REALIGNING AS WE REBUILD

Data Implementation Plan

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INTRODUCTION

"We are a city of neighborhoods — a city that defines itself by the communities we have built together. Rec centers and parks spaces are where our lives unfold.

- Jim Kenny, Mayor of Philadelphia

The appearance of Covid-19 made me think differently about how we use parks and green spaces in cities and other densely populated areas. I have always been interested in the relationship, and often reliance, that city-dwellers have to natural spaces confined within a concrete jungle. After the pandemic, that relationship intensified for many people living in crowded cities. As indoor activities – movies, shopping centers, malls, and restaurants – closed their doors, parks became a lifeline for people looking for an escape. In Philadelphia, city parks saw at least a 50% increase in park visitation during 2020.[1]

Even before the pandemic, parks and open spaces were well studied and documented for their value and benefits to residents, especially in terms of mental and public health.[2] Considering the current state of the world – impending climate crisis and recovering from a global pandemic – parks and open spaces are serving more important roles now than ever before as an educational and ecological resource, a source of social interaction and community development, and a site of physical fitness and enhanced immune function.[3,4,5]

While the city considers how these spaces improve the lives of its residents, it is important to understand how these spaces are not always accessible to everyone equally. Across America's largest cities, it is estimated that 11.2 million people do not have easy access to a park.[6] Just as the pandemic has illuminated the inequities of healthcare and vaccine distribution that impact low-income communities and people of color, there is also unequal access to parks and open spaces.[6] A 1987 report titled "Toxic Waste and Race in the US,"

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[1] Jad Sleiman. "Philly Parks Department: City Parks Saw 50% More Visitors in 2020." WHYY.
[2] Sister, C., Wolch, J., & Wilson, J. "Got green? addressing environmental justice in park provision." *GeoJournal* 75(3), (2010): 229-248. http://dx.doi.org.proxy.library.upenn.edu/10.1007/s10708-009-9303-8
[3] Helen Woolley. "Urban Open Spaces," *CRC Press LLC*, (2003) ProQuest Ebook Central, http://ebookcentral.proquest.com/lib/upenn-ebooks/detail.action?docID=178907.
[4] Mireia Gascon et al., "Mental Health Benefits of Long-Term Exposure to Residential Green and Blue Spaces: A Systematic Review" *Public Health,* (April 12, 2015): 4354–4379.
[5] Howard Frumkin et al. "Nature contact and human health: a research agenda," *Environmental Health Perspectives* 125, no. 7, (2017): 75001. https://link.gale.com/apps/doc/A504622729/AONE?u=upenn_main&sid=AONE&xid=cfa4d166.
[6] The Trust for Public Land Special Report. "Parks and the Pandemic." https://www.tpl.org/sites/default/files/Parks%20and%20Pandemic%20-%20TPL%20special%20report.pdf

coined the term "environmental racism" to address the placement of environmental hazards in regards to race.[2] If scholars agree that the placement of disamenities is environmental racism, then the city must also recognize the displacement or absence of environmental amenities, proven to improve individual's health and well-being, as another form of environmental injustice.[2]

Defining the Problem

Philadelphia has struggled throughout the years with equality and accessibility of public spaces. In a 1947 study, the Bureau for Municipal Research of Philadelphia found that predominantly Black neighborhoods were grossly underserved by recreation facilities: of the 39 facilities, only 4 were located in Black neighborhoods.[7] Since that report, the city worked diligently with Commissioners, such as Robert Crawford and Michael DiBeradinis, to address the inequalities facing Philadelphia's recreation centers. However, from 1960 to 2000, the city saw an unprecedented decrease in residents (24%), which meant a loss of tax revenue that resulted in budget cuts across all city departments.

Currently, Philadelphia Parks and Recreation (PPR) uses a 50 year old classification system to create its staffing structure based on facility size and site amenities. This means that only sites with facilities were staffed staffed by only one employee from 2:00pm to 10:00pm, if they were staffed at all. This archaic staffing structure did not account for the needs of the neighborhoods, which caused inconsistent services (if any) across neighborhoods, staff safety concerns, and 'programming deserts.'

In 2018, Temple's Institute of Survey Research did a full assessment of PPR's internal engagement and found that one of the main concerns among staff was personal safety.[8] Prior to Covid-19, staff felt unsafe closing or opening the centers due to the limited staffing structure, which left some centers staffed with only one person at a time.

The Solution

Philadelphia Parks and Recreation's pilot for Goal 3: Realigning as We Rebuild will redistribute staff in districts 7, 8, and 9 in a way that is safe, equitable, and eliminates 'program deserts' within high priority communities. In essence, the idea of Goal 3 is to "staff

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[7] Philadelphia Parks and Recreation. "A History of Philadelphia's Department of Recreation 1880-2010." https://www.phila.gov/media/20171116120224/PhiladelphiaRecreationHistory.pdf

[8] Heidi E. Grunwald, PhD, Keisha Miles, Institute for Survey Research, Alicia LaPann, Sadie Mendlow, Molestreet (2018). Philadelphia Parks and Recreation. "Internal and External Engagement Plan Report."

neighborhoods, not facilities."[9] PPR worked extensively for months to create a data-driven informed approach to determine resource allotment of each site. Priority scores were created for each site based on site amenities, neighborhood crime rates, health, income, food accessibility, and proximity to other green spaces. In doing so, PPR was able to create community service areas for each site.

> **In order to understand the impact of Goal 3, this data implementation plan will outline a strategy for evaluation best practices and share recommendations for how PPR can move forward with its evaluation efforts.**

Realigning as We Rebuild

In February 2017, Philadelphia Parks and Recreation (PPR) began planning an ambitious and admirable project known as Our Path to 2020. Our Path to 2020 is a new strategic plan born out of Mayor Kenney's initiatives to focus on opportunity, efficiency, equity, and inclusion. It combines careful evaluation strategies and research to develop inclusive goals, objectives, engagement strategies, and action steps. Goal 3: Realigning as We Rebuild is one of six goals, and the first goal to be implemented in the new strategic plan. Goal 3 is defined as "realigning PPR staff, facilities, and resources to better meet the needs and opportunities in neighborhoods."

Each goal has its own key indicators and intended outcomes but many are interconnected and related. For the purpose of this data implementation plan, we will focus Goal 3: create a more equitable distribution of staffing and resources. Since Goal 3 and Goal 2 overlap extensively in the area of programming, this outline will also focus on Goal 2 initiatives and modeling.

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[9] Philadelphia Parks and Recreation. "Our Path to 2020, Goal 3: Realigning as We Rebuild." Presentation. PPR internal resource.

Goal 3 – Realigning as we rebuild: Create a more equitable distribution of staffing and resources		
Safety		Increased support for staff and user safety
Programming		Activation of previously underutilized sites and elimination of 'program deserts'
Equity		A more equitable distribution of services & programming across the city to meet communities where they are

Goal 2 – Strengthening our core: Provide high quality programs that are relevant and accessible to all communities		
Safe and well		Provide safe environments that allow all participants to thrive
Connected		Create programs that support participants to connect with self and community
Productive		Provide residents and participants with new experiences, opportunities, and relationships that enrich their lives

The Project

Goal 3 is a monumental undertaking that will be a huge step toward equitable park services for the city, but how will we know if the pilot did what it was intended to do? PPR needs to evaluate Goal 3 in a timely, effective, and trustworthy manner in order to understand if the pilot met its goals and assess if changes need to be made to the structure. This report will

provide a step-by-step implementation plan to guide PPR in its data collection efforts and offer recommendations for future evaluations. This report will do this by:

1. **Giving an overview of best practices.** A collection of information from similar organizations and agencies on evaluation best practices, tailored to Goal 3 to help inform PPR on getting started, measuring data, and collecting and analyzing data.
2. **Suggesting recommendations for implementation and evaluation**. Immediate action steps that PPR can take to utilize evaluation tools and practices.
3. **Making future considerations.** Ways in which PPR can continue to inform their evaluation efforts throughout the organization in the long term.
4. **Sharing tools and resources.** An appendix that provides implementation tools created specifically for Goal 2 & 3, as well as other resources to guide PPR in their process.

OVERVIEW OF BEST PRACTICES

This section will provide a step-by-step approach for evaluation best practices using a collection of different resources based on studies of parks, organizations, and nonprofits in similar scope to the Philadelphia Parks and Recreation Department.

Step 1. Evaluation Strategy

In order to start your evaluation strategy you must consider three questions**: the why, the what, and the how.**

Why are you doing the evaluation?

Why evaluate? Evaluations are an intensive, collaborative, and time-consuming process that requires many resources (financial, staff time, administrative buy-in). Before undertaking an evaluation it is important to understand its benefits and communicate its goals to the parties involved. This will give your evaluation purpose, which will help you determine what data to collect, how to collect it, and how to align it to your intended goals.[10] Here are some of the potential benefits for PPR:[,10]

a. Identify areas of need or priority within the parks system
- Understand if the pilot is meeting its goals
- Test if changes made to the structure improve performance

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[10] Kaplowitz, Rella, and Charles and Lynn Schusterman Family Foundation. "Data Playbook". Charles and Lynn Schusterman Family Foundation, 2016, www.schusterman.org/playbooks/data/files/Data_Playbook_Final.pdf .

- Inform future strategic planning processes
- Reveal areas of inequities that need to be addressed
- Illustrate a need for additional resources from stakeholders
- Provide meaningful insights to empower staff, participants, and city officials

b. Consider the main reasons for conducting an evaluation, which can be broken down into two parts:

- Implementation – What are you doing?
- Impact – What are your intended outcomes?

c. Define your key questions.

Once you understand why you are conducting the evaluation, it will be easier to turn those statements into your key questions:[10]

SAFETY EXAMPLE

Why is PPR collecting data? ➔	What are PPR's key questions?
Implementation	
PPR is creating a new staffing structure to: Inform where and why staff feel unsafe	a. At what sites do staff feel unsafe? b. What are staff safety concerns (Covid-19, weather, person-to-person violence)?

Impact	
But the intended outcome is ultimately: Understand if new staffing lowers safety concerns	a. What are staff perceptions about safety before and after the pilot? b. Are there staff safety concerns that still need to be addressed?

What do you want to measure?

The Data Playbook, by Rella Kaplowitz, helps answer this question by focusing on two different ways to identify measures:

1. Use or modify existing measures (external) – those that already exist and can be found through similar organizations or comprehensive lists, such as the Guidestar Common Results Catalog.[11] Existing measures can be pulled straight from another source or modified to fit the needs of your evaluation.
2. Create new measures (internal) – Using the tools outlined below, new measures can be developed to help answer your guiding questions.

Use the **S.M.A.R.T.** framework to double check your measures and ensure that they are:

Specific – clear and specific

Measurable - easy to find, record, compare, and scale

Achievable - realistic and attainable

Relevant - aligns with the organization's goals and mission

Time-bound - has a target date

Organizing your measures into a matrix, also known as a logic model, is one of the most widely used tools for evaluation. Logic Models connect what an organization plans to do (resources/activities/outputs) to what its intended outcomes are (goals).

Logic Model from Community Engagement for Collective Action Toolkit[12]
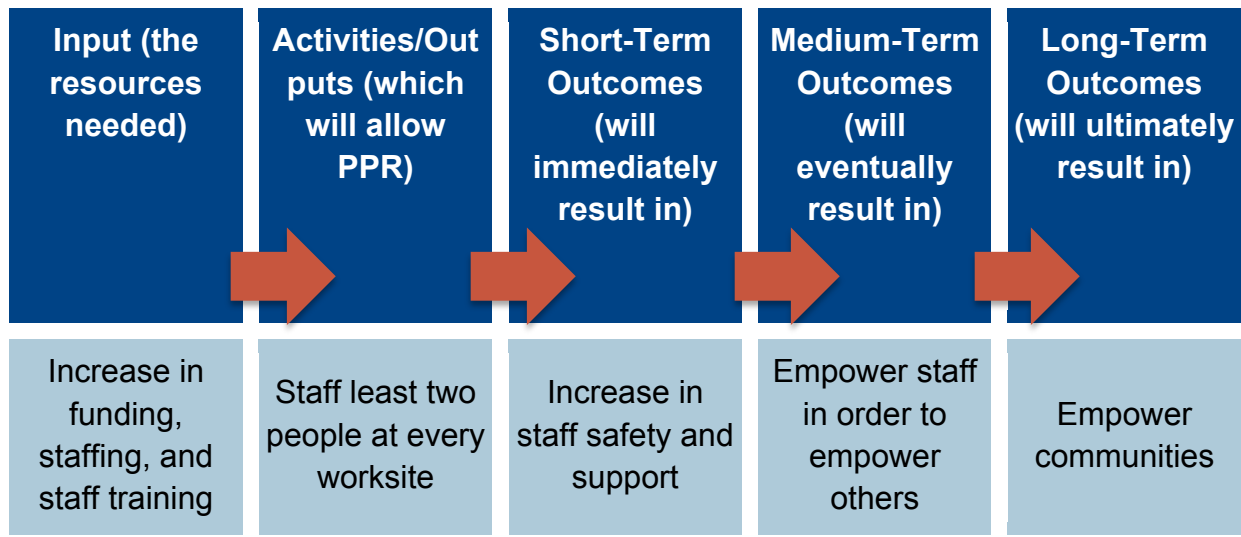
Here we have taken one aspect of Goal 3 as an example, but typically logic models are developed as a full picture of the entire goal (see Appendix E & F for examples of complete logic models):

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[11] Guidestar. "Common Results Catalog."
https://learn.guidestar.org/hubfs/Platinum/GuideStar_Common_Results_Catalog_April_20161.pdf
[12] Alter, Driver, Frumento, Howard, Shufstall and Whitmer. "Community engagement for collective action: a handbook for practitioners." Invasive Animals CRC, Australia. 2017.
https://aese.psu.edu/research/centers/cecd/engagement-toolbox/about/community-engagement-for-collective-action

Input (the resources needed)	Activities/Outputs (which will allow PPR)	Short-Term Outcomes (will immediately result in)	Medium-Term Outcomes (will eventually result in)	Long-Term Outcomes (will ultimately result in)
Increase in funding, staffing, and staff training	Staff least two people at every worksite	Increase in staff safety and support	Empower staff in order to empower others	Empower communities

An increase in funding, staffing, and staff training (inputs) will *allow* PPR to create a shift in staff schedules where at least two people are staffed at every worksite (activities). This will *immediately result* in an increase in staff safety and support (short-term outcome), which will *eventually result* in the opportunity to empower staff so they can empower others (medium-term outcome), which will *ultimately result* in staff's ability to empower communities (long-term outcome).

SAFETY EXAMPLE

Key Question: "what are staff perceptions about safety?"		Logic model: short-term outcome "increase in staff safety and support"
Measure 1: staff report feeling safe at worksite	Measure 2: safety complaints have gone down	Measure 3: level of staff safety before pilot level of staff safety after pilot

*Remember: Check your measures against your SMART test

How will you collect the data?

Once you have an idea of what data to collect, the next step is determining how you will collect it. This could be in the form of surveys, interviews, observations, focus groups and case studies. Here are some different methods use to collect data:

Document Review
This includes pulling information from any documents, reports, meeting minutes, performance reviews, proposals, previous surveys that can provide any background information on similar plans in the past, present, or future.

PROS: This method is useful as an inexpensive way to gather as much administrative data as possible to help inform your evaluations.	CONS: Can be limited by what records are available or prove to be difficult if documents are not well-kept.

Observations
Also known as site assessments, this method allows an organization to gather information in real time and in a natural setting.

PROS: This method can be used to inform difficult measures, such as safety, accessibility, and comfort.	CONS: Limited by the biases of the person doing the observations and can be extremely costly and time-intensive.

Surveys & Questionnaires
The data collected by surveys can be extremely rewarding to the organization because it can capture both quantitative (the what) and qualitative (the why) information in a single tool. The process includes creating questions, testing those questions, administering the survey, and collecting responses.

PROS: The collection process is feasible. The perspective comes directly from the participant (community member, program participant, PPR staff).	CONS: This method involves thorough analysis and can be time-intensive.

Focus Group
Focus groups allow an organization to dig deeper and provide a narrative to the information they seek. This can be very helpful to providing context in order to create a more complete picture of the data.

PROS: Group participation can build on ideas and perspectives that single-participant interviews might not.	CONS: Involves thorough analysis and can be time-intensive. Participants might not feel as comfortable being honest in a large group.

Interviews

Similar to focus groups, interviews can provide a story to help frame other data-collecting methods (quantitative).

PROS: Participants may feel more inclined to share honest answers, which provides valuable insight and understanding.	CONS: Involves thorough analysis and can be time-intensive.

Case Studies

Case studies provide a longitudinal story line from a few individuals to help capture a multitude of information throughout a process.

PROS: Can empower the story of a long-term project.	CONS: Very time-intensive and requires more resources (staff time, incentives, record-keeping).

 SAFETY EXAMPLE

When considering methods, here are some things PPR should consider:

- Limited resources and staff time
- Staff having "survey fatigue" from being over surveyed
- Capturing safety concerns as soon as they occur
- Seeing changes in staff's perceptions around safety over time
- Perceptions of safety vs. incidents and reports

Step 2. Aligning Key Questions and Indicators

Step 2 will align the key questions above with the indicators (what to measure) and collection tool (how to measure). When aligning collection methods to your key question and indicators it is important to remember purpose, feasibility, and quality:[13]

1. Purpose – How does the collection method fit with:
    a. Your key questions – Is it aligned to the questions you want to answer?
    b. Your audience - Does your data collection method fit with your audience?
2. Feasibility – Are you considering:
    a. Time – How soon do you need this data?
    b. Resources – What resources do you need (staff time, administrative time, financial)?
    c. Access – How will you get the information you need from your intended audience?
3. Quality – Are your methods:
    a. Valid – Do they capture what your are intending to capture?
    b. Reliable – If you tried to capture this again, would it have the same results?

SAFETY EXAMPLE:

Key Question	What to measure (indicators)	How to measure (collection tool)	Advantages & Limitations
What are staff perceptions about safety?	% of staff that report feeling safe	Staff survey	+ Feasible and reliable – able to track over time
What are community perceptions about safety?	% of park visitors that report feeling safe	Community survey	- Self-reporting - Time-intensive - Survey fatigue
How safe are PPR sites	# of incidents # of safety related complaints	Document review	+ Easy to access - Can be limited in scope

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[13] ImpactED Model. Internal Resources.

FIND YOUR PATH
PPR

How to measure:

Safety – Increased support for staff and user safety

The most feasible, reliable, and accessible way for PPR to answer their questions would be a staff and community survey. This could be in digital, paper, or telephone survey and be given to the staff member both before and after the pilot launches. Administrative data, such as routine safety checks, reports, and rates of incidents could also paint a complete picture of the steps PPR is taking to increase staff and park visitor safety.

Step 3. Collecting Data

Once you have decided on your collection method, this step will provide insight for using that method and gathering necessary information.

Gather and map existing data

In many ways, PPR has already incorporated GIS mapping and collected existing data to develop "priority scores" for each site in the system. These have been:

- Site amenities
- Crime stats/Harm Scores (using PPD GIS data)
- Rebuild data on health and poverty
- Proximity to neighboring passive parks

This data will be extremely valuable for comparative measures in the long term, in order to see if these scores have been impacted by the new staffing structures. Other outside data sources that can be collected or sourced:

- Neighborhood demographics
- Other local amenities (schools, grocery stores, libraries)
- Accessibility constraints at or around park (traffic congestion, lack of sidewalks)
- Access to mutual aid (homeless shelters, community fridges)

Establish a baseline and track data over time

One exciting aspect of starting an evaluation is the opportunity to create a baseline data for future comparisons and models. Over time, these indicators can be measured to see the full scope of the project and if it met its goals or desired impact. This will involve collecting data both before and after the pilot, as well as periodically throughout the pilot.

Use a variety of methods

Using a variety of methods (mentioned in Step 1) will provide you with multiple sources to help inform your conclusions about the pilot or program. It can also be used comparatively to see if one method provides certain results over another. Think of it like trying to gain a better perspective by having more pieces of a puzzle.

Test out your method

Before you begin administering surveys, creating focus groups, or scheduling interviews, it is important to test your method to make sure the questions are clear, specific, and focused. There might be a question that seems confusing to respondents or not specific enough to get to the exact answer you are looking for.

Internal vs. external resources

The Data Playbook describes two resources to help you collect data: internal and external. Internal resources refers to current staff or newly hired staff that can help administer tools, collect data, and analyze results. External resources would be hiring an outside source or third party, such as a consultant, to help with the evaluation process.

SAFETY EXAMPLE:

Key Question & Collection Tool	Pre Pilot	Post Pilot	Internal Resource	External Resource	Existing Data
Staff survey Q: What are staff perceptions about safety?	✔	✔	✔	✔	
Community survey Q: What are community perceptions about safety?	✔	✔	✔	✔	
How safe are PPR sites Document review	✔	✔	✔		✔

Step 4: Pulling It All Together

Step 4 will reference and pull indicators from ChangeLab Solutions Complete Parks Indicators Toolkit (CPI). Using the CPI Toolkit as a guide, the following section will pull all of the previous steps together for Goal 3's subgoals. Each key question will have a list of indicators and the method used to collect it. Since some of the indicators align with other sub-goals across Goal 2 and Goal 3, these will be designed by the goal's symbol and fall under the "related" column.

SAFETY

INCREASED SUPPORT FOR STAFF AND USER SAFETY

Related Goals	Key Question & Indicators	Collection methods
	How safe are PPR sites?	
	a. Number of safety checks done in a month	Document Review
	b. Number of reported injuries or accidents in parks	
	c. Number of reported complaints related to park safety	GIS mapping / existing data
	d. Crime rate by neighborhood	
	e. Increase in sites that have at least two employees at all time during working hours	Document Review
	f. Number of safety appearance concerns (heavy traffic, poor lighting, excessive litter, vandalism)*	Audit

What are staff perceptions about safety before the pilot?

a. Percentage of park staff that report feeling safe on the worksite before the pilot

b. Level of safety reported before the pilot

Survey / Focus Group / Interview

What are staff perceptions about safety after the pilot?

a. Percentage of park staff that report feeling safe on the worksite after the pilot

b. Level of safety reported after the pilot

Survey / FG/ Interview

What are park visitors perceptions about safety?

a. Percentage of park visitors that report feeling safe at the park

Survey / FG / Interview

How safe is the area surrounding Philadelphia parks?

a. Annual number of traffic collisions within a half mile of the park*

GIS mapping and/or existing data

PROGRAMMING:

ACTIVATION OF PREVIOUSLY UNDERUTILIZED SITES AND ELIMINATION OF 'PROGRAM DESERTS'

Related Goals	Key Questions and Measures	Collection methods
	What programs are we currently offering and where?	
	a. Number of sites that offer programming due to new staffing structure	Document Review/
	b. Number of hours programs are available	
	c. Number and different types of programs offered at each site	
	d. Mapping of new programs in high priority areas	GIS mapping
	Who are we serving?	
	a. Percentage of program demographics that align with neighborhood demographics	Document Review and/or existing data
	Where are there 'program deserts' within the city?	
	a. Comprehensive list of similar programs available within a 1 mile radius (schools, libraries, mutual aids, community centers)*	GIS mapping and/or existing data
	What are community perceptions about programming?	

a. Number of reported complaints related to park programming — Document Review

b. Percentage of park visitors that reported a high level of satisfaction after a program

c. Percentage of community members that said they were satisfied with the current programs offered at their local park(s)

Survey / FG / Interview

d. Percentage of community members that wanted to see new or different programming at their local park(s)
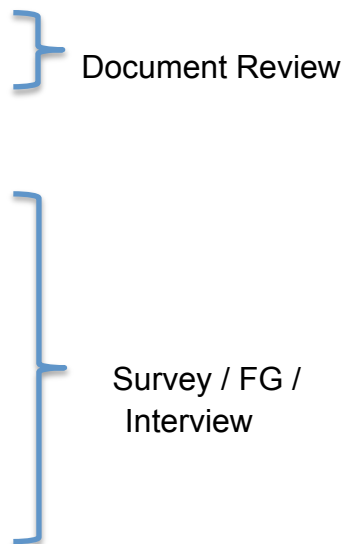
EQUITY

A MORE EQUITABLE DISTRIBUTION OF SERVICES & PROGRAMMING ACROSS THE CITY TO MEET COMMUNITIES WHERE THEY ARE

Related Goals	Key Questions and Measures	Collection methods
	Are we eliminating potential barriers to serving ALL Philadelphians?	
	a. Number of sites now open due to new staffing structure	
	b. Number of sites that have staff who speak another language (Spanish, ASL)	
	c. Number of programs that are offered for free	Document Review
	d. Number of hours the parks are open	
	e. Number of reported complaints related to park accessibility	

FIND YOUR PATH
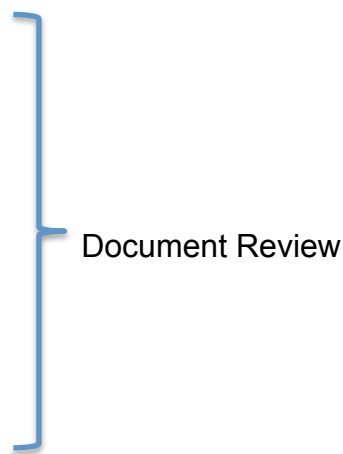
f. Percentage of sites that meet accessibility requirements of Americans with Disabilities Act*

GIS mapping and/or city data

g. Increase in number of park visitors

h. Number of accessibility or appearance concerns (heavy traffic, poor lighting, no sidewalks)

Audit

What are community perceived barriers around programs and services

a. Percentage of park visitors that say they feel comfortable getting to and from the park

b. Percentage of program participants that report feeling welcome at recreation center

c. Percentage of park visitors that do not see any barriers stopping them from visiting the park

Survey / FG / Interview

* - Measure that was taken from ChangeLab Solutions Complete Parks Indicators Toolkit

LIMITATIONS

The limitations section will explain areas that may have impacted the results of this project.

Covid-19

Due to the timing of this project (started in summer of 2020) there were fluctuations in timeline and limitations to the scope of this project due to the global pandemic. Because of the shift in timeline, the original scope of the project had to be re-evaluated to align with the new pilot's launch. Additionally, the city saw budget cuts across all city departments, including Philadelphia Parks and Recreation. This implementation plan continued without knowing the full impact of these cuts and changes, which could greatly impact staff time, resources, funding for outside consulting and evaluation tools (further explanation in recommendations section), and hiring new staff.

RECOMMENDATIONS

This section will build upon the best practices above to offer more specific next steps that PPR can take for the immediate future.

Collect Pre and Post Pilot Data

The best way to evaluate the Goal 3 pilot would be to collect both pre- and post pilot data because it allows PPR to create a picture of where the organization is currently in order to compare and measure against once the pilot is initiated. There are two ways that PPR can do this, by capturing staff safety in real time using a text survey and creating a timeline for continuous evaluation efforts. PPR must start planning as soon as possible to collect data before Goal 3's pilot is launched in District 7, 8, and 9 in fall 2021.

Create an SMS text survey for staff

By using the SMS survey tool (Appendix C), PPR can collect data on staff safety in real time. Push notifications sent through text messages can be timed to interact with staff at certain times of the day, such as when they arrive or leave work. The staff member would be able to answer brief survey questions directly from their mobile phone in under three minutes to capture their level of safety when entering or leaving the center. Since this data is in real time, it would provide PPR with accurate perceptions of staff safety. Staff responses would reflect specific centers and neighborhoods to inform where safety ratings are highest/lowest. This data should be collected as soon as possible in order to capture perceptions around staff safety both before and after the pilot is launched. Companies that offer SMS text survey services:

- Survey Monkey
- Qlik
- Qualtrics
- Salesforce

Collect data in cycles

Rather than collecting and analyzing data only once before and after a pilot, I recommend doing the evaluation in cycles to improve effectiveness and efficiency. By using cycles of evaluating, PPR can spot areas of improvement within the Goal 3 pilots quickly and effectively. Please see below table for an example timeline of these cycles. Please note, PPR would need to assess the internal capacity for management to communicate expectations to staff, staff to carry out surveys, and staff to report back survey responses in a timely manner. The next recommendation will outline an example timeline of this process.

Implementation Timeline for Pre- and Post- Evaluation

Pre-Pilot	Instrument	Phase
June - September	Staff text survey Community survey	Initial collection of baseline data
Post-Pilot		
October - December	SMS staff survey Post-pilot staff survey Community survey	Post-pilot collection phase 1; Remeasuring to assess performance
January - April		Post-pilot collection phase 2; Remeasuring to assess performance
April - June		Post-pilot collection phase 3; Remeasuring entire assessment from baseline
Anytime	Community survey	Distributed after every program

Set Up Clear and Reasonable Expectations

This recommendation is based off the Evaluation Brief Handbook,[15] which suggests setting a standard at the beginning that mirrors the capacity and resources of the department. This will be crucial for PPR to set up the department's expectations for evaluation capacity building, including answering the following questions:
- What is PPR's internal capacity to undertake an evaluation?
- How much time will be dedicated to evaluating?
- How many resources can be dedicated to evaluating?

Use Both Internal and External Resources

Internal: Based on PPR's capacity, evaluating internally could be more cost effective, inform and educate staff on the evaluation process, and would incorporate the perspective of those who know the program best.

External: If PPR does not have the capacity to undertake certain aspects of the evaluations internally, I advice reaching out to a third party to help with the evaluation process. An external resource would help free up staff time, would be an unbiased observer to the

programs and the evaluation, and could add a fresh perspective to see through potential barriers within the process.

Since PPR is at a transitional phase of hiring new recreation leaders, service area leads, and additional staff, I recommend training new staff on evaluation best practices, expectations, and survey collection during the onboarding phase. Regardless, if PPR decides to hire an outside consultant for more intensive evaluation practices in the future, educating staff at the beginning will help streamline communication around evaluation efforts and foster a learning culture from the onset.

Use a Reference Guide when Distributing Survey

Not all Recreation Leaders will be trained in how to distribute and collect a survey. It is important that PPR streamline the process as much as possible so that information does not get lost working with numerous sites across the city. The PPR Survey Reference Guide (Appendix A) can be distributed along with the survey to ensure that Recreation Leaders have every possible tool in their hands for success. A reference guide will also minimize dead surveys – those that are administered and collected only to sit on a staff member's desk until they are obsolete – and increase the turnaround time for the evaluation process. **The Reference Guide package includes a 5-page guide describing each step, with the last page being a summeraized version of the entire guide into one single and simplified page.**

Streamline survey collection and reporting

Currently, survey collection and reporting varies between recreation centers. I suggest that PPR choose one platform and communicate a plan for survey collection with staff and centers. Streamlining this process will ensure all staff are aware of next steps and allow PPR to collect survey responses in a way that is time effective. Platforms for administering and collecting surveys:

- Survey Monkey
- Qualtrics
- Google Forms
- Salesforce

Another option specific to Philadelphia is BeHeardPhilly. BeHeardPhilly is a survey platform that connects interested citizens with surveys and anonymous feedback to inform city departments and organizations: www.BeHeardPhilly.com

Consider cultural differences

Philadelphia's neighborhoods make up a diverse variety of communities and cultural differences. The community general survey was created as a convenience for staff to

decrease survey fatigue, one survey cannot account for the variety within neighborhoods and communities. The resource guide provides steps for how staff can adapt the survey to their centers and account for the cultural differences of their audiences. **It is highly recommended that staff test the survey on park visitors and participants before collecting data so they can ensure the questions are clear and aligned with the intended audience.**

Incorporate Data Visualization and Reporting

It is important that staff are able to see the time and energy spent adapting, administering, and collecting surveys in an engaging way. PPR could create graphs, charts, and visuals to present the results of the evaluation process in an accessible and visually interactive way.

Use a dashboard system or software for reporting

Dashboards are a useful tool for reporting and visualizing data for both government employees and citizens. In essence, dashboards summarize the key indicators and metrics that drive performance in a visually engaging way.[14] A data reporting dashboard would be beneficial to PPR for three reasons, it would:
- streamline all of PPR's metrics to one central location so all staff could access and contribute, making it easier for data reporting, collection, and analysis
- make data more visually engaging to staff and stakeholders in order to easily communicate performance, and identify areas in need of improvement
- encourage and excite staff so that they feel more involved in the data implementation process

One thing to consider, dashboards will take staff capacity to create and maintain. One option would be to consult an outside company to create and automatically update a dashboard that PPR can use to streamline results. Some companies that offer data dashboard, survey distribution and analysis, and even SMS push notifications are:

- Salesforce
- Qlik
- ClearPoint Strategy
- Rec Desk

If PPR is interested in creating its own dashboard internally, there are a variety of sources and templates to get started. One example would be from the Government Performance

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[14] Sukumar Ganapati. "Use of Dashboards in Government." IBM Center for the Business of Government. 2011. https://federalnewsnetwork.com/wp-content/uploads/pdfs/080111_dashboard_report_ibm.pdf

Consortium's "Municipal Dashboard Practitioner's Handbook." The handbook links to an open sourced Google Drive folder that has instructions and templates for local government agencies to get started: (https://drive.google.com/drive/folders/1HKZgfL4U2wDXe6bp1V680v-lDXPQouGR).

Another option for internal reporting is to use Google Slides or Prezi. Here's an example using Prezi created specifically for PPR:

Ideally, the dashboard is interactive so that staff and stakeholders can quickly compare data from before and after the pilot launch. While the data in this example are fictional, the interactive version can be found here: (https://prezi.com/i/l-h6jz9fapqk/).

Compare Software Systems

If PPR is interested in investing in a software system to help execute surveys, collect data, and streamline reporting, this table below will help PPR choose from a variety of different platforms based on the services mentioned in this recommendation section and their different pricing structures:

Software	Data Dashboard	Survey Dist. & Analysis	SMS Text Survey	Cost
Google Software	✔	✔		Free
Survey Monkey		✔	✔	Free - Low
Qualtrics	✔	✔	✔	Moderate
Salesforce	✔	✔	✔	Low

Qlik	✔	✔	✔	Low
ClearPoint Strategy	✔	✔		High

Low – Less than $100/month
Moderate – Between $100-$500/month
High – More than $500/month

PART 6. FUTURE CONSIDERATIONS

This section will outline future considerations that PPR can take for long-term data implementation success.

Foster a Learning Culture in the Workplace

This recommendation is an echo of conversations already taking place within the PPR, however, it is so vital that it bears repeating. Staff are always the ones distributing the tools, but often times they do not get to witness the fruits of their labor. With any data implementation plan it is important to communicate the results, but also celebrate the wins. Once staff see what data can do to inform the success of their programs they will be more likely to participate and interact with the process.

Create evaluation "champions" throughout the department

The Evaluation Brief Handbook[15] describes identifying and training staff members to be evaluation "champions" who will promote, oversee, and implement program evaluation efforts within the department. PPR could designate staff from different centers or community service areas to partake in evaluation trainings and share information and best practices with staff. These evaluation champions would help foster a learning culture within PPR and bridge the gap between staff and overly academic evaluation concepts.

Consider Survey Fatigue

Although surveys can be a great way to collect the data that PPR needs, we must consider over-testing staff and participants. Keeping track of different surveys and administering different surveys throughout the year can be confusing and exhausting. PPR should prioritize the surveys that it distributes and involve the staff in the creation and adaptation process as much as possible to help

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15 James Bell Associates on behalf of the Children's Bureau. "Evaualtion Brief: Building Evaluation Capacity in Human Service Organizations." Administration for Children and Families. 2013. https://www.acf.hhs.gov/sites/default/files/documents/cb/building_evaluation_capacity.pdf

CONCLUSION

It is incumbent upon us to ensure that every Philadelphian can find a beautiful, welcoming, and inspiring space in their neighborhood."

- Jim Kenny, Mayor of Philadelphia

Our Path to 2020, an aligned and actionable strategic plan, was created exactly three years before the appearance of Covid-19 in order to move PPR toward a more equitable and enriching parks and recreation system. No one could have anticipated the reliance that Philadelphians would have on these green and open spaces during a global pandemic. Now more than ever before, cities are recognizing the importance of these systems and the role that parks play on its citizens. As this strategic plan rises to fulfill a new role it is crucial that it has the proper evaluation methods in place to tell its story. This data implementation plan will be the first step in an essential and impactful process to understanding the full scope of PPR's ability to connect every Philadelphian to not only their park, but their full potential.

APPENDIX

A. REFERENCE GUIDE
B. STAFF SURVEY
C. STAFF TEXT SURVEY
D. COMMUNITY GENERAL SURVEY
E. GOAL 3 LOGIC MODEL
F. GOAL 2 LOGIC MODEL

RESOURCE GUIDE

FOR SURVEYS & EVALUATION

FIND YOUR PATH

PHILADELPHIA
PARKS & RECREATION

RESOURCE GUIDE

2021

You have received a survey for your Recreation Center but now what? What are the next steps for handing out and collecting these surveys? How can your team be part of the process while respecting your time and the specific needs of the communities you serve?

This resource guide will walk you through the next steps by covering three main areas:
1. How to tailor your survey specifically to your center (optional)
2. How to administer the survey to participants and park users
3. How to collect the data and what to do with it

STEP ONE
Fitting the survey with your center

This step is optional and allows you to add, change, or adapt survey questions to your center by considering the specific needs of your community.

Who is your audience? Each center serves a different community. Create questions or change the format of the survey to meet the needs of your participants.

- Is there anything you want to know more about from the specific community you serve?
- Are there any barriers on the survey that could prevent your audience from participating?

WHEN ADAPTING
Try testing it out...

Are there participants who can test the survey and add input? Does your center have an Advisory Council? Are there park visitors and participants who can test out the survey? Testing your survey out will help show areas of confusion and ensure you are collecting what you want to collect. Additionally, participants can add valuable input to what you want to capture about your programs and services.

For example: Does your community speak a different language than the language in the survey?

STEP TWO
Carrying out the survey

What is the best way to deliver the survey to your participants? This step involves considering the needs of your audience, your staff's capacity, and the tools available at your centers. Choose from the survey option that matches how you want to carry out your survey. Here are a couple options to consider:

- **Online survey** - if your center has a computer(s) the survey can be completed directly online, which save staff time and eliminate the task of entering responses in the computer later. You can have a **web-based** survey through a platform, or send it out via **email**. Considerations: Do your participants feel comfortable using a computer? Do you have a listserv of local participants who follow your center?

- **In person -** staff time permitting, the staff can ask questions from the survey in person to help give clarity and make it easier for participants to respond, especially when writing can be difficult (elderly, disabled). Considerations: Safety for in-person contact during Covid-19. Are any of your participants hard of hearing?

- **Paper handouts** - Paper handouts are easy to administer and can be helpful for audiences that do not feel safe or comfortable answering questions in person. Consideration: Survey responses must be collected and inputted into the computer, which leaves room for surveys to get lost or forgotten.

Are there any barriers for your participants in any of these methods?

STEP THREE
Collecting the data

How you decide to carry out the survey will drive how you collect the data. As mentioned in Step 2, one method might be more work in the beginning, but will save time in the end (online survey vs. in person & paper).

- **Online** - Depending on the platform your department decides on (see list to the left), most services will provide a way to collect and even analyze the data for you.

- **In person & paper handouts** - Once you have completed surveys in hand, it is important to coordinate with management for how they want survey answers collected. Using the same platform across centers to house your survey answers will be helpful for communication, but must also mirror what your staff feel comfortable using. Since time is of the essence for this step, you can default to scanning or uploading survey responses in an email to PPR management.

Google Forms

Survey Monkey

Qualtrics

Typeform

Data Dashboard

Email

If you have any questions, please email Andy Viren at andy.viren@phila.gov

You have received a survey for your Recreation Center but now what? This guide outlines next steps for handing out, collecting, and adapting the survey to the needs of your community and specifics of your center

RESOURCE GUIDE
2021

STEP ONE

Fitting the survey with your center

This step is optional and allows you to fit your survey questions to your center by:

1. Considering your audience - add / change / adapt the survey to fit the community you serve
2. Testing your survey - "test run" the survey on participants and advisory councils to ensure the questions capture what your center wants to know

STEP TWO

Carrying out the survey

Decide on how you want to deliver your survey and choose the templates based on your staff's capacity, the needs of your audience, and the tools at your center. Choose from:

1. Online survey (email, website)
2. In-person survey
3. Paper handout survey

STEP THREE

Collecting the data

How you decide to carry out the survey will drive how you collect the data. There are many resources available for online services, but we recommend coordinating with management to know where exactly survey answers should go. Time is of the essence, as these surveys will be valuable for planning next steps.

If you have any questions, please email Andy Viren at andy.viren@phila.gov

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PHILADELPHIA PARKS & RECREATION

Appendix B. Staff Survey

Overview

This survey is designed to measure three staff alignment goals that drive Goal 3 of the Parks and Recreation (PPR) Department's Strategic Plan: The Path to 2020:

- ☐ Safety - increased support for staff and user safety
- ☐ Programming - providing high quality and relevant programming
- ☐ Equity - a more equitable distribution of services and programming across the city

This survey is intended to be given to staff to measure their perception of safety, programming, and equity after the implementation of Goal 3 pilots in District 7, 8, and 9. The survey was created using the logical model attached as a guide for Goal 3.

Opening

Thank you for taking part in the Philadelphia Parks and Recreation staff survey! The information you provide will better our understanding of the internal structures of PPR as we work towards our vision of a more equitable and sustainable parks system.

Completing this survey is completely voluntary. The survey should take {xx} minutes to complete and your responses will remain completely anonymous. We encourage you to share your most honest opinions!

If you have any questions, please reach out to {insert contact email here}. **Please sign the consent form attached to ensure we have your permission to proceed with the survey.**

<u>Staff Safety</u>- Based on previous staff testimonials, this section will focus on staff and visitor safety.

Question 1: Please answer the following statements by checking the appropriate response

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

I have up-to-date training on how to handle safety issues at work					
Employee health and safety goals are supported by management					
I feel comfortable voicing concerns about workplace safety and health					
Safety for staff is a top priority for our department					
I feel safe on the worksite					
Park visitors feel safe when they are at the park					
Safety for park visitors is a top priority for our department					

Question 2: Please rate **your** level of safety on the worksite:

1. Extremely safe

2. Very safe

3. Somewhat safe

4. Unsafe

5. Extremely unsafe

Question 3: How safe do you believe **park visitors** feel?

1. Extremely safe

2. Very safe

3. Somewhat safe

4. Unsafe

5. Extremely unsafe

Question 4: Which of these safety concerns apply to you? Please check all that apply:

☐ Nothing - I feel safe

☐ Health concerns (Covid 19)

☐ Person-to-person violence (theft, neighborhood fights)

☐ Weather (snow, heavy rain, etc.)

☐ Park cleanliness (broken glass, litter)

☐ Illegal activity (public intoxication, vandalism)

☐ Injury from park equipment

☐ Other (please write in):_____

Please write in the next answers:

Question 5:

What is one area that has improved at your job?

Question 6:

What is one area that still needs improvement?

Programming- This next selection will focus on your thoughts and opinions about the new programming.

Question 7: On a scale of 1-10, what would you rate the level of engagement for new programming?

1. Extremely engaging

2. Very engaging

3. Somewhat engaging

4. Not engaging

5. Not at all engaging

Question 8: Please answer the following statements by marking the appropriate response

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have the tools I need to run effective programs					
I am seeing excitement from the public about our programs					
I am seeing new participants in our programs					
I am creating new partnerships with our programs					
I am meeting the community where they are					
I have the tools I need to serve more communities					
I feel confident in the way we are reaching the community					

Please write in the next answers:

Question 9:

What is one aspect of programming that has improved with the pilot?

Question 10:

Is there anything you would suggest to make programming/events/activities better?

Question 11:

In regards to serving the community, what is the biggest advantage to the pilot?

Question 12:

Do you see any barriers to serving ALL Philadelphians at your site?

Question 13: Which category describes your age?

1. 17 and under

2. 18-24

3. 25-34

4. 35-44

5. 45-54

6. 55-64

7. 65 and older

Question 14: Which category describes your gender? Please check all that apply:

☐ Female

☐ Male

☐ Transgendered

☐ Non-conforming/non-binary

☐ Other: _____

☐ Prefer not to answer

Question 15: Which best describes you? Please check all that apply:

☐ Black, African American

☐ Native American, Alaska Native

☐ Hispanic, Latinx, or Spanish

☐ Asian

☐ White

☐ Middle Eastern or North African

☐ Native Hawaiian or other Pacific Islander

☐ Other (please specify): _____

☐ Prefer not to answer

Question 16: How many years have you worked at PPR:

1. Less than 1 year

2. 1-2 years

3. 3-5 years

4. 6-10 years

5. 10-20 years

6. +20 years

Appendix C. Staff Text Survey

Overview

This survey would be distributed directly to staff via cell phone text messages at two different points during the day, once when they enter the center and again when they are leaving. The survey should take less than 3 minutes to complete.

Opening

Hello! Please respond to the following safety questions. The information you provide will be essential to increasing safety at our parks and facilities.

Question 1: How safe do you feel at this exact moment?

1. Extremely safe

2. Very safe

3. Somewhat safe

4. Unsafe

5. Extremely unsafe

Question 2: Which of these safety concerns apply to you at this exact moment?

1. Nothing - I feel safe

2. Health concerns (Covid 19)

3. Person-to-person violence (theft, neighborhood fights)

4. Weather (snow, heavy rain, etc.)

5. Park cleanliness (broken glass, litter)

6. Illegal activity (public intoxication, vandalism)

7. Injury from park equipment

8. Other

Question 3: Which district are you currently located?

1. District 7

2. District 8

3. District 9

4. Other

Closing

Thank you for taking the time to complete this survey!

Appendix D. Community Survey

Overview

The purpose of this general survey is to be a baseline design, which PPR may use to create specialized surveys specific to recreation centers, communities, audience, and locality. This survey is designed to measure two areas of community input:

1. Pre-program participants - those who have not yet participated in PPR programs, this includes:
2. Non-aware users - those who are aware of the programs and services PPR provides but have not attended
3. Non-aware non users - those who are not aware of the programs and services PPR provides and have not attended
4. Post-program participants - those who have participated in PPR programs, this includes:
5. Aware users - those who attend on a repetitive basis
6. Aware non-users - those who have attended before but are not consistent/returning customers

This survey should be given to the community both before the Goal 3 pilots in District 7, 8, and 9, and after. The survey was created using the logical model attached as a guide for Goal 2.

Opening

Thank you for taking part in the Philadelphia Parks and Recreation community survey! The answers you provide will help inform Parks and Recreation about the programs we are currently serving and how to better them, as well as give us an idea of programs you would like to see in your community.

Completing this survey is completely optional. The survey should take X minutes to complete and your responses will remain completely anonymous. We encourage you to share your most honest opinions! Do we have your permission to continue with the survey?

Great! Thank you so much.

If you have any questions, please reach out to {insert contact email here}.

Connected Community - We would love to ask you questions to see how connected you are currently to the {insert location} Recreation Center

Question 1:

On a scale of 1-4, please rate your awareness of the {insert location} Recreation Center's programs and activities:
1. Not aware at all
2. Somewhat aware
3. Aware
4. Very aware

Question 2:

On a scale of 1-5, how often do you visit the {insert location} Recreation Center?
1.   Daily
2. A few times per week
3. A few times per month
4. A few times per year
5. Never

Question 3:

On a scale of 1-5, how satisfied are you with the {insert location} Recreation Center's **staff**?
1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Unsatisfied
5. Very unsatisfied

Question 4:

On a scale of 1-5, how satisfied are you with the {insert location} Recreation Center's **programs**?
1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Unsatisfied
5. Very unsatisfied

Question 5:

On a scale of 1-5, how satisfied are you with the {insert location} Recreation Center's **facilities** (such as clean bathrooms, equipment**)**?
1. Very satisfied
2. Satisfied
3. Somewhat satisfied

4. Unsatisfied

5. Very unsatisfied

Question 6:

Is there anything that keeps you from visiting the {insert location} Recreation Center? Please check all that apply:
☐ Nothing - I already visit often
☐ I'm too busy
☐ I don't know about the programs offered
☐ I'm not interested in the programs offered
☐ The hours the center is open is not convenient for me
☐ I don't feel welcome there
☐ I don't feel safe there
☐ It is not physically accessible to me/my family
☐ It is not culturally aligned to me/my family
☐ Other (please write in): _____

Question 7:

Is there anything that would make you feel more welcome at the {insert location} Recreation Center? Please write in below:

Safety and Wellness - We would now like to ask you questions regarding your personal safety when you visit or are around the {insert location} Park / Recreation Center

Question 8:

On a scale of 1-5, how safe do you feel at {insert location} Recreation Center?
☐ Very safe
☐ Safe
☐ Somewhat safe
☐ Unsafe
☐ Very unsafe

Question 9:

Which of these safety issues concerns you the most when visiting the park/center? Please check all that apply:
☐ Nothing - I feel safe
☐ Health concerns (Covid-19)
☐ Person-to-person violence (theft, battery)
☐ Weather (snow, heavy rain)
☐ Park cleanliness (broken glass, litter)
☐ Illegal activity (public intoxication, drug use)
☐ Injury from park equipment

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☐ Other (please write in): _____

Productive - Now we would like to know a little more about the programs you have participated in and what you would like to see more of at {insert location} Recreation Center

Question 10:

For the following programs, please rate **your participation** for yourself or a family member. Check all that apply:			
	No participation	Have participated once or twice	Participate regularly
Community & special events (Movie-nights, community meeting)			
Sports and athletics (basketball, football)			
Visual, performing, and cultural arts (arts & crafts, performances, music)			
Out of school time (summer camp, after school)			
Outdoors education (environment education, outdoor recreation)			
Health and wellness (fitness, dance, meditation, cooking)			
Education and technology (gaming, life skills, language)			
Politics and community action (voter registration, know-your-rights workshops)			
Other (please write in) _____			

Question 11:

For the following programs, please rate **your interest** for yourself or a family member. Check all that apply:

	Not interested	Interested	Very interested
Community & special events (Movie-nights, community meeting)			
Sports and athletics (basketball, football)			
Visual, performing, and cultural arts (arts & crafts, performances, music)			
Out of school time (summer camp, after school)			
Outdoors education (environment education, outdoor recreation)			
Health and wellness (Aerobics, meditation, cooking)			
Education and technology (gaming, life skills, language)			
Politics and community action (voter registration, know-your-rights workshops)			
Other (please write in) _____			

Question 12:

Outputs/Outcomes	What would you suggest to make programming/events/activities better?
Programming	

Question 13:

How do you typically hear about {insert location} Recreation Center programs/events/activities? Please check all the apply:

1. Talking to neighbors/friends/family members
2. Community center (school, church)
3. Newspaper or printed material
4. Social media (Facebook, Instagram, twitter)
5. Search engine (Google, Yahoo)
6. Website (Parks and Recreation, city website)
7. I do not receive news about the rec center
8. Other (please write in): _____

Question 14:

How do you typically hear about other community events? Please check all the apply:
☐ Talking to neighbors/friends/family members
☐ Community center (school, church)
☐ Newspaper or printed material
☐ Social media (Facebook, Instagram, twitter)
☐ Search engine (Google, Yahoo)
☐ Website (Parks and Recreation, city website)
☐ I do not receive news about community events

☐ Other (please write in): _____

Demographics – Please tell us more about yourself:

Question 15: Which category describes your age?

☐ 17 and under

☐ 18-24

☐ 25-34

☐ 35-44

☐ 45-54

☐ 55-64

☐ 65 and older

Question 16: Which category describes your gender? Please check all that apply:

1. Female

2. Male

3. Transgendered

4. Non-conforming/non-binary

5. Prefer not to answer

6. Other: _____

Question 17: What is your zip code?

Question 18: Are you of Hispanic, Latinx, or Spanish origin? Please check all that apply:

- [ ] No, not of Hispanic, Latinx, or Spanish origin

- [ ] Yes, Mexican, Mexican American, Chicano

- [ ] Yes, Puerto Rican

- [ ] Yes, Cuban

- [ ] Yes, other (please specify): _____

Question 18: Which best describes you? Please check all that apply:

- [ ] Black, African American

- [ ] Native American, Alaska Native

- [ ] White

- [ ] Asian Indian

- [ ] Japanese

- [ ] Chinese

- [ ] Korean

☐ Guamanian or Chamorro

☐ Filipino

☐ Vietnamese

☐ Samoan

☐ Middle Eastern or North African

☐ Native Hawaiian or other Pacific Islander

☐ Other (please specify): _____

☐ Prefer not to answer

Question 19: Do you have any children?

☐ Yes

☐ No

Question 20: What is the highest level of education you have completed?

☐ Did not attend school

☐ 1-5th grade

☐ 6-8th grade

☐ 9-11th grade

☐ Graduated from high school

☐ 1-3 years of college

☐ Graduated from college

☐ Some graduate school

☐ Completed graduate school

Question 21: What is your estimated level of income?

1. $0-25,999

2. $26,000-49,999

3. $50,000-74,999

4. $75,000-99,999

5. $100,000-149,999

6. $150,000-199,999

7. $200,000 and up

Appendix E. Goal 3 Logic Model

Resources/Input	Activities/Outputs	Short-Term Outcomes	Medium-Term Outcomes	Long-Term Outcomes

Financial Resources
• Increased Funding
  • City support
  • Non-profits
  • Partners
 	
Human Resources
• Increased staffing
• PPR Staff
• Rec Leaders
• Staff-led Working Groups
• Volunteers
 	
PPR Resources
• Trainings/coaching
• Programs
• Workshops
	Safety & Support
	• Shift in staff schedules
	  • At least two staff on duty during operating hours
	  • Redistribute staff to high priority sites
	• Create priority score for each site
	Programming
	• Create "program crews" to be assigned to high priority areas
	• Host workshops and trainings for PPR staff
	• Create Park Manager Positions to oversee districts
	• Increase POC on Recreation Leader Trainee lists
	• Extended working hours
	• Increased coaching - managers/supervisors provide to staff
	Equity
	All of the outputs above
		Safety & Support
		• Increase staff safety
		• Increase staff support
		• Increase staff engagement
		Programming
		• Increase activation at previously unstaffed sites/under staffed sites
		• Increased engagement with external partners
		• Increased staff development and training
		Equity
		• More equitable distribution of services and programming
		• Increased accessibility for community members
			Safety & Support
			• Empower staff through leadership and development so they can empower those they serve
			• PPR becomes agent for positive change in the life of employees
			Programming
			• Engage with constituents and each other and prioritize partnerships, stewardship, and responsive customer service
			• Provide residents with fulfilling and relevant experiences that enrich their lives
			Equity
			• Provide accessible and affordable experiences for all Philadelphians
				Safety & Support
				• Empower communities
				
				Programming
				• Enrich communities
				
				Equity
				• Increase wellness and prosperity for all

Appendix F. Goal 2 Logic Model

Resources/Input	Activities/Outputs	Short-Term Outcomes	Medium-Term Outcomes	Long-Term Outcomes

Financial Resources
• Increased Funding
  • City support
  • Non-profits
  • Partners
 	
Human Resources
• Increased staffing
• PPR Staff time
• Volunteer time
 	
PPR Resources
• Trainings/coaching
• Program/Workshops
	Safety & Well
	• Increased cleaning, maintenance, and staffing of PPR buildings, playgrounds, and parks
	• All staff trained on PPR expectations
	• Implementation of PPR Standards and Best Practices for Safe and Well Children
	Connected
	• Train all staff on trauma-informed care practices
	• Train all staff on DEI initiatives
	• Train all staff on community engagement practices
	• Train all staff on Customer Service Standards
	• Connect with other agencies to provide residents with services
	• Create centers for civic engagement and leadership opportunities
	Productive
	• Train all staff on Positive Youth Development
	• Offer youth paid internship and employment opportunities
	• Train staff on Cross-Cutting and Core Program areas to design new innovative and responsive programs
		Safety & Well
		• Increased physical safety of all PPR staff, public, and program participants
		• Staff have a better understanding of professional standards, expectations, and self-efficacy
		• PPR becomes a child-centered environment staffed by caring adults
		Connected
		• Healthy emotional environments at all Centers
		• Foster positive cultural identity relevant to community needs and interests
		• Events receive community feedback and are cycled back with community voice
		• Observable mutual respect between participants and PPR staff
		• Residents are engaged with pressing issues that directly impact them
		Productive
		• New experiences, opportunities, and relationships to enrich lives
			Safety & Well
			• Increase public safety
			• Increase public wellness
			Connected
			• Increase connection to self through programming
			• Increase connection to community through programming
			• Provide pathways to be civically engaged in Philadelphia
			Productive
			• Participants have new experiences, opportunities, relationships to enrich their lives
				Safety & Well
				• Provide safe and fun environments that allow all participants to thrive
				
				Connected
				• Participants connected with self and community that allow them to be civically engaged in Philadelphia
				
				Productive
				• Participants find their path toward successful future