L016	PARCEL	1		2	2	
C071	Open Turf	1		2	2	

# Tidewater Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Tidewater Park

**Initial Inventory Date:** 12/11/2019

**28.8** Total Neighborhood  
GRASP® Score

**28.8** Total Community  
GRASP® Score

Approximate Park Acreage:

2.1

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	2	Shade	0	
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	<b>2</b>
Dog Pick-Up Station	2	Parking	2	
Security Lighting	2	Seasonal Plantings	2	
Bike Parking	2	Ornamental Plantings	2	
Restrooms	0	Picnic Tables	2	

### General Comments

Lacks shade

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L019	PARCEL	1		2	2	
C108	Picnic Ground	1		2	2	
C082	Open Turf	1		2	2	
C081	Basketball Court	1		2	2	Needs striping.
C080	Playground, Local	1		2	2	On EWF. Needs EWF fill.
C079	Water Access, Developed	1		2	2	

# Valverde Park



◆ Component    + Indoor    □ Park    □ Incomplete



## Valverde Park

**Initial Inventory Date:** 12/11/2019

**62.4** Total Neighborhood  
GRASP® Score

**80.6** Total Community  
GRASP® Score

Approximate Park Acreage:

10.8

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	2	Shade	2	
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	<b>2</b>
Dog Pick-Up Station	2	Parking	2	
Security Lighting	2	Seasonal Plantings	2	
Bike Parking	2	Ornamental Plantings	2	
Restrooms	2	Picnic Tables	2	

### General Comments

Diverse components and next to community and senior centers

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L004	PARCEL	1		2	2	
C105	Fitness Course	1		2	2	
C104	Horseshoe Court	2		2	2	Doesn't meet park standard
C103	Educational Experience	1		2	2	Veterans Memorial
C102	Game Court	1		2	2	Bocce ball
C023	Loop Walk	1		2	2	
C022	Basketball Court	3		2	2	
C021	Aquatics, Spray Pad	1		1	1	Minimal
C020	Event Space	1		2	2	
C019	Concessions	1		2	2	
C018	Playground, Destination	1		2	2	Many pieces on PIP. Sun faded. Near restroom and shelter.
C017	Shelter, Large	1		2	2	
C016	Diamond Field	2		1	1	Outfield turf problems. No outfield fencing.

# Woodfield Park



◆ Component    + Indoor    □ Park    □ Incomplete



## Woodfield Park

**Initial Inventory Date:** 12/11/2019

**19.2** Total Neighborhood  
GRASP® Score

**19.2** Total Community  
GRASP® Score

Approximate Park Acreage:

5.5

Owner

Lathrop

				<b>Design and Ambiance</b>
Drinking Fountains	2	Shade	2	
Seating	2	Trail Connection	0	
BBQ Grills	2	Park Access	2	<b>2</b>
Dog Pick-Up Station	2	Parking	0	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	2	
Restrooms	2	Picnic Tables	2	

### General Comments

Fenced in storm water detention basin. Poorly designed handicap parking.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L003	PARCEL	1		2	2	
C014	Open Turf	1		1	1	Storm water basin. Inconsistent turf condition
C013	Basketball, Practice	1		2	2	
C012	Playground, Local	1		3	3	Diverse newer equipment on PIP.



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Lathrop, CA

Inventory Atlas

March 2020

Alternative Providers/  
Unfinished Parks



# Community Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

**Community Park**

**Initial Inventory Date:** 12/11/2019

<b>22</b>	Total Neighborhood GRASP® Score	<b>28.6</b>	Total Community GRASP® Score	Approximate Park Acreage:	14.2
				Owner	Lathrop

Drinking Fountains	0	Shade	0	<b>Design and Ambiance</b>  <b>1</b>
Seating	0	Trail Connection	0	
BBQ Grills	0	Park Access	0	
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

**General Comments**

Proposed park land. GIS boundary not true.

**Components with Score**

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L029	PARCEL	1		2	2	
C145	Diamond Field	1		2	2	Baseball field. Planned and funded.
C144	Diamond Field	2		2	2	Little league baseball/ softball. Planned and funded.
C143	Diamond Field	1		2	2	T-ball field. Planned and funded.
C142	Batting Cage	2		2	2	Planned and funded.
C141	Concessions	1		2	2	Planned and funded.
C140	Shelter, Large	1		2	2	Planned and funded.
C139	Game Court	1		2	2	Interactive ball court. Planned and funded.
C138	Playground, Local	1		2	2	Planned and funded.
C137	Shelter, Small	2		2	2	Planned and funded.

# Dos Reis Regional Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community  
Proposed Stanford Crossing Community Park

## Dos Reis Regional Park

**Initial Inventory Date:** 12/11/2019

**9.6** Total Neighborhood  
GRASP® Score

**40.8** Total Community  
GRASP® Score

Approximate Park Acreage:

8.9

Owner

San Joaquin County

				<b>Design and Ambiance</b>
Drinking Fountains	0	Shade	2	
Seating	1	Trail Connection	2	
BBQ Grills	2	Park Access	2	<b>1</b>
Dog Pick-Up Station	2	Parking	2	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	1	
Restrooms	2	Picnic Tables	1	

### General Comments

Restrooms have showers. Park generally run down.

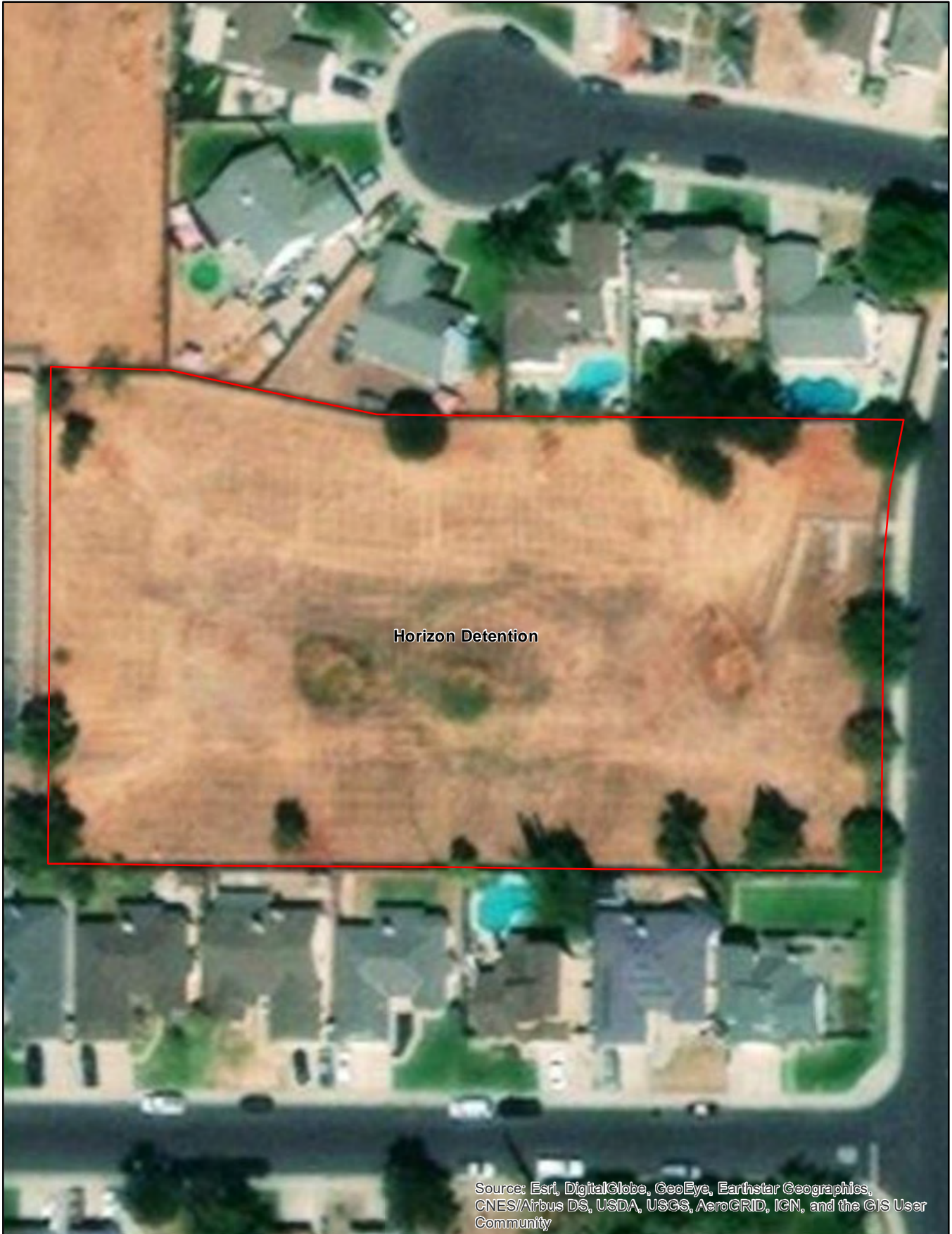
### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L002	PARCEL	1		2	2	
C123	Picnic Ground	1		1	1	Very worn tables
C010	Horseshoe Court	2		1	1	Degraded
C009	Camping, Defined	26		1	1	Full hookups, tables, shade.
C008	Playground, Local	1		1	1	Aged and minimal
C007	Water Access, Developed	1		2	2	

# Horizon Detention



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Horizon Detention

**Initial Inventory Date:** 12/11/2019

<b>0</b>	Total Neighborhood GRASP® Score	<b>0</b>	Total Community GRASP® Score	Approximate Park Acreage: 1.9
			Owner	Lathrop

<b>Design and Ambiance</b>				
Drinking Fountains	0	Shade	0	
Seating	0	Trail Connection	0	<b>0</b>
BBQ Grills	0	Park Access	0	
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

### General Comments

Undeveloped drainage basin. Was formerly a park.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L031	PARCEL	1		2	2	



# Possible SkatePark Parcel



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

**Possible SkatePark Parcel**

**Initial Inventory Date:** 12/11/2019

**0**

Total Neighborhood  
GRASP® Score

**0**

Total Community  
GRASP® Score

Approximate Park Acreage:

2.0

Owner

Lathrop

**Design and Ambiance**

Drinking Fountains	0	Shade	0	<b>0</b>
Seating	0	Trail Connection	0	
BBQ Grills	0	Park Access	0	
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

**General Comments**

Park is undeveloped

**Components with Score**

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L024	PARCEL	1		2	2	

# Mossdale Crossing Park



◆ Component    + Indoor    □ Park    □ Incomplete



**Mossdale Crossing Park**

**Initial Inventory Date:** 12/11/2019

**8.4** Total Neighborhood GRASP® Score

**8.4** Total Community GRASP® Score

Approximate Park Acreage: 4.0

Owner: San Joaquin County

Drinking Fountains	0	Shade	2	<b>Design and Ambiance</b>
Seating	2	Trail Connection	2	
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	2	Parking	2	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	2	
Restrooms	2	Picnic Tables	1	

**General Comments**

Water access point and parking

**Components with Score**

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L006	PARCEL	1		2	2	
C031	Trailhead	1		2	2	
C030	Picnic Ground	1		1	1	Tables broken and worn down.
C029	Water Access, Developed	1		2	2	

# Proposed Linear Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Proposed Linear Park

**Initial Inventory Date:** 12/11/2019

<b>2.2</b>	Total Neighborhood GRASP® Score	<b>2.2</b>	Total Community GRASP® Score	Approximate Park Acreage:	26.7
				Owner	Lathrop

Drinking Fountains	0	Shade	0	
Seating	0	Trail Connection	0	<b>Design and Ambiance</b>
BBQ Grills	0	Park Access	0	<b>1</b>
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

### General Comments

Park is undeveloped

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L036	PARCEL	1		2	2	

# Proposed Stanford Crossing Community Park



◆ Component    + Indoor    □ Park    □ Incomplete



## Proposed Stanford Crossing Community Park

**Initial Inventory Date:** 12/11/2019

<b>2.2</b>	Total Neighborhood GRASP® Score	<b>2.2</b>	Total Community GRASP® Score	Approximate Park Acreage:	38.9
				Owner	Lathrop

### General Comments

Drinking Fountains	0	Shade	0	
Seating	0	Trail Connection	0	<b>Design and Ambiance</b>
BBQ Grills	0	Park Access	0	<b>1</b>
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

### General Comments

Park is undeveloped, planned, but not funded.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L038	PARCEL	1		2	2	



# Soccer fields



◆ Component    + Indoor    □ Park    □ Incomplete



## Soccer fields

**Initial Inventory Date:** 12/11/2019

<b>4.4</b>	Total Neighborhood GRASP® Score	<b>11</b>	Total Community GRASP® Score	Approximate Park Acreage:	38.8
				Owner	Private

<b>Design and Ambiance</b>					
Drinking Fountains	0	Shade	0		
Seating	0	Trail Connection	0		<b>1</b>
BBQ Grills	0	Park Access	0		
Dog Pick-Up Station	0	Parking	0		
Security Lighting	0	Seasonal Plantings	0		
Bike Parking	0	Ornamental Plantings	0		
Restrooms	0	Picnic Tables	0		

### General Comments

Large private sporting grounds . GIS boundary not true.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L027	PARCEL	1		2	2	
C151	Diamond Field	1	Y	0	3	Large established stadium
C119	Rectangular Field, Complex	1		2	2	

# Stanford Crossing Basin Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Stanford Crossing Basin Park

**Initial Inventory Date:** 12/11/2019

<b>13.2</b>	Total Neighborhood GRASP® Score	<b>13.2</b>	Total Community GRASP® Score	Approximate Park Acreage: 4.1
				Owner: Lathrop

Drinking Fountains	0	Shade	0	<b>Design and Ambiance</b>
Seating	0	Trail Connection	0	<b>1</b>
BBQ Grills	0	Park Access	0	
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

### General Comments

Park is undeveloped

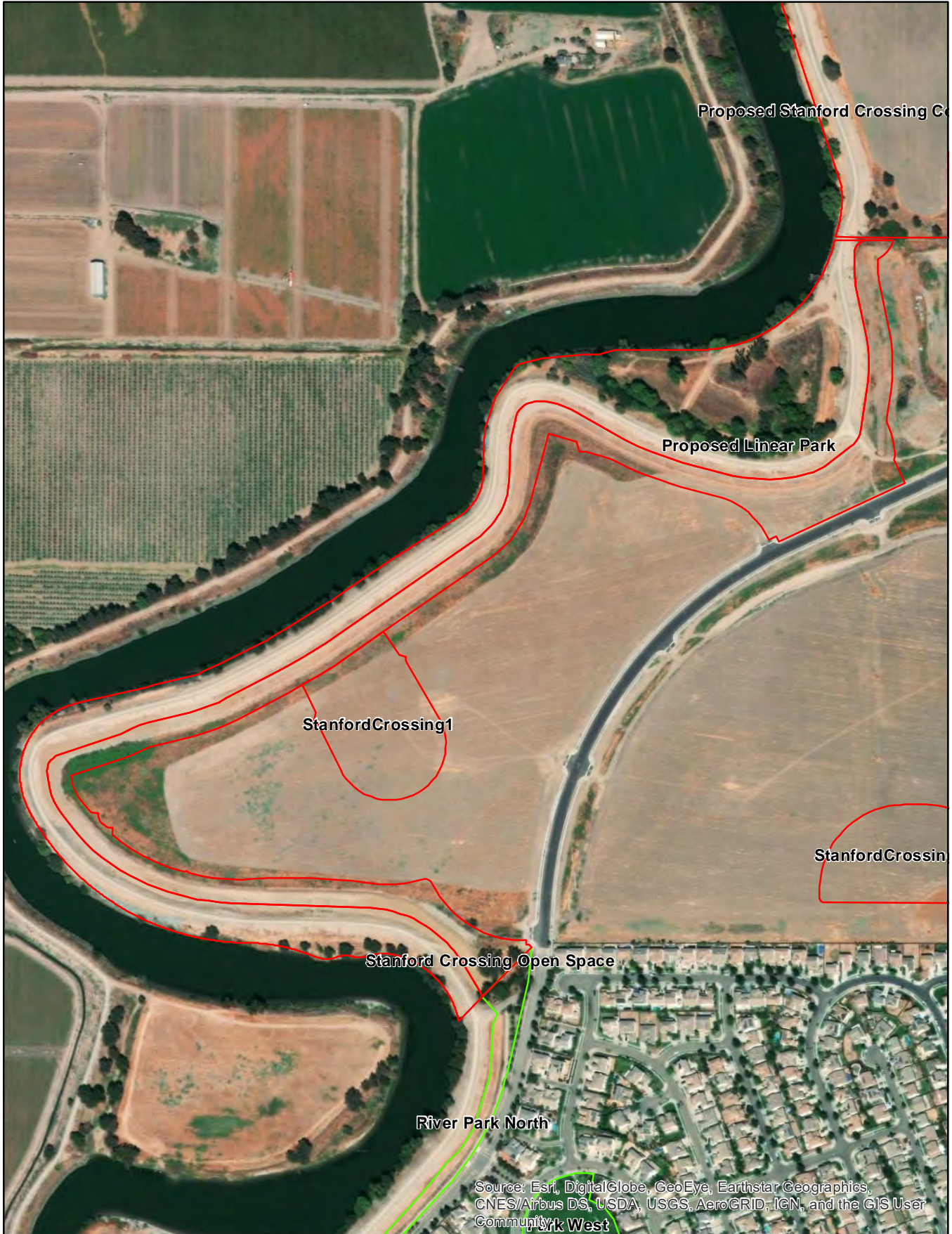
### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L035	PARCEL	1		2	2	
C150	Game Court	1		2	2	Planned and funded
C149	Picnic Ground	1		2	2	Planned and funded
C148	Playground, Local	1		2	2	Planned and funded
C147	Rectangular Field, Large	1		2	2	Planned and funded
C146	Diamond Field, Practice	1		2	2	Planned and funded

# Stanford Crossing Open Space



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Stanford Crossing Open Space

**Initial Inventory Date:** 12/11/2019

<b>2.2</b>	Total Neighborhood GRASP® Score	<b>2.2</b>	Total Community GRASP® Score	Approximate Park Acreage:	16.4
				Owner	Lathrop

Design and Ambiance					
Drinking Fountains	0	Shade	0		
Seating	0	Trail Connection	0		<b>1</b>
BBQ Grills	0	Park Access	0		
Dog Pick-Up Station	0	Parking	0		
Security Lighting	0	Seasonal Plantings	0		
Bike Parking	0	Ornamental Plantings	0		
Restrooms	0	Picnic Tables	0		

### General Comments

Park is undeveloped

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L037	PARCEL	1		2	2	

# StanfordCrossing1



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

**StanfordCrossing1**

**Initial Inventory Date:** 12/11/2019

<b>2.2</b>	Total Neighborhood GRASP® Score	<b>2.2</b>	Total Community GRASP® Score	Approximate Park Acreage:	5.0
				Owner	Lathrop

Drinking Fountains	0	Shade	0	<b>Design and Ambiance</b>
Seating	0	Trail Connection	0	<b>1</b>
BBQ Grills	0	Park Access	0	
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

**General Comments**

Park is undeveloped

**Components with Score**

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L032	PARCEL	1		2	2	



# StanfordCrossing2



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

**Initial Inventory Date:** 12/11/2019

<b>2.2</b>	Total Neighborhood GRASP® Score	<b>2.2</b>	Total Community GRASP® Score	Approximate Park Acreage:	4.5
				Owner	Lathrop

Drinking Fountains	0	Shade	0	<b>Design and Ambiance</b>
Seating	0	Trail Connection	0	<b>1</b>
BBQ Grills	0	Park Access	0	
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

**General Comments**

Park is undeveloped

**Components with Score**

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L033	PARCEL	1		2	2	

# StanfordCrossing3



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

**Initial Inventory Date:** 12/11/2019

<b>2.2</b>	Total Neighborhood GRASP® Score	<b>2.2</b>	Total Community GRASP® Score	Approximate Park Acreage:	5.1
				Owner	Lathrop

**Design and Ambiance**

Drinking Fountains	0	Shade	0	<b>1</b>
Seating	0	Trail Connection	0	
BBQ Grills	0	Park Access	0	
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

**General Comments**

Park is undeveloped

**Components with Score**

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L034	PARCEL	1		2	2	

# Town Center Community Park



◆ Component    + Indoor    □ Park    □ Incomplete



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

## Town Center Community Park

**Initial Inventory Date:** 12/11/2019

**19.8** Total Neighborhood  
GRASP® Score

**28.6** Total Community  
GRASP® Score

Approximate Park Acreage:

16.5

Owner

Lathrop

Drinking Fountains	0	Shade	0	<b>Design and Ambiance</b>
Seating	0	Trail Connection	0	
BBQ Grills	0	Park Access	0	
Dog Pick-Up Station	0	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Plantings	0	
Restrooms	0	Picnic Tables	0	

### General Comments

Proposed park land .GIS boundary not true.

### Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L030	PARCEL	1		2	2	
C136	Garden, Community	1		2	2	Planned and funded.
C135	Tennis Court	2		2	2	Planned and funded.
C134	Basketball, Practice	4		2	2	Half court, Planned and funded.
C133	Shelter, Small	1		2	2	Planned and funded.
C132	Aquatics, Spray Pad	1		2	2	Planned and funded.
C131	Playground, Local	1		2	2	Planned and funded.
C130	Loop Walk	1		2	2	Planned and funded.
C129	Event Space	1		2	2	Amphitheater.Planned and funded.

Lathrop, CA

Inventory Atlas

March 2020

## Indoor Facilities



## GRASP® Indoor Component List

GRASP® Indoor Component Type	Definition
<b>Arts and Crafts</b>	A room with non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
<b>Auditorium/Theater</b>	A large room designed specifically as a performance/lecture space that includes a built-in stage, seating, and can accommodate stage lighting and sound amplification.
<b>Childcare/Preschool</b>	A room or space with built in secure entry and cabinets, a small toilet, designated outdoor play area, etc. Intended for short-term child watch or half or full day preschool use.
<b>Fitness/Dance</b>	A room with resilient flooring and mirrors.
<b>Food - Counter Service</b>	Staffed food service with commercial kitchen and no waiter services.
<b>Food - Full Service</b>	Staffed food service with commercial kitchen and dining room with waiter services.
<b>Food - Vending</b>	Non-staffed area with vending machines and/or self-service food options.
<b>Gallery/Exhibits</b>	A space intended for display of art, interpretive information, or other type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
<b>Sport Court</b>	Active recreation space that can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.
<b>Track, Indoor</b>	Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.
<b>Kitchen - Kitchenette</b>	Area for preparing, warming, or serving food.
<b>Kitchen - Commercial</b>	Kitchen that meets local codes for commercial preparation food services.
<b>Lobby/Entryway</b>	An area at the entry of a building intended for sitting and waiting or relaxing.
<b>Multi-purpose Room</b>	A space that can host a variety of activities including events, classes, meetings, banquets, medical or therapeutic uses, etc. Also includes rooms or areas designated or intended to be used as game rooms, libraries, or lounges. Rooms may be dividable.
<b>Patio/outdoor seating</b>	An outdoor space or seating area designed to be used exclusively in conjunction with an indoor space and primarily accessed through an indoor space.
<b>Retail/Pro-shop</b>	An area for retail sales of sporting equipment, gifts, etc. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
<b>Sauna/steam</b>	A facility with built-in seating and a heat source intended for heat therapy. May be steam or dry heat.
<b>Specialty Services</b>	Any specialty services available at an indoor location.
<b>Specialty Training</b>	Any specialty training available at an indoor location. Includes gymnastics and circuit training.
<b>Weight/Cardio Equipment</b>	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation and ceiling heights appropriate for high intensity workouts.
<b>Woodshop</b>	A rooms with wood-working equipment that contains an adequate power supply and ventilation.

**Note: Any component from the outdoor component list may be included as an indoor component**



**Inventory Date:** 12/11/2019

**Lathrop Community Center**

**8.4**

Total Indoor  
GRASP® Score

**Modifiers with Scores**

Site Access	2	Entry Desk	2	<b>Design and Ambiance</b>
Aesthetics	2	Office Space	1	
Entry	1	Overall Storage	2	
Entry Aesthetics	1	Restrooms	2	
Building Condition	2	Locker Rooms	0	

**1**

**General Comments**

Small center with gym and multipurpose room

**Components with Score**

<b>Component</b>	<b>Quantity</b>	<b>Indoor Score</b>	<b>Comments</b>
Patio/outdoor seating	1	2	Picnic area
Multi-purpose Room	1	1	Small class room
Sport Court	1	2	Gymnasium
Kitchen - Kitchenette	1	2	Food warming

**Inventory Date:** 12/11/2019

**Lathrop Generations Center**

**24**

Total Indoor  
GRASP® Score

**Modifiers with Scores**

Site Access	2	Entry Desk	2	<b>Design and Ambiance</b>
Aesthetics	2	Office Space	1	<b>2</b>
Entry	2	Overall Storage	2	
Entry Aesthetics	2	Restrooms	2	
Building Condition	2	Locker Rooms	0	

**General Comments**

Library and teen center

**Components with Score**

<b>Component</b>	<b>Quantity</b>	<b>Indoor Score</b>	<b>Comments</b>
Educational Experience	1	2	Public library with two study rooms
Food - Counter Service	1	2	Small packaged lunch service for students
Multi-purpose Room	3	2	Teen lounge, classroom, and shared computer lab.

**Inventory Date:** 12/11/2019

**Lathrop Senior Center**

**13.2**

Total Indoor  
GRASP® Score

**Modifiers with Scores**

Site Access	2	Entry Desk	2	<b>Design and Ambiance</b>
Aesthetics	1	Office Space	1	
Entry	1	Overall Storage	2	
Entry Aesthetics	1	Restrooms	2	
Building Condition	1	Locker Rooms	0	

**1**

**General Comments**

Dated modular building with multipurpose rooms.

**Components with Score**

<b>Component</b>	<b>Quantity</b>	<b>Indoor Score</b>	<b>Comments</b>
Patio/outdoor seating	1	2	Picnic area
Kitchen - Commercial	1	2	Meal prep
Weight/cardio Equipment	1	1	Tiny side-room with two machines.
Multi-purpose Room	3	2	Dining room, Computer room, Game room,