



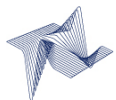
CALIFORNIA PARK & RECREATION SOCIETY



Report on Results of Market Research to Support CPRS *Building the Brand* Initiative

March 16, 2009

Presented by



HINER & PARTNERS, INC.
MARKETING DIAGNOSTICS AND STRATEGIES

*Lauren Schlaue
Consulting*



HINER & PARTNERS, INC.
MARKETING DIAGNOSTICS AND STRATEGIES

Lauren Schlau
Consulting

March 9, 2009

Jane H. Adams
Executive Director
California Park & Recreation Society
7971 Freeport Blvd.
Sacramento CA 95832

Dear Ms. Adams:

LSC and Hiner & Partners, Inc. (HPI) are pleased to present this report documenting the results from the market research conducted in support of CPRS' *Building The Brand* initiative.

Specifically, this market research, which built upon prior CPRS research, was designed to identify perceptions toward parks and recreation among external constituencies, namely California elected officials and state residents. We believe that this broader and deeper approach met the goal of providing CRPS with definitive data that can be applied to a range of organizational initiatives, in particular CPRS communications and messaging.

On behalf of Hiner & Partners, we truly valued the opportunity to have worked with you and your associates on this most worthwhile endeavor.

Sincerely,

Lauren Schlau
Principal

900 Wilshire Blvd., Suite 1116 Los Angeles, California 90017

Phone: [213] 533-8909 ▼ Fax: [213] 489-1009

e-mail: laurens@lsconsult.com website: www.lsconsult.com

City of Los Angeles certified Women Business Enterprise

California Travel Industry Association, California Travel & Tourism Commission, Travel & Tourism Research Association

Table of Contents

EXECUTIVE SUMMARY 1
 Background 1
 Key Findings..... 1
 Implications for Branding and Messaging 3

DETAILED FINDINGS 5
 Background 5
 Need For Research 5
 Research Team 6
 Approach 6
 Phase 1 - Qualitative 6
 Phase 2 - Quantitative On-line Survey of California Residents 8
 Detailed Findings Results/Outcomes..... 9
 Park and Program Usage 9
 Types of Recreational Programs Attended in the Past Six Months..... 10
 Who Accompanies Respondent on Park Visit 12
 Benefit Statements..... 12
 Highest Level Priorities 12
 Mid-Level Priorities 13
 Priority Ratings 13
 Delivery Ratings 15
 Unmet Needs..... 17
 Quadrant Analysis 18
 Respondent Demographics 23
 Residence Locality 23
 Marital Status 23
 Children Living at Home 23
 Country of Birth 24
 Ethnicity/Race..... 24
 Household Income..... 26
 Employment Status 26
 Respondent Age Group..... 27
 Gender 27

APPENDIX 1 - Benefit Statement Priority Ratings Pairings 28
APPENDIX 2 - List of Elected Officials Interviewed..... 35
APPENDIX 3 - Phase 1 Screener and Discussion Guide..... 36
APPENDIX 4 - CPRS Residential Discussion Guide 41
APPENDIX 5 - CPRS Elected Officials Discussion Guide..... 44
APPENDIX 6 - Phase 2 Questionnaire 46

EXECUTIVE SUMMARY

Background

"Building the Brand," one of the California Park & Recreation Society's (CPRS) most vital projects, was initiated to provide CPRS members with compelling message and communications tools to use locally to build political, community and financial support.

However, "Building the Brand" did not address the highest priorities as to what parks and recreation *should* deliver and *does* deliver as perceived by California residents and elected officials. To uncover these perceptions, CPRS commissioned a comprehensive market research study, the results of which are to be used as the basis for a brand promise and new messaging to support local parks & recreation agencies. The promise and messaging are not to replace "Building the Brand," which targeted the profession, but to provide ways to communicate to and garner support among external stakeholders, that is, residents and elected officials.

The study was conducted in two phases: Phase 1 consisted of in-depth qualitative interviews, from which various statements on parks and recreation benefits were developed. Phase 2 was a quantitative Internet survey sent to 800 California residents, wherein respondents rated how they perceived the benefit statements as to their priority and delivery.

CPRS staff and the Brand Advisory Committee (BAC), an ad-hoc group of CPRS members, worked closely with the consultants and provided critical input and direction to the process.

Key Findings

Phase 1 Findings

1. "Parks" & "programs" are very different, and each has many different components that describe what constitutes a "park" or "program."
2. Most program users are also park users, but fewer park users utilize programs, and the benefits of one are not the same benefits of the other.
3. Users struggle to describe how parks & programs benefit their community or neighborhood, but more easily could do so on a personal level, and that of their family and friends.
4. Like the residents, elected officials described benefits mainly on a personal level, based on the experiences of individual constituents or themselves personally.

Phase 2 Findings

1. Based on how many and how often California households use parks & recreation programs, it is clear that these spaces, places, facilities & services are an essential component of the everyday lives of Californians. Virtually every Californian household, that is, 98%, reports having visited a park or participated in a program during the past year, and two in every three households did so at least once in the past month. In addition, half of California households (50%) reported that someone in their household participated in a structured park program at least once in the past year.
2. Echoing the Phase 1 findings, Californians more often prioritize the personal benefits over community or neighborhood benefits. Residents struggle to describe how parks & programs benefit their “community” or their “neighborhood,” but easily express, and prefer expressing the benefits on a personal level: the private, internal benefits to “me personally” or as an extension of the personal, to family and friends.
3. Frequent use combined with the feeling among users that the benefits are especially personal, rather than social, translates to strong, well-informed opinions about what should be prioritized (or most valued) and about what is, and is not currently delivered.
4. After soliciting these opinions (about what is most valued and how well the range of potential benefits is currently delivered) several conclusions can be drawn about *the highest priorities of Californians*.
 - ▶ Topping the list of the most highly valued/highest personal priorities is the preservation of, and access to, outdoor spaces
 - ▶ Two types of outdoor spaces are specifically indicated:
 - Space that is minimally developed, in a nearly natural state
 - Space with facilities for play (especially related to children), exercise and group sports (for both children and adults)
 - ▶ Non-structured (self-directed) use of these spaces is preferred by a majority of Californians, with one exception:
 - Californians placed a high priority on structured/directed activities and programs targeted to juveniles as a positive alternative to crime & mischief
 - ▶ Benefits that motivate these preferences are:
 - These types of spaces make a community a better place to live now and in the future

- The serenity and awe of nature must be available (to see, touch, smell, & hear) now and in the future
- Children, especially, and adults need outdoor spaces for play and for exercise
- Friends & family need these types of spaces for group sports

5. Next highly rated priorities include:

- ▶ Activities to facilitate social/community connections, advance human development, lifelong learning, and other social objectives.
- ▶ Non-sports programs & activities

Implications for Branding and Messaging

These findings have implications for how park & recreation agencies, on the whole, across the state might communicate messages that are congruent with resident opinions.

1. Personal versus Social Benefits

Both phases of this study found support for stressing the personal over the social benefits when developing messages to be used with the general public (as opposed to messages directed to professionals). In the priority rankings, Californians put the personal benefit statements atop the list. Social benefit statements are consistently ranked lower.

2. Self-Directed versus Directed Uses

The more widely held preferences favor self-directed benefits.

3. Discuss the Future

Virtually all of the highest priority statements have a connection to the future. "Make your community a better place to live now and in the future" was the highest ranked statement. As well, high priority was assigned to benefits for children, even by residents who don't have children. The two land preservation statements also reflect the future.

4. A Better Place to Live

The statement: "*Make your community a better place to live now and in the future*" turned out to be very powerful. It ranked very near the top of the priority list. What does it mean, especially given the position that residents expressed personal over community benefits? Given the context of the other highly rated statements with which it is grouped we conclude that Californians equate a better place to live with:

- Access to the serenity and awe of nature

- Outdoor spaces for play and exercise for children and adults alike
- Facilities for group sports
- Lowered levels of juvenile crime through (a place that offers) positive alternative activities

That is, in the context of a discussion with residents about parks and recreation spaces, facilities and services, the phrase “a better place to live” likely will evoke these images. To summarize, parks & recreation messaging targeted to the general public will be more relevant and responsive to expectations if it speaks to supporting the self-directed efforts of individual residents toward a better personal future in a better place to live.

DETAILED FINDINGS

Background

In 1998-99, the California Park & Recreation Society (CPRS) undertook a strategic planning process, "Vision Insight Planning" (VIP) to create an action plan into the 21st Century. The VIP Action Plan focused on the theme that parks and recreation create community, and stated as one of its major outcomes that parks and recreation (and parks and recreation professionals) will be recognized as an "essential service."

Subsequent to, and as called for in the VIP Action Plan, CPRS embarked on a brand development and communications plan, "Building the Brand." The VIP vision, We Create Community through People, Parks, and Programs, was considered as a possible brand promise. In order to gather members' input, draft concepts were tested among CPRS members in an e-survey conducted in November, 2007, with over 600 responding. Members ranked both the mission and values as follows:

Mission and Values

Mission (in members' priority order)	Values of Parks and Recreation (in members' priority order)
<ol style="list-style-type: none"> 1. <i>Provide recreational experiences</i> 2. <i>Promote health and wellness</i> 3. <i>Strengthen community image and sense of place</i> 4. <i>Protect natural resources</i> 5. <i>Foster human development</i> 6. <i>Strengthen safety and security</i> 7. <i>Increase cultural unity</i> 8. <i>Support economic development</i> 9. <i>Facilitate community problem solving</i> 	<ol style="list-style-type: none"> 1. <i>Healthy lifestyles</i> 2. <i>Service to community</i> 3. <i>Fun and celebration</i> 4. <i>Accessibility</i> 5. <i>Diversity of experiences</i> 6. <i>Lifelong learning</i> 7. <i>Personal development</i> 8. <i>Environmental stewardship</i> 9. <i>Professional growth</i> 10. <i>Spirituality</i>

Source: CPRS

Need for Research

"Building the Brand" is one of CPRS' most vital projects, providing CPRS members with compelling message and communications tools to use locally to build political, community and financial support. As such, while the responses above provided direction, they did not reveal clear *priorities* of parks and recreation benefits or as to what parks and recreation *deliver to* the general public who use the services or to elected officials who are critical for funding and political support.

This research was not designed to replace “Building the Brand” findings or VIP vision. It was intended to fill a knowledge gap, that is, to identify what Californian residents and elected officials perceive as their priorities relative to parks and recreation spaces, facilities and services.

The outcomes of the research will provide a basis (or foundation) for developing a brand promise and messaging to residents and elected officials to garner support for their local parks and recreation. A brand promise is a statement that describes the underlying core essence of what the service or product is and purports to deliver to the user. It is not to be confused with brand messages or brand slogans, which are generally more temporary and changeable.

Therefore, CPRS commissioned a market research study to identify broad concepts that *both* internal and external stakeholders agree are priorities, and are compelling, unique and descriptive of what parks and recreation services deliver.

Research Team

Lauren Schlau Consulting (LSC) was responsible for overseeing the project. LSC is a Los Angeles based consultancy specializing in tourism and economic development, and has provided market research services to numerous not-for-profit membership organizations, and public and private sector entities. Lauren Schlau, Principal, was the project manager.

HINER & Partners, Inc. (HPI) is a Long Beach based market research firm with extensive experience and expertise in market research methodology, in particular in-depth interviewing and statistical data analysis. Harry Hiner, President, was HPI’s primary consultant.

Approach

This study was conducted in two sequential phases, described as follows:

Phase 1 – One-on-one In-Depth Interviews (IDI) of California residents and elected officials to identify end-states and motivations for using parks and recreation programs/services.

Phase 2 – On-line survey of California residents to quantify the importance and delivery of parks and recreation programs/services from which to identify key concepts and develop communications statements.

California residents have certain perceptions, utilization patterns and preferences related to parks and recreational programs, which in turn impact park and recreation professionals. Having identified residents’ underlying perceptions, utilization patterns and importance of

various parks and recreation services, CPRS is creating targeted messages and communications to help members garner critical local public support and provide preferred services. As well, elected officials are key to CPRS members' political and financial support, it also was critical to learn their perceptions.

In facilitating the study, CPRS members and executive staff formed a Brand Advisory Committee (BAC) that provided insightful guidance and input to the consultants throughout the study process.

Phase 1 - Qualitative

The first step was to hear the language used by residents and elected officials to describe the impacts of parks & recreation programs on them personally, their family, neighborhood, and community. This was done through qualitative, in-depth, one-on-one discussions with sixteen residents based on their usage of parks and recreation programs. The consultants also conducted telephone interviews with ten elected officials from localities around the state, identified by CPRS members (the officials interviewed are listed in Appendix 2).

These interviews were designed to reveal, among other things, the end-states, i.e., the expected outcomes or consequences that people seek from their decision to be involved with parks and recreation programs (regardless of how successfully they are delivered), versus only evaluating "features" that is, parks and recreation services. Features, per se, are seen to be less influential in utilization decisions than perceived *consequences* from *experiencing* the feature. A park may have a nature walk (feature), but the key is that a user *gets something from* access to or using it; is it peace of mind, or motivation to exercise more consistently, or both? A feature may be the first thing a person says when asked why they use or support parks and recreation services, but upon probing, that person will convey what he or she *gets from* the feature. Communications that speak in the language of end-states are much more relevant and meaningful.

The tasks undertaken in Phase 1 were as follows:

- ▶ **Background:** The Consultant Team reviewed CPRS VIP Action Plan and other related reports and research.
- ▶ **IDI Questions:** Two guides, one to pre-screen/recruit IDI participants, and the IDI discussion guide itself were developed. After BAC review, each guide was finalized based on their input. The overall topics covered are as follows (discussion guides are presented in Appendix 3):

Residents

- How do you use parks (space, facilities, and programs)?

- What programs do you choose?
- Why do you choose to do that?
- How are you, the family, the neighborhood, the community influenced by having parks and recreation?

Elected Officials:

- Why are you an advocate of parks and recreation?
- How are individuals, families, neighborhoods, and the community affected by parks and recreation?
- What is essential in your community?
- How do you prioritize essential services to be delivered?

- ▶ **Duration, Location and Number:** One-hour in-person in-depth interviews were conducted among sixteen California residents who were identified via a screener as users of parks, facilities and/or programs. They represented a mix based on the specific types of parks used or the environment, e.g., small, medium, large; city, county, regional; rural versus urban, etc.

The sessions were held in focus group facilities in two locations:

- Southern California: in Pasadena among residents from the Los Angeles area
- Northern California: in Emeryville among residents from the San Francisco Bay area

Elected Officials from across the state were selected from a list provided by CPRS and interviewed by telephone. Those interviewed are listed in Appendix 2.

Phase 2 - Quantitative On-line Survey of California Residents

Incorporating the major concepts and other pertinent results from Phase 1, the Phase 2 questionnaire was developed. The focus was to determine the relative importance and perceptions of delivery/performance of each hypothesis statement among a cross-section of California residents.

A total of 825 Californians responded to an on-line Internet survey in late October 2008. The respondents came from an established on-line "panel" that was weighted and balanced to represent statewide and regional demographics.

The survey results were analyzed statistically and qualitatively to determine rankings of perception statements relative to the importance of parks and recreation services and which would be most conducive and compelling as the basis for messaging. The statements that

fell statistically into Quadrant B in the box scale shown below (and discussed in detail later) are those on which messaging/communications are selected.

Importance	Cell A – Unmet needs: rated as important but not delivered sufficiently; potential future use	Cell B – Important and delivered: to be used to develop messaging; considered immediate message planks
	Cell C – Neither essential or delivered: these should be avoided in messaging	Cell D – Not essential but delivered: these need promoting if or before they are used
Delivery		

Detailed Findings Results/Outcomes

The quantitative survey results were tabulated in terms of both the “total” respondents and by selected segments (as shown in the detailed tables accompanying this report). These segments included residents in different types (sizes) of community, in varying family sizes, with varying income, age, and frequency of park use.

Park and Program Usage

- ▶ Of the total respondents, 98% had visited a park and 50% had attended a structured park program in the past twelve months.

Table 1 - Attended a Park and/or Structured Program in Past 12 Months

	Total
Attended a Park	
Yes	98%
No	2%
Total	100%
Attended a Structured Program	
Yes	50%
No	45%
Don't Know	4%
Total	100%

Note: Some totals do not equal 100% due to rounding

Only 2% of respondents reported not having visited a neighborhood, community, city, county or regional park, and 11% reported rarely using during the past year. Thus 98% could be considered park users of some type.

- ▶ As shown in Table 2 below, of all respondents, 42% attended at least several days per week (16%) or once per week (26%). Two-thirds (68%) do so at least monthly.
- ▶ Of the 50% who reported using a structured park program, 30% attended at least several days per week (9%) or once per week (21%), while one-half, or 50%, attended at least once per month or more often.

Table 2 - How Often Visit Park or Park Program

	Total - All	Total – Attended Park Program
Base	848	428
Several days per week	16%	9%
At least once a week	26%	21%
At least once a month	26%	20%
Subtotal 1 x per month or more	68%	50%
At least once every quarter	10%	21%
At least once every six months	8%	17%
Once a year or so; seldom or rarely	11%	11%
Never	2%	0%
Don't Know	1%	0%

Types of Recreational Programs Attended in the Past Six Months

Respondents who attended a structured program in the past six months indicated the type of program they or a household member attended. These are shown in Table 3.

- ▶ Nearly four in ten or 38% attended a sports program for children or teens such as soccer, baseball, swimming, etc.
- ▶ Nearly three in ten or 29% attended a youth class, camp, or instructional program.
- ▶ Another 28% went to an adult art or fitness program, and 28% attended a lecture, class or other adult instructional program.

Table 3 - Types of Recreational Programs Attended

	Total*
Base: attended a structured program	373
A sports program for children or teens, e.g., soccer, baseball, swimming, etc.	38%
A youth class, camp, or instructional program	29%
An adult art or fitness program (such as Yoga, aerobics)	28%
A lecture, class or other adult instructional program	28%
Before or after school programs	26%
An aquatics program such as lessons, public swims, lap swimming	21%
An adult sports league	21%
A teen program, activity or event	10%
An older adult program, activity or event	9%
Another type of recreation program(special event, excursion, concert, etc.)	42%

* Totals more than 100% due to multiple response

For programs that can be identified, we have categorized them by children/youth versus adult as described below and shown in Table 4.

- ▶ The programs split about evenly between those who attended child/youth programs and programs that were adult oriented.

Table 4 - Types of Recreational Programs Attended by Child/Youth versus Adult

	Total*
Base: attended a structured program	373
Child/Youth	
A sports program for children or teens, e.g., soccer, baseball, swimming, etc.	38%
A youth class, camp, or instructional program	29%
Before or after school programs	26%
A teen program, activity or event	10%
Adult	
An adult art or fitness program (such as yoga, aerobics)	28%
A lecture, class or other adult instructional program	28%
An aquatics program such as lessons, public swimming, lap swimming	21%
An adult sports league	21%
An older adult program, activity or event	9%
Other or Either Category	
An aquatics program such as lessons, public swims, lap swimming	21%
Another type of recreation program(special event, excursion, concert, etc.)	42%

* Totals more than 100% due to multiple response

Who Accompanies Respondent on Park Visit

- ▶ In general, a majority of respondents, 55% were accompanied to the park by a spouse/partner, while 53% was accompanied by their children.
- ▶ Nearly one-half, 48% went with their family, and 46% went with a friend, while only 5% said they typically went to the park alone.
- ▶ Thus, these results indicate how often (and important) family is related to parks and/or recreation program attendance.

Table 5 – Accompaniment on Park Visit

	Total*
Spouse, significant other, partner	55%
Child(ren)	53%
Family	48%
Friend(s)	46%
No one	5%

* Totals more than 100% due to multiple response

Benefit Statement Concepts

The following concepts, based on the benefit statements, were the highest rated in terms of priority by Californians.

Highest Level Priorities

- ▶ The preservation of, and access to, outdoor spaces
- ▶ Two types of outdoor spaces are specifically indicated by these priorities:
 - Space that is nominally developed, in a nearly natural state
 - Space with facilities for play (especially related to children), exercise and group sports (for both children and adults)
- ▶ Non-structured (self-directed) use of these spaces is preferred by a majority of Californians, with one exception:
 - Californians placed a high priority on activities and programs targeted to juveniles as an alternative to crime & mischief

- ▶ The benefits that motivate these preferences are:
 - These types of spaces make a community a better place to live now and in the future
 - The serenity and awe of nature must be available (to see, touch, smell, & hear) now and in the future
 - Children, especially, and adults need outdoor spaces for play and for exercise
 - Friends and family need these types of spaces for group sports

Mid-Level Priorities

- ▶ Activities to facilitate social/community connections, advance human development, lifelong learning, and other social objectives.
- ▶ Non-sports programs & activities with at least 55% of Californians rating each statement as important.

These mid-level priorities include:

- Provide parks & facilities nearby where you and your friends, neighbors, or family can get together
- Promote pride in your neighborhood or community
- Promote personal health for people at every stage of life
- Provide facilities, such as community, teen and senior centers, where programs activities, events and gatherings can be held
- Develop parks & recreation programs to increase property values and, over time, the overall wealth of the community
- Provide senior citizens places & activities for staying active and socially connected
- Provide places where you might have new & different experiences away from your home
- Create a stronger sense of community among residents in your neighborhood

Summary of Priority Ratings

This section details the benefit statement ratings, in terms of their value/priority to the respondent, and then how well respondents perceived the services were delivered.

Respondents were first asked to rate the list of benefit statements indicated below on the survey form: "We'd like to know your *personal priorities* about parks and recreation programs. Please rate each item in the list below by selecting a number between 1 and 7 where 1 is "least valued (your lowest personal priorities)" and 7 is "most valued (your highest personal priorities)".

Top Rated Statements

- ▶ As shown in Table 6a, the top three rated priority items were: *provide places where children are free to play & be active*, by 85% (rating these items a 5, 6 or 7 on the rating scale), *make your community a better place to live, now and in the future*, by 86%, and *provide parks, facilities & trails where you can exercise on your own*, by 84%.
- ▶ Another high percentage, 80%-82%, prioritized the statements: *providing safe, healthy and fun places & activities during non-school hours for children & teens; providing open spaces (greenbelts, flowers, landscapes) among the housing & commercial areas to help beautify the community; preserve land in its original, natural state and protect wildlife for future generation; and, to help to reduce juvenile crime by providing positive, alternative activities.*

Table 6a - Summary of Top Priority Rated Items* by Percentage and Mean Score

In your opinion local park & recreation agencies should...	Percent Rating 7 + 6 + 5	Mean Score (7 to 1)
k. Provide places where children are free to play & be active	85%	5.85
v. Make your community a better place to live, now and in the future	86%	5.81
g. Provide parks, facilities & trails where you can exercise on your own	84%	5.70
a. Preserve land in its original, natural state and protect wildlife to assure they are there for future generations	81%	5.68
c. Provide open spaces (greenbelts, flowers, landscapes) among the housing & commercial areas to help beautify your community	82%	5.67
q. Provide places & activities during non-school hours for children & teens in your community that are safe, healthy and fun	81%	5.61
r. Help to reduce juvenile crime by providing positive, alternative activities, life skills development & an opportunity to meet role models during non-school hours	80%	5.61

Table 6b - Summary of Other Priority Rated Items* by Percentage and Mean Score

In your opinion local park & recreation agencies should...	Percent Rating 7 + 6 + 5	Mean Score (7 to 1)
h. Ensure access to calm, quiet, natural settings away from tasks & chores	78%	5.53
i. Provide access to awe-inspiring places of natural beauty	78%	5.53
z. Provide the athletic fields, gyms, pools and other facilities where group and individual sports and activities can be held	80%	5.52
b. Preserve land in its original, natural state and protect wildlife to reduce human impacts on our environment such as global warming	76%	5.50
d. Provide nearby settings where you can see, hear, touch & smell nature	78%	5.50
f. Provide parks & facilities nearby where you and your friends, neighbors, or family can get together	78%	5.37
m. Promote pride in your neighborhood or community	75%	5.29
aa. Provide the facilities, such as community, teen and senior centers, where programs activities, events and gatherings can be held	74%	5.28
s. Promote personal health for people at every stage of life	74%	5.27
u. Develop parks & recreation programs to increase property values and, over time, the overall wealth of the community	73%	5.21
y. Define & teach good stewardship of the land to all of our residents	70%	5.16
p. Provide senior citizens places & activities for staying active and socially connected	72%	5.14
o. Create opportunities for people at every stage of life to learn new skills & explore new interests	71%	5.13
e. Provide places where you might have new & different experiences away from home	72%	5.12
w. Create a stronger sense of community among residents in your neighborhood	71%	5.10
t. Organize fun activities for your family, neighbors & people of all types in your area	68%	5.01
cc. Provide programs that help parents of young children and caretakers of seniors to free up time for themselves	66%	5.00
bb. Promote your sense of connection to your neighborhood or community	66%	4.97
x. Help you and others in your community find avenues to more vibrant lives	63%	4.81
n. Provide opportunities for people of diverse types to learn how to live together	56%	4.57
l. Organize activities that help you & your neighbors meet & get to know each other	56%	4.51
f2. Provide opportunities (parks and activities) where you might meet new people	55%	4.50
j. Provide spaces where dogs are free to run & play off-leash	55%	4.36

* Rating scale: 7 = highest to 1 = lowest

Delivery Ratings

Respondents then rated each statement as follows: "Based on everything you have seen or heard please tell us your opinion about how well California parks and recreation agencies in your local community and across the state *deliver* on these things. Please rate each by selecting a number where 1 = Does Not Now Deliver At All and 7 = Delivers Extremely Well."

- The delivery ratings varied notably from the priority ratings. First, the percentage of respondents rating delivery as "5" or "6" or "7" was about two-thirds of that for the priority ratings. This suggests that respondents believe much more strongly about the priorities of park and recreational services versus their delivery. This pattern is further reflected in the mean ratings, and particularly clear in the cross-tabulations,

showing these same summaries by top box ("7" rating), and top two boxes, ("7" + "6" rating).

- ▶ The highest rated items for delivery, the only three achieving a mean above 5.00 (on a 7-point scale), are that agencies:
 - *provide parks, facilities & trails where you can exercise*, by 68% of respondents
 - *provide places where children are free to play & be active*, by 69%
 - *provide parks & facilities nearby where you and your friends, neighbors, or family can get together*, by 65%

Table 7 - Summary of All Delivery Ratings* by Percentage and Mean Score

How well CA parks & recreation agencies DELIVER each item	Percent Rating 7 + 6 + 5	Mean Score (7 to 1)
g. Provide parks, facilities & trails where you can exercise on your own	68%	5.12
k. Provide places where children are free to play & be active	69%	5.09
f. Provide parks & facilities nearby where you and your friends, neighbors, or family can get together	65%	4.98
z. Provide the athletic fields, gyms, pools and other facilities where group and individual sports and activities can be held	65%	4.91
c. Provide open spaces (greenbelts, flowers, landscapes) among the housing & commercial areas to help beautify your community	61%	4.78
d. Provide nearby settings where you can see, hear, touch & smell nature	59%	4.77
h. Ensure access to calm, quiet, natural settings away from tasks & chores	61%	4.76
a. Preserve land in its original, natural state and protect wildlife to assure they are there for future generations	59%	4.72
v. Make your community a better place to live, now and in the future	57%	4.70
aa. Provide the facilities, such as community, teen and senior centers, where programs activities, events and gatherings can be held	55%	4.65
i. Provide access to awe-inspiring places of natural beauty	57%	4.63
b. Preserve land in its original, natural state and protect wildlife to reduce human impacts on our environment such as global warming	56%	4.62
p. Provide senior citizens places & activities for staying active and socially connected	52%	4.57
e. Provide places where you might have new & different experiences away from home	54%	4.56
q. Provide places & activities during non-school hours for children & teens in your community that are safe, healthy and fun	52%	4.55
m. Promote pride in your neighborhood or community	51%	4.47
f2. Provide opportunities (parks & activities) where you might meet new people	50%	4.47
u. Develop parks & recreation programs to increase property values and, over time, the overall wealth of the community	50%	4.44
o. Create opportunities for people at every stage of life to learn new skills & explore new interests	46%	4.39
t. Organize fun activities for your family, neighbors & people of all types in your area	48%	4.35
s. Promote personal health for people at every stage of life	47%	4.35
x. Help you & others in your community find avenues to more vibrant lives	46%	4.31
bb. Promote your sense of connection to your neighborhood or community	44%	4.24

How well CA parks & recreation agencies DELIVER each item	Percent Rating 7 + 6 + 5	Mean Score (7 to 1)
cc. Provide programs that help parents of young children and caretakers of seniors to free up time for themselves	43%	4.23
w. Create a stronger sense of community among residents in your neighborhood	41%	4.20
j. Provide spaces where dogs are free to run & play off-leash	44%	4.13
y. Define & teach good stewardship of the land to all of our residents	41%	4.13
r. Help to reduce juvenile crime by providing positive, alternative activities, life skills development & an opportunity to meet role models during non-school hours	40%	4.06
n. Provide opportunities for people of diverse types to learn how to live together	38%	3.99
i. Organize activities that help you & your neighbors meet & get to know each other	37%	3.96

* Rating scale: 7 = delivered extremely well to 1 = does not deliver at all

Unmet Needs

A "pairing" of individual responses was done to determine the share of Californians who combine a rating of a statement as a priority with a low level of delivery. The share of Californians who do so indicates the level at which the statement is considered an "unmet need." These findings may be useful when targeting funding resources. These results are shown below in their order of the overall priority.

Table 8 – Unmet Needs Statements

Statement (in order of overall priority "5" + "6" + "7" rated)	Priority Rating %	% of Californians Rating Statement an Undelivered Priority*
Make your community a better place to live now and in the future	86%	33%
Provide places where children are free to play and be active	85%	22%
Provide parks, facilities & trails where you can exercise on your own	84%	23%
Provide open spaces (greenbelts, flowers, landscapes) among the housing & commercial areas to help beautify your community	82%	28%
Preserve land in its original, natural state and protect wildlife to assure they are there for future generations	81%	28%
Provide places & activities during non-school hours for children & teens in your community that are safe, healthy and fun	81%	36%
Provide the athletic fields, gyms, pools and other facilities where group and individual sports and activities can be held	80%	24%
Help to reduce juvenile crime by providing positive, alternative activities, life skills development & an opportunity to meet role models during non-school hours	80%	44%
Provide access to awe-inspiring places of natural beauty	78%	27%
Ensure access to calm, quiet, natural settings away from tasks & chores	78%	27%
Provide nearby settings where you can see, hear, touch & smell nature	78%	27%
Preserve land in its original, natural state and protect wildlife to reduce human impacts on our environment such as global warming	76%	29%

* Percent is the share of California households who rated the statement a priority AND also rated the benefit as undelivered.

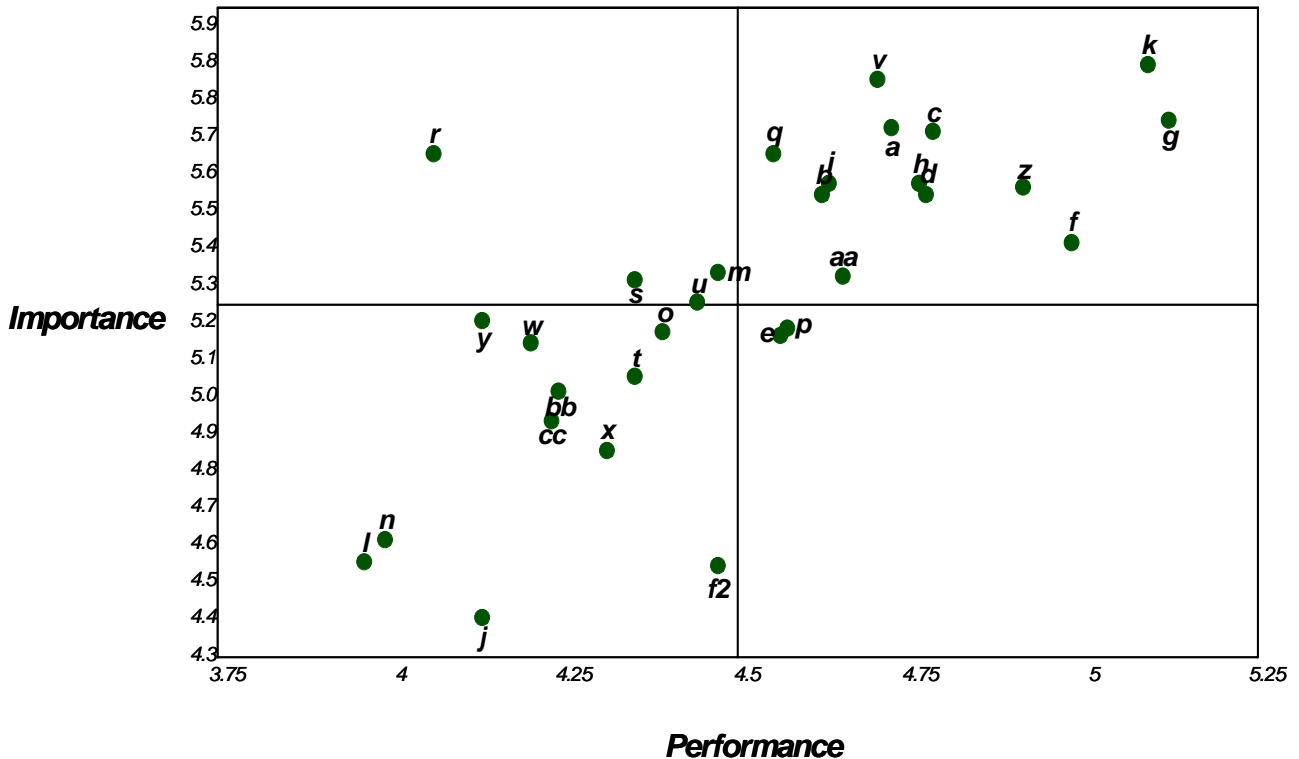
Quadrant Analysis

The intersection of all the statements in terms of both priority and delivery is illustrated in the following quadrant graphics. Each statement is lettered and appears in one of the quadrants as discussed earlier (on page 7) and shown below for reference.

Importance	Cell A – Unmet needs: these are rated as important but not delivered sufficiently	Cell B – Important and delivered: to be used to develop messaging; considered immediate message planks
	Cell C – Neither essential or delivered: these should be avoided in messaging	Cell D – Not essential but are delivered: these need promoting if or before they are used
	Delivery	

The mean rating on both Priorities and Delivery was used to plot each statement (a statement key is presented on the following page).

Table 9 - Statement Mean Rating for Priority and Delivery



Statement Key (for Table 9)

- a) Preserve land in its original, natural state and protect wildlife to assure they are there for future generations
- b) Preserve land in its original, natural state and protect wildlife to reduce human impacts on our environment such as global warming
- c) Provide open spaces (greenbelts, flowers, landscapes) among the housing & commercial areas to help beautify your community
- d) Provide nearby settings where you can see, hear, touch & smell nature
- e) Provide places where you might have new & different experiences away from your home
- f) Provide parks & facilities nearby where you and your friends, neighbors, or family can get together
- f2) Provide opportunities (parks and activities) where you might meet new people
- g) Provide parks, facilities & trails where you can exercise on your own
- h) Ensure access to calm, quiet, natural settings away from tasks & chores
- i) Provide access to awe-inspiring places of natural beauty
- j) Provide spaces where dogs are free to run & play off-leash
- k) Provide places where children are free to play & be active
- l) Organize activities that help you and your neighbors meet & get to know each other
- m) Promote pride in your neighborhood or community
- n) Provide opportunities for people of diverse types to learn how to live together
- o) Create opportunities for people at every stage of life to learn new skills & explore new interests
- p) Provide senior citizens places & activities for staying active and socially connected
- q) Provide places & activities during non-school hours for children & teens in your community that are safe, healthy and fun
- r) Help to reduce juvenile crime by providing positive, alternative activities, life skills development & an opportunity to meet role models during non-school hours
- s) Promote personal health for people at every stage of life
- t) Organize fun activities for your family, neighbors and people of all types in your area
- u) Develop parks & recreation programs to increase property values and, over time, the overall wealth of the community
- v) Make your community a better place to live, now and in the future
- w) Create a stronger sense of community among residents in your neighborhood
- x) Help you and others in your community find avenues to more vibrant lives
- y) Define & teach good stewardship of the land to all of our residents
- z) Provide the athletic fields, gyms, pools and other facilities where group and individual sports and activities can be held
- aa) Provide the facilities, such as community, teen and senior centers, where programs activities, events and gatherings can be held
- bb) Promote your sense of connection to your neighborhood or community
- cc) Provide programs that help parents of young children and caretakers of seniors to free up time for themselves

Using the mean (or average) ratings to plot the statements as shown in the graphic in Table 9 risk errors in interpretation. As a further check on the highly valued / highly delivered statement selection it is prudent to look at how many individual respondents actually paired a high rating on value / priority with a high delivery rating (and the other combinations of response pairings).

Statement “k” is a good statement to examine. In the Table 9 plot statement, k is in the far upper right side of the plot, with the highest average importance and delivery, implying everyone in California places this as a high priority and a well delivered item. Yet, as you can see in the graphic below, only 36% of respondents rated it as both a very high priority AND awarded it a positive “delivery” rating (see the upper right, dark green box). While this is still a very high percentage relative to other statements, it is not a majority of Californians. These charts show how all respondents paired their responses (the sum of the color shaded boxes is 100%). (Graphics for all statements appear in Appendix 1.)

Table 10a - Pairings Ratings for Statement “k”:

		Delivery		
		Not Delivered (1-4)	Delivered (5 + 6 + 7)	
Priority (Value)	Highest (7)	10%	36%	46%
	Other Priorities (5-6)	12%	27%	39%
	Non-Priority (1-4)	9%	6%	15%
		31%	69%	100%

Using this chart we can evaluate whether or not this statement, suggested by its placement in the plot in Table 9 as a good messaging plank, holds up. In this case, the statement does qualify as a recommended message for several reasons:

- Share of Californians who value / prioritize this statement is high, at 85%. Find the total who prioritized this statement by summing the top two rows. The top row sums to 46% and is the percentage of Californians who rated this statement a 7 on the 7-point priority scale. The next row sums to 39% and is the percentage who rated this statement a 5 or a 6 on the priority scale. Together, these two rows sum to 85%.

- Relatively few who prioritize this statement believe it is not delivered. Continue your focus on the top two rows and examine how they are divided by the columns. The columns separate respondents into those who believe the statement is delivered (5, 6, or 7 on the 7-point delivery scale) from those who believe it is not delivered (1, 2, 3, or 4 on the delivery scale). The 85% of Californians who appear in one of these four cells (the two red and the two green cells) divide into two groups: 22% who believe it is not delivered (summing the two red cells) and 63% who believe it is delivered (summing the two green cells).

The risk in using only the plot in Table 9 to select the best messages is that those who consider a statement a priority might be different respondents from those who believe it is delivered. Considering only the average ratings (as is done in Table 9) can conceal this risk. The plot does, however, help to narrow the list of statements to consider. This second level of analysis shows that among those who prioritize this statement (the 85%) the portion who believe it is delivered (63%) outnumber those who believe it is not delivered (22%) about 3 to 1. Good messages should not only be important but should also be credible. Here, most who prioritize this statement would find its use in communications to be credible.

Let's look at pairings for another statement:

Table 10b - Pairings Ratings for Statement "q":
Provide places & activities during non- school hours for children & teens in your community that are safe, healthy and fun

	Not Delivered	Delivered	
Highest Priority (7)	13%	21%	34%
Other Priorities (5-6)	23%	25%	48%
Non Priorities (1-4)	13%	6%	19%
	49%	52%	

In Table 10b the sum of the two red boxes is 36% and the two green boxes is 46%, for a total of 82%. So, even though 82% believe this is a priority, with so many of these believing that it is not currently delivered, to "claim" it in communications would not be credible.

After reviewing these charts for the 13 statements that appear in the upper right quadrant of the plot in Table 9, the list can be further prioritized into three tiers. Top tier statements have higher ratios of those who consider a statement delivered, among those who prioritize it. Tier Two and Three have some factor such as this ratio, or a risky number of Californians who do not prioritize it, or an imbalance toward "other" versus "highest" priority that justify a slightly lower rank.

Tier One – Highest Priority Messaging Planks

- k. Provide places where children are free to play & be active
- g. Provide parks, facilities & trails where you can exercise on your own
- f. Provide parks & facilities nearby where you and your friends, neighbors, or family can get together
- z. Provide the athletic fields, gyms, pools and other facilities where group and individual sports and activities can be held

Tier Two

- c. Provide open spaces (greenbelts, flowers, landscapes) among the housing & commercial areas to help beautify your community
- h. Ensure access to calm, quiet, natural settings away from tasks & chores
- a. Preserve land in its original, natural state and protect wildlife to assure they are there for future generations
- d. Provide nearby settings where you can see, hear, touch & smell nature
- i. Provide access to awe-inspiring places of natural beauty

Tier Three

- b. Preserve land in its original, natural state and protect wildlife to reduce human impacts on our environment such as global warming
- v. Make your community a better place to live, now and in the future
- q. Provide places & activities during non-school hours for children & teens in your community that are safe, healthy and fun

In the end, however, all three tiers are quite useful in constructing a messaging strategy.

The general categories covered by the statements falling into Quadrant B include:

- ▶ Children: play, be active; non-school activities
- ▶ Personal exercise
- ▶ Nature: aesthetic, access, escape, awe-inspiring, protect, preserve, stewardship
- ▶ Sports facilities
- ▶ Better place to live

The emphasis is on nature, having outdoor spaces (and facilities) for exercise and for play in the company of friends and kids.

Respondent Demographics

In total, 848 respondents returned an Internet questionnaire. Their demographics are as follows.

Residence Locality

- ▶ Of those, 45% resided in urban areas, while 55% did not.
- ▶ Nearly one-third, 31% were from a large town, with 19% in a small town, and 4% in a rural area.

Table 11 – Locality Type

	Total
Base	848
Urban	45%
Large Town	31%
Small Town	19%
Rural / An unincorporated area	4%

Marital Status

- ▶ Most, or two thirds of the respondents are married or in a domestic partnership.

Table 12 - Marital Status

	Total
Base	848
Married / Domestic Partner	67%
Unmarried	31%
Refuse	2%

Children Living at Home

- ▶ Fewer than one-half, or 40% of the respondents have children living at home.

Table 13 - Children at Home

	Total
Base	848
Yes	40%
No	59%
Refuse	1%

Country of Birth

- ▶ The vast majority, 83% were born in the United States.

Table 14 – Birth Country

	Total
Base	848
U.S.	83%
China	2%
Asia (Other)	2%
Philippines	2%
England/UK	1%
Europe (Other)	1%
Canada	1%
Country in Central America	1%
Taiwan	1%
India	1%
Japan	1%
Refuse	3%

Ethnicity/Race

- ▶ Most, or two thirds of the respondents are Caucasian with 19% Pacific Islander. Note a fairly high percentage (38%) refuse to state.

Table 15 – Ethnicity/Race

	Total
Base	848
Caucasian	66%
Asian/Pacific Islander	19%
Hispanic	9%
African-American	3%
American Indian	2%
Other	4%
Refuse	4%

Caucasians & Asian/Pacific Islanders are overrepresented as a share of the state population and Hispanics & African-Americans are underrepresented. An analysis was performed between these groups to identify any significant differences with the results as follows. Note that the top rated priority statements were not statistically different by ethnicity.

Based on mean and top 2 box ratings, differences in priorities do not vary much by ethnicity with the exception of a few statements

African-Americans, Hispanics and Asian/Pacific Islanders share a higher interest in:
f2. Provide opportunities (parks and activities) where you might meet new people
n. Provide opportunities for people of diverse types to learn how to live together
v. Make your community a better place to live, now and in the future

African-Americans & Hispanics share a higher interest in:

r. Help to reduce juvenile crime by providing positive, alternative activities, life skills development & an opportunity to meet role models during non-school hours

After widening the search for differences to include comparisons of the Highest Priority (7) and Other Priorities (5 or 6) a few other differences are suggested.

These statements are somewhat more important to the ethnicities indicated:

e. Provide places where you might have new & different experiences away from your home (Hispanics)

l) Organize activities that help you and your neighbors meet & get to know each other (Asian/Pacific Islanders)

s) Promote personal health for people at every stage of life (Asian/Pacific Islanders)

t. Organize fun activities for your family, neighbors and people of all types in your area(Hispanics & African-Americans)

u. Develop parks & recreation programs to increase property values and, over time, the overall wealth of the community (Hispanics)

aa. Provide the facilities, such as community, teen and senior centers, where programs activities, events and gatherings can be held (Hispanics)

Household Income

- ▶ The overall mean household income was \$95,663, well above the state mean.

Table 16 – Household Income

	Total
Base	848
Under \$25,000	2%
\$25,000 to under \$50,000	13%
\$50,000 to under \$75,000	17%
\$75,000 to under \$100,000	19%
\$100,000 to under \$125,000	13%
\$125,000 to under \$150,000	8%
\$150,000 or more	14%
Refuse	14%
Mean	\$95,663

Employment Status

- ▶ Most or 60% of the respondents are employed full time.

Table 17 – Employment Status

	Total
Base	848
Employed full time	59%
Employed part time	10%
Self Employed	11%
A homemaker	12%
A student	8%
Retired	9%
Disabled	2%
Temporarily Not Working	3%

Age Group

- ▶ Just about one-half or 51% are between ages 30 and 49 years old.

Table 18 – Age

	Total
Base	848
18-29	15%
30-39	27%
40-49	24%
50-59	21%
60+	12%
Mean	43.3

Gender

- ▶ Slightly more who responded, 54% were female versus 46% who were male.

Table 19 – Gender

	Total
Base	848
Male	45%
Female	54%

APPENDIX 1 - Benefit Statement Priority Rating Pairings

a) Preserve land in its original, natural state and protect wildlife to assure they are there for future generations

		Not Well Delivered	Well Delivered
Q5	Highest Priority (7)	11%	28%
	Other Priorities (5-6)	17%	25%
	Non Priorities (1-4)	13%	6%

b) Preserve land in its original, natural state and protect wildlife to reduce human impacts on our environment such as global warming

		Not Well Delivered	Well Delivered
Q5	Highest Priority (7)	12%	25%
	Other Priorities (5-6)	17%	23%
	Non Priorities (1-4)	16%	8%

c) Provide open spaces (greenbelts, flowers, landscapes) among the housing & commercial areas to help beautify your community

		Not Well Delivered	Well Delivered
Q5	Highest Priority (7)	11%	25%
	Other Priorities (5-6)	17%	29%
	Non Priorities (1-4)	11%	7%

d) Provide nearby settings where you can see, hear, touch & smell nature

		Not Well Delivered	Well Delivered
Q5	Highest Priority (7)	8%	22%
	Other Priorities (5-6)	19%	30%
	Non Priorities (1-4)	15%	7%

e) Provide places where you might have new & different experiences away from your home

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	6%	13%
Other Priorities (5-6)	22%	31%	
Non Priorities (1-4)	18%	10%	

f) Provide parks & facilities nearby where you and your friends, neighbors, or family can get together

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	6%	17%
Other Priorities (5-6)	17%	38%	
Non Priorities (1-4)	12%	10%	

f2) Provide opportunities (parks and activities) where you might meet new people

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	4%	9%
Other Priorities (5-6)	16%	26%	
Non Priorities (1-4)	30%	15%	

g) Provide parks, facilities & trails where you can exercise on your own

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	8%	26%
Other Priorities (5-6)	15%	35%	
Non Priorities (1-4)	9%	7%	

h) Ensure access to calm, quiet, natural settings away from tasks & chores

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	9%	21%
Other Priorities (5-6)	18%	32%	
Non Priorities (1-4)	14%	8%	

i) Provide access to awe-inspiring places of natural beauty

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	10%	25%
Other Priorities (5-6)	18%	25%	
Non Priorities (1-4)	15%	7%	

j) Provide spaces where dogs are free to run & play off-leash

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	10%	10%
Other Priorities (5-6)	15%	20%	
Non Priorities (1-4)	31%	14%	

k) Provide places where children are free to play & be active

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	10%	36%
Other Priorities (5-6)	12%	27%	
Non Priorities (1-4)	9%	6%	

l) Organize activities that help you and your neighbors meet & get to know each other

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	5%	7%
Other Priorities (5-6)	22%	22%	
Non Priorities (1-4)	36%	8%	

m) Promote pride in your neighborhood or community

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	7%	17%
Other Priorities (5-6)	25%	27%	
Non Priorities (1-4)	18%	7%	

n) Provide opportunities for people of diverse types to learn how to live together

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	8%	8%
Other Priorities (5-6)	22%	20%	
Non Priorities (1-4)	34%	10%	

o) Create opportunities for people at every stage of life to learn new skills & explore new interests

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	6%	12%
Other Priorities (5-6)	26%	26%	
Non Priorities (1-4)	21%	8%	

p) Provide senior citizens places & activities for staying active and socially connected

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	7%	15%
Other Priorities (5-6)	21%	29%	
Non Priorities (1-4)	20%	8%	

q) Provide places & activities during non-school hours for children & teens in your community that are safe, healthy and fun

Q5		Not Well Delivered	Well Delivered	
	Highest Priority (7)	13%	21%	34%
Other Priorities (5-6)	23%	25%	48%	
Non Priorities (1-4)	13%	6%	19%	
		49%	52%	

r) Help to reduce juvenile crime by providing positive, alternative activities, life skills development & an opportunity to meet role models during non-school hours

Q5		Not Well	Well
		Delivered	Delivered
	Highest Priority (7)	19%	18%
	Other Priorities (5-6)	25%	19%
	Non Priorities (1-4)	17%	3%

s) Promote personal health for people at every stage of life

Q5		Not Well	Well
		Delivered	Delivered
	Highest Priority (7)	9%	15%
	Other Priorities (5-6)	24%	26%
	Non Priorities (1-4)	20%	6%

t) Organize fun activities for your family, neighbors and people of all types in your area

Q5		Not Well	Well
		Delivered	Delivered
	Highest Priority (7)	7%	13%
	Other Priorities (5-6)	24%	25%
	Non Priorities (1-4)	22%	10%

u) Develop parks & recreation programs to increase property values and, over time, the overall wealth of the community

Q5		Not Well	Well
		Delivered	Delivered
	Highest Priority (7)	8%	16%
	Other Priorities (5-6)	22%	27%
	Non Priorities (1-4)	20%	7%

v) Make your community a better place to live, now and in the future

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	13%	25%
Other Priorities (5-6)	20%	28%	
Non Priorities (1-4)	12%	4%	

w) Create a stronger sense of community among residents in your neighborhood

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	8%	11%
Other Priorities (5-6)	28%	24%	
Non Priorities (1-4)	23%	6%	

x) Help you and others in your community find avenues to more vibrant lives

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	5%	9%
Other Priorities (5-6)	23%	27%	
Non Priorities (1-4)	27%	10%	

y) Define & teach good stewardship of the land to all of our residents

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	11%	13%
Other Priorities (5-6)	25%	21%	
Non Priorities (1-4)	23%	7%	

z) Provide the athletic fields, gyms, pools and other facilities where group and individual sports and activities can be held

Q5		Not Well Delivered	Well Delivered
	Highest Priority (7)	8%	22%
Other Priorities (5-6)	16%	35%	
Non Priorities (1-4)	12%	8%	

aa) Provide the facilities, such as community, teen and senior centers, where programs activities, events and gatherings can be held

Q5		Not Well	Well
		Delivered	Delivered
	Highest Priority (7)	7%	16%
	Other Priorities (5-6)	21%	30%
	Non Priorities (1-4)	17%	9%

bb) Promote your sense of connection to your neighborhood or community

Q5		Not Well	Well
		Delivered	Delivered
	Highest Priority (7)	6%	11%
	Other Priorities (5-6)	25%	24%
	Non Priorities (1-4)	25%	9%

cc) Provide programs that help parents of young children and caretakers of seniors to free up time for themselves

Q5		Not Well	Well
		Delivered	Delivered
	Highest Priority (7)	8%	11%
	Other Priorities (5-6)	24%	23%
	Non Priorities (1-4)	25%	9%

APPENDIX 2

List of Elected Officials Interviewed

City of Santa Barbara	Marty Blum	Mayor
Sonoma County	Tim Smith	County Supervisor
East Bay Regional Park District	Carol Severin	Board Member
San Bernardino County	Joise Gonzales	County Supervisor
City of San Mateo	Carole Groom	Mayor
City of Fresno	Blong Xiong	Council President
City of Bell Gardens	Jennifer Rodriguez	Mayor
City of Bakersfield	Harvey Hall	Mayor
City of Redding	Mary Stegall	Mayor
City of Walnut Creek	Gwen Regalia	Mayor

Appendix 3

Phase 1 Screener and Discussion Guide

Hello. My name is _____. I'm calling on behalf of the California Park & Recreation Society with a very brief survey. This is not a sales call or a fund-raising appeal. We are just interested in your opinions.

A. How long have you been a current California resident?

Not a resident.....	0	THANK & TERM
Less than three years	1	THANK & TERM
3 to less than 5 years	2	THANK & TERM
5 to less than 10 years.....	3	CONTINUE
More than 10 years	4	CONTINUE

B. Which letter includes your age range? (READ letter and range)

a. Less than 18	0	SPEAK TO ADULT OR TERM.
b. 18-25.....	1	CHECK AGE QUOTA
c. 25-34	2	CHECK AGE QUOTA
d. 35-54.....	3	CHECK AGE QUOTA
e. 55-64.....	4	CHECK AGE QUOTA
f. 65-74.....	5	CHECK AGE QUOTA
g. 75 or more.....	6	THANK & TERM

C. **(DO NOT READ)** Record male or female:

Male	1	CHECK QUOTA
Female	2	CHECK QUOTA

1. How often do you visit a neighborhood, community, city, county, or regional park? This includes picnic and recreational areas, beaches sports fields, wilderness or nature areas, trails and open spaces where you might play, walk, hike, bike, or watch birds or wildlife. It includes public parks that contain zoos, museums, swimming pools, dog parks, tennis courts, skate parks, and playgrounds. State and national parks do not count. Would you say you visit such areas...? (READ LIST.)

Several days per week	1	} SKIP TO Q.3
At least once a week.....	2	
At least once a month	3	
At least once every quarter.....	4	} CHECK QUOTAS. IF PROGRAM-FOCUSED IS OPEN, GO TO Q.4.
At least once every six months	5	
Once a year or less.....	6	
Never	7	

2. Is there a park user in your household with whom I can speak?

- | | | |
|-------------------------|---|-------------------|
| Yes, someone else | 1 | REPEAT Q.1 |
| No/Don't know..... | 2 | THANK & TERMINATE |

3. What are the names of the parks or recreation centers that you visit most? (PROBE FOR UP TO THREE. IF RESPONDENT HAS DIFFICULTY NAMING ONE, ASK FOR ITS CITY OR LOCATION AND A SHORT DESCRIPTION.)

- a) _____
- b) _____
- c) _____

AT THIS POINT, WE HAVE DETERMINED IF THE RESPONDENT IS A PARK USER. NON-PARK USERS MAY QUALIFY AS PROGRAM-FOCUSED IF THEY USE PROGRAMS. PARK USERS MAY BE PARKS-FOCUSED IF THEY DON'T ALSO USE PROGRAMS, OR DUAL IF THEY USE BOTH.

4. In the last six months have you or has a child in your household attended a structured or fee based program that was sponsored by a local city, county or regional park agency or department? This includes interpretive and naturalist programs as well as educational and recreational programs, like before or after-school programs, day camps, dance classes, swimming classes, or sport leagues. It also includes programs at a local (public only or private? Should specify as YMCA could qualify for this) recreation facilities, teen centers, senior centers, etc. Have you or a child in your home attended such a program in the last six months?

- | | | |
|-----------------|---|--|
| Yes | 1 | } CONTINUE – STATUS IS NOT CERTAIN YET |
| No | 2 | |
| Don't Know..... | 9 | |

**CHECK QUOTAS
PARK FOCUSED**
IF Q1=1,2,3
**SKIP TO Q.7 IF QUOTA IS OPEN
CONTINUE**

IF Q1 = ANY OTHER RESPONSE

5. How often do you or does a child in your family participate in a program or activity sponsored by a city, county or regional park agency or department? Would you say...?

- | | | |
|-----------------------------|---|---|
| Several days per week | 1 | } |
| Weekly | 2 | |

CHECK QUOTAS

DUAL
IF Q1=1,2,3

PROGRAM FOCUSED
IF Q1 = ANY OTHER RESPONSE
CONTINUE IF QUOTA IS OPEN

Monthly 3

At least once every quarter..... 4

At least once every six months 5

Once a year or less..... 6

Never 7

CHECK QUOTAS
PARK FOCUSED
 IF Q1=1,2,3
 (OTHER Q1 RESPONSES HAVE
 PREVIOUSLY TERMED)
SKIP TO Q.7 IF QUOTA IS OPEN

6. Which of the following recreational programs have you or a child in you home attended in the last six months? (READ LIST. CHECK ALL THAT APPLY.)

- Before or after school programs 01
- A youth program 02
- A competitive sports program for children or teens such as soccer, baseball, swimming, etc. 03
- A teen center program 04
- Another youth program 05
- A YMCA or Boys & Girls Club activity 06
- An adult fitness program, such as Yoga, aerobics 07
- An adult sports league 08
- A lecture, class or other adult instructional program 09
- Another type of recreation program (special event, concert, etc) 10
- Something else (specify) 11

Our last few questions help assure we include all Californians in our survey and appreciate your honest answers.

7. Are you currently...? (READ LIST.)

- Married 1 CHECK QUOTA
- Unmarried 2 CHECK QUOTA
- Refuse 9 THANK AND TERMINATE

8. Do you have children under 18 living in your home?

- Yes 1 CONTINUE
- No 2 CONTINUE
- Refuse 9 CONTINUE

9. Which of the following ethnic groups fits you best?

Hispanic	1	CHECK QUOTA
Caucasian	2	CHECK QUOTA
African-American.....	3	CHECK QUOTA
Asian/Pacific Islander.....	4	CHECK QUOTA
American Indian	5	CHECK QUOTA
Other	6	CHECK QUOTA
Refuse	9	THANK AND TERMINATE

10. In what country were you born?

U.S.	1
Mexico /Central America.....	2
Canada.....	3
China	4
Japan	5
Other (specify:)	6

10. And is your household income ...

Under \$25,000	1	CHECK QUOTA
\$25,000 to under \$50,000	2	CHECK QUOTA
\$50,000 to under \$75,000	3	CHECK QUOTA
\$75,000 to under \$100,000.....	4	CHECK QUOTA
\$100,000 or more.....	5	CHECK QUOTA
Refuse.....	9	THANK AND TERMINATE

RECRUITING INSTRUCTIONS: IF QUALIFIED

We are also conducting a few in-person interviews as a part of this study for the California Park and Recreation Society. These interviews will represent all types of Californians, with all types of parks & recreation needs. To participate, you would come to our research facility in (Pasadena / Emeryville). You would receive \$75 for participating in this one-hour discussion.

Can we count on you to participate? (FILL IN INFORMATION BELOW)

The discussion will take place at (TIME)_____ on (DATE) _____ in our facility located in _____.

We'll be sending you directions. If your ability to participate changes or if you have any questions, please call _____ at _____. Thanks!

RESPONDENT NAME: PHONE #'S: day:_____ eve:

ADDRESS: CITY/ZIP

RECRUITER:

RECRUITED FOR: DATE _____ TIME _____

CLASSIFY AS: _____
Dual User Park Focused Program Focused

DEFINITIONS AND QUOTAS

DUAL USER (4) = USED PUBLIC PARK* AT LEAST IN LAST MONTH, AND USED PARK PROGRAM* AT LEAST IN LAST MONTH.

PARK FOCUSED (2) = USED PUBLIC PARK* AT LEAST IN LAST MONTH. HASN'T USED A PARK PROGRAM* IN LAST MONTH

PROGRAM FOCUSED (2) = HAS NOT USED A PUBLIC PARK* IN LAST MONTH, BUT HAS USED A PARK PROGRAM* AT LEAST IN THE LAST MONTH.

* EXCLUDES STATE AND FEDERAL PARKS.

OTHER QUOTAS:

Gender – at least 3 of each

Age – no more than 2 in any age group

Marital Status – at least 3 single and at least 3 married

Children at home – at least 4 with children at home; no more than 4 without children at home.

Ethnicity – no more than 4 Caucasian and no more than 2 of any other ethnicity

Birth Country – monitor (may request quota of non-US)

Income – at least one in each income category

APPENDIX 4 - CPRS Residential Discussion Guide

*We seek a statement that describes why California Parks and Recreation Services matter.
This statement will become the profession's brand promise to its customers.*

[16 In-Depth, One-on-One Interviews]

I. Introduction/Warm-up

Purpose: We have designed questions for discussions with a highly varied set of California residents to elicit a full range of opinions about how parks & recreation services benefit Californians. We'll use the list of words and concepts that emerge in a general survey of Californian residents to help us determine the priorities to be used as the basis for further messaging.

Moderator Notes: Audio Tape, Observation Room, & Confidentiality

A. Kick-off: Tell me about yourself (REFER TO SCREENER):

1. How long have you lived in CA
2. Lifestage: age, marital status, children, pets
3. Lifestyle:
 - o Work? Work hours?
 - o What are some of the ways you spend your time outside of work? For example: fitness, neighborhood & community activities, entertainment, hobbies, gardening, travel, etc.
4. Park / Recreation Use – Which parks / programs; how often; how used; why?

II. Personal / Family / Neighborhood Consequences of P/R

A. PERSONAL / FAMILY

1. You choose to spend some of your non-work time (PARK / RECREATION USE – “at the park,” or, “participating in a structured program,” etc.).
2. When you decide to spend time in that way, instead of in one of the other ways you could spend your time (USE EXAMPLES FROM LIFESTYLE LIST ABOVE), what do you expect to get out of that choice that you don't get from the other options?
3. What are the specific features of the (P / R) do you value the most? Why?

EXPECT THINGS LIKE:

- Program on Nutrition (PROGRAMS)
- Access to a tennis court (FACILITIES)
- Open Space (PRESERVED SPACES)
- Etc.

FOR EACH VALUED FEATURE...

4. How are you, personally, affected by having access to (FEATURE)? What do you get out of it? Does access help you avoid any problems? To what end do you use it?
5. How do you think (FEATURE) influences your children? What's do they get in the short term and the long term?

EXPECT THINGS LIKE

(The list below is just illustrative ~ how residents shape this list is the crux of this part of the study).

a. Programs

- I meet new people / get to know my neighbors
- Fills my curiosity bug with continuing education
- Helps me to stay healthy/fit
- Helps to improve my sense of well-being
- Keeps my / other kids out of trouble / safe / enriched

b. Facilities

- Practice / improve my skills
- Fitness
- Exercise my dog
- Etc.

c. Preserved Spaces / Park

- Access to / enjoy nature
- To enjoy the scenery
- Solitude
- An outdoor place to exercise /engage in related activities (e.g. bird watching)
- Etc.

6. Please try to put into words what it is that would be missing from your life today, and that of your family, if (FEATURE) was not available?

B. NEIGHBORHOOD / COMMUNITY

1. What benefits do you think your neighborhood / community gets from having access to (P / R)?

III. Consequences of Parks / Recreation Programs as a Public Good

- A. Just about every level of government has a Park & Recreation Department – cities, counties, regional agencies, and the state. That means that much of the cost of making these things available comes from taxes, in addition to registration and user fees.

When elected officials vote for these things, they are, in effect, saying that Parks & Recreation Services are in the best interest of the entire community.

1. In your opinion, how does the community at large – if not you personally – benefit from having access to parks & recreation services?
2. What makes these things worth investing in? (Investments include time, financial, volunteer work, commitment of personal resources, etc.)
3. I assume you would say it is a good idea, why is this a good idea?
4. What would you say is the most compelling reason to continue funding CPR?

EXPECT TO HEAR – IF NOT, PROBE WITH...

5. Do you believe there are any benefits related to (PROBE)? If so, how?
 - Global Warming
 - Preserving open space
 - Safety & security
 - Crime prevention
 - Public safety
 - Youth / Human Development
 - Health & wellness
 - Quality of life
 - Property Values
 - Community image
 - Tourism
 - Business attraction
 - Livability: overall quality of community
 - Public health
 - Education

- B. How would your community change if it did not have access to park facilities or recreation services? What are the downsides, if any, to parks?

IV. Closing Comments?

APPENDIX 5 - CPRS Elected Officials Discussion Guide

We seek the help of highly involved elected officials in finding language that resonates with constituencies toward building support.

I. Introduction/Warm-up (10 minutes)

Purpose: We're developing the tagline for parks and recreation in California – a single statement that describes the gestalt of what parks and recreation services provide. This statement will become the profession's brand promise to its customers. Your opinions, those of other elected officials, and resident users around the state will help us prepare a survey of all Californians.

Moderator Notes: Audio Tape & Confidentiality

II. Overview – Why are you an advocate?

- A. You were selected because you are recognized as a person who prioritizes park and recreation departments (P/R). Why do you consider P/R a priority?
 - 1. What problems does P/R help your constituents & community avoid?
 - 2. What benefits accrue to those constituents & communities that have a strong park & recreation department?
 - 3. What do your constituencies tell you are essential / is most valued?
 - o What benefits of P/R don't they fully appreciate?
 - 4. When funding is limited, what P/R components do you prioritize and why?
 - 5. What are the downsides to P/R?

- B. Is "essential" versus "valued" a possibility for P/R services?
 - 1. What components of P/R do you consider essential in your community today?
 - 2. What else could be made essential about parks & recreation services?

- C. What are the specific themes, or messages that you found to be most effective in building support for P/R?

III. Drill-downs

We may retrace some of what you've just told me in this next set of questions but I'd like to hear your views on the benefits of P/R to some specifics.

A. INDIVIDUAL BENEFITS

When an individual constituent chooses to spend time using a park or a participating in a recreation program, instead of spending that time in other ways, what does that person get from that choice that doesn't accrue from the other options?

- Not to say there is anything wrong with the other options, we just want to know what are the unique benefits of P&R. Say the other options are going to the movies, or pursuing a craft, or watching a sporting event on TV.

B. FAMILY BENEFITS

Whether or not a family uses P/R together, how do families benefit from having access to P/R?

C. NEIGHBORHOOD BENEFITS

Whether or not a neighborhood uses P/R together, how do neighborhoods benefit from having access to P/R?

D. COMMUNITY BENEFITS

How would your community change, or be worse off, if it did not have access to park facilities or recreation services?

EXPECT TO HEAR – IF NOT, PROBE WITH...

Do you believe there are any benefits related to (PROBE)? If so, how?

- o Environmental benefits (including, clean air, global Warming, etc.)
- o Preserving open space
- o Youth / Human Development
- o Health & wellness
- o Quality of life
- o Property Values
- o Community image
- o Tourism
- o Economic development benefits; property values; business attraction
- o Livability: overall quality of community
- o Safety & security; Crime prevention
- o Public safety
- o Public health
- o Education

E. [Return to question previously asked:] What parts of P/R are essential? As important as public safety, for example? Why?

F. Please try to put into words what it is that would be missing from your life, your family's life, and from your community if P/R were not available?

IV. Closing Comments?

Appendix 6 - Phase 2 Questionnaire

[We will survey users & non-users – a cross-section of all Californians. To avoid the risk of including too many non-users in the total sample of 800, we will conduct the survey in 2 stages. Stage 1 will complete 300 randomly selected Californians. We'll check the incidence of non-users & users. If the balance is good, we'll launch stage 2 to pursue the remaining 500 using the same, random selection. If there is an imbalance, we'll design stage 2 to artificially achieve a balance and then weight the total sample during analysis. This ensures we can compare the attitudes of users to non-users.]

We will also monitor the age (and potentially the other demographics) of the Stage 1 respondents and potentially adjust Stage 2 to compensate for demographic imbalances.

S1. In what year were you born?

MUST BE 1989 TO 1934 – OTHERWISE, THANK & TERM

Q1. How often do you or members of your household visit a neighborhood, community, city, county or regional park? This includes picnic and recreational areas, beaches, sports fields, wilderness or nature areas, trails and open spaces where you might play, walk, hike, bike, or watch birds or wildlife. It includes public parks that contain zoos, museums, swimming pools, dog parks, tennis courts, skate parks, and playgrounds. State and national parks do not count. Would you say ...?

- | | |
|--|---|
| Several days per week | 1 |
| At least once a week..... | 2 |
| At least once a month | 3 |
| At least once every quarter..... | 4 |
| At least once every six months..... | 5 |
| Once a year or so – seldom or rarely | 6 |
| Never | 7 |
| Don't Know..... | 9 |

Q2. In the last 12 months have you or members of your household attended a structured program that was sponsored by a city, county or state, or regional park agency or department? This could be fee-based or not. It includes any type of educational or recreational program, such as before or after-school programs, day camps, dance classes, swimming classes, sport leagues or educational outdoor activities. It also includes programs at local public recreation facilities, teen centers, senior centers, etc. Has anyone in your household attended such a program in the last 12 months?

- | | | |
|-----------------|---|------------|
| Yes | 1 | |
| No | 2 | SKIP TO Q5 |
| Don't Know..... | 9 | SKIP TO Q5 |

Q3. How often do you or do others in your household participate in a program or activity sponsored by a city, county or regional park agency or department? Would you say...?

- Several days per week 1
- Weekly 2
- Monthly 3
- At least once every quarter 4
- At least once every six months 5
- Once a year or less 6 SKIP TO Q5
- Never 7 SKIP TO Q5
- Don't Know 9 SKIP TO Q5

Q4. Which of the following recreational programs have members of your household attended in the last six months? (PLEASE CHECK ALL THAT APPLY.)

- Before or after school programs 1
- A youth class, camp, or instructional program..... 2
- A sports program for children or teens such as
soccer, baseball, swimming, etc 3
- A teen program, activity or event 4
- An aquatics program such as swimming lessons,
public swims, and lap swimming 5
- An adult art or fitness program (such as Yoga,
aerobics 6
- An adult sports league..... 7
- A lecture, class or other adult instructional program 8
- An older adult program, activity or event 9
- Another type of recreation program (special event,
excursion, concert, etc) 10
- Something else (specify) 11

Q5. Park & Recreation Departments are found at every level of California government: city, county, region & state. These agencies establish & maintain parks of all sizes (small neighborhood parks to large regional & state parks) and they develop & administer all types of recreation programs for all ages (e.g. fitness classes, team sports, how-to classes, and social gatherings like community picnics & concerts).

We'd like to know your *personal priorities* about the park & recreation programs.

Please rate each item in the list below by selecting a number between 1 and 7:

- Least Valued –1 Most Valued - 7
- (Your lowest personal priorities) (Your highest personal priorities)
- Don't Know – 9

In your opinion local Park & Recreation Department should... (ROTATE LIST)

- a) Preserve land in its original, natural state and protect wildlife to assure they are there for future generations
- b) Preserve land in its original, natural state and protect wildlife to reduce human impacts on our environment such as global warming
- c) Provide open spaces (greenbelts, flowers, landscapes) among the housing & commercial areas to help beautify your community
- d) Provide nearby settings where you can see, hear, touch & smell nature
- e) Provide places where you might have new & different experiences away from your home
- f) Provide parks & facilities nearby where you and your friends, neighbors, or family can get together
- f2) Provide opportunities (parks and activities) where you might meet new people
- g) Provide parks, facilities & trails where you can exercise on your own
- h) Ensure access to calm, quiet, natural settings away from tasks & chores
- i) Provide access to awe-inspiring places of natural beauty
- j) Provide spaces where dogs are free to run & play off-leash
- k) Provide places where children are free to play & be active
- l) Organize activities that help you and your neighbors meet & get to know each other
- m) Promote pride in your neighborhood or community
- n) Provide opportunities for people of diverse types to learn how to live together
- o) Create opportunities for people at every stage of life to learn new skills & explore new interests
- p) Provide senior citizens places & activities for staying active and socially connected
- q) Provide places & activities during non-school hours for children & teens in your community that are safe, healthy and fun
- r) Help to reduce juvenile crime by providing positive, alternative activities, life skills development & an opportunity to meet role models during non-school hours
- s) Promote personal health for people at every stage of life
- t) Organize fun activities for your family, neighbors and people of all types in your area
- u) Develop parks & recreation programs to increase property values and, over time, the overall wealth of the community
- v) Make your community a better place to live, now and in the future
- w) Create a stronger sense of community among residents in your neighborhood
- x) Help you and others in your community find avenues to more vibrant lives
- y) Define & teach good stewardship of the land to all of our residents
- z) Provide the athletic fields, gyms, pools and other facilities where group and individual sports and activities can be held
- aa) Provide the facilities, such as community, teen and senior centers, where programs activities, events and gatherings can be held
- bb) Promote your sense of connection to your neighborhood or community
- cc) Provide programs that help parents of young children and caretakers of seniors to free up time for themselves

Q6. Next, based on everything you have seen or heard please tell us your opinion about how well California Park & Recreation agencies in your local community and across the state deliver on these things. Please rate each by selecting a number between 1 and 7.

Does Not Now Deliver At All - 1 Delivers Now Extremely Well – 7
 Don't Know – 9

California Park & Recreation Agencies locally & around the state ... (ROTATE LIST)
(REPEAT LIST in Q5)

Our last few questions help assure we include all Californians in our survey and appreciate your honest answers. All responses are completely confidential.

Q7. Are you currently...?

Married	1
Unmarried	2
Refuse	9

Q8. Do you have children under 18 living in your home?

Yes	1
No	2
Refuse	9

Q9. Which of the following ethnic groups best fits you?

Hispanic	1
Caucasian	2
African-American	3
Asian/Pacific Islander	4
American Indian	5
Other	6
Refuse	9

Q9. In what country were you born?

U.S.	1
Mexico	2
Canada	3
Country in Central America	4
Country in South America	5
China	6
Japan	7
Other (Please Specify)	8
Refuse.....	9

Q10. Which of the following groups includes your total household income before taxes?

Under \$25,000	1
\$25,000 to under \$50,000	2
\$50,000 to under \$75,000	3
\$75,000 to under \$100,000	4
\$100,000 or more.....	5
Refuse	9

Q11. Are you ...

Male	1
Female.....	2
Refuse	9

Q12. Are you...

Employed full time	1
Employed part time	2
A homemaker	3
A student	4
Retired.....	5
Disabled	6
Temporarily Not Working	7
Refuse	9

Q13. Which of the following best describes the type of community in which you live?

Urban – collection of 4 or more cities.....	1
Large Town – 2 or 3 cities in close proximity	2
Small Town – a single city.....	3
Rural – an unincorporated area.....	4

SKIP IF Q1 = 7 or 9 OR IF Q2 = 2 or 9

Q14. When you visit a park or participate in a program who typically goes with you?

(PLEASE CHECK ALL THAT APPLY)

No one	1
Friend(s)	2
Child(ren).....	3
Spouse, significant other, partner	4