GAME ON YOUTH SPORTS STRATEGIC PLAN

The Maryland-National Capital Park and Planning Commission,
Department of Parks and Recreation,
Prince George's County

Parks & Recreation
M-N C P P C

live more, play more

TABLE OF CONTENTS

ACKNOWLEDGEMENTS 03

EXECUTIVE SUMMARY 06

Background ... 07
Project Approach ... 08

STAKEHOLDER AND COMMUNITY ENGAGEMENT 12

Key Themes from Stakeholder Engagement ... 14

MARKETING, BRANDING & WEBSITE 18

Marketing for Youth Sports Beyond Planning ... 23
Recommendations for Marketing ... 24
Facility Reservation System Assessment ... 26
Youth Sports “One-Stop Shop” Website ... 29

NEEDS ASSESSMENT 32

Recreation Program Assessment ... 32
Facilities Assessment ... 38
Athletic Facility Concept Plans ... 46
Youth Development ... 54
Youth Sports Vision ... 56
Strategic Action Plan Goals and Actions/Initiatives ... 57

APPENDIX

Addendum 1: Community and Stakeholder Engagement
Addendum 2: Recreation Program Assessment
Addendum 3: Reservation System Functional and Technical Requirements
Addendum 4: Facility Asset Inventory, Concept Plans, Cost Estimates

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Maryland-National Capital Park and Planning Commission (M-NCPPC) Department of Parks and Recreation, Prince George's County retained Berry Dunn McNeil & Parker, LLC (BerryDunn) to assist in the development of a Youth Sports Strategic Plan (Plan). Begun in early March, 2020, GAME ON Youth Sports Strategic Plan set out to create a framework defining the identified need for a centralized system of youth sports information management and infrastructure for the Department to further support the overall provision of sports opportunities throughout the County. The system by which the Commission intended to inform and organize the centralization efforts was outlined in a series of seven key tasks, with the end-goal being a needs assessment and subsequent strategic action plan to guide implementation.

Project deliverables included the following:

- The assessment components must determine the extent to which the current inventory supports the diverse community needs.
- Equity, transparency, and customer-centric solutions are essential elements.
- Expanded partner engagement and formalized relationships with partners are desired.
- Technological and physical considerations related to access of youth sports information and connection opportunities must be coordinated.
- Staff require structured framework and implementation resources for success.
- The project embodies the Commission's vision of **"Turning Visions into Reality."**

BACKGROUND

In spring 2019, House Bill 678 was approved by the General Assembly and signed into law with the main goal of creating a youth sports division of the Department of Parks and Recreation to provide a comprehensive, innovative approach to program delivery throughout the county. Additionally, the Division would establish a "one-stop sports hub for youth athletics among all the providers and partners in the county."

Early in the project, the Department identified equity as a framework for the Youth Sports Strategic Plan, and virtually every facet of the planning process was shaped by this value. Equity of access for families living in Prince George's County was the main theme during stakeholder listening sessions and was the backdrop of the needs assessment phases and then continued throughout the development of the operational strategy principles, goals, and initiatives. The Department considered social equity to be the driving force in creating a strategic plan that provides access to services, programs, and facilities and that seeks to mitigate geographic, financial, and historical barriers to participation for youth throughout Prince George's County.

One of the most important and difficult decisions an organization can make is to examine its current operations, organization, and service delivery to determine in what areas and when changes may need to be made. M-NCPPC's Department of Parks and Recreation embarked on this journey of self-evaluation to better understand the impact and effectiveness of its programs and services and to understand areas of opportunity that may exist. Discussions about the needs of the community and the current and future ability of the department and its partners to respond to the youth sports needs of the community informed the Plan's goals and objectives pertaining to allocations of resources, financial and otherwise.

As a result of the process, the 2022–2027 Strategic Plan is expected to guide the Division in creating an actionable framework that will allow for agile, responsive, creative management moving forward.

The strategic planning process resulted in the following outputs:

- Strategic Plan Vision and Principles
- A strategic plan that includes:
  - Branding and Marketing Summary
  - A One-Stop Shop Website
  - Recreation Program Assessment Summary
  - Facilities Assessment Summary
  - Youth Development Summary
  - Recommendations Summary
- Division priorities resulting from extensive stakeholder engagement, including community participation; intended to direct Division energies and resources over the next five years
- Goal statements of intent that need to be met to affect, resolve, or improve the condition of Division priorities
- Actions and initiatives that need to be accomplished to satisfy goals
- Timelines that illustrate the dates (by year) of expected action completion
- Indication of staff teams/leads who are responsible for ensuring actions are completed

PROJECT APPROACH

Development of the Plan relied heavily on community and stakeholder engagement. A comprehensive engagement process that included a variety of platforms allowed for a broad array of stakeholder access, representing residents from 36 different Prince George's County ZIP codes. Listening sessions included Department staff from all divisions, delegates from dozens of youth sports organizations, leaders from other county municipalities, partner organizations such as the Prince George's County Boys & Girl Club, and decision makers from the public school system. Dozens of listening sessions were hosted virtually, allowing stakeholders an open and inviting forum to convey their thoughts about youth sports services.

Using the platform Social Pinpoint, a landing page was created to help ensure a system of far-reaching and inclusive information gathering, as well as to provide a touchpoint for project updates and project coordination. The Social Pinpoint site included comprehensive surveys for both adults and youth and an "Ideas Wall" where participants could share their big ideas about youth sports programs and facilities.

The Recreation Programs Assessment and Facilities Assessment were launched during the height of the COVID-19 pandemic, which posed some challenges initially. The consulting team and Department leaders coordinated to modify the approach from in-person to a 100% virtual format, expanding outreach efforts to make sure that all necessary data was gathered and the process moved forward in a timely manner.

The Recreation Program Assessment started with staff and stakeholders meetings to brainstorm strengths, weaknesses, opportunities, and threats to youth programming. The assessment included a review of programs and services offered during the last several years that were analyzed according to core program areas, age segment analysis, connection to community need, and program lifecycles. This information was compared with public survey results to further identify programmatic needs and opportunities.

The consulting team inventoried similar providers throughout the county to identify opportunities for partnerships and minimize duplication of services. The comprehensive list developed was used to create the provider directory on the Youth Sports' "one-stop shop" landing page, viewable as a subsite of the Department's website. A service delivery model was designed for the Department to qualify the method of delivery in at least one of four core roles, including Partner, Provider, Facilitator, or Resource. This framework will be used to qualify current programs and will also act as a guideline for all future service delivery.

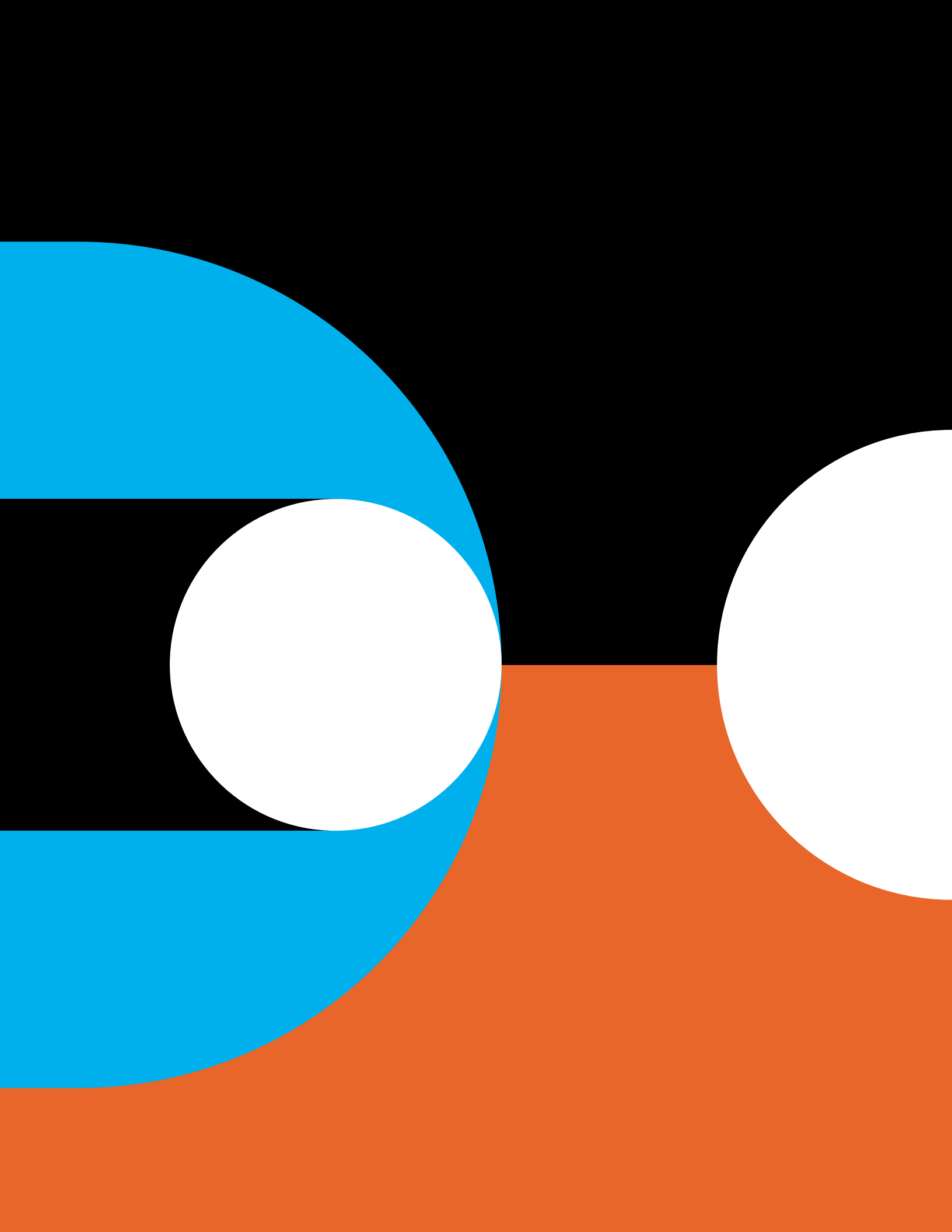
The Facilities Assessment completed by consultants from Stantec included a detailed inventory of all county athletic facility assets. The comprehensive list identified current athletic fields and other Commission-owned property and gymnasiums, Prince George's County Boys & Girl Club and unit club facilities, and Prince George's County Public Schools athletic fields and gymnasiums. A Level of Service Analysis was completed to identify and prioritize facility needs throughout the county.

While each region has access to several facilities, the assessment showed an imbalanced distribution, with the number of facilities in the northern and central regions greatly outweighing the number in the southern region. Access to the facilities in the south is more difficult given that facilities are far less concentrated than the north and central regions. This information provided the team with a baseline from which to prioritize the funding and development of facility projects.

Based on information gathered in the assessment phase, a “grow in place” model for facility development was created to define future capital investments. Developed with equity of access as a framework, the model articulates the Department’s desire to prioritize redevelopment of existing county assets in areas with the most need, before considering acquisition of new ones. The model was a factor in determining recommendations for facility development, favoring the repurposing of Commission-owned property to fit identified needs of the community rather than seeking additional assets for new development. Specific recommendations for asset management were created with this concept in mind, and these recommendations will be used as a navigational tool for Department leaders as the Plan is operationalized.

The project launched in March 2020, just two weeks prior to the beginning of the COVID-19 pandemic. The pandemic pulled the newly created Youth & Countywide Sport Division leadership team in many unforeseen directions, with facilities and programs shutting down for months at a time, staff working remotely, and protocols changing rapidly.

The Division leadership was open and responsive to the modifications that were proposed and implemented by the consulting team, allowing the project to continue toward completion. In spite of the burden the pandemic imposed, the Division team has made a great deal of progress tackling the goals simultaneously being developed. The Division team accomplished several immediate priorities necessary to create a strong infrastructure to support continued growth of youth sports services in the county.



STAKEHOLDER AND COMMUNITY ENGAGEMENT

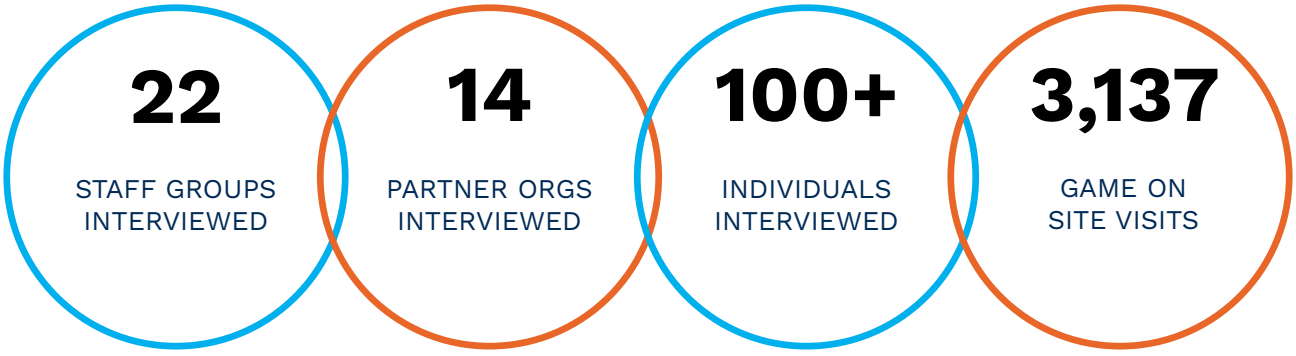
STAKEHOLDER AND COMMUNITY ENGAGEMENT

The comprehensive engagement process included a series of steps leading to design and development of the Plan. Among these engagement steps were workshops and work sessions led by full- and part-time staff and stakeholders. The workshops and sessions included a variety of focus groups with representative community members and Prince George's County youth sports advocates. Workshops, work sessions, and focus groups allowed the consulting team to hear from those who know the system best, are the face of the organization, and will ultimately will be responsible for implementing and executing the plan. By engaging a diverse group of stakeholders' organizational challenges, the team was able to identify trend and gaps in service, demographic changes, economic challenges, and current and anticipated community and customer needs and interests.

The consultants faciliated focus groups with a number of different stakeholders including staff, partnering organizations, residents, and patrons of youth sports. The goal of these meetings was to understand all stakeholders' perspectives on the effectiveness of current youth sports programming (prior to COVID-19) and to provide insight into the creation of the Department Youth Sports Strategic Plan development.

The topics discussed in staff meetings focused specifically on youth sports. Discussion topics included:

- Programs that are strong, with increasing participation
- Programs that are struggling, with participation that is decreasing or declining
- The quality of facilities used—both indoors and outdoors
- Programming challenges
- The process used to determine program offerings
- The customer experience and how it could be improved
- Marketing support
- The quality of current partnerships and how they could be strengthened or expanded
- Ideas for future programming
- Recommendations for the expansion of existing facilities or the construction of new sports facilities



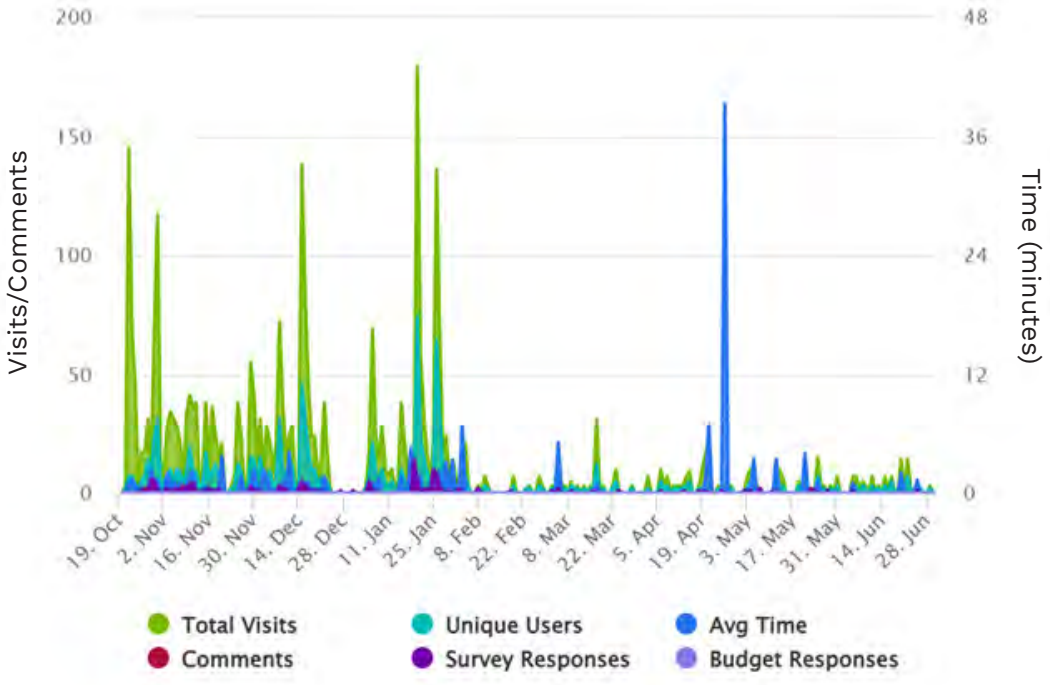
BerryDunn utilized a number of engagement strategies to gather information from stakeholders. In addition to focus group discussions, other outreach methods included:

- A 14-question online community survey for parents whose children participate in sports offered by M-NCPPC and offered in over 100 languages
- A 22-question online community survey for parents whose children participate in sports offered by organizations OUTSIDE of M-NCPPC and offered in over 100 languages
- Seven stakeholder Town Hall meetings (two meetings delivered in Spanish)
- An ideas/message wall for youth
- A discussion board for sport facility improvement recommendations

BerryDunn utilized Social Pinpoint, an online engagement platform, to connect with the community and gather feedback to contribute to the development of the Plan. In total, there were 3,138 total visits to the site, including 1,118 unique visits. BerryDunn collected 141 survey responses and comments. A summary of site visits and interests from the site is found in Figure 1 below.

Figure 1: Social Pinpoint Engagement

Addendum includes a comprehensive report detailing information gathered from all engagement platforms and listening sessions. Data gathered was used to inform the development of needs assessments for the strategic plan.



KEY THEMES FROM STAKEHOLDER AND COMMUNITY ENGAGEMENT

Several key themes emerged during stakeholder and community outreach that should be considered with the implementation of programs and services within the Division, including:

1. The Department provides solid opportunities with instructional sports, but, when families have an interest in continuing on with a selected sport in a more competitive atmosphere, they go elsewhere (often outside the Department).
2. The Department does not have a reputation for providing competitive sports. Some expect a high-level program but then the facilities do not match the expectations.
3. The Prince George's County Boys and Girls Club partnership is in need of evaluation and revamping. Modifying this relationship should be handled strategically. Including the Boys & Girls Club leaders in the planning process is important because there is likely a place for this organization in the new structure.
4. The Department competes with itself—defining everyone's role will be critical and increasing the communication among all programming staff regarding what is being offered and when will be a necessity for success. Different divisions offer similar services without coordination. To be more efficient with resources and to enhance service delivery, communications need to be improved.
5. Many silos exist—it will be necessary to break down the silos to work through the issues with permitting program space.
6. The Department faces many scheduling challenges with the indoor sports facilities it owns and utilizes. Decisions need to be made, a plan shared across the agency, and everyone held accountable for implementing the agreed-upon plan.
7. The Department needs to provide more sports opportunities for girls.
8. Consistent high-quality signage and customer service across the agency is necessary. The Department should conduct an evaluation of all the customer touchpoints to determine where signage and/or additional training is needed.
9. The Department must better align resources to further identify specific locations for the additions and replacement of facilities. Park Planners should also utilize identified level of service goals and preliminary facility use and demand to locate new facilities.
10. Collaboration with other entities for the use of facilities, specifically with the Prince George's County Public School System, will be critical to the success of the new Division and the ability to provide equitable access of service delivery.

For the new youth sports division to be a success, the Department will need to be transparent with participants, parents, coaches, and partners; allow new people into the game; and be innovative in their approach.

An overarching theme was a need for the Department as a whole to do more research, be willing to take some risks, redefine the way business is conducted, and to be more strategic. This would include enhancing the work culture, being more proactive, and creating a strategy that includes mission, process, and evaluation—all critical pieces to future success.

MARKETING, BRANDING & WEBSITE

MARKETING, BRANDING & WEBSITE

The RallyRally team collaborated with consultants from BerryDunn and Department staff to design a visual presence for the Plan and subsequent website presence. The efforts resulted in creation of a toolkit of marketing assets to support Youth Sports as the strategic plan moves into implementation. Shortly after kickoff, a branding and marketing campaign was launched, with GAME ON chosen as the identifier of the project. All brand and marketing efforts for the GAME ON plan were developed in tandem with the broader planning process, with each element informing the other.

RallyRally consultants created a marketing campaign to promote and support inclusive participation throughout the project's timeline. This campaign was rolled out between Fall 2020 and Spring 2021. Through 2021 and into 2022, the focus shifted into the longer-term marketing needs of the Division, reflecting the overall direction of the Plan. The key final deliverables consisted of Visual Guidelines, graphic templates, and design of the Department's Youth Sports "One-stop shop" website.

Milestones and deliverables in the creative process included:

- Discovery workshop
- Strategic design brief
- Design concepts
- Refinement of selected design concept
- Naming (GAME ON) and messaging/ copywriting
- Outreach campaign design and graphic templates
- Outreach campaign rollout
- Digital engagement platform
- Youth sports website
- Visual guidelines
- Graphic templates for youth sports marketing
- Presentations and reporting

Throughout the design process, consultants worked closely with the YCSD Chief and Assistant Division Chief, as well as the Department's in-house web team (Management Services Division) and marketing team (Public Affairs & Community Engagement). At key milestones, members of the Department and County leadership were consulted. This collaborative process helped to foster trust and ensure that deliverables reflected the strategic vision of the executive team while balancing any practical constraints for implementation.

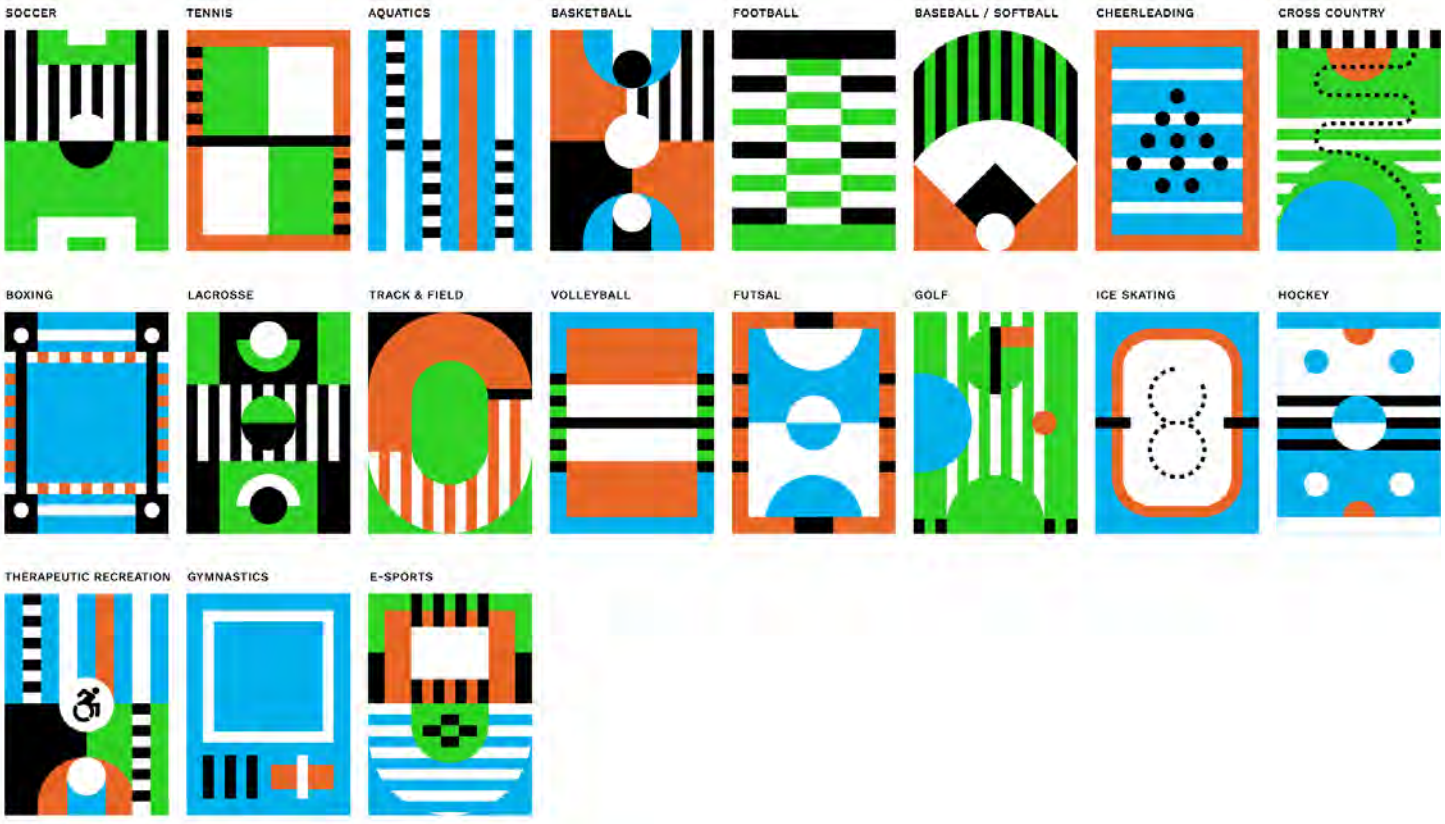
A cornerstone of the work was the design of an outreach campaign to raise awareness of the new YCSD while promoting participation in the GAME ON planning process from stakeholders and community members across Prince George's County. The goal of community engagement was to actively engage the community in information gathering, idea and strategy generation, and action planning.

The desire was to establish a bold, vibrant look for youth sports that feels approachable and empowering. With a focus on social equity, we crafted inclusive messaging and eye-catching visuals to raise public awareness, position the Youth Sports Strategic Plan as relevant, and encourage meaningful participation from a broad spectrum of community members. To make the strategic planning process more accessible and inviting, especially for youth, the Youth Sports Strategic Plan was named "GAME ON." This was paired with marketing messaging in the form of sports-inspired calls-to-action, such as "Ready, Set, Participate" and "Ready, Set, Share."

GAME ON

M-NCPPC
Youth Sports Strategic Plan
for Prince George's County

A visual system was designed—in essence, a project brand—that references the stripes, patterns, and geometric motifs of sports facilities, such as lines on a football field, paint on a basketball court, lanes in a swimming pool, and more. The color scheme consists of bright green, blue, orange, black, and white. The graphics are integrated with active photographs of young athletes in Prince George's County and paired with bold, chiseled typography associated with sports.

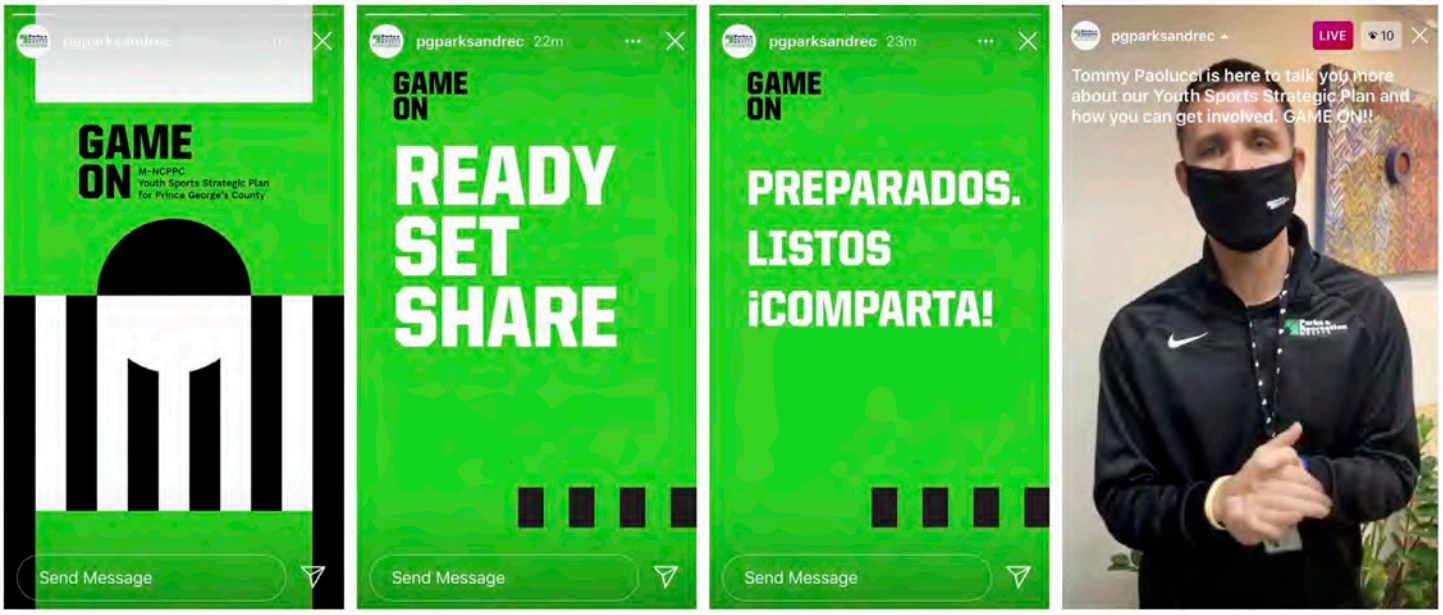


Abstract graphics representing 19 sports (including one potential future sport)

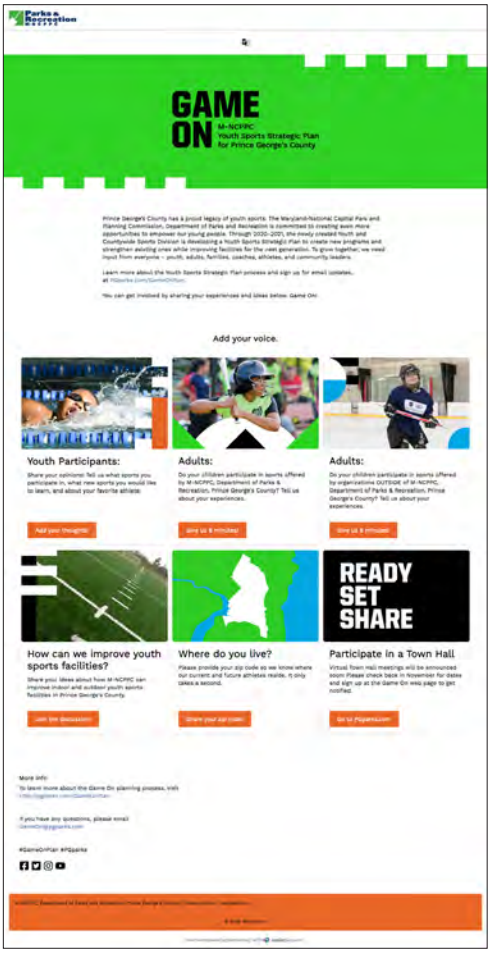
With the look and feel established, a marketing campaign was rolled out to align with the community engagement phase over several months between fall 2020 and spring 2021. Marketing channels directed community members to a first iteration of the Youth Sports subsite (a section of the Department of Parks and Recreation website), which provided background information about the new Youth & Countywide Sports Division, an overview of the GAME ON strategic planning process, and ways to participate virtually during the COVID-19 pandemic. This was complemented by a digital engagement platform built on Social Pinpoint, with several online surveys oriented to adults and youth alike. The marketing outreach helped to promote internal and external awareness of the new Youth & Countywide Sports Division, while attracting enthusiastic participation in the strategic planning process. It also set the stage for the youth sports one-stop shop website and ongoing marketing efforts for youth sports.

Outreach and engagement assets included:

- Social media posts
- Promotional video (watch on Instagram)
- Instagram Live appearances by YCSD leaders
- E-newsletter announcements
- Bilingual (English/Spanish) postcard flyers distributed at community events
- Banners and posters displayed at sports facilities
- Advertisements on public transit
- GAME ON subsite
- Digital engagement platform
- Slide presentations for engagement meetings



Instagram Stories and Instagram Live appearances



Digital engagement platform

Bilingual promotional postcard flyer

Bilingual ads on Metrobus vehicles

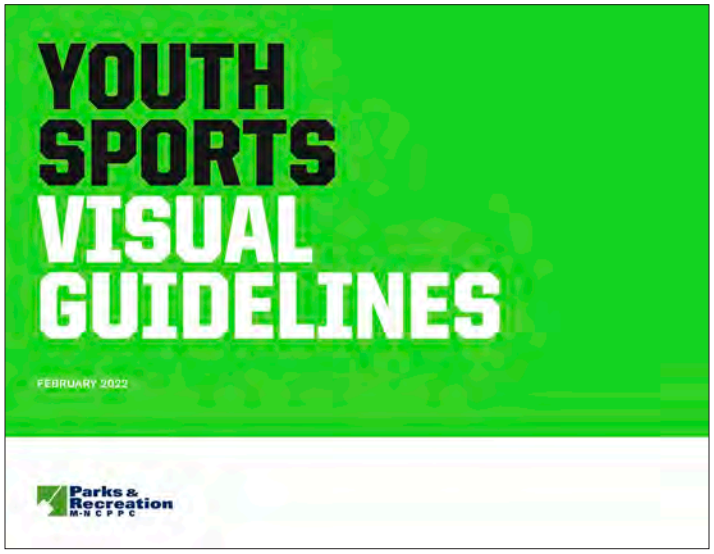
MARKETING FOR YOUTH SPORTS BEYOND PLANNING

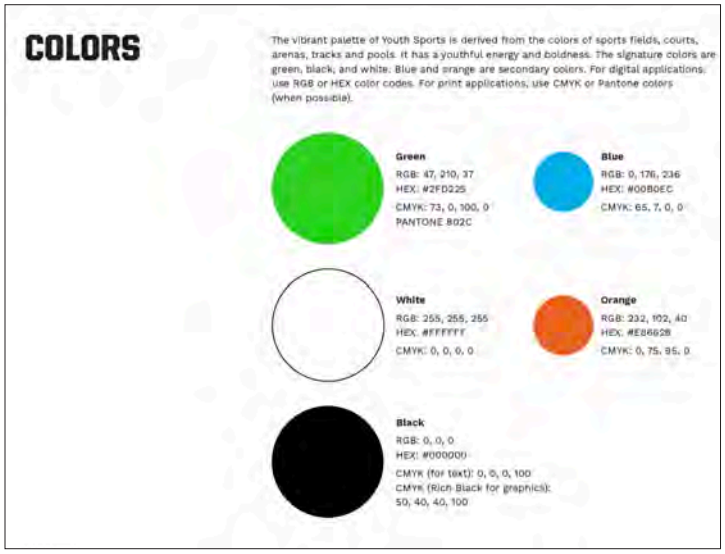
Beyond the planning process and into the implementation phase, the graphic identity established for the GAME ON Youth Sports Strategic Plan will become the foundation for promoting youth sports in the longer term. This requires a deliberate evolution of the marketing elements. “GAME ON” will become less prominent, as it refers specifically to the Youth Sports Strategic Plan; the emphasis is on “Youth Sports” more generally.

A cohesive graphic system was designed to promote youth sports, but it is important to make a distinction: Youth Sports is not a “brand” in and of itself, as the only brand is that of the Department of Parks and Recreation. An extensive Youth Sports Visual Guidelines document, which outlines the Youth Sports visual elements and messaging, along with conceptual mock-ups of sample applications, is a companion to the marketing plan. These Visual Guidelines are intended to co-exist with brand guidelines for the Department of Parks and Recreation.

Mock-up of printed banners promoting Youth Sports

In addition to the Visual Guidelines, graphic templates for key marketing materials have been provided to support implementation of the design system.





Sample pages from the Visual Guidelines document

RECOMMENDATIONS FOR MARKETING

Beyond the deliverables described previously and the specifics outlined in the Visual Guidelines, the following recommendations are offered to guide the marketing strategy moving forward:

- **Website Build & Launch**: As a key priority for 2022, finish building the Youth Sports "one-stop shop" website, set to replace the current GAME ON content at pgparks.com/youthsports. Plan a coordinated campaign to announce the launch of the website. Embrace this moment as an opportunity to (re)engage various audiences and stakeholders. This launch plan could potentially include boosted social media posts, a dedicated e-newsletter announcement, virtual town halls to share the Strategic Plan, and personalized outreach to partner organizations.

- **Website Maintenance**: After launch, update the website content frequently so it remains relevant. Occasionally remove old content that no longer provides much value to visitors to support a streamlined user experience. The directory section in particular will continue growing; actively encourage other organizations in the county who offer youth sports to submit their information for the directory and ask them to cross-promote the Department in exchange. If the M-NCPPC website (or Department of Parks and Recreation website) is redesigned, help ensure that Youth Sports is preserved in a dedicated section with a distinct visual presence.

- **Department Website**: At minimum, update the broader pgparks.com website to appropriately reflect sports offerings for both adults and youth, optimizing the content architecture and user experience to reflect the new Youth Sports subsite. Ideally, go a step further and revisit the design of the Department of Parks and Recreation website more holistically. Engage a digital agency to perform a full content audit of the Department website and then redesign the Department website. Rather than a patchwork approach, a full redesign can potentially address issues such as Content Management Systems (CMS) limitations and bloated content while improving the user experience and accessibility to make it easier for community members to connect to divisions like YCSD. Thorough review of the Department website also may be an opportunity to evaluate the visual branding of the Department of Parks and Recreation and to make cohesive improvements across all marketing touchpoints, not limited to the website.

- **Visual Guidelines**: Refer to the Youth Sports Visual Guidelines document regularly. Implement the look and feel consistently to all marketing assets for youth sports, building from the foundation of the graphic templates provided by RallyRally.

- **E-Newsletter**: Update the current Youth Sports email newsletter to align with the newsletter design provided. Maintain the newsletter for Youth Sports and proactively build the subscriber base. If particular sports tend to dominate newsletters with an abundance of content, consider breaking those out into separate lists.

- **Social Media**: Activate the Department's social media channels, building upon the social media templates provided. Review social media data insights occasionally to learn which types of posts on which platforms generate the most impressions and engagement.

- **Seasonal Guide**: A few times per year, the Department of Parks and Recreation publishes "Your Guide to Parks and Recreation Classes, Programs, and Events." Always include content about youth sports and feature upcoming opportunities to participate.

- **Narratives**: Youth sports in Prince George's County has a rich history and immense potential for the future. Marketing content can reflect these narratives. For example, youth-sports-oriented content posted to Instagram could rotate through various types of content, such as:
  - Encouraging participation in upcoming special events
  - Promoting registration in upcoming sports
  - Recruiting coaches/instructors, referees/officials, support staff, and volunteers
  - Sharing stories about sports in the county
  - Celebrating accomplishments of local athletes and community leaders, from grassroots to professional levels
  - Recognizing partner organizations and encouraging engagement with their programs
  - Prompting followers to engage by sharing their own stories, perspectives, and wins

- **Audiences**: Tailor marketing messages and tools to the range of different audiences and stakeholders, including: current youth athletes, former youth athletes, prospective youth athletes, coaches/instructors, referees/officials, staff/volunteers, partner organizations, M-NCPPC colleagues. A one-size-fits-all approach works for general awareness but is less effective for driving a specific objective, such as promoting registrations for a youth futsal league. Even among audience groups such as youth athletes, participants at a wide range of ages have various motivations for participating. It is important to appeal to elite-level young athletes as well as newcomers to sports who may be more interested in casual recreation—and their families.

- **Planning**: Review and evaluate marketing efforts and outcomes at least quarterly. Plan ahead for the coming months, including creating social media content calendars. Take a holistic look at the contents of this Youth Sports Strategic Plan and identify opportunities for marketing to support other aspects of the Plan.

  For example:
  - If the Department seeks to attract participants from historically underrepresented communities, then help ensure that marketing efforts prioritize reaching those communities.
  - When designing and building a new athletic facility, consider how the Youth Sports graphics might be applied to the physical environment. Help ensure that the architectural design process and timelines take these considerations into account.

- **Spatial Activations**: Look for opportunities to apply the Youth Sports graphics in select physical spaces, such as athletic facilities, sports fields, outdoor basketball courts, murals. This can help make M-NCPPC's presence in the community more visible as well as energizing spaces. Applying graphics in these sites could even become opportunities for community engagement, for example providing an opportunity to hire local youth or work with a neighborhood group to paint a court.

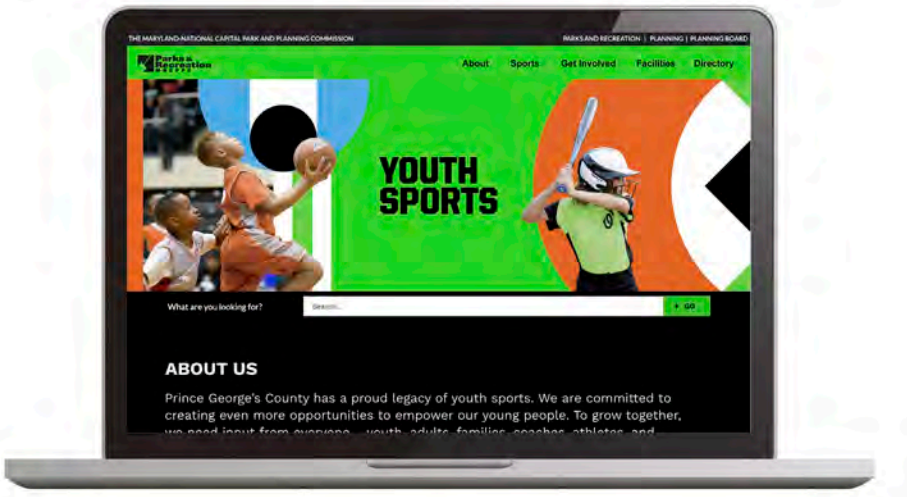
- **Equity:** Continue to keep in mind the spirit of social equity, inclusion, and accessibility, which has informed our work on this strategic plan to date. Ensure that decisions related to marketing reflect this—whether it is allocating resources, choosing an image for the website, or writing a social media caption.

- **Staffing**: Dedicate staff resources to the ongoing marketing of youth sports. Play the long game. Brief all marketing staff on the Youth Sports Visual Guidelines and help ensure that graphic designers have access to the design templates provided, because they will be the champions of this visual system moving forward.

YOUTH SPORTS "ONE-STOP SHOP" WEBSITE

As defined by the County Executive Order in February 2019, one of the priority outcomes of the Plan is to provide a more comprehensive customer resource to make it easier for athletes and their families in the county to recreate through sport. A website that allows one-stop shop access has been created to connect residents' needs with both Department youth sport services and other local provider services throughout the county.

In tandem with the evolution from GAME ON to Youth Sports, the first iteration of the Youth Sports website (a dedicated section of the Department of Parks and Recreation website) will be expanded to act as a "one-stop shop" for information about youth sports in Prince George's County.

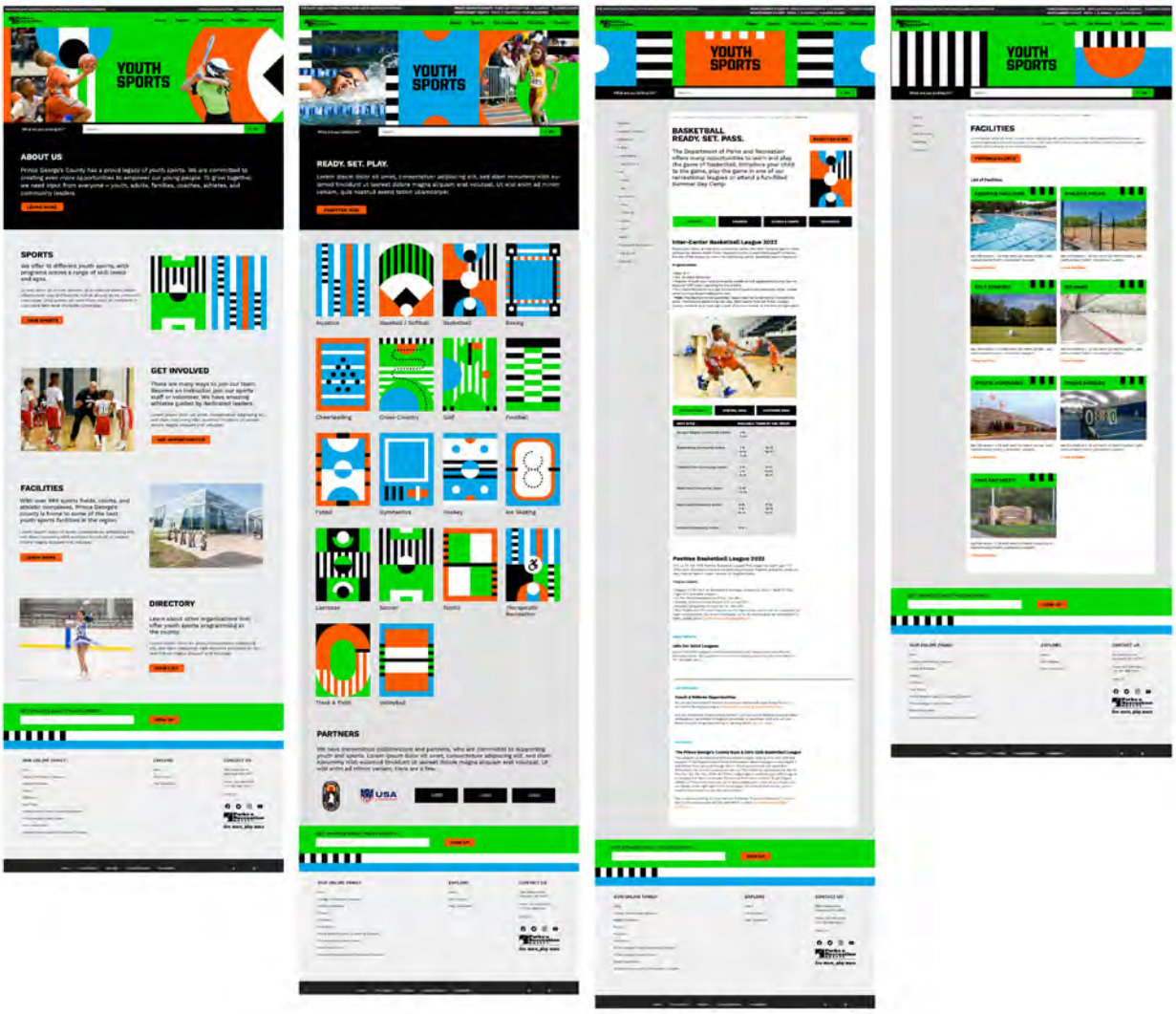


Mock-up of Youth Sports sub site home page

The Youth Sports website includes the following pages:

- **Home page**: High-level information and entry point into all pages
- **About**: Introduction to the Department's delivery of youth sports and the Youth Sports Strategic Plan
- **Sports**: Entry point into all sports-specific pages and acknowledgment of the Department's key partner organizations;
  - Additional sub-pages for each of 18 sports offered to youth (potentially more in the future), with detailed information on leagues, courses, clinics and camps, resources, and links to register
- **Get Involved**: Calls for potential youth sports coaches/instructors, referees/officials, support staff, and volunteers to get involved, with links to register/apply
- **Facilities**: Overview of facilities relating to youth sports and how to access them, with entry points to learn more about aquatics facilities, athletic fields, golf courses, ice rinks, sports complexes, tennis bubbles, and trap and skeet facilities
- **Directory**: Resource listing other organizations that offer youth sports opportunities in Prince George's County, along with a form for organizations to submit their information to the directory

The strategic planning team—working within the constraints of the PGparks.com content management system—and prepared an outline of site content from which the Department of Parks and Recreation staff will build the site and launch it at pgparks.com/youthsports.



Mock-ups of Youth Sports sub-site sample pages with placeholder content

FACILITY RESERVATION SYSTEM ASSSESSMENT

As part of the M-NCPPC's plan, BerryDunn met with Commission stakeholders to review the current facility reservation processes and the use of the RecTrac system. The Commission currently uses the system to support online space reservations. BerryDunn met with various program leaders to discuss current processes and identify gaps in functionality, as well as opportunities for improvement. BerryDunn then developed a list of functional and technical requirements based on feedback from Commission staff and knowledge of modern functionality available. BerryDunn reviewed and confirmed the list of functional and technical requirements with Commission stakeholders.

BerryDunn then provided the list of requirements to the Commission's account manager with Vermont Systems, the vendor that supports RecTrac. BerryDunn requested that the Commission's account manager review and identify whether RecTrac would be able to provide the desired functionality, as well as any additional costs associated with future system updates and enhancements.

BerryDunn provided Vermont System's responses to the requirements and a memo providing guidance to staff as they reviewed the responses. The responses to the requirements provided the Commission with critical information for developing a roadmap to enhance its online presence and services to its patrons.

The Department will continue using the Vermont Systems facilities reservation system for the immediate future and continue to work with the company to include the identified needs outlined in the systems assessment spreadsheet. While system efficiencies can be achieved through RecTrac updates, a lot of the facility scheduling and access issues for both staff and the community can be mitigated by expanding and fully implementing the facility use partnership with the Prince George's County Public Schools. **Addendum 3**

NEEDS ASSESSMENT

RECREATION PROGRAM ASSSESSMENT

BerryDunn assessed the Department's recreation program menu to help identify strengths, weaknesses, and opportunities for future program direction. The overarching goal of the program assessment is to help establish direction, as a part of the overall Youth Sports Strategic Plan.

Gaps

The National Collegiate Athletic Association (NCAA) recognizes 25 sports and 12 emerging sports. The consulting team used these sports as a benchmark to which M-NCPPC sports could be compared. NCAA benchmarks helped identify gaps in specific sports. The existing conditions analysis helped identify gaps in locations, formats, types, seasons, and age groups. Low quantities of sports programming were identified in the following areas:

Figure 16: Existing Conditions Gaps

Location	Southern Area / Community Centers
Format	Drop-In
Type	Exploration-based
Season	Fall
Age Group	Early Childhood (ages 0-5 years)
Gender	Girls only

As future sports programming menus are developed, the Department should increase internal programming, or foster partner relationships, in the five areas outlined in Figure 16.

The largest-known gap, from the external provider's perspective, is the lack of a full, comprehensive understanding of the sport opportunities throughout the county. A structured methodology for those external providers to become a part of the countywide Directory should shrink that knowledge gap significantly.

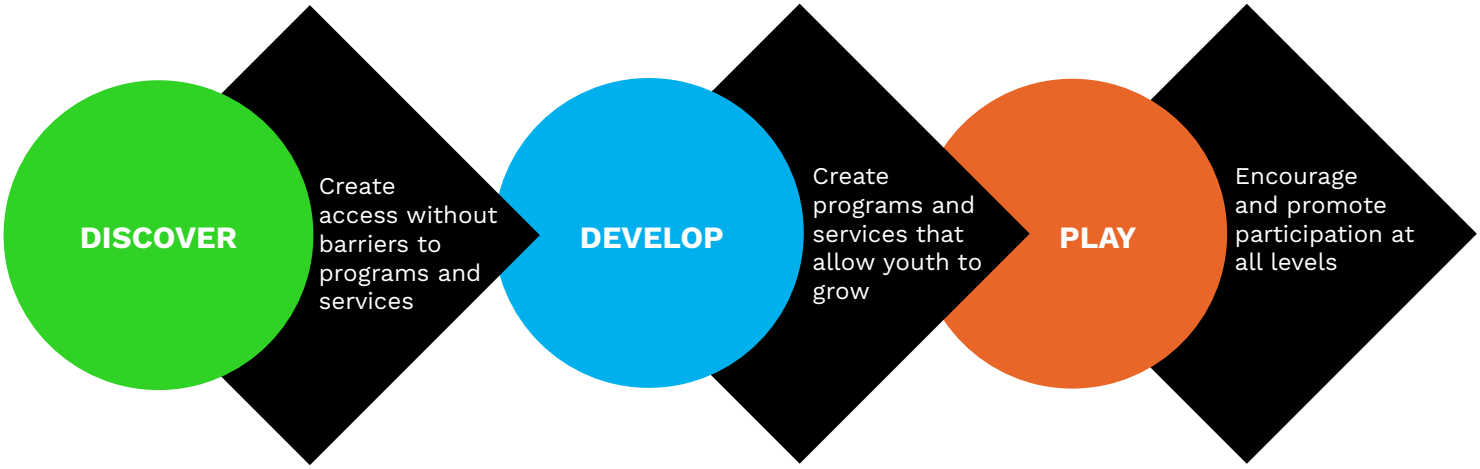
Of the sports programs provided by the known external providers, tennis, kickball, cross-country, volleyball, and lacrosse programs had the smallest presence. This aligns with the county's internal offerings, where the "big three" sports are offered more expansively.

Community members identified a plethora of youth sports ideas and suggestions. The overarching message encompassed a desire for balanced, well-rounded possibilities for all skill levels, demographics, and competition levels. That said, looking closely at the new program ideas and suggestions, there appeared to be a push toward nontraditional sports opportunities. There was also a desire to bridge the gap between the notion of sport for pure play and sport for competition. The target markets of girls/young women and teens should also be given attention.

It will be important for the County to continue its role in meeting the sports needs of both the majority and the minority voice. It is understandably hard to satiate a need for sports a region loves (e.g., basketball) while balancing the need to provide for community members who have diverse interests and needs. The future program menu should focus on sport types, formats, levels, and markets that address the aforementioned gaps.

Youth Sports Program Delivery Model

Regardless of sport provider, the overarching goal should be to encourage athletes to discover, develop, and play sports. A conceptual framework to help define the Department's role in this three-pronged initiative is described in this section.



This conceptual framework will help the Department to cover the bases, whether internally or through external partnerships.

Department Roles

Regardless of sport, the Department can deliver services within at least one of four core roles: partner, provider, facilitator, and resource. Figure 17 provides a description of each role.

PARTNER	A specific Department resource (i.e., staff, facility, expertise, funding) is used in a collaborative relationship with one or more other entities to provide a sport opportunity.
PROVIDER	Deparment staff issue permits to outside sport groups for their use of Commission-owned facilities.
FACILITATOR	Department leads the entire sport experience, with Department-trained coaches/instructors/volunteers, from program development to implementation. This includes sport exploration and skill-building opportunities, league play, clinics, and competitions.
RESOURCE	Department provides coach/instructor training, offers a central Directory of all sport opportunities, and leads countywide collaboration between providers.

For example, the Department is currently a partner with the Prince George's County Boys and Girls Club. Conversely, it is a provider for the Boxers Lacrosse Club. From a sport-specific perspective, the Department is all four roles for the sport of basketball.

Key definitions can assist with any confusion and to help differentiate between provider and facilitator. To provide something means to give something that another person needs. A facilitator helps bring about an outcome. Another trick to differentiation: Provider and permit start with the letter "p" and facilitator and full service begin with the letter "f". It may seem rudimentary to describe these classifications with such detail; however, clarity is a crucial component of accurately communicating the staff's role.

Using this role framework, the Department will be able to clearly identify it will provide youth sports. A matrix depicting the role it plays for each sport should be created and maintained annually. The matrix will help the staff define, understand, and communicate its role for each youth sport. As the use of the matrix evolves, it can also depict both "current" and "desired" roles and help the Department continuously achieve them. A sample matrix is provided in Table 2, to show how the tool could be developed:

Table 2: Sample Role Matrix

	PARTNER	PROVIDER	FACILITATOR	RESOURCE
Basketball	X	X	X	x
Lacrosse	X	X		
Skateboarding		(desired 2023)		

The role matrix can also provide more details, such as partner names, if desired. Similarly, the matrix could be maintained in a format such as Microsoft Excel; the summary matrix tab links to subsequent worksheets of the workbook where lists are maintained. Those lists could serve as the main partner database, with contact information, Department staff liaison(s), terms of the agreement, etc. The workbook would serve as a resource for leadership reference, training tool for new staff, and tool to make youth sports programming decisions.

Delivery Goal

The service delivery model exists as a means to ultimately increase youth sport participation. Whether agreeing to additional partnerships or issuing facility permits, the end goal is to increase the number of active young people.

The U.S. Department of Health and Human Services' National Youth Sports Strategy's goal is to "get as many youth as possible moving and meeting the Physical Activity Guidelines and to help ensure that 100% of American youth have the opportunity to experience the benefits of playing sports." Tracking the number of youth participating in youth sports throughout the county—and setting realistic goals to increase that number—will be key to measuring the success of these initiatives.

Affiliate Providers

The electronic search tool and online calendar (developed as a separate component of this project) will rely on a database of regional providers. The external provider Directory created as a part of this program assessment will provide the structure to maintain all the data. The next step will be to develop an internal process by which providers can be approved with an "affiliate provider" status, which means they fulfill a set of predetermined expectations.

Establishing affiliate providers helps the Department maintain high standards of sports provision beyond the reach of its internal programs. It also helps protect the Department's reputation as a high-quality provider and leading authority in the realm of recreation service delivery. A set of requirements can be developed, including possibilities such as:

- Number of county residents
- Established 501(c)(3) or business status
- Insurance requirements
- Safety certifications/training
- Code of ethics agreement
- Commitment to Diversity, Equity, and Inclusion (DEI)
- Reports to the County on a semiannual or annual basis

The requirements should be vetted with the Department's legal team and against its existing policies to confirm compliance.

In theory, affiliate providers would receive the benefit of receiving a listing on the website directory, direct links to their websites, field rental rights and/or priority, and perhaps citing its preferred status on its own electronic media. Additional incentives could be added to encourage provider participation.

The goal will be to build a comprehensive list that results in a mutually beneficial relationship for the participants, providers, and Department—which all gain from a centralized information source.

Staff Oversight

The Division should have more involvement in youth athletics that occur on a Department-wide scale. For example, the two Recreation and Leisure Services divisions' community centers each offer Basketball Skills classes at multiple locations within each of the areas. This model emphasizes service delivery at the community center level, which makes it difficult to help assure that a consistent, quality youth Basketball Skills experience is delivered across the Department. A structure to support that level of centralization already exists—in part—in the YCSD. Instead of competing against each other, centralized oversight will support a unified approach to youth sports programming. It will also help ensure a consistent methodology as to how the youth sports program menu is developed. Through the engagement process, stakeholders identified the theme of collaboration as critical to the success of the new division.

New Role(s) to Support the Structure

Two of the four delivery model roles are already being supported by existing internal staff teams. The Permitting & Field Operations unit members are the providers, and the Sports Team members are the facilitators. Currently, there is no staff structure to support the management of partnerships and resources. This gap can be filled by creating a Youth Sports Community Partner Liaison position. The staff person could manage the affiliate provider requirements and official agreements/MOUs and serve as a switchboard operator of sorts to navigate through and direct all sports inquiries. For example, if a new skateboarding club is formed and wants to "talk with someone from the Department," the person in the new role would provide a clear path for the new group to follow. In time, depending on the success and growth of the partner and resource database, there may be a need for additional part- or full-time support to manage the inquiries, relationships, and resources. The Appendix of this document contains a comprehensive Program Assessment Report. **Addendum 1.**

FACILITIES ASSSESSMENT

Inventory

In partnership with BerryDunn and the Department, Stantec focused their efforts on developing an inventory of all outdoor park facilities that are owned, operated, and maintained by the Department of Parks and Recreation within Prince George's County. Through a combination of online research and review of 2017 Land Preservation, Parks, and Recreation Plan (LPPRP), Stantec was able to consolidate valuable information from all available sources into one spreadsheet. (Appendix XX) Information was then converted into mappable GIS layers that are now available on an ArcGIS web application. The ArcGIS web application allows the Department to access information on each park, such as the number of rectangular fields, softball and baseball diamonds, tennis courts, basketball courts, and picnic areas. while also allowing users to isolate specific park amenities and locations to narrow a search. A link to this web app will be provided to the Department for reference and future use. Stantec also collected data on and created separate GIS layers for community centers, indoor gymnasiums at high schools and middle schools, and Prince George's County Public Schools (PGCPS) open space within the county. In addition to the collected data on athletic facilities, the web app provides environmental, regulatory, zoning, and FEMA data layers for the entire county. These layers were utilized during the analysis phase of the project to help determine if certain facilities were expandable to accommodate additional programming.

The following screen shots illustrate the ArcGIS web app platform and also offer examples of the information provided with each facility's data point.

Facility Analysis

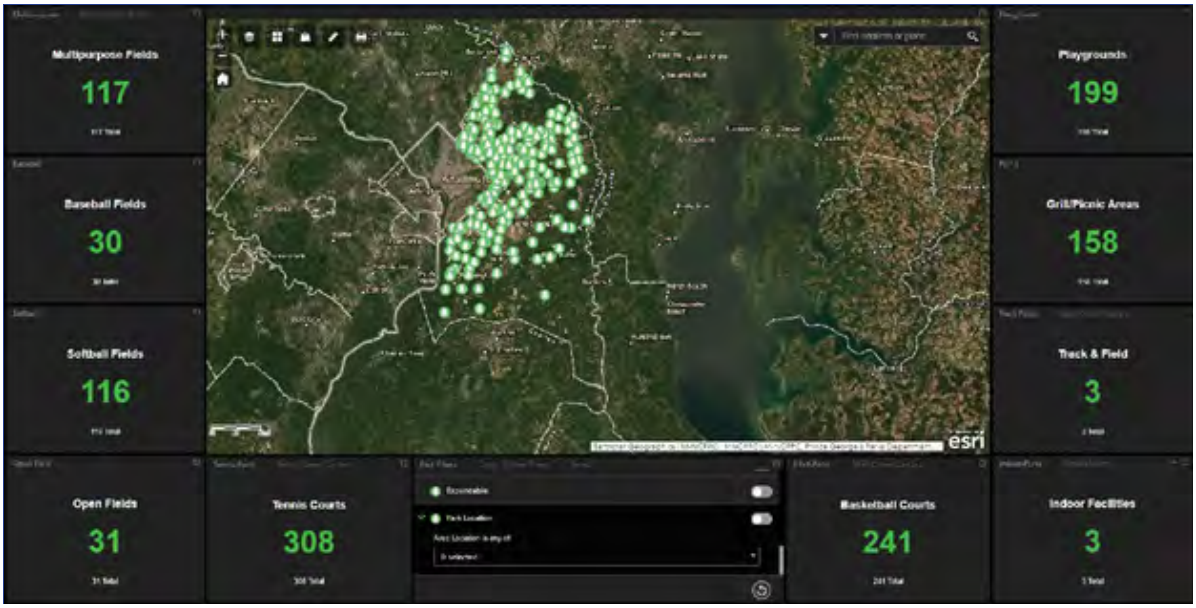


Figure 1. - The screen to the left provides an overall view of the facilities that exist in the county and provides metrics for the various park elements that exist in this view port. The metrics surrounding the aerial photo update automatically in the web app as the user zooms in and out, turns layers on and off, and shifts views or locations.

Figure 2. - When clicked on, the individual M-NCPPC Park icons provide information about the park, such as address, the county location (northern, southern, or central), and number available athletic fields and/or courts.

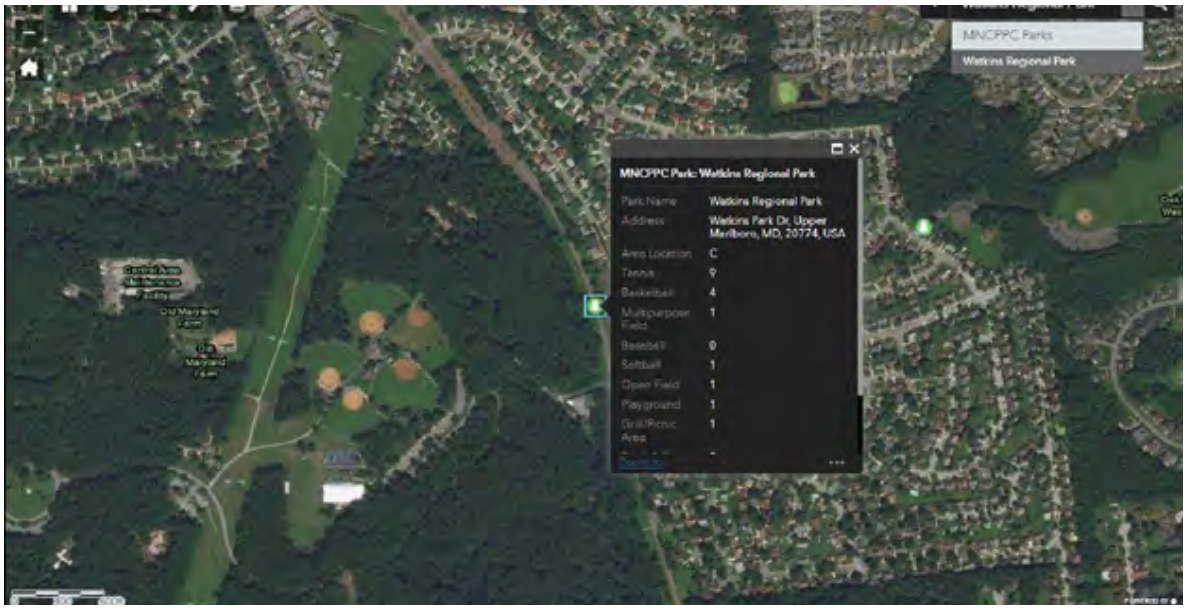


Figure 3. - Community centers and indoor gymnasiums at high schools and middle schools were also documented and added to the web app for reference..

By converting the data collected in the spreadsheet into GIS layers, the project team was able to visually identify where gaps occur in both offered/available facilities and the level of facilities throughout the county. Stantec was able to isolate facilities by type of use to create maps specifically targeting multipurpose/rectangular fields and baseball and softball diamonds. GIS allowed us to identify where higher and lower concentrations of fields were located throughout the county and that was a starting point for the demand analysis conversation.

Both the spreadsheet we developed and the GIS web app made it clear that the total number of athletic facilities varies throughout the county's northern, southern, and central regions. The summary table below shows the total number of outdoor athletic facilities run by M-NCPPC, Department of Parks and Recreation that exist today throughout the county.

The green boxes indicate where the highest concentration of each type of facility exists by region in the county, and the pink indicates where the fewest numbers of each facility exists.

REGION	TENNIS	BASKETBALL	MULTIPURPOSE FIELD	BASEBALL	SOFTBALL
CENTRAL TOTALS	**122**	**120**	**57**	**6**	**27**
NORTHERN TOTALS	**83**	75	**25**	10	40
SOUTHERN TOTALS	107	**48**	38	**14**	**48**

The central region has the most tennis, basketball, and multipurpose fields in the county, but has the fewest baseball and softball fields. The northern region has the fewest tennis courts and multipurpose fields, but lands in the middle on basketball, baseball, and softball. The southern region has the most baseball and softball fields, is in the middle on tennis and multipurpose fields, but has by far the fewest basketball courts (nearly one-third of the central region and almost half of the northern region). The largest gaps throughout the county lie in the basketball, baseball, and softball field totals.

Another layer of information we analyzed was "level of services." The three levels of service refer to the level of competition the facility can accommodate, as well as site amenities such as parking, spectator seating, and lighting. The 2017 LPPRP set forth guidelines for the three levels of service we were able to use as a benchmarks in developing an understanding for how specific facilities were used and maintained. Stantec created separate GIS layers for rectangular/multipurpose fields and baseball/softball diamonds that indicated the level of service associated with the facility. Having this information mapped allowed us to see if access to higher-quality facilities was equitable throughout the county and allowed us to look at where facility upgrades needed to take place on a countywide scale. Addendum xxx includes criteria for facility level of service set forth in the 2017 LPPRP report for both diamond and rectangular field.

Service Level Analysis

After mapping the facilities and their service levels, it's clear that each region does have access to level three facilities, the highest service level designation. (shown in magenta below) However, the following screen shots from the GIS web app, show the distribution of high level facilities is skewed towards the northern and central regions of the county. spread out when compared to the facilities in the northern and central regions. This makes access to the highest level of facility more difficult for youth groups in the southern region.

When reviewing the physical and political constraints of the facilities in the southern region, it was determined that there were fewer facilities that could be improved upon in kind to bring a field(s) to a higher service level facility. This was taken into consideration when reviewing the list of potential facilities to upgrades/renovate and is captured in the recommendation section of this report.

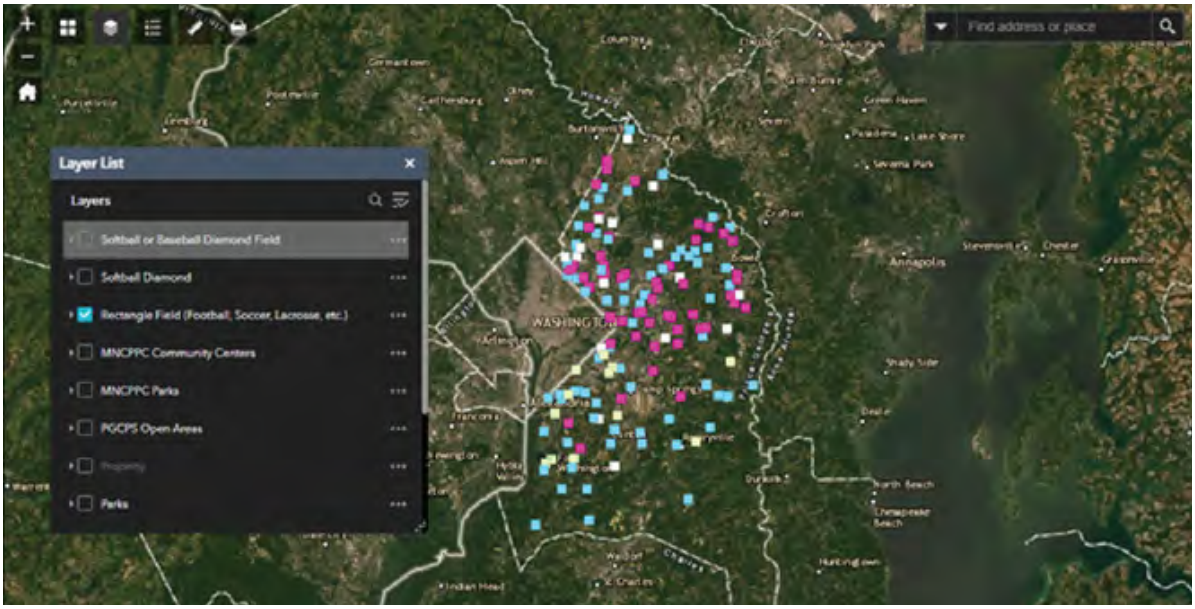


Figure 5. - MULTIPURPOSE FIELDS: When looking at the multipurpose fields, it is easy to see that the largest concentration of Level 3 facilities lies within the northern and central regions. The south has limited Level 3 facilities and many Level 2 and Level 1 facilities.

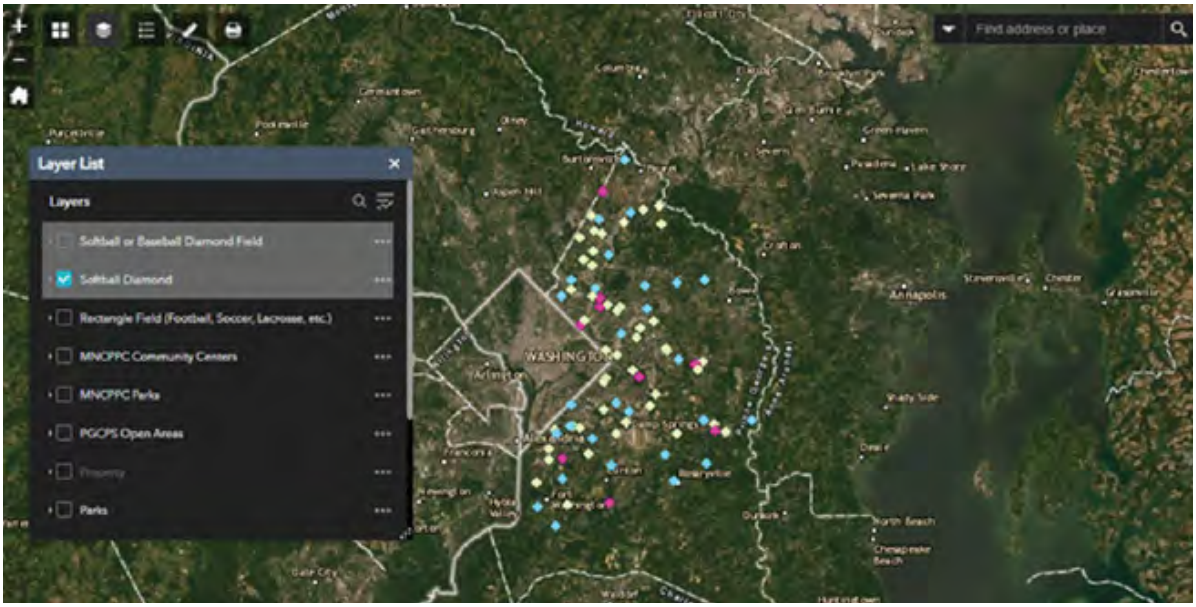


Figure 6. - SOFTBALL & LITTLE LEAGUE FIELDS: There is an even distribution of Level 3 facilities, with three in each region, as well several Level 2 and Level 1 facilities throughout the county.

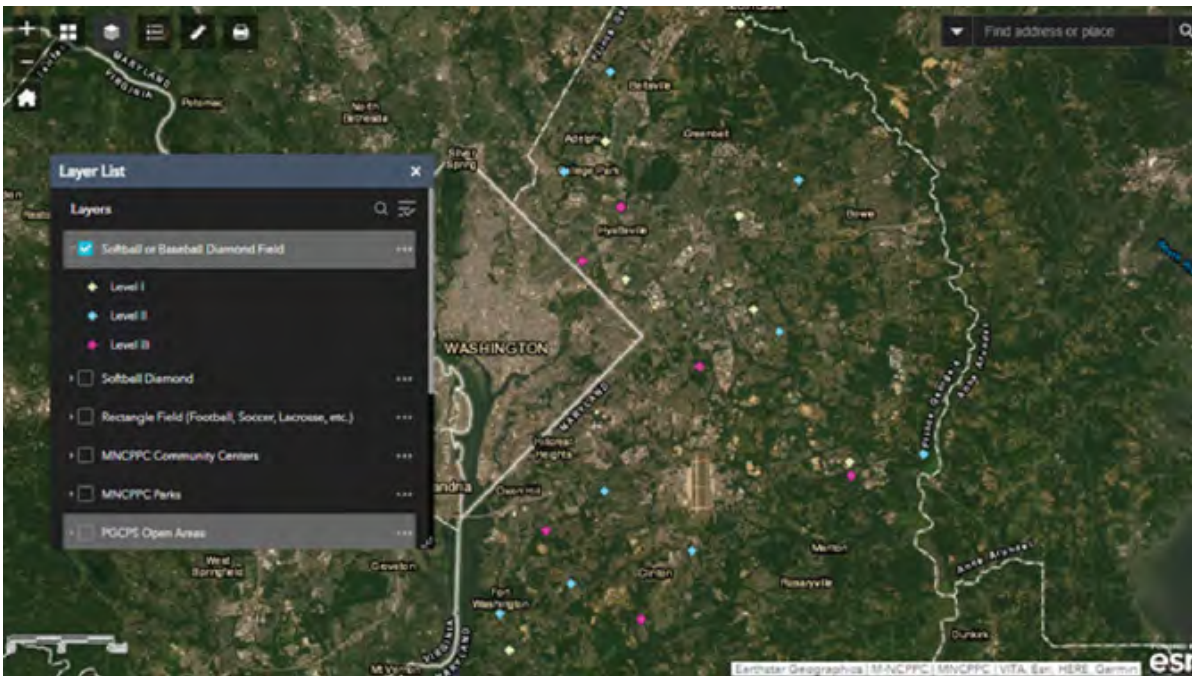


Figure 7. - BASEBALL FIELDS: Baseball, which has the fewest total facilities (30 venues) of all the sports studied, does have an even distribution of Level 3 facilities, with two in each region, as well as an even mix of Level 2 and Level 1 facilities throughout the county.

Recommendations

Grow in Place Model

With all 175+ park facilities that fall under M-NCPPC's jurisdiction mapped and service levels reviewed, Stantec developed a list of approximately 30 facilities that we felt could be redeveloped or improved upon to upgrade the facility from its current service level or provide expanded programming. This list was vetted with the project team and a further narrowed down list of facilities was established to focus recommendations.

In a series of meetings, a "Grow in Place" philosophy was developed so that the Department could continue to expand and diversify the service menu, identifying Commission-owned property as a priority to develop, renovate, or repurpose to fit the identified needs of the community rather than seek to purchase land to develop.

To effectively implement the "Grow in Place" model, it will be necessary to develop and implement a joint facility usage agreement with the Prince George's County Public Schools. An articulate and symbiotic agreement that can be effectively operationalized will allow the YCSD to expand its services countywide and to provide additional necessary equity of access to areas of the county that are in most need of it.

The following 22 sites were studied based on conversations regarding current facility condition, location, available maintenance staff, proximity to neighborhoods, ease of access, available parking, and available land. After reviewing this closer, it was decided that several of the parks should not be considered for major upgrades or reconfiguration, but notes for each site are captured below and GIS maps of each site are included in the appendix of this report. Recommendations for each site are noted below and are separated into four categories: Higher Priority, Lower Priority, Limited Potential for Expanded Programming, and a fourth category that considers the potential for future permitting opportunities for facilities not currently permitted by the Recreation Department.

SUGGESTED UPGRADES AND IMPROVEMENTS

High Priority/Service Level Improvements

Accokeek East Park, Waldorf

Suggested Upgrades and Improvements:

- Provide bleachers for spectator viewing
- Provide additional parking to support all soccer fields (assume 25-30 spaces per field)
- Provide restroom facility and athletic lighting to bring this facility to a Level 3
- Potential site to locate a cricket pitch

Acredale Community Park, College Park

Suggested Upgrades and Improvements:

- Potential partnership opportunity with local university
- Provide athletic lighting to increase permit potential and additional use
- Redevelop facility to provide full-size baseball field with multipurpose outfield use

Oak Creek West Park, Upper Marlboro

Suggested Upgrades and Improvements:

- Potential site for redevelopment and reorganization to increase programming
- Potential site to locate a cricket pitch(s)
- Provide additional parking to support any additional fields (assume 25-30 spaces per field)

Riverdale Recreation Center, Riverdale

Suggested Upgrades and Improvements:

- Provide lights to allow for expanded nighttime use of existing baseball field—high school baseball and tournament site
- Provide water and utility service to park to allow for restroom facilities
- Provide additional parking and improved access to fields from existing parking
- Provide bleachers for spectator seating

Lower Priority/Service Level Improvements

Camelot Park, Glenn Dale
Suggested Upgrades and Improvements:
- This facility is underutilized and has room for ample expansion and programming

Cosca Regional Park, Clinton
Suggested Upgrades and Improvements:
- Provide fencing upgrades

Cross Creek Park, Beltsville
Suggested Upgrades and Improvements:
- Potential site for cricket pitch
- Provide restroom facilities for permitted use (primarily soccer)

Fairland Regional Park, Laurel
Suggested Upgrades and Improvements:
- This park has received grant funding for land acquisition that will result in additional facility construction and potential reconfiguration of existing facilities
- Provide restroom facilities for permitted use (primarily soccer)

Fairwood Park, Bowie
Suggested Upgrades and Improvements:
- The site allows for expanded use; however, active user groups in the neighborhood are the primary users of this facility—the facility is locked when not in use and located in a community that has access to multiple higher-level facilities

Stephen Decatur Community Center, Clinton
Suggested Upgrades and Improvements:
- The Department of Parks and Recreation uses this facility for football practice and soccer games, but it has limited permitting opportunities at the moment due to the facility being a Park School
- This site does have potential for expanded programming and increased permitting

T. Howard Duckett Community Center, Laurel
Suggested Upgrades and Improvements:
- The site is currently permitted for soccer and rugby practices
- There is room for expanded programming if parking can be expanded
- Police detail is often required for larger events to handle overflow parking

Tucker Road Community Center, Fort Washington
Suggested Upgrades and Improvements:
- The site allows for expanded programming via installation of a synthetic turf fields—the expansion of this facility is limited, however, due to the adjacent Henson Creek flood plain
- If expanded programming/permitting does take place, additional parking shall be added to accommodate larger weekend crowds

Watkins Regional Park, Upper Marlboro
Suggested Upgrades and Improvements:
- Provide upgraded utilities to park to provide restroom and concession building(s)
- Provide upgrades to field fencing
- This park has investors interested in developing a soccer complex along the southern entry drive, agricultural learning centers on site, expanded picnic area, expanded parking, and overflow parking

Limited Potential For Expanded Programming/ Service Level Improvements

Berkshire Park, District Heights
Suggested Upgrades and Improvements:
- The site does not allow for added programming or expansion and is located in a neighborhood

Fort Washington Forest Community Center, Fort Washington
Suggested Upgrades and Improvements:
- The site does not allow for added programming or expansion and is located in a neighborhood
- The Boys & Girls Club currently uses the field for football and lacrosse

Fox Run Park, Clinton
Suggested Upgrades and Improvements:
- The site does not allow for added programming or expansion and is located in a neighborhood

Oakcrest Park Building, Laurel
Suggested Upgrades and Improvements:
- The site does not allow for added programming or expansion and is located in a neighborhood

Saddlebrook East Park, Bowie
Suggested Upgrades and Improvements:
- This site is slated for future development that does not include athletic facilities.
- Historically, there have been security concerns with site

Suitland Community Center, Bowie
Suggested Upgrades and Improvements:
- The Department of Parks and Recreation does not currently permit this facility and there is limited room for expanded programming

Investigate Partnership/Permitting Opportunities

Kingsford Park, Bowie
Suggested Upgrades and Improvements:
- The Department of Parks and Recreation does not currently permit this facility, but may look into opportunities to permit the existing fields
- There is limited potential for expansion at this facility

Lake Arbor Community Center, Bowie
Suggested Upgrades and Improvements:
- The Department of Parks and Recreation does not currently permit this facility, but may look into opportunities to permit the existing fields
- There is potential for expansion at this facility - specifically soccer and baseball.
- Added programming would require additional parking, but the site does appear to have room to accommodate added parking

Oakcrest Community Center, Capitol Heights
Suggested Upgrades and Improvements:
- The Department of Parks and Recreation does not currently permit this facility, but may look into opportunities to permit the existing fields
- There is limited potential for expansion at this facility, but this adequate parking available to host events

ATHLETIC FACILITY CONCEPT PLANS

Of the four facilities listed in the “High Priority/Service Level Improvements” section above, three of these facilities note the potential for expanded programming on-site. Each of these sites have the available land to provide an additional athletic field, and in some cases several athletic fields, with the introduction of multipurpose synthetic turf fields. Synthetic turf fields allow us to expand programming and permitting flexibility by allowing us to overlap several sports on one field. (i.e., softball or baseball with an overlapping soccer or lacrosse field).

Existing conditions inventories of these three facilities are documented in the following pages, as well as a conceptual layout for potential redevelopment/reorganization of amenities to expand programming. In each of these layouts, we would recommended that athletic field lighting accompany all synthetic turf fields to allow for greater scheduling and permitting flexibility.

Note that the focus of these conceptual studies is the athletic fields, not amenities such as pavilions, playgrounds, and restroom facilities. The intent of these concept plans is to show expanded athletic facility programming, while understanding that each of the field layouts shown can accommodate spectator seating, team areas, accessible walkways, appropriate parking counts, and necessary restroom/support building space on site.

The appendix of this document contains the following addenda:

- Spreadsheet containing compiled inventory of outdoor athletic facilities divided into Northern, Southern, and Central regions
- Spreadsheet containing community center inventory divided into Northern, Southern, and Central regions.
- GIS maps of the narrowed list of fields considered for renovations/upgrades
- Conceptual Order of Magnitude Costs for the concept plans for Accokeek East Park, Acredale Community Park and Oak Creek West Park.

HIGH PRIORITY / SERVICE LEVEL IMPROVEMENTS

OAK CREEK WEST PARK

EXISTING CONDITIONS / AMENITIES

- 4 Multipurpose/rectangle fields
- 2 Tennis courts
- 2 Softball/little league fields
- Playground
- Walking trails
- Dog park
- Shade structure/pavilion

PROPOSED SITE PLAN

- 1 Multipurpose synthetic turf field with athletic field lighting
  - 1 Multipurpose rectangular field (195'x330')
  - 2 Softball/little league fields with 200' outfield fence
- 1 Multipurpose synthetic turf field with athletic field lighting
  - 1 Multipurpose rectangular field (195'x330')
  - 90' Baseball diamond with team areas and spectator seating
- 4 Multipurpose rectangular fields (195'x330')
- 2 Cricket pitches
- 1 Football field
- 6 Tennis courts, pickleball courts
- New playground
- Shade structure/pavilion (existing to remain)
- Walking trails
- Expanded parking areas

HIGH PRIORITY / SERVICE LEVEL IMPROVEMENTS

ACCOKEEK EAST PARK

EXISTING CONDITIONS / AMENITIES

- 3 Multipurpose/rectangle fields
- 2 Halfccourt basketball courts
- Playground
- Shade structure/pavilion
- Walking trails
- Approximately 80 parking spaces

PROPOSED SITE PLAN

- 1 Multipurpose synthetic turf field with athletic field lighting
  - 1 Multipurpose rectangular field (195'x330')
  - 1 Softball/little league field with 200' outfield fence
- 1 Multipurpose synthetic turf field with athletic field lighting
  - 1 Multipurpose rectangular field (195')x330'
  - 90' Baseball diamond with team areas and spectator seating
- 1 Mutipurpose rectangular field (195'x330')
- New playground
- Shade structure/pavilion (existing to remain)
- Walking trails
- Expanded parking area—approximately 50 added parking spaces

HIGH PRIORITY / SERVICE LEVEL IMPROVEMENTS

ACREDALE COMMUNITY PARK

EXISTING CONDITIONS / AMENITIES

- 2 Softball/little league fields
- 1 Multipurpose field (undersized)
- Playground
- Support/restoom buidling
- Walking trails

PROPOSED SITE PLAN

- 1 Multipurpose synthetic turf field with athletic field lighting
  - 1 Multipurpose rectangular field (195'x330')
  - 2 Softball/little league fields with 200' outfield fence
- 1 90' Baseball diamond with team areas and spectator seating
- 2 Multipurpose rectangular fields (195'x330')
- 1 Cricket pitch
- New playground
- Renovated and expanded support/restroom building
- Walking trails
- Expanded parking area—approximately 40 added parking spaces

YOUTH DEVELOPMENT

During a series of meetings and workshops, Guy Troupe and Associates (Troupe21) engaged Department staff in conversations regarding youth development offerings beyond traditional parks and recreational services. Discussions revolved around expanding programs and services to expose youth in the county to the positive aspects of sports in a variety of ways, and not just as competitors. Outcomes included innovative ideas for strategic partnerships and collaborations with the Prince George's County Public Schools (PGCPS) and collegiate and professional sports organizations, as well as new program offerings.

Recommendations

To successfully implement the goals that were discussed, Troupe 21 offered recommendations in several core areas.

Research

Investigate why youth continue or discontinue using M-NCPPC programs by performing a longitudinal study. A longitudinal study is a type of correlational research study that involves looking at variables over an extended period. This research can take place over a period of weeks, months, or even years. It is recommended that M-NCPPC study youth participation by home ZIP code, preferred recreation center, gender, and favorite or preferred sport. Data will be collected and analyzed to better understand program utilization from three vantage points:

- Transition – Youth transitioned from parks and recreation programming to participate in high school or another structured experience
- Continuation – Youth who continued participation in parks and recreation programming
- Withdrawal – Youth who have discussed discontinued participation in parks and recreation programming and who did not participate in high school or another structured experience

Curriculum and Staff Development

Prepare and train community center directors to facilitate curricula with grade 11 and 12 high school students. Curriculum Design: Customize a train-the-trainer experience that empowers recreation center directors to lead programs that offer growth and development opportunities for youth beyond sports participation. This framework is foundational to the overall youth development strategy. Primary expected outcomes of this approach revolve around (i) the acquisition of new knowledge and skills; (ii) vetting and hiring of potential instructors and subject matter experts to work with youth; and (iii) developing a M-NCPPC branded curriculum that offers youth the opportunity to explore nonplaying careers in sports.

Collaboration

Create partnerships with amateur and professional sports organizations to expand the youth development experience. To do this, the Department should form the Career Sports Alliance. Troupe21 is prepared to align M-NCPPC with the NFL Alumni Association as a strategic ally. (Figure 1)

This collaboration will involve identifying and preparing former NFL players with ties to Prince George's County as brand ambassadors; roles, responsibilities, duties, compensation, etc. to be determined.

Figure 1

Figure 2

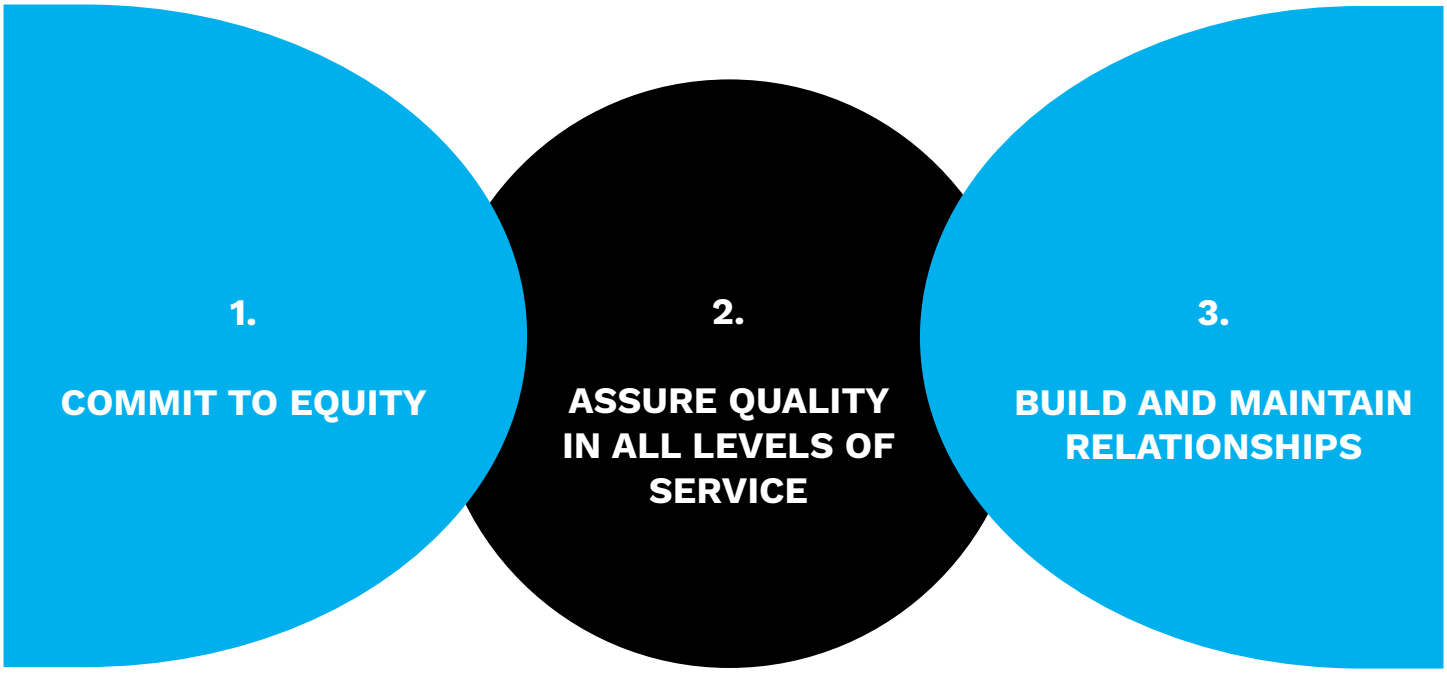
YOUTH SPORTS VISION STATEMENT

A series of facilitated workshops were held with staff and stakeholders to identify the Department's vision for the newly created Youth & Countywide Sports Division. The resulting vision statement was approved by Department leadership and incorporated as a framework for the resulting strategic plan goals and actions.

"Building a connected, countywide comprehensive youth sports system that is grounded in equity and accessibility while supporting the positive character and skill development of young people within Prince George's County."

Youth Sports Strategic Plan Principles

Department Leadership and staff then identified three main principles from which goals and actions/initiatives could be built. The three guiding principles shaping the strategic plan were as follows.



STRATEGIC ACTION PLAN MATRIX

Youth Sports Strategic Plan Goals and Actions

Using the Vision and Principles that were created, Goals and Action/Initiatives items were then developed and organized into a matrix graph below. To establish a system of accountability and measurement of success, a champion and timeline will be assigned by Youth & Countywide Sports Division leadership. For easy tracking, an excel worksheet has been created for leadership to track progress at a glance. **Addendum 4**

Key: Guiding Principals

- Commit to Equity
- Assure Quality in All Levels of Service
- Build and Maintain Relationships

	GOAL	Action/Initiative
Program Development	Develop inclusion standards to help ensure that offerings support all residents regardless of age, race, ethnicity, gender, sexuality, geography, skill level, interest (individual or team)	Establish baseline skills assessment for all sports (developmental/competitive) Create a method of assessment for intake and progression for each participant All youth sports will have a girls component by 2024
	GOAL	Action/Initiative
	Develop inclusion standards to help ensure that **hiring** and onboarding practices are representative of all residents regardless of age, race, ethnicity, gender, sexuality, geography	Assign a YCSD staff member work with HR to develop a DEI-focused onboarding curriculum Assign YCSD staff member to collaborate with HR to help ensure hiring practices for a diverse staff makeup Align staff and volunteer demographics with county make up, with a focus on the Latino community

Program Development

GOAL	Action/Initiative
Develop inclusion standards to help ensure that offerings support all residents regardless of age, race, ethnicity, gender, sexuality, geography, skill level, interest (individual or team)	Create an Xtreme Sport Program with elements including: • Two-year plan starting in 2022; launch in 2023 • Identification of community partners for specific sports
Provide best-practices standards for training staff	Utilize current centralized online system to track and report coach training, development, and certification
	Develop a badging system to incentivize coaches to elevate sport-specific knowledge and skill level
	Establish standards and protocols for coach selection to help ensure basic skill set is met
	Create an online “Coach University” to provide resources for inexperienced/ rookie coaches
	Provide all YCSD staff, coaches, and volunteers with access to essential departmental information
	Establish a regular schedule of check-ins and sharing sessions with internal staff and coaches/volunteers for consistent and continuous messaging about division information
Ensure that all residents are able to participate in programs regardless of ability to pay	Educate YCSD on the Department’s cost recovery model
	Establish fee assistance options for developmental sports leagues
	Assign staff to collaborate with Resource Development Unit to research, analyze, and build feasible internal and external program and financial aid partnerships

Program Development

GOAL	Action/Initiative
Develop consistent, articulated and accessible service guidelines for programs and staff at all levels	Schedule quarterly review and revision of Division policies and guidelines
Create a consistent, Division-wide approach to providing a pleasurable and seamless customer experience for patrons/ users/residents	Create a customer journey map for analysis and improvement
	Develop specific Standard Operating Procedures (SOP) for all programs that define operational guidelines and protocols for service delivery
	Promote and utilize department performance awards to acknowledge excellent customer service
	Help ensure community awareness of maintenance standards and level of service associated with facilities
	Establish protocol to provide consistency of program offerings between YCSD and community centers
Support training/ credentialing for career, seasonal and volunteer staff prior to sports programming facilitation	Develop a standardized coach/instructor training curriculum which includes DEI components
	Contract with an established organization to provide coach training examples (NAYS, ASEP, PCA) and create a system to help ensure that all YCSD staff/coaches/ instructors meet requirements

Facilities

GOAL	Action/Initiative
Establish and share standards for level of care and capital maintenance across all parks and facilities to help ensure equitable quality across the network	Adopt park division's recently created maintenance standards and classification for facilities by 2022
	Assign field and facility staff to consistently perform customer evaluations and gather user feedback to improve user experience
Address identified gaps in YCSD facility needs	Research, fund, and develop a competitive basketball facility in the county
	Implement Accokeek East Park development recommendations by 2024
	Implement Acredale Community Park development recommendations by 2024
	Implement Oak Creek Park West development recommendations by 2023
Align facility funding (capital and maintenance) to reflect community needs in under-resourced communities within five years	Evaluate the inventory of M-NCPPC facilities to monitor progress toward equitable placement and access
	Assign a YCSD staff member to collaborate with the Park Planning & Development Division to consistently consider transportation as a priority
	Justify and fund subcontracted maintenance of designated fields and facilities as necessary
	Measure and report on park and facility usage by geography and demography to prioritize investments and focus on the expanding community
	Update and operationalize a facility usage agreement with PGCPS, implemented by 2023

Facilities

GOAL	Action/Initiative
Prioritize improvement, quality and maintenance of facilities in under-sourced communities for passive and active use	Define and refine facility usage agreements with Prince George's County Boys & Girls Club
	Expand and operationalize agreement with PGPCS to allow comprehensive facility access among entities
Expand facility inventory through community partnerships	Ensure PACE is involved in the pre, post, during, and planning process
Design and manage facilities with customer experience as a priority	Identify a coordinator/liaison from PACE to develop an innovative, inclusive community outreach plan for YCSD
	Assign staff from YCSD to understand gaps in communication using methods including surveys, focus groups, and community meetings
	Establish performance measurements to gauge efficacy

Communication (External)

GOAL	Action/Initiative
Improve and expand information sharing with community, especially with under-sourced populations	Create departmental taskforce of stake-holders that meet regularly to develop clear communication and buy-in across the department
	Create FAQ on website for frontline questions
	Utilize existing permitting meetings to share YCSD information. Include maintenance and indoor and outdoor facilities staff in meetings to share information about field maintenance
Communicate consistently, effectively, and clearly with customers throughout the county	Schedule mandatory quarterly meetings with county youth sports providers
	Develop a one stop shop subsite of Department of Parks and Recreation landing page, with mobile application
	Develop an email response protocol, with chain of command and accountability
	Assign a YCSD staff to coordinate com-munication and improve connection with PGCPS student population
Ensure limited duplication of existing program offerings in the county	Create a clear point of contact for each service and an understanding of chain of command for external stakeholders
	Create a Department independent collaborative sports committee with regularly scheduled meetings

	GOAL	Action/Initiative
Communication (Internal)	Communicate consistently, effectively, and clearly with staff within the Division and across all other divisions	Develop an email response protocol, with chain of command and accountability
		Create a clear point of contact for each service and an understanding of chain of command for internal staff
		Meet regularly with current Northern and Southern Recreation & Leisure Services/ Community Center liaisons to ensure efficiency, consistence, facility share, and support
Youth Character Development	Program for the development of the whole youth, using sports as a framework	Host college preparatory and NCAA eligibility workshop
		Prepare and train community center directors to facilitate curricula with grade 11 and 12 high school students
		Expand sports and character development instruction during Department-led afterschool programs
	Expand youth development through deeper connections to collegiate and professional sports	Create partnerships with amateur and professional sports organizations to provide exposure to career opportunities in the sports industry (playing and nonplaying)

APPENDIX

READY SET GO

BerryDunn

CREATING COMMUNITY.

Rally Rally

Stantec

Troupe21 & Associates

Project Background

The Maryland National Capital Parks and Planning Commission (M-NCPPC) retained BerryDunn to assist in the development of a Youth Sports Strategic Plan (Plan). Over the past several months, BerryDunn facilitated several focus group discussions regarding youth sports. Focus groups were facilitated for a number of stakeholders including staff, partnering organizations, leadership representative of municipalities within the Prince George's County, residents of the County and patrons of youth sports. The goal of these meetings was to understand all stakeholders' perspectives on the effectiveness of current youth sports programming (pre and post COVID-19), and to provide insight in the creation of the Youth and Countywide Sports Strategic Plan development.

The topics discussed in each staff meeting focused specifically on youth sports and included:

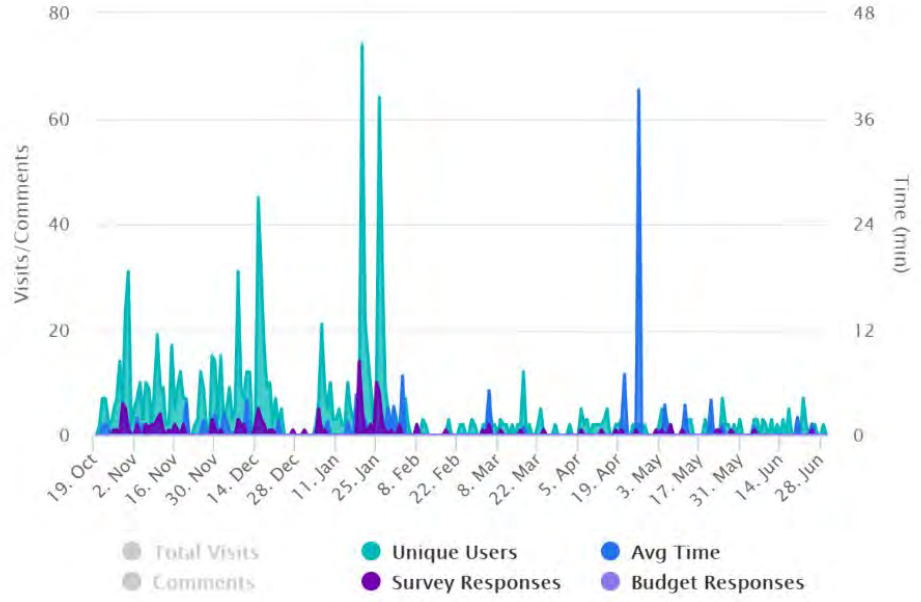
- Programs that are strong with increasing participation
- Programs that are struggling with participation that is decreasing or declining
- The quality of facilities used – both indoors and out
- Programming challenges
- The process used to determine programs offerings
- The customer experience and how it could be improved
- Marketing support
- The quality of current partnerships and how they could be strengthened or expanded
- Ideas for future programming
- Recommendations for the expansion of existing facilities or the construction of new County sports facilities

BerryDunn utilized a number of engagement strategies to gather information from stakeholders. In addition to focus group discussions, other outreach methods included:

- A 14-question online community-survey for parents whose children participate in sports offered by M-NCPPC offered in over 100 languages
- A 22-question online community-survey for parents whose children participate in sports by organizations OUTSIDE of M-NCPPC offered in over 100 languages
- Seven stakeholder Town Hall meetings (two meetings delivered in Spanish)
- A message wall for youth
- Discussion board for sport facility improvement recommendations

BerryDunn utilized Social Pinpoint, an online engagement platform, to engage with the community and gather feedback to contribute to the development of the Plan. From it's creation in March, 2020 to the end of June, 2021, there were 3,138 total visits to the site, including 1,118 unique visits. BerryDunn collected 141 survey responses and comments. The number of site visits and comments can be found below:

Figure 1: Social Pinpoint Engagement



Current Sports Programming

There are many youth instructional sport programs offered by the Department at a very low cost that are considered successful by stakeholders. These include Futsal (in the northern part of the Department), basketball, football, lacrosse, ice hockey, figure skating, youth soccer, tumbling, golf, martial arts and volleyball clinics. There is a recreational gymnastics program that is popular and, if a child has the interest and desire, there are also two highly competitive gymnastics teams. The Department typically sees an increase in gymnastics participating during an Olympic year – this is true for Track & Field, too. The youth swim team has experienced solid growth over the past few years.

The Boxing facility has experienced growth over the past five years. Initially it was popular with males, but are involved. The Judo Club is also popular with over 50 participants. The Department tennis courts continue to be well-used and Pickle Ball is becoming popular. This is very promising as the Department is set to open a new Tennis Center in the near future.

In contrast, there are many in-house Department sports programs that are experiencing declining participation numbers including softball, tackle football, flag football, and youth basketball. Staff perception is that as skills and interest in a specific sport develop, participation in Department programs declines – this is at age 9 or 10 for some sports and by middle school there are very few Department sports programs available. Many parents are not looking for their child to play a sport in college or beyond and are in need of a quality developmental program for their young athlete in middle school or even high school (for those lacking the skill or desire to make the high school team). Adult softball is also on the decline. Stakeholders reported that players either want to have fun or compete and there is no middle ground. Among participants in Town Hall Meetings, the desire for a wider range of skill level offerings was a prevailing theme.

Regarding therapeutic recreation, historically the department has provided services for adult constituents with intellectual disabilities and not physical disabilities but wheelchair sports for adults have been added and are growing in popularity. Prior to COVID-19, bowling, softball, volleyball, floor hockey and aquatics were all strong offerings. Inclusion with accommodation has been offered since 1995 so there is less separate programming for children with disabilities. Adapted swimming lessons are still offered and are successful.

County Sports Facilities

Gymnasiums and field space are in high demand in the Department as an increasing number of groups are requesting time. Many indoor and outdoor sports facilities within the Department are well maintained and in excellent conditioned. There are also many opportunities for the expansion of facilities. Commission partners and constituents noted that there can be difficulty in accessing facilities due to the growing demand. In addition, some outdoor fields are in need of renovation (or, alternatively, to be removed from the inventory). The community centers have come a long way and are now starting to look like recreation spaces instead of jails. Some fields are currently permitted for activities that they probably shouldn't be.

Staff have suggested that all facilities (indoors and out) be evaluated for the quality and potential uses and then placed into categories. These categories could then be assigned different rental rates depending upon the quality and quantity of amenities. A common suggestion made during the staff focus groups is the need for consistent signage and branding across the agency to assist athletes and their spectators with wayfinding.

When planning new facilities, the Department starts with good intentions but, due to cost limitations, they don't always construct what is needed. This can be frustrating for Department staff as well as constituents.

Indoor Programming Space

The Department has over 45 community centers. Many centers are old and several are repurposed schools that have small spaces that are not ideal for programming (larger programming spaces will be needed post pandemic). Not all centers look very inviting from the exterior and some get more use than others. There is a limit to the types of athletic programs and events that can be held in these facilities due to the limited amenities (spectator seating and parking). Feasibility studies are now underway to add three new multigenerational centers within the Department system – per the 2040 plan, there should be a multigenerational center within a 15 minute drive of every resident. Among Town Hall Meeting Participants, equitable access to facilities, training space, and multi-use indoor facilities were identified as the top priorities.

Indoor Basketball Courts

Many of the gyms used by the Department for youth sports were built 40 years ago and retrofitting them for current needs is not easy.

There are lots of indoor basketball courts in the Department but the permitting process or allocation of resources has become political. Although there are Memorandum of Understanding (MOU)

agreements in place for use of the school gyms, there are scheduling challenges depending on the athletic director, principal or administrative assistant handling the permitting process. If the MOUs were all implemented as written, there would not be an issue with facility space.

Many school gyms that are used by the Department are in poor condition as each school handles their gym floor maintenance differently. A common complaint is that some school gyms are not maintained to the Department's standard and the staff don't feel there's anything they can do to get the schools to increase the frequency of their gym floor maintenance. The poor quality of some facilities that the Department uses through partnership agreements is a negative reflection on the Department as participants are not aware that the space is being used via a partnership.

Despite the large number of courts available, the Department does not own or have access to a facility with multiple courts in which to provide tournaments. The smaller, older facilities do not have the amenities needs for tournaments such as space between courts for ample spectator seating or adequate parking. The large tournaments that competitive athletes are seeking are held outside of the County or even the state. In order to provide the type of competitive sports leagues and tournaments that customers are seeking elsewhere, the Department needs an indoor facility dedicated to sports with multiple courts, with ample seating and amenities for spectators as well as adequate parking.

Multipurpose Outdoor Fields

Some athletic fields get more attention than others and there seems to be some miscommunication between the sports programmers and the staff who maintain the fields. The Department receives many complaints regarding the quality of many of the grass athletic fields. At many locations, spectator seating is not available, there is very little shade and parking is limited.

Not all of the Department's turf fields are lined for multipurpose use. Some staff think this is advantageous and some do not. An evaluation of whether to line for all sports or to skip lines should be completed before adding new fields. All new fields should be constructed as multipurpose fields whether they are lined or not. Additional multipurpose fields are needed within the system.

In some parks, there are numerous fields that could be used for different sports but the lack of parking prevents this and choices have to be made. There is a need for thoughtful development of parking at athletic fields.

The lacrosse game field is new and it's an awesome facility. Cricket fields have been requested – there are none in the system currently.

Additional athletic field lighting is desired at more park sites to accommodate night games and large tournaments. The Musco Lighting system should be implemented across the system to improve efficiencies with staff time and electricity usage.

Turf Fields

The agency has not grown with the times as they have hundreds of acres of parkland yet only four synthetic turf fields. The Department has the opportunity to add additional fields on land that they

already own. The Department also has access to three turf fields owned by the schools but they are not always able to access these resources when needed.

Baseball & Softball Fields

Some of the baseball fields (Riverdale) are in poor condition and an embarrassment to the Department. There has been some long term neglect of particular fields. Some of the ball fields take an extensive amount of time to dry after a rain event. Staff suggest committing to a specific drainage system and implementing it at all fields to improve dry time.

If the Department is unable to maintain all of the fields in the inventory they either have too many fields or not enough staff. The Department should consider removing some fields in poor condition from the inventory and turning this land into open park space.

Indoor Aquatics

More space is needed for swim team. In order to accommodate the current demand for swim team, space had to be rented at a community college at a high cost. A new aquatic facility that was recently constructed includes six lanes instead of eight or ten. This prevents this facility from ever hosting any large USA swim meets. It will also prevent the Department from developing competitive swimmers as they will go elsewhere. Another new pool that is coming on line is not 25-yards in length so it will not be suitable for swim team meet use. These two decisions about indoor pools were made despite staff input to the contrary. More thought needs to be put towards these the expected or possible future uses of each new facility when being built. If the Department wants to be a key player in the competitive sports environment, new facilities need to be designed with this in mind.

Indoor Ice

Ice rinks are not as plentiful as other sports venues and ice time can be difficult to find. An additional sheet of ice is needed to expand current programming to meet the demand for ice hockey and figure skating.

Gymnastics

Additional space is needed for the gymnastics program.

Current Challenges in Offering Youth Sports Programming

The Department has a reputation for being very political and reactionary. Due to the size, polices and red tape, it is not always easy to conduct business. New ideas suggested by staff are not always welcomed. The staff perception is that the Department can find money for what they want to find money for but the common approach has been “if it isn’t broke, don’t fix it”. This philosophy has prevented the Department from progressing and some staff feel as if they are still attempting to offer programs they same way did in the 1980s. There are many “silos” within the Department and there is no centralized strategy for staff to follow. People often leave M-NCPPC youth sports programming because it’s dysfunctional. Below is a list of specific challenges that staff face when programming youth sports.

Staff Buy In

The “buy-in” for youth sports is not what it used to be. At one time, all facilities were offering all youth sports. Now if a sport doesn’t generate revenue, it’s not offered. There is no incentive to community center managers to offer youth sports programs that do not generate a net profit. Some center managers understand the need and provide the space. The Inter-center Basketball used to be run divisionally and now it’s offered County-wide. Some constituents are confused about the change and are not aware it’s the same program. There is a desire amongst staff to have a more official seat at the table to help plan out programs and sports.

Department Mission

There is confusion about the current Department mission – and it seems to be different depending on where you work. Some are expected to provide an inexpensive service and others are expected to generate a profit – these two goals clash when trying to program the same spaces. If community center managers are under pressure to reach a specific revenue goal, they are less likely to host youth sports produced by a different division. The mission needs to be clear and fully communicated to all staff.

Budget

The budget can be an issue for youth sports as staff and facility resources are needed for programs and events and the allocated funds can be limited. Front line staff are provided no opportunity to weigh in on what resources are needed and these staff members often have the most information. Some staff have faced budget frustrations in the past. When attempting to start a new soccer league, one staff member was informed that he could not hire referees. With this limitation, the new program was changed to a rental instead of a Department program. Numerous stakeholders reported the feeling that the Department would be able to provide more quality programs and facilities with better budget and resource planning.

Another budget related item has to do with the current accounting system. Historically, there are some budget account codes that include revenue and expenses from several different programs. This prevents staff from understanding the true cost of each program.

Some community center managers have been running classes below the established course minimum but this has been curbed. The Agency is now paying closer attention to cost recovery, which is a work in progress.

Prince George's County Boys & Girls Club

The model of the current Prince George's County Boys & Girls Club was formed in the 1960s. At the time, and for many years, it was a strong program with a great model, excellent programs, and well-trained coaches. The Prince George's County Boys & Girls Club programming no longer works effectively or efficiently and it’s time for the organization to be revamped. Staff agree that it will not be easy to get the Prince George's County Boys & Girls Club leadership to change their philosophy – they are a strong and powerful group. Currently, the Prince George's County Boys & Girls Club has first priority over program spaces. If this continues, new Department programs will not be able to grow.

Many programs have spun off from Prince George's County Boys & Girls Club programming and the Department does not have relationships with these new groups.

Competition

There is a great deal of local competition for youth sports – especially at the travel and elite club level. There are AAU leagues for basketball, flag football and tackle football. Staff are curious the new Youth & Countywide Sports Division will work with or incorporate AAU leagues into Department programming. Will the AAU leagues be competition or become partners? For now, they are competition and the Department is losing. Among survey respondent parents of children enrolled in sports outside of M-NCPPC offerings, the top three organizations utilized were Prince George's County Boys and Girls Club, Prince George's County Public School System, and Washington Catholic Athletic Conference. Town Hall Meeting participants identified coordinating with other local organizations to offer programs as an opportunity for M-NCPPC.

Space Allocation and Demand

Balancing space allocation between internal programming and outside rentals can be a difficult task for a community center manager as there are no guidelines in place. Staff work hard to keep the fees low and in some cases that can work against them. Enrollment is so high at the boxing gym, that it's difficult to accommodate everyone who wants to utilize the facility. There is only one indoor track so some groups are not allocated space – it's impossible to make everyone happy. There is not always enough time allocated for a program to be developed and executed. Due to this constraint, program space is often allocated to rentals instead of Department programs.

The community centers have gyms – therapeutic recreation, youth sports and the Prince George's County Boys & Girls Club do not. There is no clear direction on which groups have priorities over the limited space and groups are competing against each other.

A "hot spot" analysis is needed that could inform staff when facilities are heavily used and when there are gaps that could be used for new programming.

Staff Training and Preparation

Before the Department sets off in a new direction, there should be an assessment of whether the staff have the training and the time they need to do their jobs effectively.

Processes Used to Determine Program Offerings

There does not appear to be a firm methodology that all staff uses to determine what programs to offer. Each area or department has their own method to determine offerings. There are many different ways that staff throughout the Department are determining what sports programs to offer including:

- The "red light/green light" model – the goal is to offer programs that appeal to the masses that everyone can afford
- Seeking input from the community they are serving by conversing with parents and children as well as reviewing program evaluations

- Offering the “traditional” schedule with few changes or additions
- Focusing on programs that allow children to learn a specific sport
- CAPRA
- Comprehensive Rec Plan
- Formula 2040
- Historical trends
- Board members suggestions

Some programming is tied to specific staff members and when they move (either through a lateral move or promotion), the programs change. These changes don’t always match what the community is seeking. Community Centers have also competed with each other. In the past, each community center managers created their own schedule. Recently some consistency has been created for all centers as well as a process to offer new programs. Some community center managers offer sports camps or clinics and they wonder if they should be working with athletics to provide these. Everyone’s roles needs to be clarified when it comes to offering sports throughout the Department.

Organizational Change

A number of stakeholders reported that the Department can be slow to adopt change or adapt their programs to meet demand. While improvement to programs and facilities are occurring, many patrons and staff feel like the Department can be set in its ways. This has ultimately slowed the response to changing demographics and demand and has led to the Department becoming resistant to major change.

Customer Experience

The on-site customer experience is phenomenal! There is great interaction between staff and participants and parents. 84% of respondent parents with children in M-NCPPC offerings rated staff as good or excellent and 86% of respondents rated customer service as good or excellent. Staff have a desire to evaluate, enhance and improve the other facets of the customer experience.

Brand

The Department brand needs work as it is not consistent from program to program or from facility to facility. There was feedback across all stakeholder groups that the brand could benefit from improvement. If there is a vision and a mission for the Department, it needs to be rolled out in training and ingrained in the culture. The perception is that that Department employs great people and now a smart structure is needed.

Staff Training

Staff across the Department need to be education regarding all of the programs offered so that everyone can effectively respond to custom inquires. Currently, calls are constantly forwarded in order to find the proper answer. This process makes the Department look bad and customers are lost due to the lack of information.

Standards/Expectations/Accountability

Standards need to be created across the board regarding all customer experiences. Clear expectations need to be conveyed to all staff regarding the standards. Lastly, there needs to be accountability that staff are adhering to all of the standards. The perception is that interactions with customers are not consistent from location to location and that all do not get the level of service that they deserve.

Parent Frustrations with Registration Requirements

Depending on the sport, you may need a birth certificate, a government ID or a passport. There is no consistency regarding what is required for registration. And a parent will have to produce the same document over and over for different programs. This can be very confusing for parents and, by the time the program begins parents are already frustrated. It would be ideal if the Department could determine what is needed for all sports and then scan and save the document with the household information in RecTrac. With a new, streamlined procedure, parents would only need to provide the required information once.

The process to register for some programs is confusing. For example, there are three ways to register for lacrosse but only one way to register for many other sports programs.

Support for non-English speaking constituents

More support should be provided for those that do not speak English as their first language. In areas where the majority of the community speak another language, hire front line staff who speak the language to reduce the barriers for registration.

Lack of opportunities for girls

Many girls sign up for programs that are advertised as coed and when they arrive for the program, they are the only girl on the team. This is one way the Department loses female participants at a young age. The need for more female offerings was a key theme throughout the Town Hall Meetings. The Department needs to make a concerted effort to create mores sports programs just for girls and then work hard to attract and retain them. Currently, girls want to join a league as a full team – they don't want to participate as an individual. Once they are 10 or 11-years old, they join a travel team so that they can stay together.

Ice Center Seasons/Promotion

At the ice center, the seasons do not conform to the rest of the Department programming. This can be confusing for parents. A separate publication that focuses on ice skating programming and registration dates would be very helpful.

Financial Aid

Financial aid is not available for youth sports competitions – just classes. This is a barrier for some families who cannot afford to participate. It's also confusing to parents why aid is available for some Department programs but not others.

Handling Complaints

The size of the agency can be a detriment at times. With so many levels of staff, a frustrated parent may start with the lowest level and his/her complaint may have to through seven more levels in order to reach the division chief who can finally make a decision. This can be addressed by training and empowering staff to handle complaints without having to get an approval. The organization structure is also so spread out and that can be a frustration for community members who are looking for information or answers.

Program Evaluations

Obtaining current customer feedback is very important but there is not a standard process for distributing, collecting, analyzing, tracking and sharing program evaluation results. The only area in the Department that has a good process for program evaluation is Summer Camps. Apparently the software is in place to create a system but this hasn't been a priority yet. County residents need to be able to provide more input into what the Department offers and this would be an ideal way to accomplish this for current program participants.

Marketing

The marketing of Department programs and services was brought up while discussing every topic during the focus groups. Effective marketing is a frustration for nearly every programming staff member. The sentiment is that the Department can do more to promote programs and services. Many parents are not aware of what is available due to a lack of external marketing as information from parks and recreation can be inadequate. 65% of survey respondents of parents indicated that communication received from M-NCPPC was good or excellent. Survey results show that there is room for improvement in marketing and communications to parents and participants. A number of stakeholders including community partners and patrons reported the communication was lacking on a variety of topics regarding upcoming programs, project to build new or update facilities, and the development of this Plan. Comparably, 88% of respondent parents of children enrolled in sports outside of M-NCPPC offerings indicated that communication from those providing organizations as good or excellent. There appears to be more information available from Department competitors regarding youth sports than from the Department. For some programs, the marketing is confusing and one is unable to determine if the program is being run by the Department or another organization.

Marketing Staffing

The sentiment is that the marketing department is a very talented group individuals but they are understaffed and disjointed due a number of changes made three years ago. The marketing team is asked to complete so many tasks and they simple cannot keep up – and form does not always follow function. Marketing can also be political within the Department – if something urgent comes up, everything else is dropped (sometimes for a long period of time) and it's all hands on deck dealing with a specific issue. All areas of marketing need more capacity including the website, social media and video. In order to meet the needs of this new division, the department will need more staff, more funding and more commitment.

Planning for Effective Marketing

Often programming planning occurs before the communication planning and the end result is that a lot of energy goes into creating great programs but the marketing then happens too late in the process to be effective. Not all staff are aware of what it means to market a program. Marketing is so much more than creating a flier – effective marketing should include paid advertisements, promotional videos and email blasts. Some staff rely on word of mouth to promote their programs which is not always effective. A great deal of Department resources are spent on print marketing instead of digital marketing – many staff feel the Department is behind the times in this regard. Utilizing billboards on main highways (Routes 95, 202, and 695) could be beneficial (similar to when the Department advertised for the new Southern Area Aquatic and Recreation Complex).

Marketing Process

The process to get programs advertised is complicated as there are lots of guidelines and several hoops to jump through. It is often easier for staff to handle on their own. Even sending out a simple email blast is not easy. Advertising for youth sport coaches is also a difficult, yet important, process.

Recreation Staff Marketing

Most of the program promotion is left up to recreation staff and many create their own fliers, send out email blasts, and handle their own websites. Some staff simply rely on the program guide to promote their programs. Some recreation staff know that spending time with marketing department staff to get advice about program promotion is encouraged and helpful but others do not. It's up to Public Affairs and marketing to inform staff how they can help with program promotion.

It is often unclear which programs are run by the Department and which are run by partners and this can be frustrating for parents. All community centers and all recreation staff need to embrace all youth sports programming and assist with the promotion. The community centers are a great way to advertise for new programs with the use of their marquees. For now, there is little "buy-in" for cooperation and collaboration. As an example, one staff person created a flier for a new lacrosse program and distributed to a variety of community centers. When they returned to one center a few days later, all of the fliers had been removed. Apparently this is common throughout the Department as staff are unwilling to promote programs outside of their division. Staff are not using all of the tools that they have at their disposal for program promotion. Sharing and sharing well are two different things and many staff are just sharing.

Website

The Department website is confusing and cumbersome. It can be difficult to find the sport you are looking for as it can take many clicks. The website needs to be easier to use and navigate as it can be a frustrating experience – especially for new customers. Some activities are advertised on the Department's website and the website of a partner – this can be confusing if the information is not consistent. For Lacrosse, one can register in one of three places.

Social Media

Although the community center managers would like to have their own Facebook pages to manage, this is not permissible. There is one Facebook page for the Department of Parks and Recreation but

with so many community centers, it contains a great deal of information. The Golf staff would like an Instagram page in order to reach their young participants. The perception is that there are tight controls on social media as the marketing department wants to be able to approve all messaging before being posted. There is simply not enough staff to do this for all program promotion if it's going to be done effectively and in a timely manner.

Local partners and patrons reported that the Department would experience improved community engagement through a more robust social media presence. In addition to the Facebook page, stakeholders mentioned Twitter, Instagram, Tik Tok, and commercials on local radio and TV as potentially methods of engagement. Stakeholders also discussed opportunities such as connecting with parents and aged-out participants, and involving more youth on staff to help connect with the target audience.

Technology

The Department should be leveraging technology to tell their story and to stream programs and services that some are not able to attend in person. The streaming of games and events would be welcomed and embraced by the community.

Partnerships

The Department works in partnership with many organizations including the Prince George's County Boys & Girls Club, the local schools, DC United (soccer), First Tee, the National Junior Tennis Association (NJTA), USA Swimming, the Washington Nationals, The Redskins, NFL, MLB, NHL and Medstar (for wheelchair sports). The Department was involved with most of the professional sports teams in the area at one time but not all of these relationships have continued. Staff would like the opportunity to create new partnerships with more professional leagues (including the minor league organizations) in the region. The biggest partner is the community and the Department needs to do more to strengthen this relationship by finding out what residents want in terms of youth sports programming from the Department.

True Partnerships

The Department refers to many relationships as partnerships that are not actually partnerships. One staff member suggested that 90% of the current partnership arrangements are not beneficial to the Department. Often the Commission is willing to give away more than they receive. A true partnership should benefit both parties equally. If the Department is providing the fields, resources, and participants and the Department gets nothing in return, it's not a partnerships.

Staff would like the Department to define their partnership philosophy and then allow staff to administer across the agency. An evaluation of all existing partnerships should be conducted to determine what the Department is giving and receiving, and whether the current arrangement is fair. For those arrangements that are deemed to be true partnerships, more effort should be put into strengthening the relationship. Since all partners are an extension of the Department, all coaches associated with partner sports organizations should have a clear understanding of the mission and the

vision. Partners will need to be held accountable in the same manner as Department programs in regard to criminal background checks and coaches training.

Barriers to New Partnerships

There are many barriers to creating new partnerships. Someone can always find a way as to why the Department cannot participate with potential partners. The Department is too big to pivot quickly, so they often miss opportunities. They need to figure out a way to be prepared so that when new partnership opportunities are presented, the Department is able to participate.

Staff Planning

Staff are in need of a strategic plan called “how to partner with new organizations” so that they don’t have to start from scratch with each new opportunity. Many staff are working hard to create good relationships and many existing programs have already been researched such as U.S. Tennis and U.S. Golf. The Department should continue to build on these relationships.

If the Department could create a path to partnerships, staff could focus on providing learning opportunities and then work with others to create a feeder system for the competitive side of sports. High quality coaches training and certification should be required of all partners for all levels of sport.

Imposed Partnerships

Often staff are directed to work with another organization in partnership without knowing, or being able to weigh in on, all of the details of the arrangement. This causes frustration for staff members as a commitment is made before Department staff has been given time to evaluate if the partnership makes sense. In many of these cases, Department staff believe that they could offer some program more effectively on their own. The professionals on staff (subject matter experts on each sport) should be empowered to determine if a new partnership makes sense for the community and for the Department. Theses staff members need the autonomy to say “no” to groups that are not useful and “yes” to groups that can benefit the Department and improve offerings. Typically when an organization reaches out to the Department to form a partnership, they just want space, and cannot offer a lot in return.

School Facility Use Agreement

The Department has been working on a facility use agreement with the school for the past four or five years. It appears that the school district really doesn’t have a strong desire to complete this agreement. This can be difficult for staff as some school staff are very generous with access and others are not. Having an agreement in place could improve the Department’s usage at these important facilities.

Creating relationships or partnerships with the local high school coaches could be very beneficial for programming. With assistance from the coaches, the Department goal would be to prepare children to play a sport at the high school level. Connections with all of the high school coaches (for both boys and girls sports) in Prince George’s County could be very advantageous.

Prince George's County Boys & Girls Club

The Department has been in partnership with the Prince George's County Boys and Girls Club for many years as they provided sports when the Department could not. The situation has now changed. Many of the issues with this partnership have already been outlined in this report. The partnership with the Prince George's County Boys & Girls Club should be one of the first evaluated as the results will affect other aspects of youth sports programming in the Department. This will be an important conversation and the Department will need input from the community regarding the final direction taken with this organization.

Sponsorship

There are many regional and national businesses located in the County that are potential sponsors for local sporting events and tournaments. Formal agreements will be needed with tiered opportunities depending on the commitment level.

Hospitality Sector

The goal of the hospitality sector is to “put heads in beds” and this aligns well with the goals of the New Youth Sports Division. Staff should find success stories in other communities were sports are attracting overnight guests and emulate. The Department should then request a seat at the table with the hospitality sector.

New Youth Sports Programming Ideas

Stakeholders made lots of suggestions regarding new youth sports programming. Many emphasized that new programming should include a character development component to develop well-rounded people and not just athletes. The suggestions for new programming ideas included:

- Recreational leagues for girls and young women
- Revamp the Pee Wee sports programming
- Instructional, skill building and recreational sports programs for girls and boys in middle school who were not exposed as a young child and for those who discovered their passion a bit later.
- Skill development programs for all sports (dribbling, shooting, passing, kicking, catching, and pitching) to replace the need for a parent to hire a private trainer. These could be programs developed with high school coaches.
- Coordination with 3rd party organizations to offer programs and sports
- Specialized sports training for the competitive athlete
- 3 on 3 Basketball on a smaller court – as a way to use the facilities the Department has in order to grow the sport
- A youth basketball league that is not developmental and incorporate AAU teams
- High quality leagues for the average athlete – that would focus on developing the person and the athlete and not on getting athletes into a D1 school to play a sport
- More programming across a range of skill levels, particularly levels between basic recreation and competitive.
- Opportunities for children that are homeschooled
- Kickball for youth and adults

- Opportunities to learn a sport to play and enjoy life (golf, tennis, swimming) without the need for competition.
- Providing instructional, development, feeder and elite level opportunities for boys and girls in all sports where athletic scholarships are available. Evaluate inventory and compare to scholarship opportunities.
- Tournament opportunities in all sports to keep athletes within the County.
- Better training for coaches.
- Reopen Kentland Golf Training Course and partner with First Tee.
- Futsal in the southern region of the County.
- Pickle ball
- More opportunities for “girls only” specifically volleyball, lacrosse and field hockey
- BMX
- Rugby
- Water sports (kayaking or crew)
- Extreme sports
- ATV course
- Horseback riding – equestrian center/trails

Stakeholder Recommendations for the Expansion of Existing Facilities or the Construction of New Sports Facilities

- Build an indoor facility with multiple gyms, ample spectator seating, and sufficient parking for large tournaments.
- Multi-use indoor facilities that can support a variety of programs and sports.
- Add a family changing room and larger locker rooms at the Allentown Splash, Tennis & Fitness Park.
- Add bleachers to the tennis bubbles
- Add more turf fields with athletic field lighting, shade, spectator seating and adequate parking for soccer, lacrosse, football, and flag football. A large complex with multiple fields would be ideal for tournaments.
- When building new pools, ensure that space can accommodate swim team and USA swimming meets.
- Add an additional sheet of ice.
- Improve the drainage on the existing ball fields
- Improved lighting to support extended offerings
- Add pickle ball courts
- Build a large indoor natatorium to host USA swimming competitions.
- Repurpose and renovate underutilized community centers by adding a box for turf or gyms.
- Evaluate all ball fields – improve some with spectator seating, shade and parking. Remove others that cannot be improved due to space limitations or only use for instructional programs.

As the Department looks to builds new facilities, it will be important to continue to maintain the old and to eliminate the backlog of maintenance that currently exists.

Additional Considerations for New Youth Sports Division

The Department has always been the local source for providing recreational sports programs. The old philosophy and rules have prevented the agency from offering competitive sports programs. Now that the Department has decided to change their focus, staff will need to determine the proper mix of recreational, developmental, feeder and elite level programs and what facilities will be needed for each.

The Prince George's County Boys & Girls Club has always had exclusive rights to facility space but this will need to change with the new Department philosophy. The current staff see this as a difficult transition.

For the new Youth & Countywide Sports Division to be a success, lots of collaboration will need to occur from both within the agency and externally. In order to provide one-stop shopping, many agreements will need to be revamped and it will take time to get community “buy-in”.

The Department will need to create consistency across all youth sports so that the program elements are the same: marketing, registration, uniforms, coaches training, staff follow-up, program evaluation, etc. The brand will need to be created and then implemented consistently across the Department.

Key Themes

A common staff perspective is that everything related to youth sports is “adequate” and the department needs a board view about how to improve and move the needle. The future plan for youth sports should align with available facilities.

To summarize, several key themes emerged during stakeholder outreach that should be considered with the implementation of the new Youth Sports Division including:

1. The Department provides solid opportunities with the instructional sports but when families have an interest in continuing on with a selected sport in a more competitive atmosphere, they go elsewhere (often outside the Department).
2. The Department does not have a reputation for providing competitive sports. Some expect a high level program but then the facilities don’t match the expectations.
3. The Prince George's County Boys & Girls Club is not what it used to be 30 years ago. This partnership is in need of serious evaluation and revamping. Modifying this relationship will be sensitive and political and should be handled strategically. Including the Prince George's County Boys & Girls Club leadership in the planning process is important as there is likely a place for this organization in the new structure – possibly with character development.
4. The Department competes with itself – defining everyone’s role will be critical and increasing the communication among all programming staff regarding what is being offered and when will be a necessity for success. Many silos exist – it will be necessary to break down the silos to work through the issues with permitting program space.
5. There are many scheduling challenges with the indoor sports facilities that the Department owns and utilizes. Who has priority? Who is expected to make money? Who is providing a necessary service? There is currently no clear direction regarding which programs have priority over programming space. Decisions need to be made, a plan shared across the agency and then everyone held accountable for implementing the agreed upon plan.
6. There is a need for the Department to provide more sports opportunities for girls.

7. Consistent high quality signage and customer service across the agency is necessary. An evaluation of all the customer touch points should be conducted to determine where signage and/or additional training is needed.
8. The Department is lacking a mechanism to determine where new facilities should be added and what should be built. Park planners need direction as far as how to assess current demand compared to capacity.
9. Collaboration for the use of facilities with other entities will be critical to the success of the new division.
10. For the new youth sports division to be a success, the Department will need to be transparent with participants, parents, coaches and partners; allow new people into the game; and be innovative in their approach.

There is a need for the Department as a whole to do more research, be willing to take some risks, redefine the way business is conducted and to be more strategic. Enhancing the work culture, being more proactive, and creating a strategy that includes mission, process and evaluation are all critical pieces to future success.

The Maryland-National Capital Park and Planning Commission,

Department of Parks & Recreation,

Prince George's County

Youth Sports Strategic Plan

Programs and Services Report

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3 December 2021

Table of Contents

Section	Page
Table of Contents	i
1 Internal Existing Conditions	1
Current Offerings	2
Current Relationship with Other Providers	11
Public Opinion	12
2 External Existing Conditions	14
3 Youth Sports Trends	16
4 Gap Analysis	18
Benchmark	18
Gaps	20
5 Youth Sports Program Delivery Model	21
Roles	21
Delivery Goal	22
Affiliate Providers	23
Staff Oversight	23
New Role(s) to Support the Structure	24
6 Recommendations	25
Appendix A: External Provider Database Snapshot	27

1 Internal Existing Conditions

The intent of the existing conditions analysis is to examine the internal youth sports offerings on a countywide scale. Youth sports opportunities are provided by four separate divisions of the Department:

- Aquatic and Athletic Facilities Division (AAFD)
- Youth and Countywide Sports Division (YCSD)
- Special Programs Division
- Area Community Centers
    - Central Area Operations
    - Northern Area Operations
    - Southern Area Operations

As a means to understand what sports-related activities were offered by the various divisions, the staff provided a series of information points for each program: the program name, program type, typical average enrollment, instruction level, competition level, season, ages, gender, location, primary facility, and secondary facility. Descriptors helped to define the information categories, and were outlined as follows:

Category	Descriptor	Details
Program Type	Drop-In	Free play, no instruction
	Sport Exploration	Exposure to a variety of sports
	Skill Development	Advancement of sport-specific skills
	Competitive	Competitions test developed skills
Instruction Level	Volunteer Coach or Instructor	Unpaid
	Season/Intermittent Coach or Instructor	Paid
Competition Level	None	Leisure-based experience
	Recreation	Informal local contest, often at home facility
	Travel	Travel to more formalized contests between local facilities
	Club	Advanced contests with regional/national travel
	Collegiate	Post-secondary contests
	Elite	Top-tier, high-level contests
Season	Winter	Single season
	Spring	Single season
	Summer	Single season

	Fall	Single season
	Year-Round	Multiple seasons throughout the year
Gender	Boys	Boys only
	Girls	Girls only
	Co-ed	Boys, girls, and all genders
Location	North	Primary location of practices and games is northern geographic area of M-NCPPC
	Central	Primary location of practices and games is central geographic area of M-NCPPC
	South	Primary location of practices and games is southern geographic area of M-NCPPC
	Countywide	Practices and games occur throughout the County

Note: *During plan development, there were three area operations within M-NCPPC, Department of Parks and Recreation, Prince George's County: Central Area Operations (CAO), Northern Area Operations (NAO), and Southern Area Operations (SAO). As of January 1, 2022, the area operations have merged into Northern Recreation & Leisure Services (NRLS) and Southern Recreation & Leisure Services (SRLS), with NRLS comprising of NAO and some of the CAO, and SLRS comprising of SAO and some of the CAO.*

The information gathered was then assessed and cross-tabulated, to tell the story of what is currently offered and subsequently draw substantive conclusions. The following subsections describe the significant observations and findings found within the data.

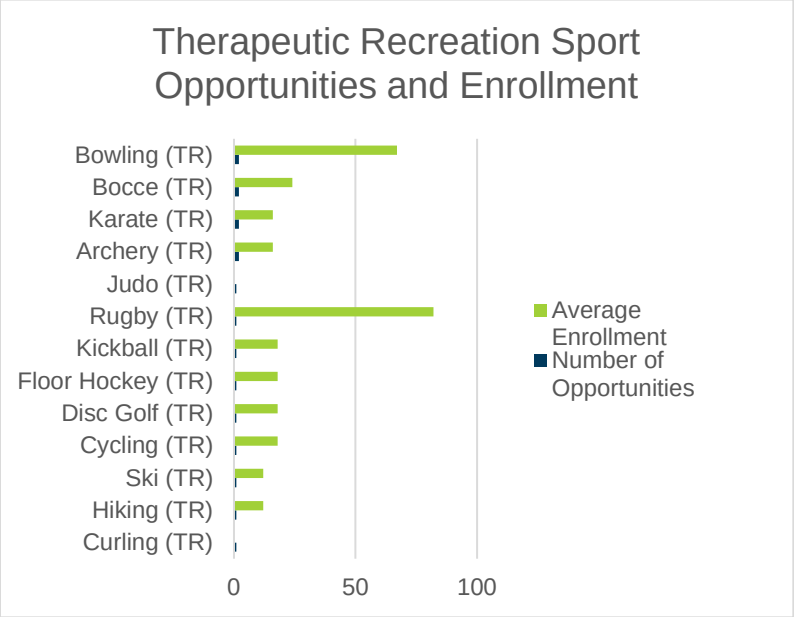
Current Offerings

The National Collegiate Athletic Association recognizes 25 sanctioned sports and 12 emerging sports. From that list, staff leaders chose 22 sports to focus on through the assessment process. Figure 1 shows the total quantity of offerings, by sport.

Figure 1: The Number of Sport Opportunities Offered

Basketball was by far the sport with the most programs offered, with 94 total opportunities. Tennis, gymnastics, swimming, and soccer rounded out the top five sports offered the most. The Special Programs Division offers therapeutic recreation (TR) programs for people with disabilities; when combined, 13 sports were offered as TR offerings. The detailed breakdown of the number of offerings and their respective enrollment is depicted in Figure 2.

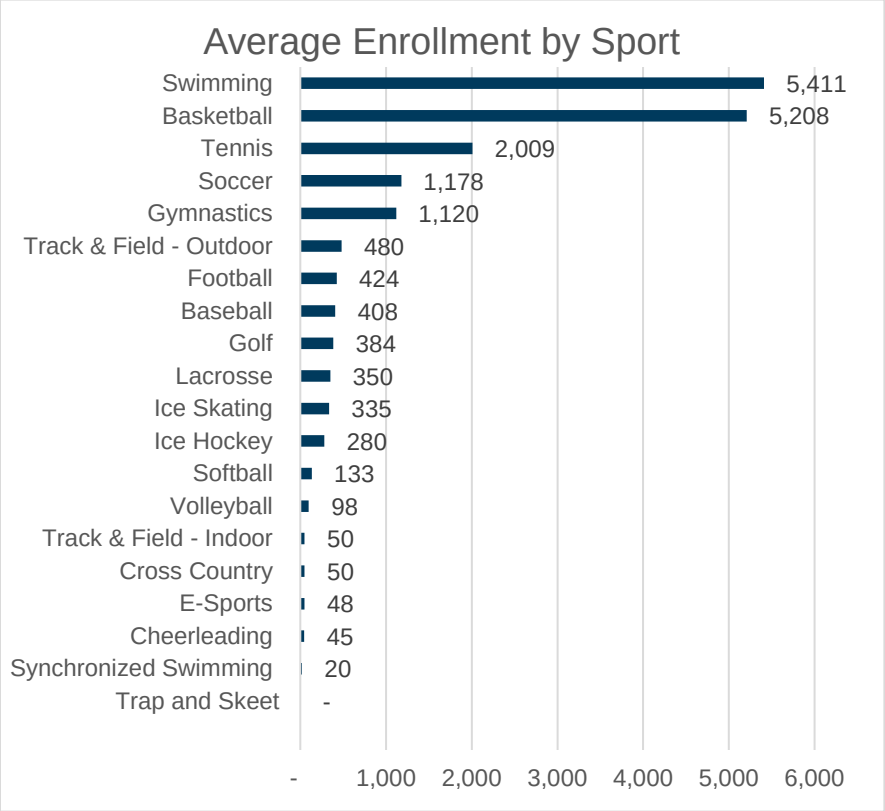
Figure 2: Therapeutic Recreation Sport Opportunities and Enrollment



Archery, bocce, bowling, and karate were all offered twice; the remaining TR sports were offered once. Rugby was the most popular sport, with 82 participants enrolled. Bowling was the second-most popular with 67 participants. Although judo and curling did not have any participants in the period studied, the remaining sports enjoyed an average of approximately 16 participants each.

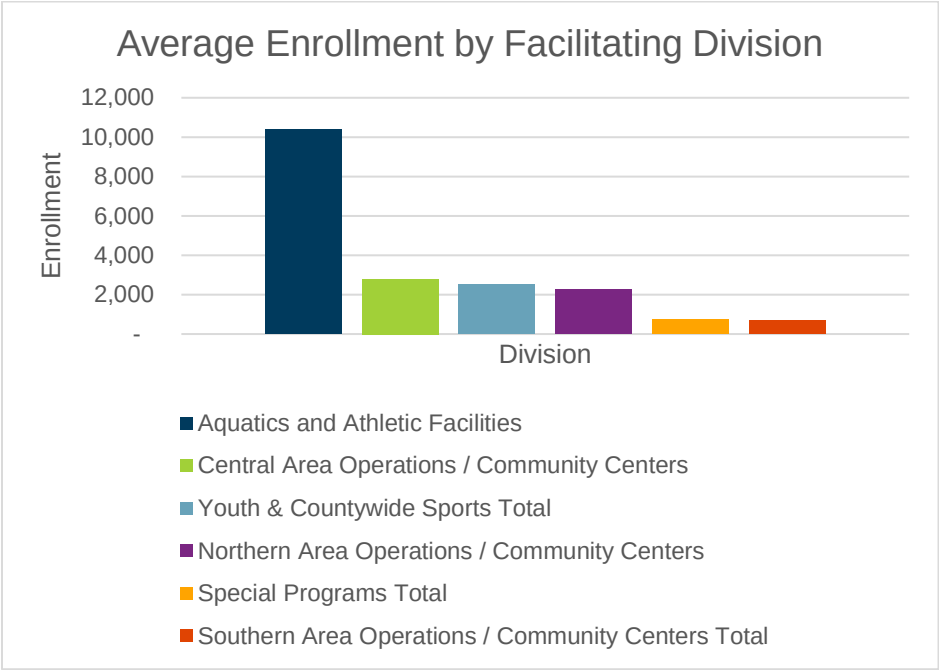
Enrollment in mainstream sports was highlighted by swimming and basketball, with over 5,000 participants enrolled in each. Tennis, soccer, and gymnastics all experienced enrollment in the thousands as well.

Figure 3: Average Enrollment by Sport



Digging deeper into the quantity of enrollees by facilitating division can help understand the service demand, and therefore align resources to support the demand.

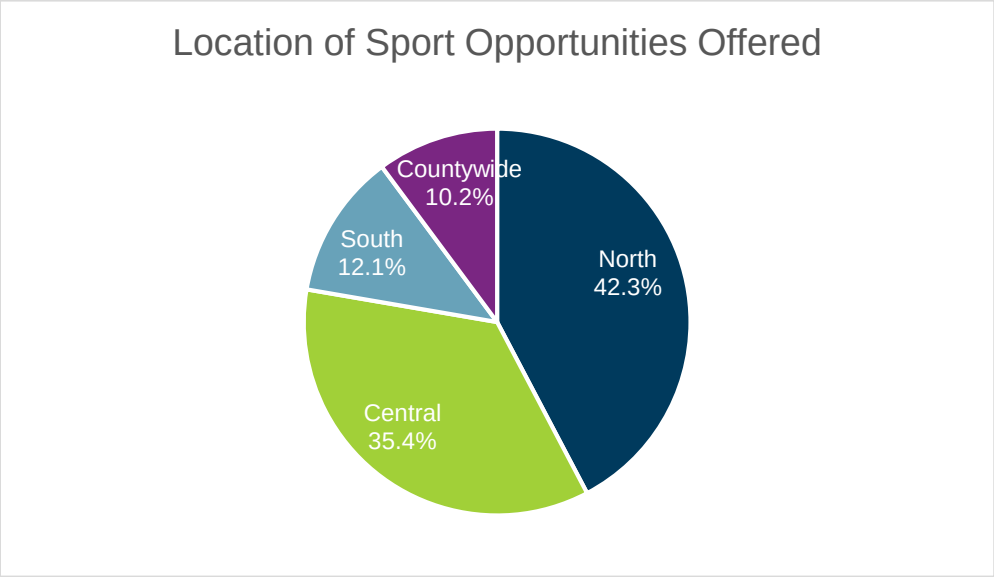
Figure 4: Average Enrollment by Facilitating Division



On average, the AAFD supports more registered participants than any other division. Even when combined, the two Recreation and Leisure Services (Community Centers) divisions' 5,732 average enrollment is about half of the AAFD's 10,361 average. YCSD serves about 2,515 participants and Special Programs serves about 732 registered participants.

From a geographic perspective, the smallest quantity of programs (37). The northern and central areas host the most sport opportunities (129 and 108, respectively). Countywide opportunities, or those sport programs that are spread at locations between all three of the regions (northern, central, and southern), host 31 opportunities.

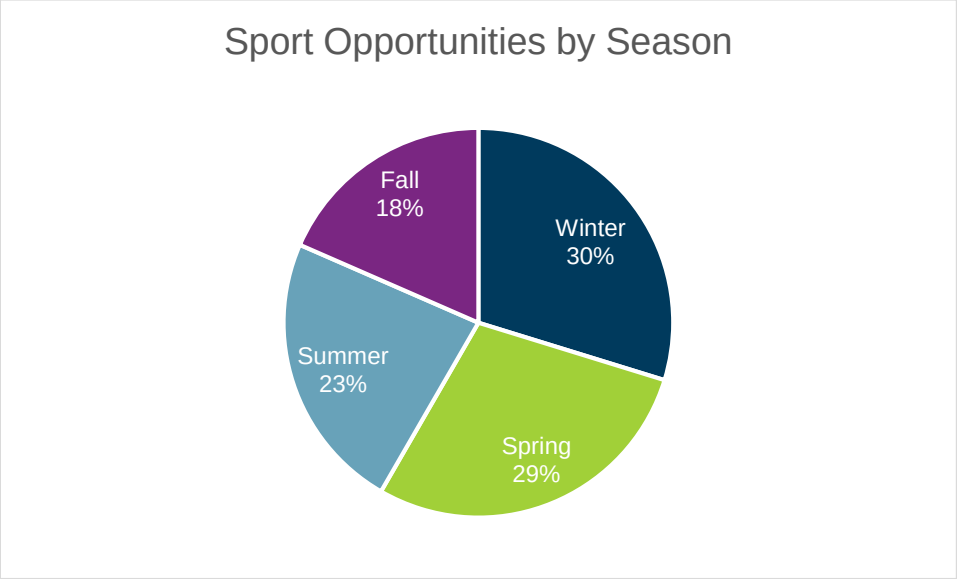
Figure 5: Location of Sport Opportunities Offered



This data suggests that a larger quantity of sport opportunities offered the south region would increase geographic equity.

Seasonally, the largest quantity of sport opportunities occurred in the winter (50), closely followed by spring (48). Summer and fall offered fewer sport opportunities, with 39 and 31 respectively.

Figure 6: Sport Opportunities by Season



Lower quantities of summer programming are often seen at park and recreation agencies nationwide. Increased fall sport offerings, however, are an opportunity for growth.

Sport opportunities are currently targeting youth ages 6 to 13 the most (772, or 42%). Combining the individual ages into corresponding school designations shows that sport opportunities are being offered the most for elementary school aged youth, followed by junior high (465, or 25%) and high school (447, or 24%). Early childhood, or preschool, aged offerings are offered with the lowest frequency, 163 or 9% of all sport opportunities.

Figure 7: Sport Opportunities by Age

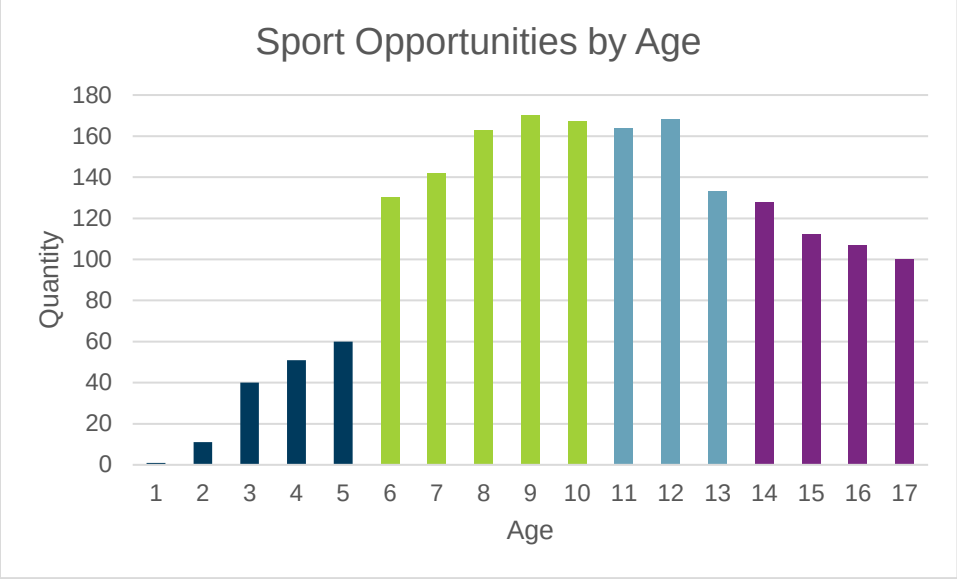
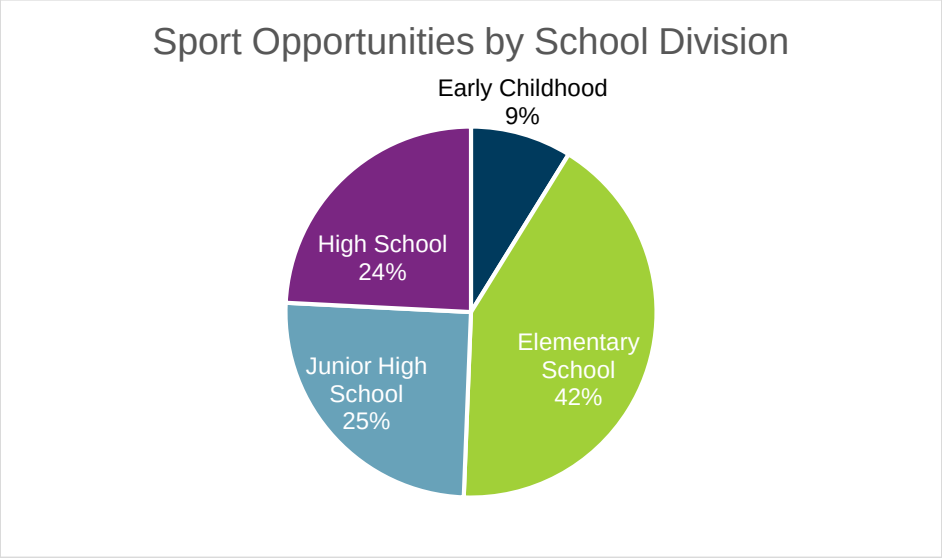


Figure 8: Sport Opportunities by School Division

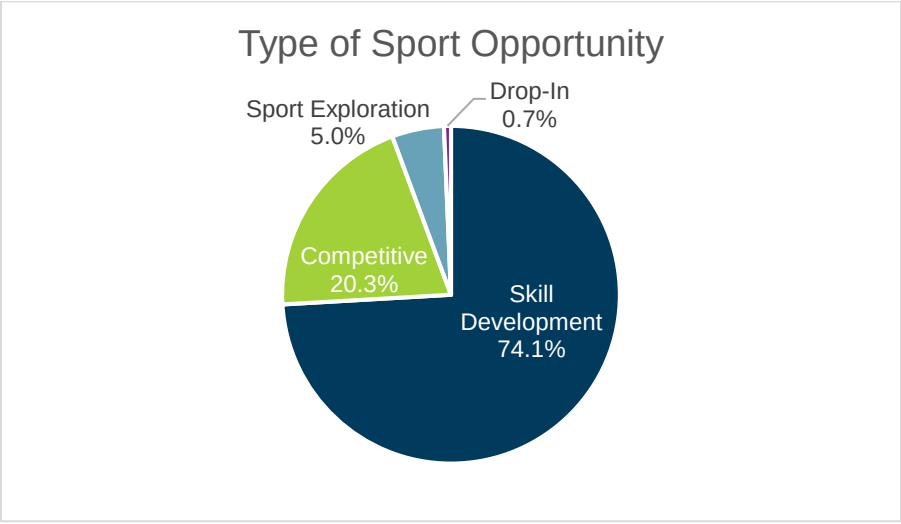


This data suggests there is an opportunity to target new sport opportunities on youth ages five and under.

This data also correlates with the fact that one of the smallest quantities (15, or 5%) of sport opportunities was sport exploration. Sport exploration classes are typically designed to target very young participants who are just starting to discover their athletic interests. Additional sport exploration opportunities for early childhood and elementary school aged youth are recommended.

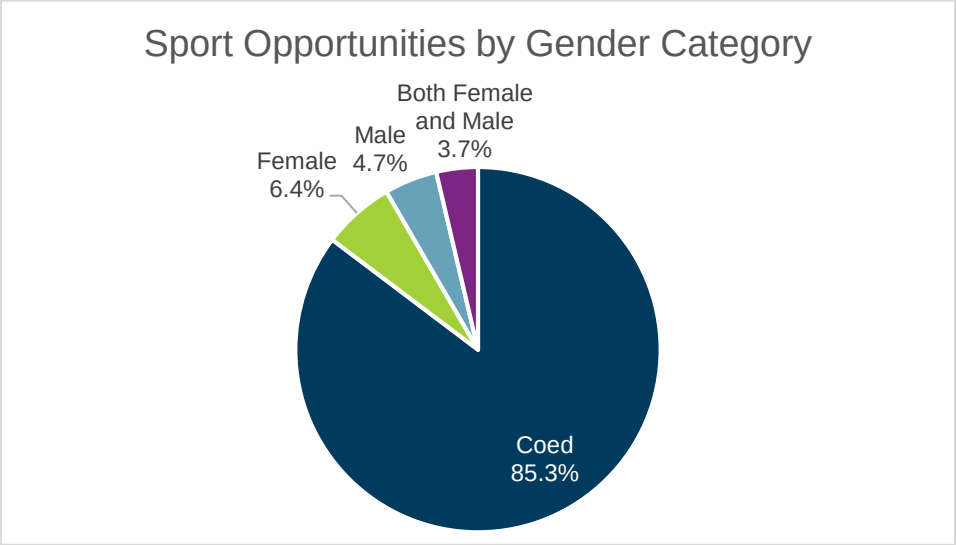
Most of the internally developed sports opportunities were focused on skill development (223, or 74.1%). The higher percentage of skill development and lower percentage of competitive opportunities aligns with the conventional mission of public recreation – to provide athletic experiences rooted in a leisure-based approach.

Figure 9: Type of Sport Opportunity



An overwhelming majority of sport opportunities—85%—have been offered on a coed basis.

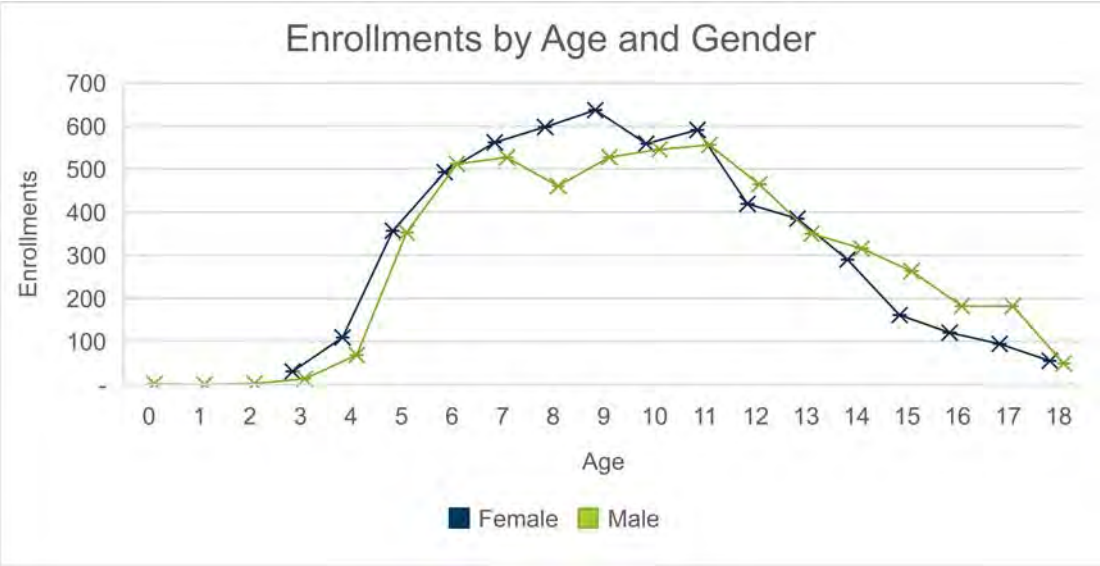
Figure 10: Sport Opportunities by Gender Category



With such a high percentage of sport opportunities offered on a coed basis, the consulting team examined the breakdown of actual sports enrollees to understand actual participation trends based on gender. Data from 2019 showed 5,460 (50.4%) female enrollments and 5,374 (49.6%) male enrollments. There were 3,313 (49.0%) unique female registrants and 3,454 (51.0%) unique male registrants. The data pointed to equitable gender-based service offerings and nearly identical participation regardless of gender. It should be noted that the time of this analysis, the Department only tracks the male and female gender designations.

There were more female enrollees than males in nearly every age, from three to eleven. After age 14, there were more male enrollees than female.

Figure 11: Enrollments by Age and Gender



This data indicates the Division should make a concerted effort to program for and attract female high school aged participants.

More than one-fourth of the sport offerings did not have a competitive element. When they did, the level of competition largely reflected a recreation-based focus (61%). From an enrollment perspective, the majority (67.9%) of participants were at the recreation-focused competition level.

Figure 12: Competition Level

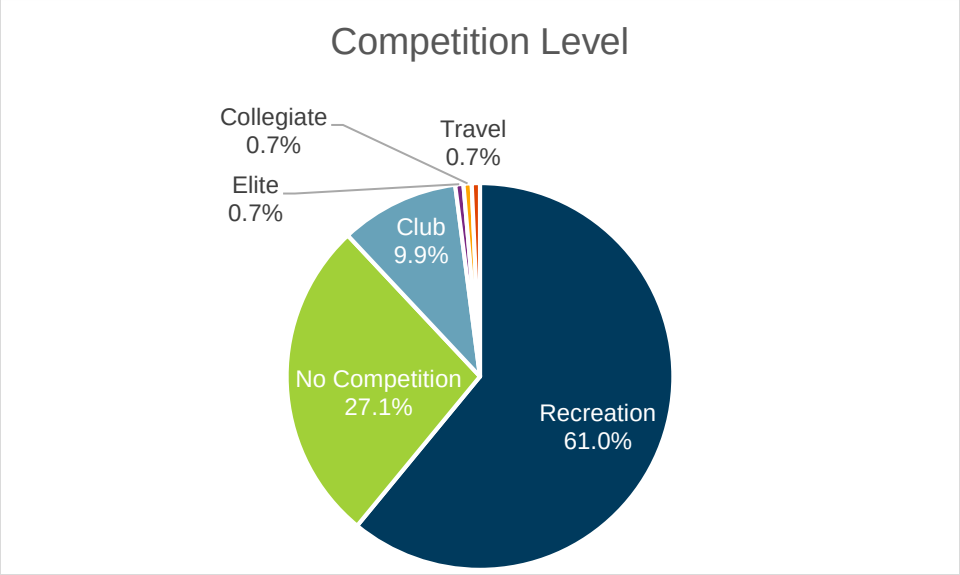
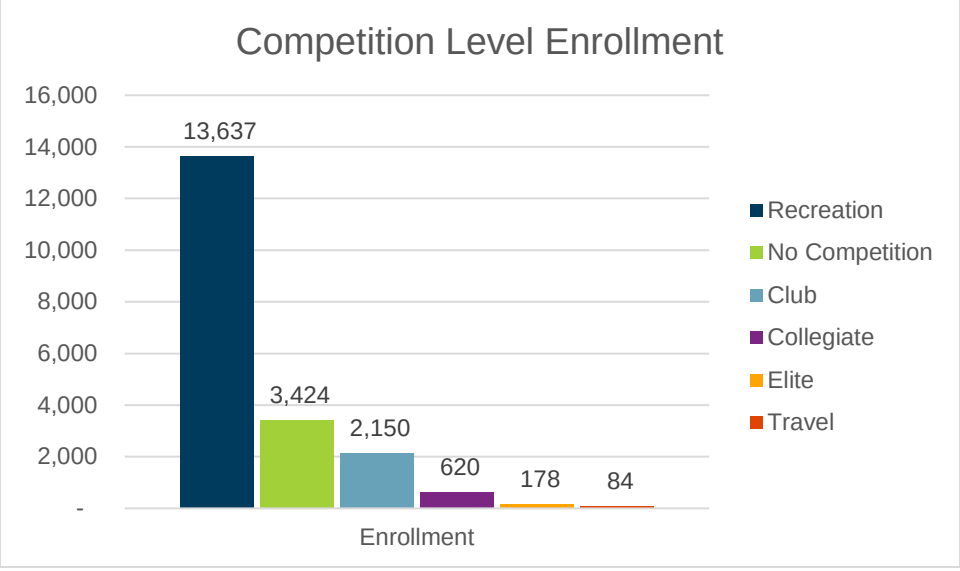


Figure 13: Competition Level Enrollment

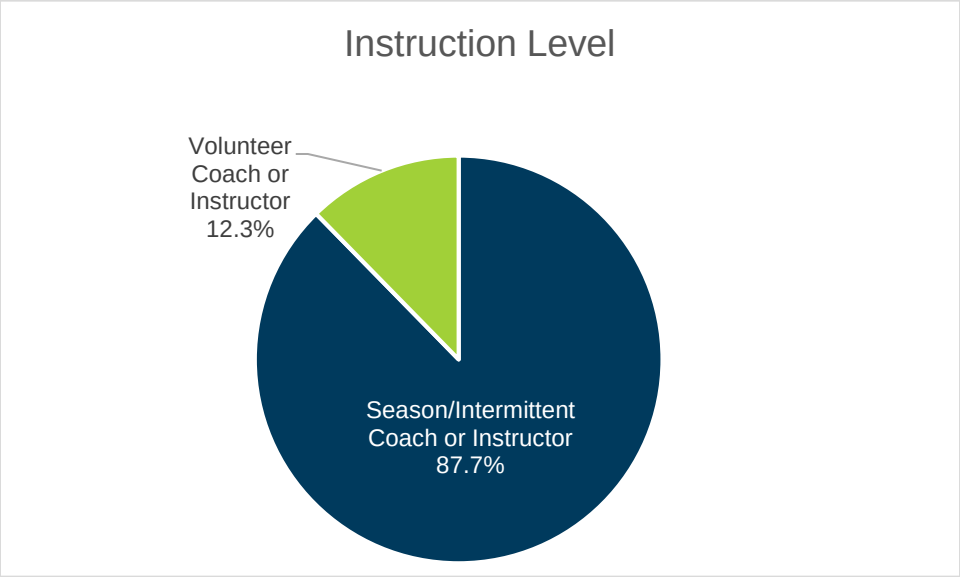


While this outcome is not surprising, future development of sport and athletic endeavors could include an emphasis on lifelong sport opportunities. Not all young people seek or enjoy

traditional sports, but could be attracted to activities such as pickleball, corn hole, spike ball, ultimate Frisbee, and/or disc golf.

Most of the youth sports offerings (87.7%) had season/intermittent coaches or instructors.

Figure 14: Instruction Level



Current Relationship with Other Providers

Staff would like the Department to define its partnership philosophy and then allow staff to administer across the agency. An evaluation of all existing partnerships should be conducted to determine what the Department is giving and receiving, and whether the current arrangement is fair. For those arrangements that are deemed to be true partnerships, more effort should be put into strengthening the relationship. Since all partners are an extension of the Department, all coaches associated with partner sports organizations should have a clear understanding of the mission and the vision. Partners will need to be held accountable in the same manner as Department programs in regard to criminal background checks and coaches training.

Due to its size, the Department does not have mechanisms in place to be able to pivot quickly, often causing missed partnership opportunities. Parameters should be established to outline who can authorize a partnership, what factors must be met, and who will manage the relationship. This will encourage staff to feel empowered to work collaboratively and seek out viable partnerships. With this preparation, the Department will be able to quickly join forces when new partnership opportunities are presented.

Public Opinion

Through a series of focus groups with community stakeholders, including staff, partner organizations, residents, and patrons of youth sports, the consulting team gleaned insight into the community's youth sports experience and needs. The following areas highlight specific points and ideas related to sports programming, organized by theme.

New Program Areas

- Provide a wide range of skill level offerings
- Help to ensure coed programs have a balance of all genders
- Develop opportunities to learn lifelong, non-competitive sports (e.g., golf, tennis, swimming)
- Create non-competitive high school opportunities for youth who do not make high school or club teams

Specific Sports

- 3 on 3 basketball on a smaller court
- Kickball for youth and adults
- Reopen Kentland Golf Training Course and partner with First Tee
- Futsal (especially in the southern region of the County)
- Pickleball
- BMX
- Rugby
- Water sports (i.e., kayaking, crew)
- Extreme sports
- ATV course
- Horseback riding

Target Markets

- Recreational leagues for girls and young women
- Pee Wee sports
- Homeschool children
- Middle school youth who were not exposed as a young child and/or discovered their passion a bit later (instructional, skill building, and recreational)

- Girls-only volleyball, lacrosse, and field hockey
- Competitive athletes' specialized sports training

Sport Format

- Skill development programs for all sports (e.g., dribbling, shooting, passing, kicking, catching, pitching)
- Offer more programming across a range of skill levels (e.g., basic, recreation, competitive)
- High quality leagues for the average athlete. Focus on developing the person and the athlete (not on getting athletes into a Division 1 university to play a sport).
- A competitive youth basketball league that incorporates AAU teams
- Target sports that have collegiate scholarships available with instructional, development, feeder, and elite level opportunities
- Host tournaments in all sports locally, to keep athletes within the Department

Program Support Needs

- Cricket fields
- Better training for coaches

Administration

- Implement MOUs as written, to reduce facility space limitations
- Clarify roles as they pertain to offering sports throughout the Department
- Establish a consistent methodology that all staff uses to determine what programs to offer
- Coordinate with 3rd party organizations

Overall, the feedback was wide-ranging and varied in opinion. Some wanted skill development on a recreational level, and others wanted specialized skill development for elite athletes. Some want to promote lifelong sport involvement while others want to target collegiate scholarships. Many referenced a balance between all developmental levels, formats, and audiences. Despite the contradictory nature of the feedback, a key point for the Department to remember is that it does not have to be all things to all people. That said, it *can* help ensure that the span of breadth and depth the residents are looking for are fulfilled by some entity, even if it is not the Department.

2 External Existing Conditions

In addition to the sports that are provided by the various internal Divisions, there are also sport opportunities provided by external entities. The method of oversight for these entities can be described as public, private, and nonprofit. To gain an understanding of the quantity, form, and offerings of these entities, a list of current facility users/renters and sports partners was developed by the YCSD's Permitting and Field Operations Unit and is comprised of historical usage of Department fields and facilities, primarily outdoor. The resulting inventory snapshot can serve two functions:

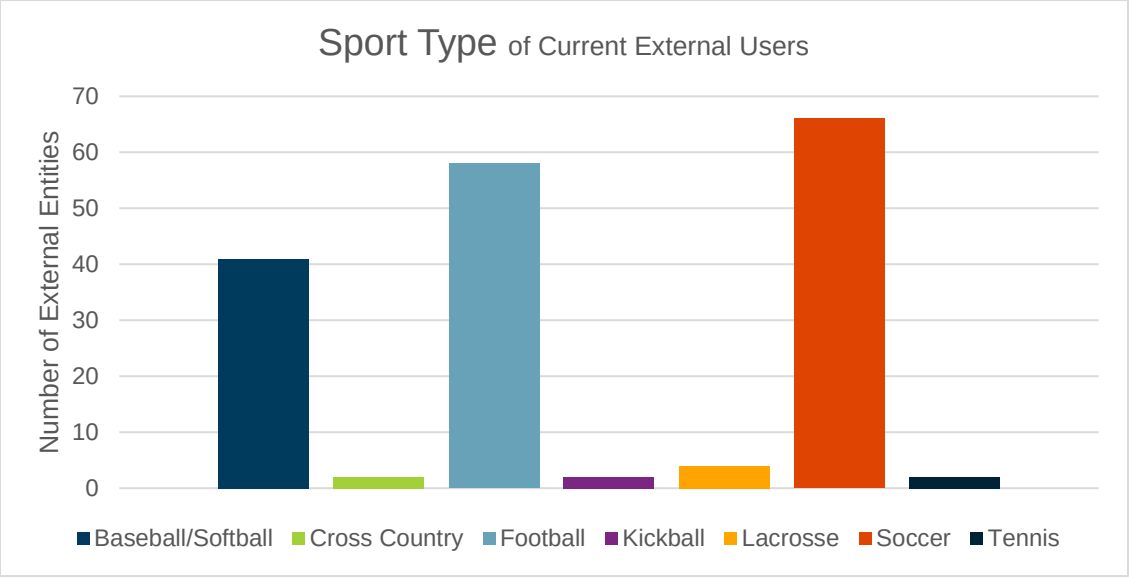
1. Insight into the current external sports provision landscape, and
2. A springboard into the future development of a comprehensive external provider database.

The inventory snapshot contains 176 separate entities, representing seven different sports. YCSD's relationship with these entities can almost exclusively be described as facility host; there is one entity described as a partner – PG Pride Lacrosse. Although it is at its infancy stages at the time of writing the report, the inventory snapshot is designed to provide structure for a full, comprehensive database of all opportunities throughout the County. More detail regarding how that database can be developed is described in section 5.

"…the inventory snapshot is designed to provide structure for a full, comprehensive database of all opportunities throughout the County."

The breakdown of the external partners' seven sports is depicted in Figure 15. Soccer and football are currently the most frequent users of the Department's facilities.

Figure 15: Sport Type of Current External Users



Half of the external providers provided teams for both male and female teams; of the other half, 45.7% are male only, and 4.6% only provide female teams. Although these figures appear to be equitable at first glance, the quantity of male and female teams that are supported by each group is unknown. As the database of providers grows, it will be important to track the total quantity of teams and participant numbers to gain a full understanding of gender equity among partners.

The locations the external providers used were spread mostly between the north (48.3%) and the south (38.5%), with the remaining 13.2% central and countywide. Because the representation in the snapshot list is not representative of all external providers, conclusions cannot be drawn regarding geographic equity. That said, it is important to consider the external providers' presence in places like the southern region, considering that is currently an internal gap.

A snapshot of current external providers list is located in Appendix A.

3 Youth Sports Trends

The following eight trends areas are specific to youth sports, in that they encompass participation patterns, desires of participants, and provide strategic direction.

Traditional Sport Programming

Participation in the traditional sports of basketball, football, and soccer has been trending downward across the country over the past several years. Baseball participation has also experienced declines, but there is currently slight upward movement. However, travel teams for these sports were strong prior to COVID-19. It is estimated that up to 50% of the private, travel sports clubs will fold following the pandemic, putting pressure on municipal recreation programs to fill the gaps.

Life Sports

According to the Learning Resources Network, “Top Trends in Recreation Programming, Marketing and Management” article “life sports” are a new priority in the recreation world, where the focus is on developing youth interests in activities that they can enjoy for a lifetime, such as biking, kayaking, tennis, golf, swimming, and jogging/walking.

Project Play

The Aspen Institute is the coordinating body for an initiative designed to increase youth sport participation rates. Member organizations started developing goals in 2017 that would strategically tackle the problem of getting and keeping kids active. In its Phase 1, the group created a website dedicated to coaching kids, a parent checklist, public service announcements encouraging kids to not retire from sports, and a provider checklist designed to reduce the pressure on early sport specialization. Its tools are typically free, and as more tools continue to develop, they will be a tremendous resource to youth sport providers nationwide.

Parkour

Parkour is a physical training discipline that challenges the participant to move their body through obstacle courses, very much like military training. Using body movements such as running, jumping, and swinging, the participant moves through static indoor courses or outdoor urban environments.

Teqball

Created in Hungary in 2012, teqball is a gender-equitable game that incorporates soccer and table tennis components. Using a curved table and a soccer ball, single- or double-team opponents work to score 12 points first in a three-set match. Designed for indoor and outdoor play, this non-impact sport is cultivating international interest.

Outdoor Active Recreation

This includes activities such as kayaking, canoeing, stand-up paddleboarding, skiing, snowshoeing, snowboarding, mountain biking, and climbing. Rentals for those who want to “try

before they buy" are popular in many areas. All of these types of activities have experienced an increase since the start of the COVID-19 pandemic.

Specialty Audiences

Decades ago, recreation agencies focused on offering an entire set of programs for a general audience. Since that time, market segments have been developed, such as programming specifically for seniors. Recently, more market segments have been developed for specialty audiences such as the LGBTQ+ community, retirees, military veterans, cancer patients, people needing mental health support, and individuals with visible and invisible disabilities. Sports opportunities specific to the groups' needs can provide comfort and increased camaraderie.

COVID-19 Pandemic's Effect on Youth Sports

There are many private, travel sports organizations serving children in the County. The Aspen Institute estimates that many of these clubs will not survive the COVID-19 pandemic. Sponsorships are likely to diminish, many coaches who have gone without a paycheck for the past several months might have moved on, and 50% of parents fear that their children might get sick if they resume youth sports when restrictions are lifted. A total of 46% of parents fear they will become ill watching a youth sports event. Financial concerns are also a factor when considering a return to youth sports, as 54% of sports parents' finances have been negatively impacted by the pandemic.

Travel sports are more expensive and bring a greater risk of spreading the virus. The CDC encourages organizations to limit the mixing of groups and has recommended that most organized sports not be held during social distancing restrictions. The U.S. Soccer Federation released return-to-play guidelines in early June 2020, recommending no travel tournaments in different regions, even once games resumed. It appears from the research that families might be looking to scale back, stay closer to home, and spend less money on youth sports experiences. All of these factors will likely put pressure on public parks and recreation agencies to provide local, affordable, equitable, and quality sports options for all children, regardless of ability.

4 Gap Analysis

Using the data gathered in the existing conditions sections, a gap analysis helps to determine where future resources and/or efforts should be allocated.

Benchmark

The National Collegiate Athletic Association (NCAA) recognizes 25 sports and 12 emerging sports. The consulting team used these sports as a benchmark to which the Department sports could be compared. Table 1 lists the sports on the left column and a check mark in the right column if the Department provides the sport.

Table 1: NCAA Sports Benchmark

NCAA Sports	M-NCPPC Provided	NCAA Sports	M-NCPPC Provided
Current		**Emerging**	
Baseball/Softball	✓	Acrobatics and Tumbling	
Basketball	✓	Archery	
Beach Volleyball		Badminton	
Bowling		Cheerleading	✓
Cross Country	✓	Cricket	✓
Diving	✓	Equestrian	*
Fencing		E-sports	✓
Field Hockey		Rugby	
Football	✓	Skate boarding	
Golf	✓	Synchronized swimming	✓
Gymnastics	✓	Team handball	
Ice hockey	✓	Triathlon	✓
Lacrosse	✓		
Rifle		**Non-NCAA Sports**	
Rowing		Figure Skating	✓
Skiing		Target Shooting	✓
Soccer	✓		
Swimming	✓		
Tennis	✓		
Track & Field (indoor)	✓		
Track & Field (outdoor)	✓		
Volleyball	✓		
Water polo			
Wrestling			

**Equestrian is offered in the County, but not under the context of a sport within YCSD oversight.*

Of the 15 sports not offered, 6 can be played in an indoor gymnasium setting, 2 can be practiced/played on rectangular multipurpose fields, and 7 need specialized training facilities.

Indoor Gymnasium

- ✓ Acrobatics and Tumbling
- ✓ Archery
- ✓ Badminton
- ✓ Fencing
- ✓ Team Handball
- ✓ Wrestling

Multipurpose Fields

- ✓ Field Hockey
- ✓ Rugby

Specialized Facilities

- ✓ Beach Volleyball
- ✓ Bowling
- ✓ Rifle
- ✓ Rowing
- ✓ Skateboarding
- ✓ Skiing
- ✓ Water Polo

If added into the Department's offerings, some of these sports could use existing facilities. For example, acrobatics and tumbling could be added to locations that already host gymnastics. Similarly, water polo could be added at aquatic facilities. Other sports, however, would need specialized spaces created within existing facilities (e.g., bowling, rifle) or complete facilities designated to the sport (e.g., rowing, skiing).

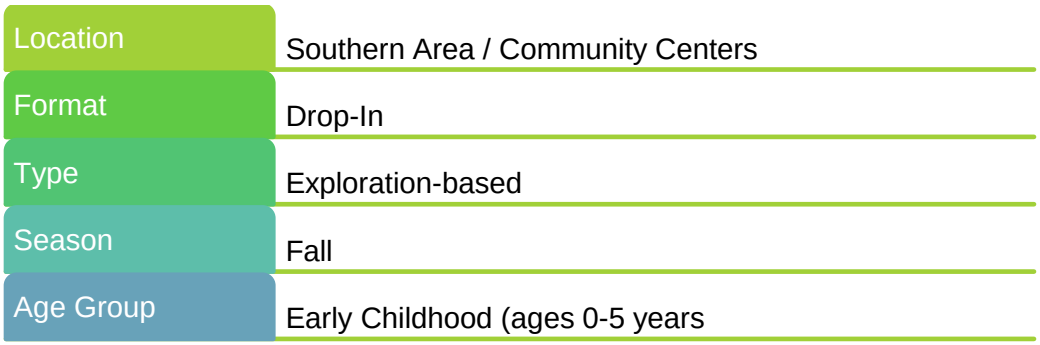
The specialized facility that stands out as a promising addition to the Department's facility inventory is an indoor skate park. While the Department does have outdoor skate parks, it does not have indoor. The private sector does not appear to offer any indoor skateboarding in the region. A dedicated skateboarding facility appears to be a solid growth opportunity due the Department's desire to provide more non-traditional sports, a need for indoor recreation space in the Mid-Atlantic region, and to provide a training facility for a new Olympic sport. The space should be designed to accommodate drop-in use, instructional space for classes and clinics, and spectator seating for competitions.

Of the sports that the Department currently offers, 12 of them can be classified as primarily individual sports, while 10 of them can be classified as team sports. When the top five sports (basketball, tennis, gymnastics, swimming, and soccer) are reviewed from a total quantity of offerings perspective, 119 of the opportunities are team-based and 96 are individual. In the future consideration of additional sport opportunities, maintaining a balance of individual and team offerings should be a consideration factor.

Gaps

The NCAA benchmark helped to identify gaps in specific sports. The existing conditions analysis helped to identify gaps in locations, formats, types, seasons, and age groups. Low quantities of sports programming were identified in the following areas:

Figure 16: Existing Conditions Gaps



As future sports programming menus are being developed, the Department should increase internal programming, or foster partner relationships, in the five areas outlined in Figure 16.

The largest-known gap from the external provider's perspective is the lack of a full, comprehensive understanding of the sport opportunities throughout the County. A structured methodology for those external providers to become a part of the countywide database should shrink that knowledge gap significantly.

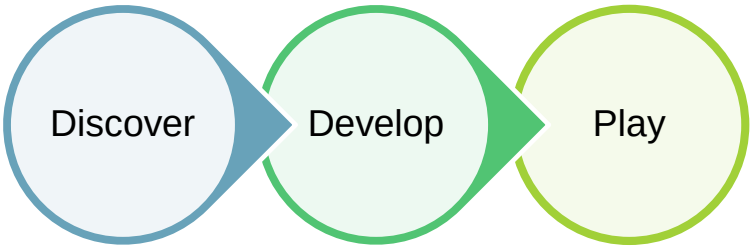
When assessing the *known* external providers, tennis, kickball, cross country, and lacrosse had the smallest presence. These results align with the internal offerings, where the "big three" sports are provided in lesser quantities.

Community members identified a plethora of youth sports ideas and suggestions. The overarching message encompassed a desire for a balanced, well-rounded possibilities for all skill levels, demographics, and competition levels. That said, looking closely at the new program ideas and suggestions, there appeared to be a push toward non-traditional sports opportunities. There was also a desire to bridge the gap between the notion of sport for pure play and sport for competition. The target markets of girls/young women and teens should also be given attention.

It will be important for the Department to continue its role in meeting the sports needs of both the majority *and* the minority voice. It is understandably hard to satiate a need for sports a region loves (e.g. basketball) while balancing the need to provide for community members who have diverse interests and needs. The future program menu should focus on sport types, formats, levels, and markets that address the aforementioned gaps.

5 Youth Sports Program Delivery Model

Regardless of sport provider, the overarching goal should be to encourage athletes to discover, develop, and play sports. A conceptual framework to help define the Department's role in this three-pronged initiative is described in this section.



Roles

Regardless of sport, the Department can deliver services within at least one of four core roles: partner, provider, facilitator, and/or resource. Figure 17 provides a description of each role.

Figure 17: Core Roles Description

Partner	A specific Department resource (i.e., staff, facility, expertise, funding) is used in a collaborative relationship with one or more other entities to provide a sport opportunity.
Provider	Department staff issue permits to outside sport groups for their use of Department-owned facilities.
Facilitator	Department leads the entire sport experience, with Department-trained coach/instructors/volunteers, from program development to implementation. This includes sport exploration and skill-building opportunities, league play, clinic, and competitions.
Resource	Department provides coach/instructor training, a central database of all sport opportunities, and leads county-wide collaboration between providers.

For example, the Department is currently a *partner* with Prince George's County Boys and Girls Club. Conversely, it is a *provider* for the Boxers Lacrosse Club. From a sport-specific perspective, the Department is *all four roles* for the sport of basketball.

To help differentiate between provider and facilitator, key definitions can assist with any confusion. To provide something means to *give something that another person needs*. A facilitator *helps bring about an outcome*. Another trick to differentiation: provider and permit start with the letter p and facilitator and full service begin with the letter f. It may seem rudimentary to describe these classifications with such detail; however, clarity is a crucial component of accurately communicating the staff's role.

Using this role framework, the Department will be able to clearly identify how youth sports will be provided. A matrix depicting what role it plays for each sport should be created and maintained annually. The matrix will help the staff define, understand, and communicate its role for each youth sport. As the use of the matrix evolves, it can also depict both "current" and "desired" roles – to help continuously achieve. A sample matrix is provided in Table 2, to show how the tool could be developed:

Table 2: Sample Role Matrix

	Partner	Provider	Facilitator	Resource
Basketball	X	X	X	X
Lacrosse	X	X		
Skateboarding		(desired 2023)		

The role matrix can also provide more details, such as partner names, if desired. Similarly, the matrix could be maintained in a format such as Microsoft Excel; the summary matrix tab links to subsequent worksheets of the workbook where lists are maintained. Those lists could serve as the main partner database, with contact information, Department staff liaison(s), terms of the agreement, etc. The workbook would serve as a resource for leadership reference, training tool for new staff, and tool to make youth sports programming decisions.

Delivery Goal

The service delivery model exists as a means by which to ultimately increase youth sport participation. Whether agreeing to additional partnerships or issuing facility permits, the end goal is to increase the number of active young people.

The U.S. Department of Health and Human Services' National Youth Sports Strategy's goal is to "get as many youth as possible moving and meeting the Physical Activity Guidelines and to ensure that 100 percent of American youth have the opportunity to experience the benefits of playing sports." Tracking the number of youth participating in youth sports throughout the County – and setting realistic goals to increase that number – will be key to measuring the success of these initiatives.

Affiliate Providers

The electronic search tool and online calendar (being developed as a separate component of this project) will rely on a database of regional providers. The external provider database created as a part of this program assessment will provide the structure to maintain all the data. The next step will be to develop an internal process by which providers can be approved with a "affiliate provider" status, which means they fulfill a set of predetermined expectations.

Establishing affiliate providers helps the Department maintain high standards of sports provision beyond the reach of its internal programs. It also helps protect the Department's reputation as a high-quality provider and leading authority in the realm of recreation service delivery. A set of requirements can be developed, including possibilities such as:

- Number of County residents
- Established 501c3 or business status
- Insurance requirements
- Safety certifications/training
- Code of ethics agreement
- Commitment to DEI
- Reports to the Department on a semi or annual basis

The requirements should be vetted with the Department's legal team and against its existing policies to confirm compliance.

In theory, affiliate providers would receive the benefit of being listed on the website directory, direct links to their websites, field rental rights and/or priority, and perhaps the benefit of citing its affiliate status on its own electronic media. Additional incentives could be added in order to encourage provider participation.

The goal will be to build a comprehensive list that results in a mutually beneficial relationship for the participants, providers, and Department – whom all gain from a centralized information source.

Staff Oversight

The Division should have more involvement in youth athletics that occur on a Department-wide scale. For example, the two Recreation and Leisure Services Divisions' community centers each offer Basketball Skills classes at multiple location within each of the regions. This model emphasizes service delivery at the community center level, which makes it difficult to assure that a consistent, quality youth Basketball Skills experience is delivered across the Department. A structure to support that level of centralization already exists—in part—in the YCSD. Instead of competing against each other, centralized oversight will support a unified approach to youth sports programming. It will also help ensure a consistent methodology as to how the youth

sports program menu is developed. Through the engagement process, stakeholders identified the theme of collaboration as critical to the success of the new division.

New Role(s) to Support the Structure

Two of the four delivery model roles are already being supported by existing internal staff teams. The Permitting & Field Operations unit members are the providers, and the Sports Team are the facilitators. Currently there is no YCSD staff structure to support the management of partnerships and resources. This gap can be filled by creating a Youth Sports Community Partner Liaison position. The staff person could manage the affiliate provider requirements, official agreements/MOU's and serve as a switchboard operator of sorts, to navigate through and direct all sports inquiries. For example, if a new skateboarding club is formed and wants to "talk with someone from the Department," the person in the new role would provide a clear path for the new group to follow. In time, depending on the success and growth of the partner and resource database, there may be a need for additional part- or full-time support to manage the inquiries, relationships, and resources.

6 Recommendations

Recommendations were woven throughout the report and are also summarized in this section.

Administration

- Evaluate all existing partnerships to determine: what the Department is giving and receiving, whether the current arrangement is fair, and the extent to which the current arrangement is executed
- Establish partnership parameters that outline who can authorize a partnership, what factors must be met, and who will manage the relationship
- Create a matrix depicting what role the Department plays for each sport and maintain annually
- Track the number of youth participating in youth sports throughout the Department (key performance indicator) and setting realistic goals to increase that number annually
- Establish affiliate provider requirements
- Centralize the Department's youth sport planning and administration under the YCSD
- Create a new Youth Sports Community Partner Liaison staff position
- Establish a consistent methodology that all staff uses to determine what programs to offer, using results in this report as a guide

Program Menu

- Work to achieve the community's desire for a balanced, well-rounded possibilities for all skill levels, demographics, and competition levels
- Emphasize lifelong sport opportunities in both the program menu development process and in youth sports marketing
- Maintain a balance of individual and team sport offerings
- Explore how non-traditional sports opportunities can be integrated into the program menu
- Bridge the gap between sport for pure play and sport for competition.
- Develop a niche for providing high school sports that are not offered in the schools and for teens who do not make high school or club teams
- Program for and attract female high school aged participants
- Add sport opportunities in the southern region to increase geographic equity
- Increase fall sport offerings

- Develop new sport-based opportunities for youth ages five and under
- Create more sport exploration opportunities for early childhood and elementary school aged youth
- Increase Girls-only program offerings
- Increase the quantity and variety of drop-in sport sessions

Appendix A: External Provider Database Snapshot

The full external provider database resides in a Microsoft Excel file; as a point of reference, a snapshot of the database is provided in Figure 18.

Figure 18: External Provider Database Snapshot

Sport	Program Name	Program Type (Drop-in / Sport Exploration / Skill Development / Competitive)	Competition Level (None / Recreation / Travel / Club / Collegiate / Elite)	Season (Winter / Spring / Summer / Fall / Year-Round)	Ages (min - max)	Gender	Location (North / Central / South / Countywide)	Primary Facility	Secondary Facility	Method of Oversight (Private / Public / Nonprofit)	MNCPPC's Relationship (Facility Host, Partner)	Instruction Level (Volunteer Coach / Paid Coach)	Website
Football	Red Storm	Skill Development	Recreation	Fall	Youth	Male	North	Lanham Forest		Nonprofit	Facility Host	Volunteer Coach	
Football	S.O.L.Y.D. Foundations	Skill Development	Recreation	Fall	Youth	Male	South	Forest Heights	Bell Acres	Nonprofit	Facility Host	Volunteer Coach	https://www.instagram.com/solydfoundationsinc/?hl=en
Football	Showcase Sharks	Skill Development	Recreation	Fall	Youth	Male	South	Summerfield	Lincoln Vista Whitfield Chapel Walker Mill Turf	Nonprofit	Facility Host	Volunteer Coach	https://www.showcasesportsinc.com/
Football	Silver Hill BGC	Skill Development	Recreation	Fall	Youth	Male	South	North Barnaby	Abbott Drive	Nonprofit	Facility Host	Volunteer Coach	https://www.leagueathletics.com/?org=silverhillbgc.org
Football	The New Grassroots Football League	Skill Development	Recreation	Fall	Youth	Male	South	Henry A Wise HS Turf		Nonprofit	Facility Host	Volunteer Coach	https://www.facebook.com/TheGYFL/
Football	Westphalia Gators	Skill Development	Recreation	Fall	Youth	Male	South	Mellwood Parke	Little Washington Holloway	Nonprofit	Facility Host	Volunteer Coach	https://www.facebook.com/Westphalia-Gators-1635552323347891/
Lacrosse	Fort Washington BGC Lacrosse	Skill Development	Recreation	Spring	Youth	Co-ed	South	Fort Washington Forest Potomac Landing CC Riverview Football Tantallon North		Nonprofit	Facility Host	Volunteer Coach	https://www.ftwash-bgc.org/about-us
Lacrosse	PG Pride Lacrosse	Competitive	Recreation	Spring	Youth	Co-ed	Countywide	Heurich	Riverdale, Walker Mill, Woodmore	Nonprofit	Partner	Volunteer Coach	https://www.pgpridelax.org/
Soccer	Beltsville Boys & Girls Club	Skill Development	Recreation	Spring	Youth	Co-ed	North	Beltsville Neighborhood		Nonprofit	Facility Host	Volunteer Coach	https://sites.google.com/a/pgcps.org/bfcpaa-announcements/about-us
Soccer	Berwyn Heights Boys & Girls Club	Skill Development	Recreation	Year-Round	Youth	Co-ed	North	Heurich	Cherry Hill Acredale	Nonprofit	Facility Host	Volunteer Coach	https://www.berwynheightsbgc.org/
Soccer	Calverton Cerritos Soccer	Skill Development	Recreation	Spring	Youth	Co-ed	North	Heurich		Nonprofit	Facility Host	Volunteer Coach	
Soccer	Camp Springs Boys & Girls Club	Skill Development	Recreation	Spring	Youth	Co-ed	South			Nonprofit	Facility Host	Volunteer Coach	https://www.csbgc.org/
Soccer	Family & Youth Initiative	Skill Development	Recreation	Spring	Youth	Co-ed	North	Calvert Park		Nonprofit	Facility Host	Volunteer Coach	https://www.dcfyi.org/
Soccer	Fort Washington Boys & Girls Club	Skill Development	Recreation	Spring	Youth	Co-ed	South	Fort Washington Forest	Potomac Landing Riverview North Tantallon	Nonprofit	Facility Host	Volunteer Coach	https://www.ftwash-bgc.org/
Soccer	La Clinica Del Pueblo	Skill Development	Recreation	Spring	Youth	Co-ed	North	Heurich Turf Field		Nonprofit	Facility Host	Volunteer Coach	https://www.lodp.org/
Soccer	Laurel/Calverton Soccer	Skill Development	Recreation	Spring	Youth	Co-ed	North	Fairland	TH Duckett	Nonprofit	Facility Host	Volunteer Coach	https://www.laurelsoccerclub.org/home
Soccer	Marlboro Boys & Girls Club	Skill Development	Recreation	Spring	Youth	Co-ed	South	Sasscer Soccer	Holloway Estates Kings Grant	Nonprofit	Facility Host	Volunteer Coach	https://www.mbgc.org/
Soccer	Oxon Hill Boys & Girls Club	Skill Development	Recreation	Year-Round	Youth	Co-ed	South	Fort Foote		Nonprofit	Facility Host	Volunteer Coach	https://ohbgc.teampages.com/
Soccer	Takoma Park Friends	Skill Development	Recreation	Spring	Youth	Co-ed	North	Heurich		Nonprofit	Facility Host	Volunteer Coach	https://m.facebook.com/TAPKFriendsUnitedJrs/
Soccer	Temple Hills Eagles	Skill Development	Recreation	Spring	Youth	Co-ed	South	Temple Hills		nonprofit	Facility Host	Volunteer Coach	
Soccer	United Elite Soccer	Skill Development	Elite	Year-Round	Youth	Co-ed	North	Fairwood	Walker Mill Turf	Nonprofit	Facility Host	Volunteer Coach	https://www.facebook.com/UnitedEliteSoccer/
Soccer	Waldorf Soccer Club	Skill Development	Recreation	Spring	Youth	Co-ed	South	Gwynn Park		Nonprofit	Facility Host	Volunteer Coach	http://www.waldorfsoccer.com/
Soccer	Washington Capitals United	Skill Development	Recreation	Spring	Youth	Co-ed	North	Heurich		Nonprofit	Facility Host	Volunteer Coach	https://wcunited.org/
Baseball	All-Star Baseball Academy	Skill Development	Recreation	Spring	Youth	Male	Central	Walker Mill	Cosca	Private	Facility Host		
Baseball	Archbishop Carroll High School	Competitive	Recreation	Spring	13-18	Male	North	Colmar Manor		Private	Facility Host	Paid Coach	https://www.archbishopcarroll.org/apps/pages/index.jsp?uREC_ID=350
Baseball	CRAB Baseball	Competitive	Recreation	Spring	Youth	Male	North	Walker Mill	Cosca	Private	Facility Host	Volunteer Coach	https://www.leaguelineup.com/welcome.asp?url=crab
Baseball	DeMatha High School	Competitive	Recreation	Spring	Youth	Male	North	Walker Mill	Riverdale Community Park	Private	Facility Host	Paid Coach	https://www.dematha.org/athletics
Baseball	Don Bosco Cristo Rey High School	Competitive	Recreation	Spring	Youth	Co-ed	North	Green Meadows		Private	Facility Host	Paid Coach	https://adwcatholicschools.org/schools/don-bosco-cristo-rey-high-sch
Baseball	Elizabeth Seton High School	Competitive	Recreation	Spring	13-18	Female	North	Riverdale Community		Private	Facility Host	Paid Coach	https://www.setonhs.org/athletics
Baseball	Firecrackers Fast Pitch	Skill Development	Recreation	Spring	Youth	Female	South	Tucker Road		Private	Facility Host	Volunteer Coach	https://www.leaguelineup.com/welcome.asp?url=firecrackersmd
Baseball	Foulois Falcons	Skill Development	Recreation	Spring	Youth	Co-ed	South	Douglas Patterson		Private	Facility Host	Volunteer Coach	https://adwcatholicschools.org/schools/don-bosco-cristo-rey-high-sch
Baseball	Full Count Baseball	Skill Development	Recreation	Spring	Youth	Male	South	Walker Mill	Watkins Cosca	Private	Facility Host	Volunteer Coach	http://www.fullcountmd.com/
Baseball	Holy Redeemer CYP	Skill Development	Recreation	Spring	Youth	Male	North	Riverdale Community		Private	Facility Host	Volunteer Coach	https://www.hrathletics.com/
Baseball	Pallotti High School	Competitive	Recreation	Spring	13-18	Female	North	Fairland	TH Duckett	Private	Facility Host	Paid Coach	https://www.pallottihs.org/athletics
Cross Countr	otti High School	Competitive	Recreation	Fall	13-18	Co-ed	North	TH Duckett		Private	Facility Host	Paid Coach	https://www.pallottihs.org/athletics

Maryland National Capital Parks and Planning Commission

Preliminary List of Functional and Technical Requirements

S	**Standard:** Feature/Function is **included in the current software release** and will be implemented in accordance with agreed-upon configuration planning and timeline with the Commission.
F	**Future:** Feature/Function **will be available in a future software release** available to the Commission by December 1, 2021, at which point it will be implemented in accordance with agreed-upon configuration planning with the Commission.

Recreation Space Reservation				
Req #	**Description of Requirement**	**Critical**	**Response**	**Comments**
General and Technical				
PR.1	The system has the ability to support the Commission's space reservation workflow processes.	**Critical**	**S**	The RecTrac & WebTrac application provide the ability to manage reservation scheduling. Given that no specifics of the workflow process are provided here, Vermont Systems is willing to state that we have the ability to support general space reservation workflow processes.
PR.2	The system has the ability to provide an online, web-based citizen portal to allow customers to create accounts, reserve spaces, and make payments.	**Critical**	**S**	WebTrac
PR.3	The system has the ability to support user-defined workflows to direct citizen actions to appropriate staff.	**Desired**	**S**	Email notifications can be set, by asset to notify appropriate staff.
PR.4	The system has the ability to provide contact information for general inquiry purposes.	**Critical**	**S**	Can be added as comment on each Facility, or via WebTrac "layout note" standard feature, which provides the ability to add custom content to any WebTrac page.
PR.5	The system has the ability to support Commission-defined payment types (i.e., credit cards accepted)	**Critical**	**S**	
PR.6	The system has the ability to support mobile device use through an app or web browser.	**Critical**	**S**	Web browser (WebTrac is fully responsive in it's design).
PR.7	The system is browser agnostic for desk tops and mobile devices.	**Critical**	**S**	
PR.8	The system is scalable to be able add to fields, spaces, or facilities in the future.	**Critical**	**S**	
PR.9	The system has the ability to utilize Commission designed documents and templates (such as user agreements).	**Critical**	**S**	
PR.10	The system has the ability to configure certain fields as required fields within the online space reservation process.	**Critical**	**S**	
PR.11	The system has the ability to produce customizable error messages.	**Critical**	**N**	Error messages are standard (produced by system)
PR.12	The system has the ability to allow authorized Commission staff to access customer account information for the purpose of reserving spaces and applying	**Critical**	**S**	
The system has the ability to provide the following self-service functions:				
PR.13	General account information changes;	**Critical**	**S**	
PR.14	Payment and reservation history; and	**Critical**	**S**	
PR.15	Outstanding fees.	**Critical**	**S**	
Security and Support				
The vendor, at a minimum must adhere to the following standards for issue resolution:				
PR.16	Severity Level 1, system is down. Attention required immediately, maximum of 30 minute response time.	**Critical**	**S**	For hosted site response 30 minutes. For application system down response time SLA is 60 minutes.
PR.17	Severity Level 2, major functionality of the system is impacted or parts of the system are down. Maximum of 1 hour response time.	**Critical**	**N**	SLA for major issues response time is 4 hours

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PR.18	Severity Level 3, non-mission critical processes are impacted. Maximum of 4 hour response time.	**Desired**	**N**	SLA for non-critical response times is 5 days
PR.19	The system has the ability to allow for outage times to be based on a 24x7 basis instead of working hours.	**Critical**	**S**	Scheduled Hosted maintenance is performed after hours.
PR.20	The system has the ability to allow for severity levels for support as defined by the Commission.	**Desired**	**N**	Vermont Systems Support Service SLA is attached for reference.
PR.21	The vendor will provide support during standard Commission business hours (Eastern Standard Time).	**Critical**	**S**	Vermont Systems standard support hours are 8a-8p M-F. Pager support (billable) is available for 8p-8a on Weekdays and 24hrs on Weekends.
PR.22	The vendor will provide web-based support, with a searchable database of common problems, to assist end users in researching error messages.	**Critical**	**S**	
PR.23	The system has the ability to provide online software documentation for all software application modules.	**Critical**	**S**	
PR.24	The system has the ability to provide an online tutorial to assist users learning the software.	**Critical**	**S**	
PR.25	The vendor offers software application support during planned upgrades outside of typical operating hours, as requested by the Commission.	**Critical**	**N**	Off hours application support would be billable. (Hosting service includes database upgrades).
PR.26	The vendor offers access to an online user group community.	**Critical**	**N**	We are considering creating an online user group, but have no formal plans to offer at this point in time.
PR.27	The vendor offers periodic live webinar training sessions at no cost.	**Critical**	**S**	RecChat (free) option. More detailed, bi-weekly Virtual Symposium sessions, available for yearly subscription ($50 per month, unlimited commission users/attendees).
PR.28	The vendor offers recorded training sessions to be viewed at no cost.	**Desired**	**S**	RecChat (free). With subscription to virtual symposium, access to recorded sessions is included.
PR.29	The system has the ability to utilize the Commission's LDAP (Active Directory) for user validation to achieve single-sign-on, regardless of deployment method.	**Desired**	**S**	RecTrac Single Sign-on option available as Add-on option (monthly fee) for RecTrac.
PR.30	The system has the ability to encrypt data stored in the database.	**Critical**	**S**	Yes - data at rest in the database is encrypted
PR.31	The system has the ability to encrypt data stored in the application.	**Critical**	**S**	Same as database (PR.30).
The system has the ability to provide security at the following levels:				
PR.32	Department;	**Critical**	**S**	
PR.33	Division;	**Critical**	**S**	
PR.34	Role or group;	**Critical**	**S**	
PR.35	User ID;	**Critical**	**S**	
PR.36	Transaction type; and	**Critical**	**S**	
PR.37	Fields.	**Critical**	**S**	

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PR.38	The system has the ability to allow the Commission to determine which fields are visible to roles.	**Critical**	**S**	
PR.39	The system has the ability to provide both read and write access to the system using role based security.	**Critical**	**S**	
PR.40	The system has the ability to support tiered permissions by groups. (i.e., administrators are allowed to be setup users and systems administrator are technical configurators).	**Critical**	**S**	
Customer Account				
PR.41	The system has the ability to allow customers to create an account online.	**Critical**	**S**	
PR.42	The system has the ability to allow organizations to create an account.	**Critical**	**S**	
PR.43	The system has the ability to differentiate personal and organizational accounts with the same contact information (e.g. an individual representing an organization who also has a personal account).	**Critical**	**S**	
PR.44	The system has the ability to require an authentication email to be acted upon in order to activate a new account.	**Desired**	**S**	Authenticaion capability is only for accounts created via eCommerce (WebTrac) site (if "batch-add" setting is selected).
PR.45	The system has the ability to provide security-enabled functionality (i.e., user ID and password required)	**Critical**	**S**	
PR.46	The system has the ability to allow customer to a select a username and password with the ability to request assistance related to either the username or password (i.e., forgot username or password)	**Critical**	**S**	
PR.47	The system has the ability to automatically assign account numbers upon creation based on a user-defined character sequence.	**Critical**	**S/N**	Account numbers are created based on system controlled sequence (not user defined).
PR.48	The system has the ability to allow customers to modify personal information on their account.	**Critical**	**S**	
PR.49	The system has the ability to require certain user-defined fields to be filled before finalizing account creation.	**Critical**	**S**	
PR.50	The system has the ability to detect and flag duplicate account entries and require confirmation before proceeding.	**Critical**	**S**	Detect and stop duplicates.
PR.51	The system has the ability to merge accounts with appropriate security permission.	**Critical**	**S**	Household Transfer Merge program in RecTrac.
PR.52	The system has the ability to flag accounts for any user-desired reason (e.g. unpaid balance, repeat use agreement violations, etc.)	**Critical**	**S**	
PR.53	The system has the ability to allow Commission staff to place restrictions on accounts with appropriate security permissions.	**Critical**	**S**	
Space Reservation				
PR.54	The system has the ability to allow customers to look up available spaces online.	**Critical**	**S**	
PR.55	The system has the ability to update the inventory of available spaces and	**Critical**	**S**	
PR.56	The system has the ability to support the entire booking process online.	**Critical**	**S**	

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PR.57	The system has the ability to support different reservation workflows based on Commission-defined parameters.	**Critical**	**S**	What are the parameters?
The system has the ability to allow customers to search available spaces based on any combination of the following:				
PR.58	Date and/or time range;	**Critical**	**S**	
PR.59	Capacity;	**Critical**	**S**	
PR.60	Type of activity/space; and	**Critical**	**S**	
PR.61	Other, use-defined.	**Critical**	**S**	
PR.62	The system has the ability to allow for pattern reservation (ex. A customer can reserve a space every week on the same day and time for X number of weeks), with administrative configurable restrictions.	**Desired**	**S**	Yes system provides for pattern bookings
PR.63	The system has the ability to use Commission configured contracts for space reservations.	**Critical**	**F**	In development currently and will be available by Dec of 2021.
PR.64	The system has the ability to support multiple workflows and contract types based on the space reserved.	**Critical**	**F**	What are the specific workflows? Different contract types and payment plans will be supported based on space reserved (see response directly above for item PR.63).
PR.65	The system has the ability to configure date or time cutoffs (ex. No booking a space under 72 hours before booking time without permission).	**Critical**	**S**	
PR.66	The system has the ability to allow Commission staff to restrict reservations based on user-defined parameters.	**Critical**	**S**	
PR.67	The system has the ability to allow Commission staff to activate or inactive spaces in the inventory, removing the space from the customer view.	**Critical**	**S**	
PR.68	The system has the ability to accept documentation required to complete a reservation via the web portal.	**Critical**	**S**	
The system has the ability to require the submission of the following documents online:				
PR.69	Proof of identification;	**Critical**	**N**	There is an ability to have the patron upload documents, including insurance, proof of ID, etc online - System is not able to require or force the upload currently.
PR.70	Certificate of Insurance;	**Critical**	**N**	
PR.71	Other, use-defined.	**Critical**	**N**	
PR.72	The system has the ability to configure promoted spaces, based on user-defined parameters (e.g. promoting spaces based on seasons).	**Critical**	**S**	RecConnect & WebTrac Splash pages can be used to promote spaces.
PR.73	The system has the ability to accept electronic signatures for contracts and terms of use.	**Critical**	**S**	Available in RecTrac with Topaz Signature capture device (hardware)
PR.74	The system has the ability to provide dashboard views or notifications to Commission staff, notifying them of scheduled reservations and contracts.	**Critical**	**S**	Email notifications can be set, by asset to notify appropriate staff.

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PR.75	The system has the ability to allow Commission staff to block off locations as "blackout date", with appropriate security permissions.	**Critical**	**S**	
PR.76	The system has the ability to send an email notice of successful reservation.	**Critical**	**S**	
Invoicing and Payment				
PR.77	The system has the ability to itemize fees on a customer's invoice.	**Critical**	**S**	
PR.78	The system has the ability to support payment schedules.	**Critical**	**F**	In development currently and will be available by Dec of 2021
PR.79	The system has the ability to utilize a Commission-defined fee structure.	**Critical**	**S**	
PR.80	The system has the ability to support multiple fee structures or discounts automatically based on Commission-defined parameters.	**Critical**	**S**	
PR.81	The system has the ability to accept payments via the web-based customer portal as part of the space reservation process.	**Critical**	**S**	
PR.82	The system has the ability to allow Commission staff to apply payments to a customer account via web-based portal or a POS system.	**Critical**	**S**	
PR.83	The system has the ability to interface with the Commission's credit card merchant processor, including multiple processors.	**Critical**	**N**	A single processor is required. VS provides integrated payment facilitation with our PayTrac Payment Processor option.
PR.84	The system has the ability to provide a receipt of payments made in real time.	**Critical**	**S**	
PR.85	The system has the ability to allow customers to view payments once submitted, including status (pending/posted), amount, and date.	**Desired**	**S**	
PR.86	The system has the ability to email customers notifying them when their online payment has been processed.	**Critical**	**S**	
PR.87	The system has the ability to support payments from multiple accounts towards a single reservation/registration.	**Desired**	**S**	
Reporting				
PR.88	The system has the ability to provide ad hoc reporting.	**Critical**	**S**	
PR.89	The system has the ability to query on any data field.	**Critical**	**S**	
PR.90	The system has the ability to generate scheduled/automated reports based on user-defined parameters.	**Critical**	**S**	
PR.91	The system has the ability to easily export data to Excel and third party reporting tools.	**Critical**	**S**	
PR.92	The system has the ability to run debit or credit balance reports on customer accounts.	**Critical**	**S**	
PR.93	The system has the ability to generate reservation/usage reports based on location, date and/or time range, and other use-defined parameters.	**Critical**	**S**	
PR.94	The system has the ability to produce trend analyses based on location, date and/or time range, booking rates, usage type, and other user-defined parameters.	**Critical**	**S**	

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PR.95	The system has the ability to produce a daily report reflecting the current day's transaction both in detail and summary.	**Critical**	**S**	
PR.96	The system has the ability to allow user-defined queries such as by customer name, and amount owed.	**Critical**	**S**	
PR.97	The system has the ability to provide a high-level dashboard capability.	**Desired**	**S**	InteliTrac
PR.98	The system has the ability to provide reports for team-based activities, including standings, statistics, etc.	**Desired**	**S**	League Scheduling module
PR.99	The system has the ability to generate fee differential reports (e.g. reports on discounted fees)	**Critical**	**S**	
PR.100	The system has the ability to generate reports to the customer web portal, with the ability to make these reports password protected.	**Desired**	**N**	Limited, specific system reports are available for patron access via the web portal (such as household calendar).
Interfaces				
The system has the ability to interface with the following systems:				
PR.101	Oracle ERP - The Commission's financial system;	**Critical**	**S**	Via GL Interface (customized batch Export)
PR.102	Musco Lighting - Automated field lighting system;	**Critical**	**S**	
PR.103	Azure Report Server - Third party report writing tool;	**Critical**	**S**	Via ODBC Connection to the database
PR.104	MS Dynamics;	**Desired**	**N**	
PR.105	Survey Monkey - Third party survey tool for post-reservation user experience; and,	**Desired**	**N**	Indirectly via RecConnect export (CSV file for example)

Accokeek East Park

Order of Magnitude Cost Estimate - Draft for Discussion Only

Conceptual Design

1/12/2022

	Site Infrastructure	Notes	Quantity	Unit	Unit Cost	Cost
1	Site clearing, grubbing, prep, E&S Controls		13	AC	$3,500	$45,500
2	Rough Grading			AC		$0
3	Site Servicing					
4	Electrical Service		1	Allow	$85,000	$85,000
5	Water Service		1	Allow	$75,000	$75,000
6	Sewer/Septic Service		1	Allow	$100,000	$100,000
7	Drainage Structures		1	Allow	$200,000	$200,000
8	Entry/Access/Exit Drives			SF	$9	$0
9	Parking spaces and drive aisle (*66')		40,519	SF	$9	$364,671
10	Pathways (10' hard)		25,000	SF	$8	$200,000
11	Pathways (8' soft)		-	SF	$3	-
12	Site Lighting		12	EA	$1,750	$21,000
	Athletic Fields					
13	(2) Cricket & Multipurpose		161,000	SF	$8.00	$1,288,000
14	(1) Baseball infield		67,876	SF	$13.00	$882,388
15	(1) Synthetic turf Soccer/Little League field		92280	SF	$15	$1,384,200
	Amenities					
19	Restroom, Concession Buildings (at 1,500 SF)		1,500	SF	$375	$562,500
20	Drainage Pond		1,000	SY	$27	$27,000
21	Plaza/Gathering/Spectator Space		20,000	SF	$9	$180,000
22	Bleachers (3-row, 2 per)		12	EA	$2,700	$32,400
23	Landscaping Allowance		3	Allow	$50,000	$150,000
	Athletic Field Lighting					
24	200' ballfield 4 pole		1	allow	$375,000	$375,000
25	375' ballfield 8 pole		0	allow	$475,000	$0
		subtotal				$5,972,659
		design contingency 10%				$597,266
		Total				$6,569,925
		construction contingency 10%				$597,266
					TOTAL	$7,167,191

Acredale Community Park

Order of Magnitude Cost Estimate - Draft for Discussion Only

Conceptual Design

Stantec

1/10/2022

	Site Infrastructure	Notes	Quantity	Unit	Unit Cost	Cost
1	Site clearing, grubbing, prep, E&S Controls		10.5	AC	$3,500	$36,750
2	Rough Grading			AC		$0
3	Site Servicing					
4	Electrical Service		1	Allow	$85,000	$85,000
5	Water Service		1	Allow	$75,000	$75,000
6	Sewer/Septic Service		1	Allow	$100,000	$100,000
7	Drainage Structures		1	Allow	$200,000	$200,000
8	Entry/Access/Exit Drives			SF	$9	$0
9	Parking spaces and drive aisle		26,767	SF	$9	$240,903
10	Pathways (10' hard)		20,000	SF	$8	$160,000
11	Pathways (8' soft)		-	SF	$3	-
12	Site Lighting		15	EA	$1,750	$26,250
	Athletic Fields					
13	(1) Multipurpose field		75,250	SF	$8.00	$602,000
14	(1) Synthetic turf baseball/multipurpose field		129489	SF	$15	$1,942,335
15	(1) Synthetic turf Soccer/Little League field		82645	SF	$15	$1,239,675
	Amenities					
16	Restroom, Concession Buildings (at 1,500 SF)		1,500	SF	$375	$562,500
17	Drainage Pond		1,000	SY	$27	$27,000
18	Plaza/Gathering/Spectator Space		15,000	SF	$9	$135,000
19	Bleachers (3-row, 2 per)		6	EA	$2,700	$16,200
20	Landscaping Allowance		3	Allow	$50,000	$150,000
	Athletic Field Lighting					
21	200' ballfield 4 pole		1	allow	$375,000	$375,000
22	375' ballfield 8 pole		1	allow	$475,000	$475,000
		subtotal				$6,448,613
		design contingency 10%				$644,861
		Total				$7,093,474
		construction contingency 10%				$644,861
					TOTAL	$7,738,336

Oak Creek West Park

Order of Magnitude Cost Estimate - Draft for Discussion Only

Conceptual Design

1/5/2022

	Site Infrastructure	Notes	Quantity	Unit	Unit Cost	Cost
1	Site clearing, grubbing, prep, E&S Controls		31	AC	$3,500	$108,500
2	Rough Grading			AC		$0
3	Site Servicing					
4	Electrical Service		1	Allow	$85,000	$85,000
5	Water Service		1	Allow	$75,000	$75,000
6	Sewer/Septic Service		1	Allow	$100,000	$100,000
7	Drainage Structures		1	Allow	$200,000	$200,000
8	Entry/Access/Exit Drives		95,753	SF	$9	$861,777
9	Parking spaces and drive aisle (*66')		152,203	SF	$9	$1,369,827
10	Pathways (10' hard)		66,000	SF	$8	$528,000
11	Pathways (8' soft)		-	SF	$3	-
12	Site Lighting		30	EA	$1,750	$52,500
	Athletic Fields					
13	(2) Cricket & Multipurpose		163,800	SF	$8.00	$1,310,400
14	(1) Football		90,720	SF	$8.50	$771,120
15	(2) Cricket & Multipurpose		171,600	SF	$8.00	$1,372,800
16	(1) Synthetic turf baseball/multipurpose field		122740	SF	$15	$1,841,100
17	(1) Synthetic turf Soccer/Little League field		94100	SF	$15	$1,411,500
	Tennis Courts					
18	(3) Tennis Courts		39,225	SF	$22.00	$862,950
	Amenities					
19	Restroom, Concession Buildings (at 1,500 SF)		1,500	SF	$375	$562,500
20	Drainage Pond		5,000	SY	$27	$135,000
21	Plaza/Gathering/Spectator Space		20,000	SF	$9	$180,000
22	Bleachers (3-row, 2 per)		12	EA	$2,700	$32,400
23	Landscaping Allowance		5	Allow	$50,000	$250,000
	Athletic Field Lighting					
24	200' ballfield 4 pole		1	allow	$375,000	$375,000
25	375' ballfield 8 pole		1	allow	$475,000	$475,000
		subtotal				$12,960,374
		design contingency 10%				$1,296,037
		Total				$14,256,411
		construction contingency 10%				$1,296,037
					TOTAL	$15,552,449

PARK NAME	AREA	ADDRESS	TENNIS	BASKETBALL	MULTIPURPOSE FIELD	BASEBALL	SOFTBALL	PLAYGROUND	GRILL / PICNIC AREA	TRACK & FIELD	OPEN FIELD	EXPANDABLE?
CENTRAL												
Arbor Park	C	1100 Arbor Park Place Mitchellville, MD 20721	2	0	1	0	0	Y	Y	0	0	
Ardmore Park & Building	C	9222 Ardwick Ardmore Road Springdale, MD 20774	2	2	1	0	0	Y	Y	0		
Ardmore Park Building	C	9222 Ardwick Ardmore Road Springdale, MD 20774	2	2	1	1	0	Y	Y	0	0	
Birchleaf Park	C	801 Birchleaf Ave. Seat Pleasant, MD 20743	0	2	1	0	1	Y	Y	0	0	
Booker T. Homes Park	C	1240 Book Terrace Seat Pleasant MD 20743	0	1	0	0	0	Y	Y	1	0	N
Brooke Road Park Building	C	1101 Brooke Road Capitol Heights, MD 20743	0	1	1	0	0	Y	Y	0	0	
Camelot Park	C	12211 Sir Lancelot Drive Glenn Dale, MD 20769	2	0	0	0	0	Y	Y	0	1	N
Canterbury Estates Park	C	11521 Waesche Drive Bowie, MD 20721	0	1	0	0	0	Y	Y	0	0	N
Capitol Heights Park	C	630 Suffolk Avenue Capitol Heights MD 20743	0	4	0	0	0	Y	N	0	0	N
Capitol Heights Park South	C	511 Larchmont Avenue Capitol Heights, MD 20743	0	1	0	0	0	Y	N	0	0	N
Carsondale Park	C	9110 Varnum Street Lanham, MD 20706	2	1	0	0	0	Y	N	0	1	N
Cedar Heights Community Center	C	1200 Glen Willow Drive Seat Pleasant, MD 20743	1	0	0	0	0	Y	N	0	0	
Cedar Heights Park	C	1010 Cypresstree Drive Seat Pleasant, MD 20743	0	2	0	0	0	Y	N	0	0	N
Collington Station Park	C	716 Jennings Mill Drive Bowie, MD 20721	0	0	1	0	0	N	N	0	0	
Daisy Lane Park	C	12200 Daisy Lane 20 Lanham, MD 20706	0	0	1	1	0	y	y	0	0	
Deanwood Park	C	4830 Deanwood Drive Capitiol Heights, MD 20743	0	1	0	0	0	Y	N	0	0	N
Dillon Park	C	4140 Belt Road Capitol Heights, MD 20743	0	1	0	0	0	Y	Y	0	0	N
Dodge Park	C	3401 Hubbard Road Landover, MD 20785	0	1	0	0	0	N	Y	0	0	N
Enfield Chase Park	C	3701 Northview Drive Bowie, MD 20716	2	1	0	0	0	Y	Y	0	0	
Enterprise Estates Park	C	11311 Chantilly Lane Bowie, MD 20721	2	4	1	0	0	Y	Y	0	0	
Evelyn Cole SAC	C	5720 Addison Road Mitcheville, MD 20721	0	1	0	0	0	N	N	0	0	N
Fairmount Heights North Park	C	5395 Sherriff Road Fairmont Heights, MD 20743	3	2	1	0	0	Y	Y	0	0	
Fairmount Heights Park	C	5415 Addison Road Fairmont Heights, MD 20743	0	0	0	0	0	Y	N	0	1	Y
Fairwood Park	C	12390 Fairwood Parkway Bowie, MD 20720	0	0	2	0	0	Y	Y	0	0	
Foxhill Park	C	5001 Collington Road Bowie, MD 20715	5	2	3	0	0	Y	Y	0	0	
Glenarden Community Center	C	8615 McLain Avenue Glenarden, MD 20706	2	2	1	0	0	Y	Y	0	0	

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Glenn Dale Community Center	C	11901 Glenn Dale Boulevard Glenn Dale, MD 20769	0	0	0	0	0	Y	N	0	1	Y
Glenn Dale Estates Park	C	11901 Glenn Dale Boulevard Glenn Dale, MD 20769	0	0	0	0	0	Y	N	0	1	Y
Glenn Dale Park	C	6601 Glenn Dale Road Glenn Dale, MD 20769	3	0	1	0	0	Y	Y	0	0	
Glenwood Park	C	5510 Elmira Avenue Lanhan, MD 20706	3	2	0	0	0	Y	Y	0	1	Y
Green Meadows Park Building	C	12605 Heming Lane Bowie, MD 20716	0	5	1	0	0	Y	N	0		
Hartman-Berkshire Park	C	3117 Walters Lane Forestville, MD 20747	0	2	0	0	0	Y	Y	0	0	N
Heather Hills Park	C	12605 Heming Lane Bowie, MD 20716	0	4	1	0	0	Y	N	0	0	
Henry P. Johnson Park	C	8710 Reicher Street Landover, MD 20785	3	2	1	0	0	Y	Y	0	0	
Highbridge Park	C	6800 Highbridge Road Bowie, MD 20720	2	1	1	0	1	Y	Y	0	0	N
Highland Gardens Park	C	838 Carrington Avenue Seat Pleasant, MD 20743	1	2	0	0	0	Y	N	0	0	N
Highland Park	C	900 Elsa Avenue Seat Pleasant, MD 20743	2	1	0	0	0	Y	Y	0	0	N
Holmehurst Park	C	4510 Woodgate Park Bowie, MD 20720	0	1	0	0	0	Y	N	0	0	N
Holmehurst West Park	C	11819 Poiny Way Bowie, MD 20720	1	0	0	0	0	Y	N	0	0	N
Huntington Community Center	C	13022 8th Street Bowie, MD 20720	0	1	0	0	0	y	N	0	0	
Huntington North Park	C	12501 Duckettown Road Bowie, MD 20720	3	2	1	0	0	Y	N	0	0	
Huntington South Park	C	13311 11th Street Bowie, MD 20715	3	2	1	0	0	Y	Y	0	0	
J. Franklin Bourne Aquatic Center	C	6500 Calmos Street Seat Pleasant, MD 20743	0	1	0	0	0	Y	N	0	0	
Jesse J Warr Park Building	C	5200 Englewood Drive Landover, MD 20785	0	2	0	0	0	Y	N	0	0	
John Carroll Park	C	1414 Nalley Terrace Landover, MD 20785	3	2	1	0	0	Y	N	0	0	
John E. Howard Community Center	C	4400 Shell Street Capitol Heights, MD 20743	2	1	2	0	0	Y	N	0	0	
Joyceton Drive Park	C	11100 Joyceton Drive Largo, MD 20772	0	0	1	0	0	N	N	0	0	N
Kettering Park	C	100 Castleton Drive Largo, MD 20772	0	0	1	0	1	N	N	0	0	
Kingsford Park	C	12200 Kings Arrow Street Bowie, MD 20721	2	0	1	0	1	N	N	0	0	N
Lake Arbor Community Center	C	10100 Lake Arbor Way Mitchellville, MD 20721	0	2	1	0	2	N	N	0	0	
Lanham Forest Park	C	5100 Patimore Street Lanham, MD 20706	3	2	1	0	0	Y	Y	0	0	
Largo-Northampton Park	C	10060 Campus Way South Largo, MD 20774	2	2	0	0	0	N	N	0	1	Y
Largo/Perrywood/Kettering Community Center	C	431 Watkins Park Drive Upper Marlboro, MD 20774	4	3	1	0	1	Y	N	0	0	
Lincoln Vista Park	C	9800 Ridge Street Lanham, MD 20706	1	1	1	0	0	Y	Y	0	0	N

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Little Washington Park	C	2505 Sansbury Road Upper Marlboro, MD 20774	0	1	0	1	0	Y	Y	0	0	N
Marleigh Park	C	12510 Marleigh Drive Bowie, MD 20720	2	0	0	0	0	Y	Y	0	1	Y
Maryland Park	C	25 Tunic Avenue Capitol Heights, MD 20743	0	2	0	0	0	Y	Y	0	0	N
Meadowbrook Park	C	3520 Moylan Drive Bowie, MD 20715	2	0	0	0	0	Y	Y	0	0	N
Mellwood Parke Park	C	111000 Block Old Marlboro Drive Upper Marlboro, MD 20772	2	2	1	0	1	Y	Y	0	0	
Mitchellville South Park	C	15540 Peach Walker Drive Bowie, MD 20716	3	2	1	0	1	Y	N	0	0	
New Orchard Park	C	606 New Orchard Place Largo, MD 20774	0	2	N	0	0	Y	Y	0	0	
New Town Park	C	12601 Easthaven Lane Bowie, MD 20716	0	0	1	0	0	Y	N	0	0	
North Forestville Community Center	C	2311 Ritchie Road Forestville, MD 20747	2	0	0	0	0	N	N	0	0	N
North Oak Court Park	C	15501 North Oak Court Bowie, MD 20718	0	0	1	0	0	N	N	0	0	N
Northampton Park	C	10812 New Salem Avenue Largo, MD 20774	3	1	0	0	0	Y	N	0	1	Y
Northridge Park	C	12401 Quintette Lane Bowie, MD 20720	0	0	0	0	1	Y	Y	0	1	Y
Oak Creek West Park	C	13204 Whiteholm Drive Upper Marlboro, MD 20774	3	4	5	0	2	Y	Y	0	0	
Oakcrest Community Center	C	1300 Capitol Heights Blvd. Capitol Heights, MD 20743	3	2	1	0	1	Y	N	0	0	
Oaktree Park	C	15925 Alameda Drive Bowie, MD 20716	0	0	0	0	0	Y	N	0	1	Y
Palmer Park Community Center	C	7720 Barlowe Road Palmer Park, MD 20785	2	1	1	0	1	Y	Y	0	0	N
Pointer Ridge Park	C	1600 Perrell Lane Bowie, MD 20716	2	1	0	0	0	Y	N	0	0	N
Prince George's Boys & Girls Club - Woodmore Road	C	13500 Woodmore Road Bowie, MD 20721	0	0	1	0	1	N	N	0	0	
Prince George's Sports and Learning Complex	C	8001 Sheriff Road Landover, MD 20785	0	0	2	0	0	Y	N	1	1	Y
Realtors Park at Campus Woods	C	10700 Castleton Circle Largo, MD 20774	2	0	0	0	0	Y	Y	0	0	N
Regent Forest Park	C	2504 Nicoli Circle Bowie, MD 20721	0	0	0	0	0	Y	N	0	1	Y
Rockledge Park	C	12406 Round Tree Lane Bowie, MD 20715	2	0	1	0	1	Y	N	0	0	N
Saddlebrook East Park	C	8311 Race Track Road Bowie, MD 20715	0	0	2	0	0	N	N	0	0	
Samuel Ogle Park	C	12910 Clearfield Drive Bowie, MD 20715	3	0	1	1	1	N	N	0	0	
Sandy Hill Park	C	9452 Old Laurel Bowie Road Bowie, MD 20715	0	0	1	0	1	N	N	0	0	
Seat Pleasant Park	C	5900 MLK Jr. Highway Seat Pleasant, MD 20743	0	4	0	0	0	N	N	0	0	N
Somerset Park	C	12313 Stonehaven Lane Bowie, MD 20715	2	0	0	0	0	Y	N	0	0	N
South Bowie Community Center	C	1717 Pittsfield Lane Bowie, MD 20715	3	0	1	0	1	Y	Y	0	0	
Springlake Park	C	2809 Nottinghill Drive Bowie, MD 20716	0	0	1	0	1	Y	N	0	0	

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Summerfield Park	C	8550 Chatsfield Way Landover, MD 20785	6	15	1	0	1	Y	Y	0	0	
Tabbs Park	C	9014 91st Place Lanham, MD 20706	2	1	0	0	0	Y	Y	0	0	N
Thomas Seabrook Park	C	9601 Worrell Avenue Seabrook, MD 20706	2	1	0	0	0	Y	Y	0	0	N
Walker Mill Regional Park	C	8840 Walker Mill Road District Heights, MD 20747	2	2	2	2	2	Y	Y	0	0	
Watkins Regional Park	C	3201 Watkins Park Drive Upper Marlboro, MD 20774	9	4	1	0	1	Y	Y	0	1	Y
Westphalia Community Center	C	8900 Westphalia Road Upper Marlboro, MD 20774	1	1	0	0	1	Y	N	0	0	
Whitfield Chapel Park	C	5214 Whitfield Chapel Road Lanham, MD 20706	0	0	0	0	2	Y	Y	0	1	Y
Willow Grove Park	C	4045 Caribon Street Bowie, MD 20721	1	0	0	0	0	Y	Y	0	0	N
Willow Wood Park	C	0200 Bald Hill Road Bowie, MD 20721	0	1	0	0	0	Y	N	0	0	N
		CENTRAL TOTALS	**122**	**120**	**57**	**6**	**27**					
					NORTH							
38th Avenue Park	N	4919 38th Avenue Hyattsville, MD 20781	2	1	0	0	1	Y	Y	N	0	N
Acredale Park	N	4300 Metzerott Road College Park, MD 20740	0	0	1	1	0	Y	Y	N	0	Y
Adelphi Manor Park Building	N	8000 Block West Park Drive Adelphi, MD 20783	0	0	0	0	1	Y	Y	N	0	Y
Adelphi Park	N	9207 26th Avenue Adelphi, MD 20783	2	1	0	0	1	Y	Y	N	0	Y
Avondale Park	N	4910 LaSalle Road West Hyattsville, MD 20782	2	1	0	0	1	Y	Y	N	0	Y
Bedford Park	N	8901 Horton Road Laurel, MD 20708	1	0	1	0	0	Y	Y	N	1	Y
Beltsville Community Center	N	3900 Sellman Road Beltsville, MD 20705	2	0	1	1	1	Y	Y	N	0	Y
Beltsville North Park	N	4400 Knott Road Beltsville, MD 20705	1	1	0	0	0	Y	N	N	0	N
Beltsville West Park	N	11540 Montgomery Road Beltsville, MD 20705	0	1	2	1	0	N	Y	N	0	Y
Berwyn Heights Community Center	N	6200 Pontiac Street Berwyn Heights, MD 20740	0	0	0	1	0	N	N	N	0	N
Berwyn Heights Park	N	8900 56th Avenue Berwyn Heights, MD 20740	0	1	0	0	0	Y	Y	N	0	N
Berwyn Heights Sports Park	N	5600 Osage Street, Berwyn Heights, MD 20740	0	0	1	0	0	Y	Y	N	0	N
Berwyn Park	N	8301 49th Avenue Berwyn Heights, MD 20740	1	1	0	0	0	Y	Y	N	0	N
Bladensburg Community Center	N	4500 57th Avenue Bladensburg, MD 20710	0	1	0	0	0	Y	N	N	0	N
Brentwood-Volta Park	N	3906 Volt Avenue Brentwood, MD 20722	1	0	0	0	0	N	N	N	0	N
Browning's Grove Park	N	6000 Madison Street Riverdale, MD 20737	0	1	0	0	1	Y	Y	N	0	N
Calvert Park	N	4807 Drexel Road College Park, MD 20740	0	2	0	0	1	Y	Y	N	0	Y
Calverton Park	N	3250 Beltsville Road Beltsville, MD 20904	2	1	0	0	2	Y	Y	N	0	Y

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Cherry Hill Park	N	4605 Kiernan Road College Park, MD 20705	0	1	0	0	0	Y	Y	N	1	N
Cherry Hill Road Park	N	9201 Cherry Hill Road; Also 9301 Cherry Hill Road College Park, MD 20705	2	0	0	0	0	N	Y	N	0	Y
Cherrybale Park	N	10710 Green Ash Lane Beltsville, MD 20705	1	0	0	0	0	Y	Y	N	0	N
Chestnut Hills Park	N	4307 Sellman Road at Montgomery Road Beltsville, MD 20705	0	1	0	0	1	Y	Y	N	0	N
Cheverly-East Park	N	6605 Oak Streeet Cheverly, MD 20785	0	1	0	0	0	Y	N	N	0	N
Cheverly-Euclid Street Park	N	5610 Euclid Street Cheverly, MD 20785	2	1	1	0	0	Y	Y	N	0	Y
Chillum Hills Park	N	1101 Parker Avenue West Hyattsville, MD 20782	0	2	0	0	0	N	N	N	0	N
Chillum Park	N	5701 16th Avenue West Hyattsville, MD 20782	0	0	0	0	0	Y	Y	N	0	Y
College Park Woods Park	N	9119 St. Andrew's Place College Park, MD 20740	1	1	0	0	0	Y	Y	N	0	N
Colmar Manor Park	N	3510 38th Avenue Colmar Manor, MD 20722	1	1	1	1	3	Y	Y	N	0	Y
Cottage City Park	N	4200 Bunker Hill Road Cottage City, MD 20722	2	2	0	0	0	Y	Y	N	1	Y
Cross Creek Park	N	12610 Old Gunpowder Road Beltsville, MD 20705	0	0	0	0	0	N	N	N	0	Y
Deerfield Run Community Center	N	13000 Laurel-Bowie Road Laurel, MD 20708	0	1	0	0	0	Y	N	N	0	N
East Pines Park Building	N	5901 Eastpine Drive Riverdale, MD 20737	1	0	0	0	0	Y	N	N	0	N
Edgefield Drive Park	N	10401 Edgefield Drive Beltsville, MD 20705	2	1	0	0	0	Y	Y	N	0	N
Edmonston Mini Park	N	5006 47th Avenue Edmonston, MD 20781	1	0	0	0	0	Y	N	N	0	N
Edmonston Park Building	N	5262 Tanglewood Drive Edmonston, MD 20781	0	1	0	0	1	Y	Y	N	0	N
Ellen E. Linson Aquatic Center	N	5211 Campus Drive College Park, MD 20740	0	1	0	0	0	Y	Y	N	0	N
Fairland Regional Park	N	13950 Old Gunpowder Road Laurel, MD 20707	2	0	1	0	4	Y	N	N	0	Y
Fletcher's Field Park	N	5200 Kenilworth Avenue Riverdale, MD 20737	1	1	0	0	2	Y	Y	N	0	Y
Gaywood Park	N	9718 Tuckerman Street Lanham, MD 20706	0	1	0	0	0	N	N	N	0	N
Glenridge Park	N	5211 Flint Ridge Drive Landover Hills, MD 20784	2	1	1	0	0	Y	Y	N	0	N
Glenridge Park	N	5211 Flint Ridge Drive Landover Hills, MD 20784	2	1	1	0	0	Y	Y	N	0	N
Good Luck Community Center	N	8601 Good Luck Road Lanham, MD 20706	2	1	1	0	0	Y	Y	N	0	Y
Good Luck Estates Park	N	6777 Cathedral Avenue New Carrolton, MD 20706	2	1	0	0	0	Y	N	N	1	N
Green Meadows Park Building	N	6301 Silgo Parkway Hyattsville, MD 20782	2	1	2	0	0	Y	Y	N	0	N
Heurich Park	N	6001 Ager Road Hyattsville, MD 20782	0	0	1	0	0	Y	Y	N	1	Y
Hollywood Park	N	9699 53rd Avenue College Park, MD 20740	2	1	0	0	2	Y	Y	N	0	N

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Kentland Community Center	N	2413 Pinebrook Avenue Kentland, MD 20785	2	5	0	0	1	Y	Y	N	0	Y
Kentland Park	N	2727 Firehouse Drive Kentland, MD 20785	0	1	0	0	0	N	Y	N	0	N
Kirkwood Park	N	2600 Nicholson Street Hyattsville, MD 20782	0	1	0	0	0	Y	Y	N	0	N
Lakeland Park	N	4901 Lakeland Road College Park, MD 20740	1	2	0	0	0	Y	Y	N	0	N
Landover Hills Park	N	3907 Warner Avenue Landover Hills, MD 20784	2	1	0	0	0	N	N	N	1	Y
Lane Manor Park Building	N	7601 West Park Drive Adelphi, MD 20783	2	3	2	1	2	Y	Y	N	1	Y
Lewisdale Park	N	7001 West Park Drive Adelphi, MD 20783	0	2	0	0	1	Y	N	N	0	Y
Melrose Park	N	4666 Rhode Island Avenue Hyattsville, MD 20781	0	1	0	0	0	N	N	N	0	N
Michigan Park Hills Park	N	1501 Chillum Road Chillum, MD 20782	1	1	0	0	0	Y	Y	N	0	N
Montpelier Park	N	12755 Laurel-Bowie Road Laurel, MD 20708	2	2	1	1	1	Y	Y	N	0	Y
Mt. Rainier 30th Street Park	N	4208 30th Street Mt. Rainier, MD 20712	0	1	0	0	0	Y	Y	N	0	N
Mt. Rainier Nature Center	N	4701 31st Place Mount Rainier, MD 20712	1	0	0	1	0	Y	Y	N	0	N
Mt. Rainier North Park	N	4520 30th Street Mt. Rainier, MD 20712	0	1	0	0	0	N	Y	N	0	N
Mt. Rainier Park Building	N	4701 31st Place Mt. Rainier, MD 20712	2	0	1	0	1	N	Y	N	0	N
Muirkirk South Park	N	7301 Muirkirk Road Laurel, MD 20705	0	0	0	0	1	Y	Y	N	0	Y
Newark Road Park	N	4319 Newark Road And Newton Street Colmar Manor, MD 20722	0	1	0	0	0	N	N	N	0	N
North Brentwood Community Center	N	4012 Webster Street North Brentwood, MD 20722	2	0	0	0	0	N	N	N	0	N
North Brentwood Park	N	4603 40th Street Brentwood, MD 20722	0	1	0	0	0	Y	Y	N	0	N
Oakcrest Park Building	N	8601 Lindendale Drive Laurel, MD 20707	0	1	0	0	0	Y	Y	N	1	N
Oaklyn Park	N	3607 62nd Avenue Landover, MD 20785	0	1	0	0	0	Y	Y	N	0	N
Paint Branch Parkway Park	N	5202 Campus Drive College Park, MD 20740	2	0	0	0	0	Y	Y	N	0	N
Parklawn Park Building	N	1601 East-West Highway Hyattsville, MD 20783	0	0	0	0	0	Y	Y	N	1	N
Powder Mill Park	N	3101 Powder Mill Rod Adelphi, MD 20705	0	0	1	0	0	N	Y	N	0	N
Presley Manor Park	N	7171 Presley Road Seabrook, MD 20706	2	1	0	0	0	Y	Y	N	0	N
Riggs Manor Park	N	2424 Sheridan Street West Hyattsville, MD 20782	0	1	0	0	0	N	Y	N	0	N
Riverdale Drive Park	N	5801 Riverside Drive Riverdale, MD 20737	0	1	1	0	2	Y	Y	N	0	Y
Riverdale Park	N	6404 47th Avenue Riverdale, MD 20737	1	1	0	0	1	Y	Y	N	0	N
Riverdale Park Building	N	5400 Haiig Drive Riverdale, MD 20737	2	1	1	2	3	Y	Y	N	0	N

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Rosina Baldi Park	N	5314 Varnum Street Bladensburg, MD 20710	0	0	0	0	0	Y	Y	N	1	N
Snowden Oats Park	N	8301 MONTPELIER DRIVE LAUREL, MD 20708	2	1	0	0	1	Y	Y	N	0	N
South Laurel Park	N	11501 South Laurel Drive Laurel, MD 20708	0	1	0	0	1	Y	Y	N	0	N
Sunnyside Park	N	10110 Rhode Island Avenue Beltsville, MD 20705	1	1	0	0	0	Y	Y	N	0	N
T. Howard Duckett Community Center	N	16601 Supplee Lane Laurel, MD 20707	2	2	2	0	2	Y	Y	N	0	Y
University Hills Park	N	3400 Stanford Street Adelphi, MD 20783	0	0	0	0	0	Y	Y	N	0	Y
Vansville Park Building	N	11733 Old Baltimore Pike Beltsville, MD 20705	2	3	1	0	1	Y	Y	N	0	Y
Vera Cope Weinbach Park Building	N	6240 Westbrook Drive New Carrolton, MD 20784	6	0	0	0	0	Y	Y	N	0	N
West Lanham Hills Park Building	N	7700 Decatur Road Landover Hills, MD 20784	2	1	0	0	0	Y	Y	N	0	N
West Laurel Park	N	6600 Park Hall Drive, Laurel, MD 20707	0	0	0	0	0	Y	Y	N	1	Y
Wildercroft Park	N	7101 Longbranch Drive New Carrolton, MD 20784	2	0	0	0	0	N	N	N	0	N
Woodlawn park Building	N	6916 Greenvale Parkway Landover Hills, MD 20784	0	1	0	0	0	Y	Y	N	0	N
Woodstream Park	N	6655 Woodstream Drive Lanham, MD 20706	2	1	0	0	0	Y	Y	N	0	N
		NORTH TOTALS	**83**	**75**	**25**	**10**	**40**					

SOUTH

Abbott Drive Park	S	5000 Abbott Drive Temple Hills, MD 20748	0	0	1	0	1	N	N	N	0	Y
Accokeek East Park	S	3606 Accokeek Road Accokeek, MD 20601	0	2	0	0	0	Y	N	N	0	Y
Accokeek Park	S	16000 Livingston Road Accokeek, MD 20607	2	1	0	1	0	Y	N	N	1	Y
Allentown Aquatic and Fitness Center	S	7210 Allentown Road Fort Washington, MD 20744	6	4	0	0	0	Y	Y	N	0	Y
Auth Village Park	S	6111 Baxter Drive Camp Springs, MD 20746	2	1	1	0	0	Y	Y	N	0	Y
Beechtree West Park	S	2602 Lake Forest Drive Upper Marlboro, MD 20774	0	0	0	0	0	N	N	N	0	Y
Bell Acres Park	S	149 North Huron Street Oxon Hill, MD 20745	2	1	1	0	1	Y	Y	N	0	N
Betty Blume Park	S	99 West Balmoral Drive Oxon Hill, MD 20745	2	1	0	0	0	Y	Y	N	0	N
Birchwood City Park Building	S	1331 Fenwood Avenue Oxon Hill, MD 20745	2	1	1	0	0	Y	Y	N	0	Y
Bradbury Park Building	S	2301 Ewing Street Suitland, MD 20746	2	1	1	0	0	Y	Y	N	0	Y
Brandywine-North Keys Park	S	11500 North Keys Road Brandywine, MD 20613	0	0	1	1	1	Y	Y	N	0	Y
Camp Springs Park	S	7001 Robinia Road Temple HIlls, MD 20748	2	1	0	0	1	Y	Y	N	0	Y
Captain's Cove Park	S	13300 Warburton Drive Fort Washington, MD 20744	1	0	0	0	0	Y	Y	N	0	N
Cosca Regional Park	S	11000 Thrift Road Clinton, MD 20735	6	0	0	2	3	Y	Y	N	0	Y

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Douglas Patterson Park	S	7001 Marianne Drive Suitland, MD 20746	2	1	2	0	1	Y	Y	N	0	Y
Dupont Heights Park	S	2013 Campbell Drive Suitland, MD 20746	2	2	0	0	0	Y	Y	N	1	Y
Fairhaven Park	S	9200 Fairhaven Avenue Upper Marlboro, MD 20772	2	1	0	0	0	Y	N	N	0	Y
Forest Heights park	S	5800 Terrell Avenue Forest Heights, MD 20745	0	1	0	0	0	Y	Y	N	0	N
Fort Foote Park Building	S	8300 Fort Foote Road Fort Washington, MD 20744	2	1	1	0	1	Y	Y	N	0	Y
Fort Washington Forest Park	S	13460 Buchanan Drive Fort Washington, MD 20744	2	0	0	0	1	Y	Y	N	0	Y
Fort Washington Forest School Community Center	S	1200 Fillmore Road Fort Washington, MD 20744	1	0	1	1	0	Y	Y	N	0	N
Fox Run Park	S	7901 Drum Point Lane Clinton, MD 20735	2	0	1	0	1	Y	N	N	0	Y
Foxchase Park	S	13300 Fenway Lane Upper Marlboro, MD 20772	0	0	0	0	0	0	Y	N	1	Y
Glassmanor Community Center	S	1101 Marcy Avenue Oxon Hill, MD 20745	1	1	1	0	1	Y	Y	N	0	Y
Harmony Hall Community Center	S	10701 Livingston Road Fort Washington, MD 20744	0	0	0	0	0	Y	Y	N	0	Y
Henson Creek Park	S	5601 Temple Hill Road Oxon Hill, MD 20748	0	0	1	0	2	N	N	N	0	Y
Hillantrae Park	S	3313 Strawberry Hill Drive Clinton, MD 20735	0	0	1	0	1	Y	Y	N	0	Y
Hillcrest Heights Community Center	S	2300 Oxon Run Drive Oxon Hill, MD 20745	2	0	0	0	1	Y	N	N	0	Y
Holloway Estates Park	S	9911 Rosaryville Road Upper Marlboro, MD 20772	4	1	1	0	1	Y	Y	N	0	N
K. Della Underwood Park	S	9300 Genoa Avenue Fort Washington, MD 20744	2	1	1	0	1	Y	Y	N	0	N
King's Grant Park	S	13251 Fenway Lane Upper Marlboro, MD 20772	4	0	2	0	2	Y	Y	N	0	Y
Marlboro Meadows Park	S	4428 Dery Road Upper Marlboro, MD 20772	2	1	2	2	0	Y	Y	N	0	N
Marlow Heights Community Center	S	2800 St. Clair Drive Marlow Heights, MD 20748	2	0	0	0	0	Y	Y	N	0	N
Marlton Neighborhood Park	S	8061 Croom Road Upper Marlboro, MD 20772	2	1	1	0	2	Y	Y	N	0	Y
Mellwood Hills Park	S	7575 Dower House Road Upper Marlboro, MD 20772	2	1	1	0	1	Y	Y	N	0	Y
Michael J. Polley Park	S	6311 Randolph Road Off Ridgecrest Drive Suitland, MD 20746	2	0	0	0	0	Y	Y	N	0	N
North Barnaby Park	S	5000 Wheeler Road Oxon Hill, MD 20748	2	0	1	0	1	Y	Y	N	0	Y
Oaklawn Park	S	3710 Oaklawn Road Fort Washington, MD 20744	0	1	0	0	0	Y	N	N	0	N
Old Fort Hills Park	S	2301 Old Fort Road East Fort Washington, MD 20744	1	1	0	1	0	Y	N	N	0	Y
Park Berkshire Park	S	6101 Surrey Square Lane Forestville, MD 20747	2	1	2	0	2	Y	Y	N	0	Y
Potomac Landing Community Center	S	10601 Riverview Road Fort Washington, MD 20744	4	2	1	1	1	Y	Y	N	0	N
Riverview Park	S	10601 Riverview Road Fort Washington, MD 20744	4	3	1	1	1	Y	Y	N	0	Y
Rose Valley Park	S	9800 Jacqueline Drive Fort Washington, MD 20744	2	0	0	0	3	Y	Y	N	0	Y

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Sasscer Park	S	14201 School Lane Upper Marlboro, MD 20772	0	0	1	1	1	N	N	Y	1	Y
South Forestville Softball	S	3711 Nearbrook Avenue Forestville, MD 20747	2	1	0	0	1	Y	Y	N	0	N
Southlawn Park	S	600 Carson Avenue Oxon Hill, MD 20745	2	1	1	0	1	Y	Y	N	0	Y
Stephen Decatur Community Center	S	8200 Pinewood Drive Clinton, MD 20735	2	2	1	2	0	N	N	N	0	Y
Suitland Community Center Park/School	S	5600 Regency Lane Forestville, MD 20747	2	2	0	1	1	Y	Y	N	0	N
Suitland Park	S	3110 Logan Street Forestville, MD 20747	0	2	0	0	1	Y	Y	N	0	N
Tanglewood Park	S	8339 Woodyard Road Clinton, MD 20735	2	1	1	0	0	Y	Y	N	0	Y
Tantallon North Park	S	11951 Autumnwood Lane Fort Washington, MD 20744	2	0	2	0	2	Y	Y	N	0	N
Temple Hills Community Center	S	5300 Temple Hills Road Temple Hills, Maryland 20748	2	0	0	0	0	Y	Y	N	0	N
Temple Hills Park	S	5211 Hagan Road Temple Hills, MD 20748	2	1	1	0	1	Y	Y	N	0	Y
Tor Bryan Estates Park	S	500 Harg Lane Fort Washington, MD 20744	0	1	0	0	0	Y	Y	N	0	N
Tucker Road Athletic Complex	S	1770 Tucker Road Fort Washington, MD 20744	4	2	2	0	5	Y	Y	N	1	Y
Tucker Road Community Center	S	1771 Tucker Road Fort Washington, MD 20744	2	0	0	0	0	Y	Y	N	0	N
Upper Marlboro Community Center	S	5400 Marlboro Race Track Road Upper Marlboro, MD 20772	1	0	1	0	1	Y	Y	N	0	N
Valley View Park	S	11311 Rosalie Drive Fort Washington, MD 20744	2	1	1	0	1	Y	Y	N	0	Y
Webster Lane Park	S	7320 Webster Lane Temple Hills, MD 20744	0	0	0	0	1	Y	Y	N	0	Y
William Beanes Community Center	S	5108 Dianna Drive Suitland, MD 20746	2	0	0	0	1	N	N	N	0	N
Woodberry Forest Park	S	6201 Summerhill Road Temple Hills, MD 20748	2	1	0	0	0	Y	Y	N	0	N
		SOUTH TOTALS	**107**	**48**	**38**	**14**	**48**					

REGION	TENNIS	BASKETBALL	MULTIPURPOSE FIELD	BASEBALL	SOFTBALL
CENTRAL TOTALS	**122**	**120**	**57**	**6**	**27**
NORTH TOTALS	**83**	75	**25**	10	40
SOUTH TOTALS	107	**48**	38	**14**	**48**

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COMMUNITY CENTER NAME	AREA	ADDRESS	TENNIS	BASKETBALL/ GYM	MULTIPURPOSE ROOM	FITNESS ROOM	DANCE ROOM
CENTRAL							
Cedar Heights Community Center	C	1200 Glen Willow Drive Seat Pleasant, MD 20743	0	1	1	1	1
Glenn Dale Community Center	C	11901 Glenn Dale Boulevard Glenn Dale, MD 20769	0	1	1	1	1
John E. Howard Community Center	C	4400 Shell Street Capitol Heights, MD 20743	1	1	1	0	0
Lake Arbor Community Center	C	10100 Lake Arbor Way Mitchellville, MD 20721	0	1	1	1	1
Largo/Perrywood/Kettering Community Center	C	431 Watkins Park Drive Upper Marlboro, MD 20774		1	1	1	1
North Forestville Community Center	C	2311 Ritchie Road Forestville, MD 20747	1	1	1	0	0
Oakcrest Community Center	C	1300 Capitol Heights Blvd. Capitol Heights, MD 20743	0	1	0	1	1
Palmer Park Community Center	C	7720 Barlowe Road Palmer Park, MD 20785	1	1	0	1	1
South Bowie Community Center	C	1717 Pittsfield Lane Bowie, MD 20715	0	1	1	1	0
Watkins Tennis Bubble	C	301 Watkins Park Drive Upper Marlboro, MD 20774	5	0	0	0	0
Westphalia Community Center	C	8900 Westphalia Road Upper Marlboro, MD 20774	1	1	1	1	0
		CENTRAL TOTALS	**9**	**10**	**8**	**8**	**6**
NORTH							
Beltsville Community Center	N	3900 Sellman Road Beltsville, MD 20705	1	1	1	1	0
Berwyn Heights Community Center	N	6200 Pontiac Street Berwyn Heights, MD 20740	1	1	0	1	0
Bladensburg Community Center	N	4500 57th Avenue Bladensburg, MD 20710	0	1	0	1	0
Deerfield Run Community Center	N	13000 Laurel-Bowie Road Laurel, MD 20708	1	1	1	1	0
Fairland Tennis Bubble	N	13950 Old Gunpowder Road Laurel, MD 20707	6	0	0	1	1
Kentland Community Center	N	2413 Pinebrook Avenue Kentland, MD 20785	1	1	1	1	0
North Brentwood Community Center	N	4012 Webster Street North Brentwood, MD 20722	1	1	0	1	0
Wayne K. Curry Sports and Leanring Complex	N		0	0	1	1	1
		NORTH TOTALS	**11**	**6**	**4**	**8**	**2**
SOUTH							
Cosca Tennis Bubble	S	11000 Thrift Road Clinton, MD 20735	4	0	0	0	0
Fort Washington Forest School Community Center	S	1200 Fillmore Road Fort Washington, MD 20744	0	1	1	1	0
Glassmanor Community Center	S	1101 Marcy Avenue Oxon Hill, MD 20745	1	1	1	1	0
Harmony Hall Community Center	S	10701 Livingston Road Fort Washington, MD 20744	0	0	1	1	0
Hillcrest Heights Community Center	S	2300 Oxon Run Drive Oxon Hill, MD 20745	1	1	1	1	1
Marlow Heights Community Center	S	2800 St. Clair Drive Marlow Heights, MD 20748	1	0	0	1	0
Potomac Landing Community Center	S	10601 Riverview Road Fort Washington, MD 20744	0	1	0	0	0
Stephen Decatur Community Center	S	8200 Pinewood Drive Clinton, MD 20735	1	1	0	0	0
Suitland Community Center Park/School	S	5600 Regency Lane Forestville, MD 20747	1	1	0	1	0
Temple Hills Community Center	S	5300 Temple Hills Road Temple Hills, Maryland 20748	1	1	1	1	0
Tucker Road Community Center	S	1771 Tucker Road Fort Washington, MD 20744	1	1	0	0	0
Upper Marlboro Community Center	S	5400 Marlboro Race Track Road Upper Marlboro, MD 20772	1	1	0	1	0
William Beanes Community Center	S	5108 Dianna Drive Suitland, MD 20746	1	1	1	1	0
		SOUTH TOTALS	**13**	**10**	**6**	**9**	**1**

REGION	TENNIS	BASKETBALL/ GYM	MULTIPURPOSE ROOM	FITNESS ROOM	DANCE ROOM
CENTRAL TOTALS	**9**	**10**	**8**	8	**6**
NORTH TOTALS	**11**	**6**	**4**	**8**	**2**
SOUTH TOTALS	13	**10**	6	**9**	1

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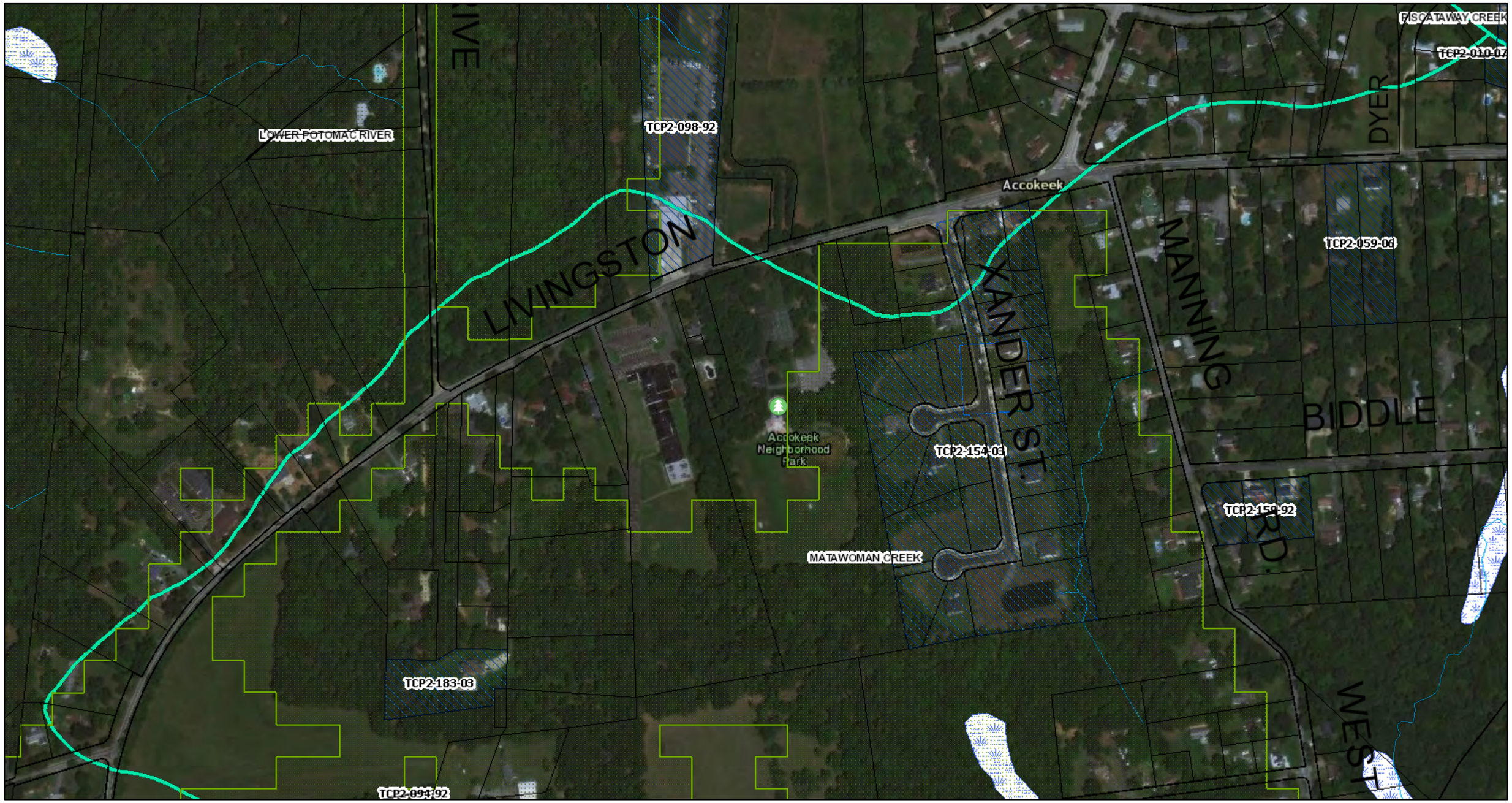
Accokeek Creek Park



5/20/2021, 9:03:53 AM

1:4,514

0 0.04 0.09 0.17 mi

0 0.05 0.1 0.2 km

M-NCPPC, Prince George's Parks Department, MNCPPC, M-NCPPC, VITA, Esri, HERE, Garmin, iPC, Maxar

World Boundaries and Places

MNCPPC Parks

Property

Road Casings

Zoning Line

Woodland Conservation Area

Planted

Retained

Retained, Not Credited

Watershed (DOE)

Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)

Tree Conservation Plan 2

Slope (2018)

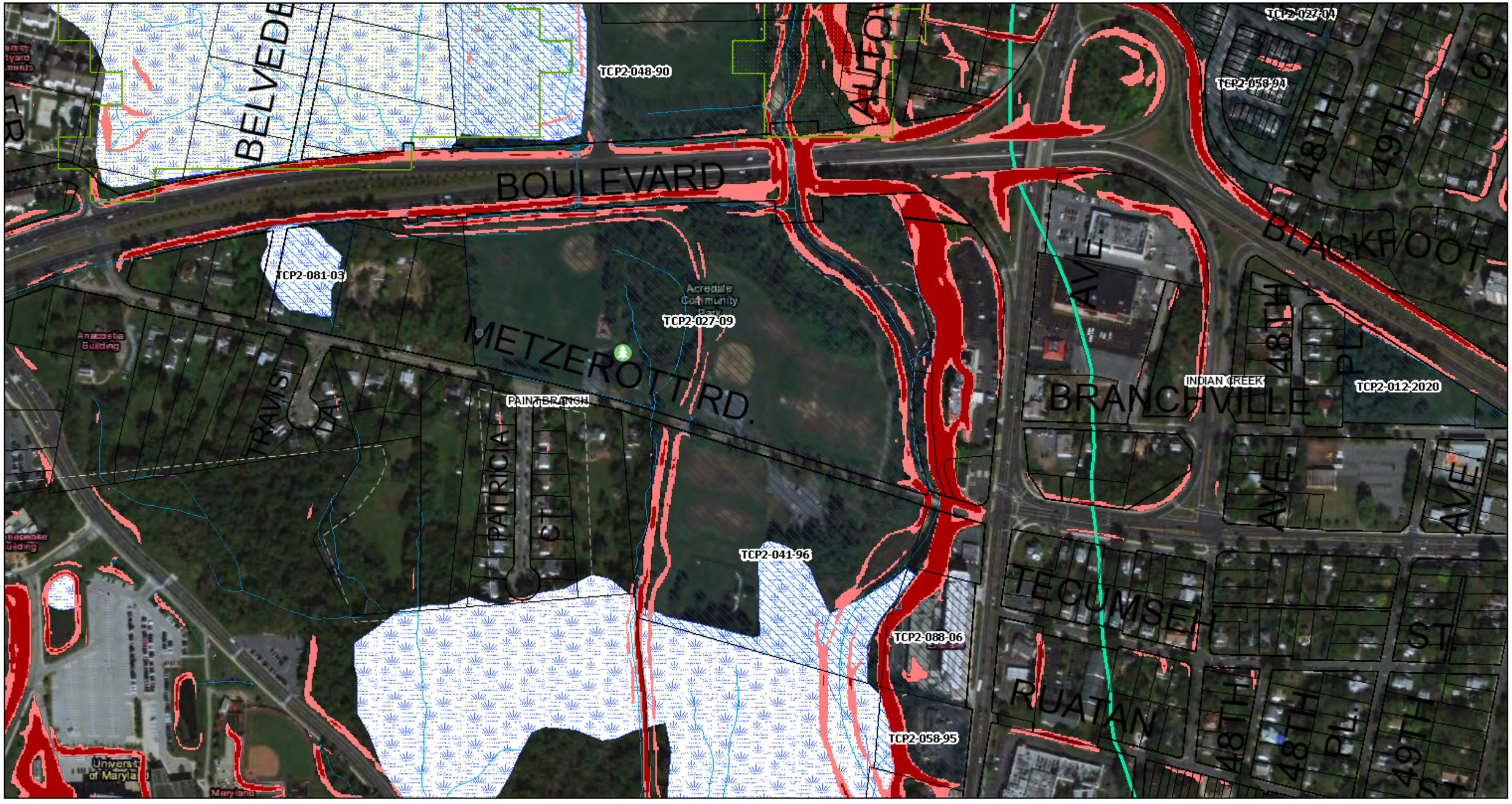
15% and 25%

Greater Than 25%

Stream Center and Drainage (2017)

Maxar | M-NCPPC | MNCPPC | M-NCPPC, Prince George's Parks Department | Esri, HERE | VITA, Esri, HERE, Garmin, iPC |

Acredale Community Park



5/20/2021, 9:05:38 AM

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0 0.05 0.1 0.2 km

World Boundaries and Places

MNCPPC Parks

Property

Road Casings

Zoning Line

Woodland Conservation Area

Planted

Retained

Retained, Not Credited

Watershed (DOE)

Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)

Tree Conservation Plan 2

Slope (2018)

15% and 25%

Greater Than 25%

Stream Center and Drainage (2017)

M-NCPPC, Prince George's Parks Department, MNCPPC, M-NCPPC, VITA, Esri, HERE, Garmin, iPC, Maxar

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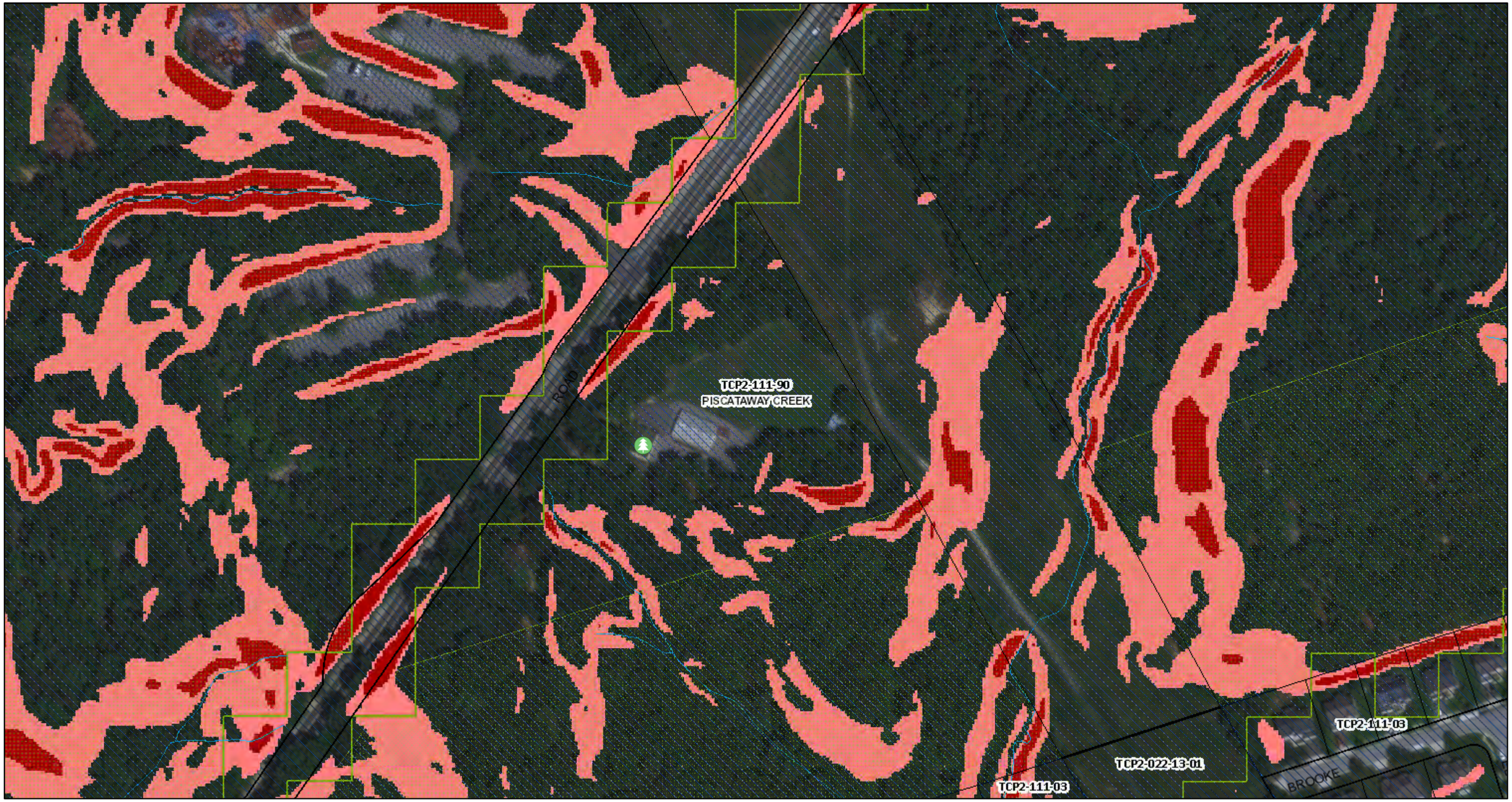
Cosca Regional Park



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World Boundaries and Places

MNCPPC Parks

Property

Road Casings

Zoning Line

Woodland Conservation Area

Planted

Retained

Retained, Not Credited

Watershed (DOE)

Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)

Tree Conservation Plan 2

Slope (2018)

15% and 25%

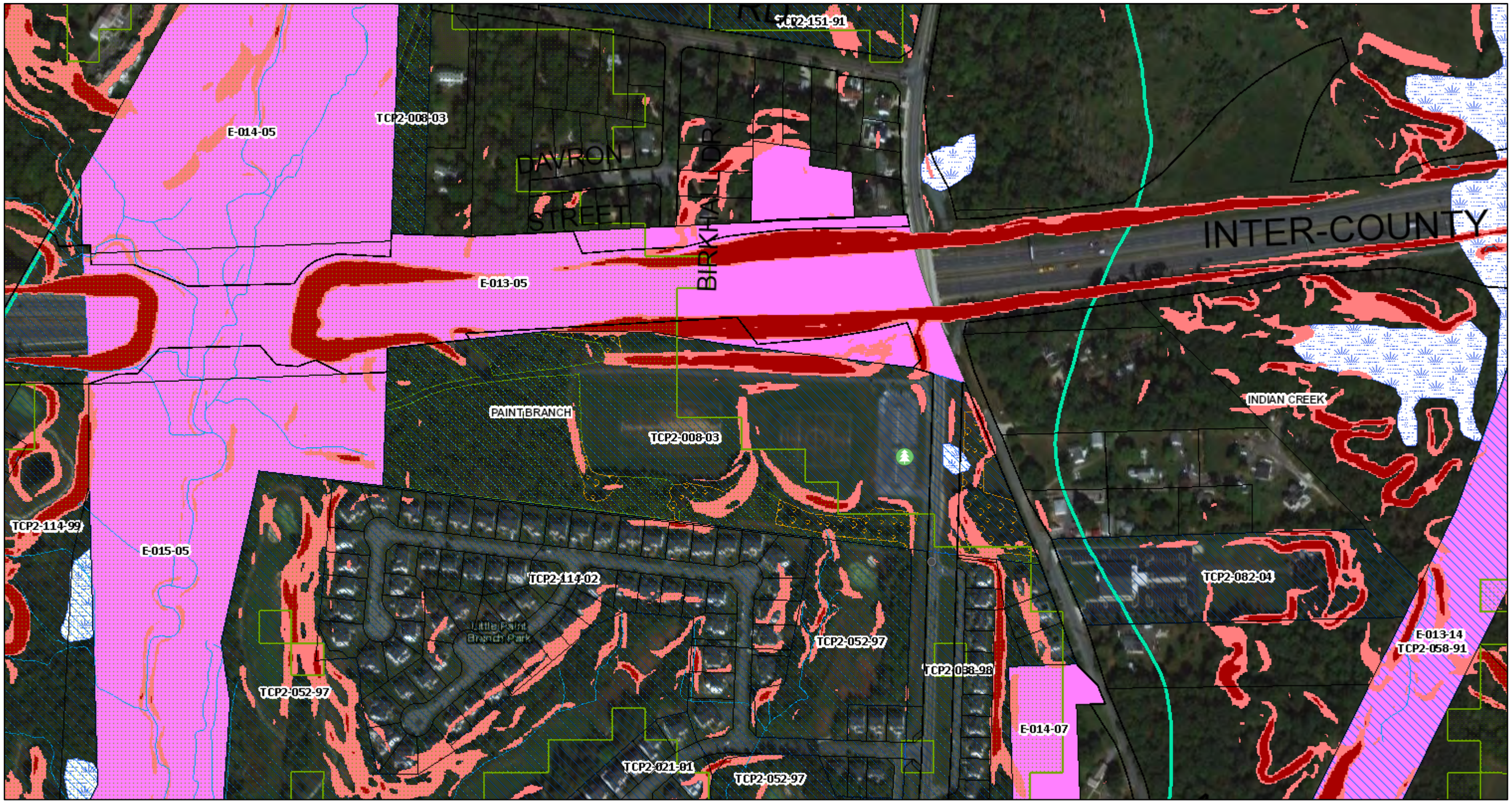
Greater Than 25%

Stream Center and Drainage (2017)

M-NCPPC, Prince George's Parks Department, MNCPPC, M-NCPPC, Maxar, Microsoft, VITA, Esri, HERE, Garmin, iPC

Maxar, Microsoft | M-NCPPC | MNCPPC | M-NCPPC, Prince George's Parks Department | Esri, HERE | VITA, Esri, HERE, Garmin, iPC |

Cross Creek Park



5/20/2021, 8:53:01 AM

1:4,514

0 0.04 0.09 0.17 mi

0 0.05 0.1 0.2 km

World Boundaries and Places

MNCPPC Parks

Property

Road Casings

Zoning Line

Tree Conservation Plan Exempt

Woodland Conservation Area

Planted

Retained

Retained, Not Credited

Watershed (DOE)

Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)

Tree Conservation Plan 2

Slope (2018)

15% and 25%

Greater Than 25%

Stream Center and Drainage (2017)

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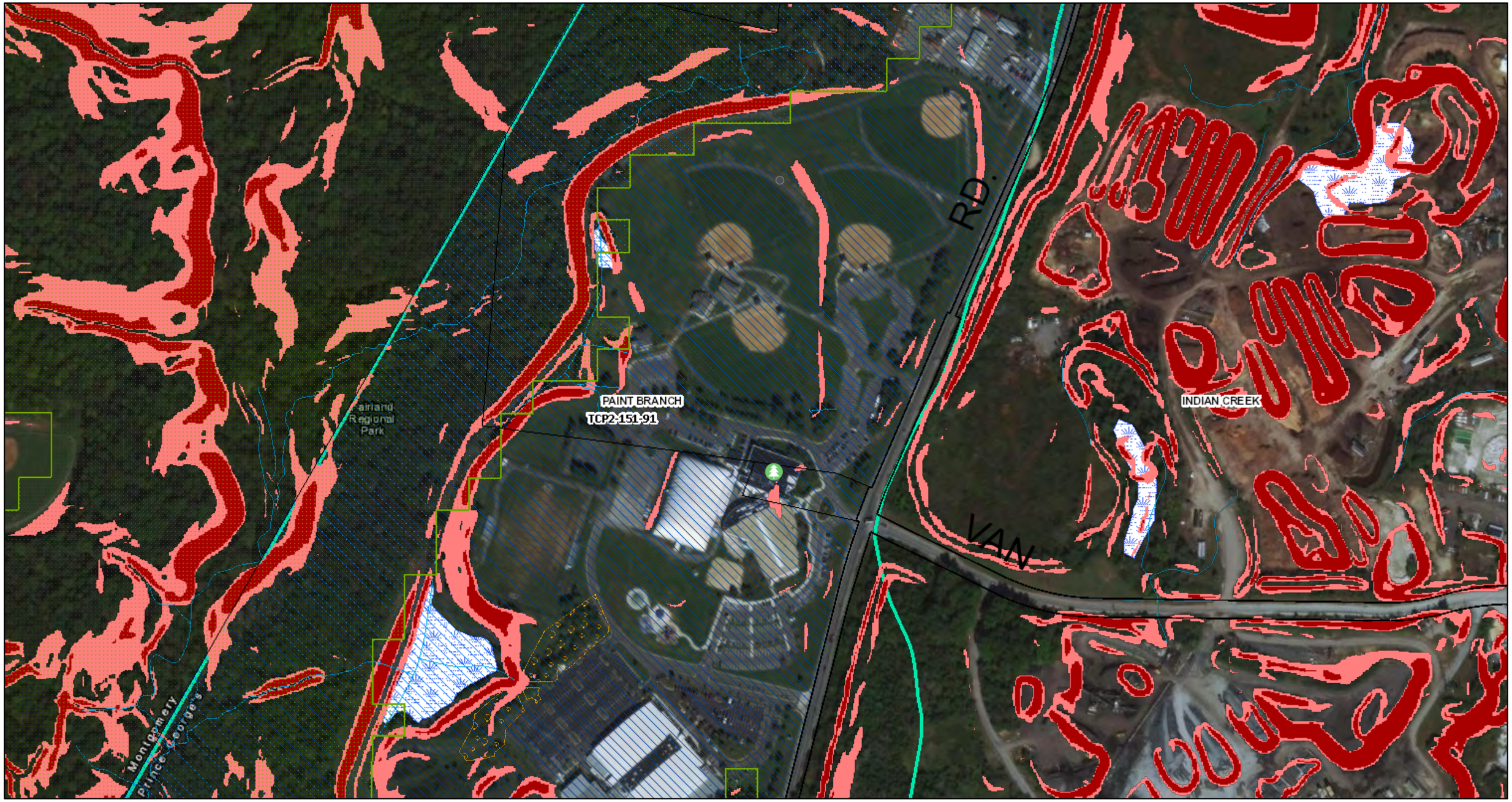
Fairland Regional Park



5/20/2021, 8:50:23 AM

1:4,514

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0 0.05 0.1 0.2 km

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World Boundaries and Places

MNCPPC Parks

Property

Road Casings

Zoning Line

Woodland Conservation Area

Planted

Retained

Retained, Not Credited

Watershed (DOE)

Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)

Tree Conservation Plan 2

Slope (2018)

15% and 25%

Greater Than 25%

Stream Center and Drainage (2017)

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Fort Washington Park

5/20/2021, 9:32:46 AM

1:4,514

0 0.04 0.09 0.17 mi

0 0.05 0.1 0.2 km

World Boundaries and Places

MNCPPC Parks

PGCPS Open Areas

Property

Road Casings

Zoning Line

Woodland Conservation Area

Planted

Retained

Retained, Not Credited

Watershed (DOE)

Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)

Tree Conservation Plan 2

Slope (2018)

15% and 25%

Greater Than 25%

Stream Center and Drainage (2017)

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Lake Arbor Community Park

5/20/2021, 9:34:59 AM

1:4,514

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0 0.05 0.1 0.2 km

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World Boundaries and Places

MNCPPC Parks

PGCPS Open Areas

Property

Road Casings

Zoning Line

Woodland Conservation Area

Planted

Retained

Retained, Not Credited

Watershed (DOE)

Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)

Tree Conservation Plan 2

Slope (2018)

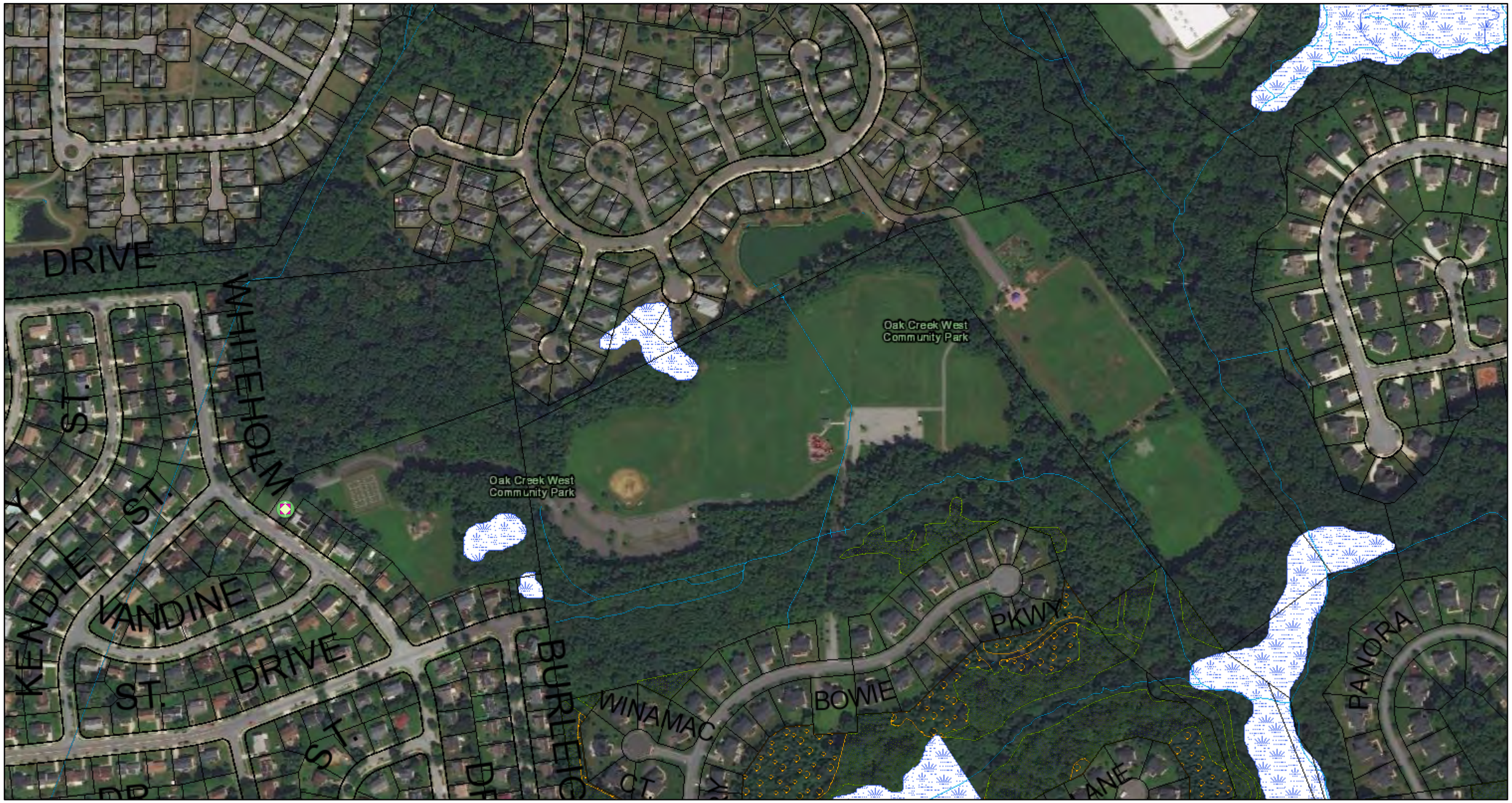
15% and 25%

Greater Than 25%

Stream Center and Drainage (2017)

Maxar | M-NCPPC | MNCPPC | M-NCPPC, Prince George's Parks Department | Esri, HERE | VITA, Esri, HERE, Garmin, iPC |

Oak Creek West Community Park



11/11/2021, 10:58:33 AM

World Boundaries and Places

Softball Diamond

- Level I

Rectangle Field (Football, Soccer, Lacrosse, etc.)

- Level III

- MNCPPC Parks
- Property
- Road Casings
- Stream Center and Drainage (2017)

Woodland Conservation Area

- Planted
- Retained
- Retained, Not Credited
- Wetland (DNR)

1:4,514

0 0.04 0.09 0.17 mi

0 0.05 0.1 0.2 km

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Saddlebrook East Park

5/20/2021, 8:55:55 AM

1:9,028

0 0.07 0.15 0.3 mi

0 0.13 0.25 0.5 km

World Boundaries and Places

- MNCPPC Parks
- Property
- Road Casings
- Zoning Line

Woodland Conservation Area

- Planted
- Retained
- Retained, Not Credited
- Watershed (DOE)
- Potential Forested Interior Dwelling Specie (DNR)

- Wetland (DNR)
- Tree Conservation Plan 2

Slope (2018)

- 15% and 25%
- Greater Than 25%

- Stream Center and Drainage (2017)

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Stephen Decatour Park

5/20/2021, 11:03:19 AM

1:4,514

0 0.04 0.09 0.17 mi

0 0.05 0.1 0.2 km

World Boundaries and Places
MNCPPC Parks
PGCPS Open Areas
Property
Road Casings
Zoning Line

Woodland Conservation Area
Planted
Retained
Retained, Not Credited
Watershed (DOE)
Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)
Tree Conservation Plan 2

Slope (2018)
15% and 25%
Greater Than 25%
Stream Center and Drainage (2017)

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Suitland Community Center

5/20/2021, 11:05:02 AM

1:4,514

0 0.04 0.09 0.17 mi

0 0.05 0.1 0.2 km

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World Boundaries and Places

MNCPPC Parks

PGCPS Open Areas

Property

Road Casings

Zoning Line

Woodland Conservation Area

Planted

Retained

Retained, Not Credited

Watershed (DOE)

Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)

Tree Conservation Plan 2

Slope (2018)

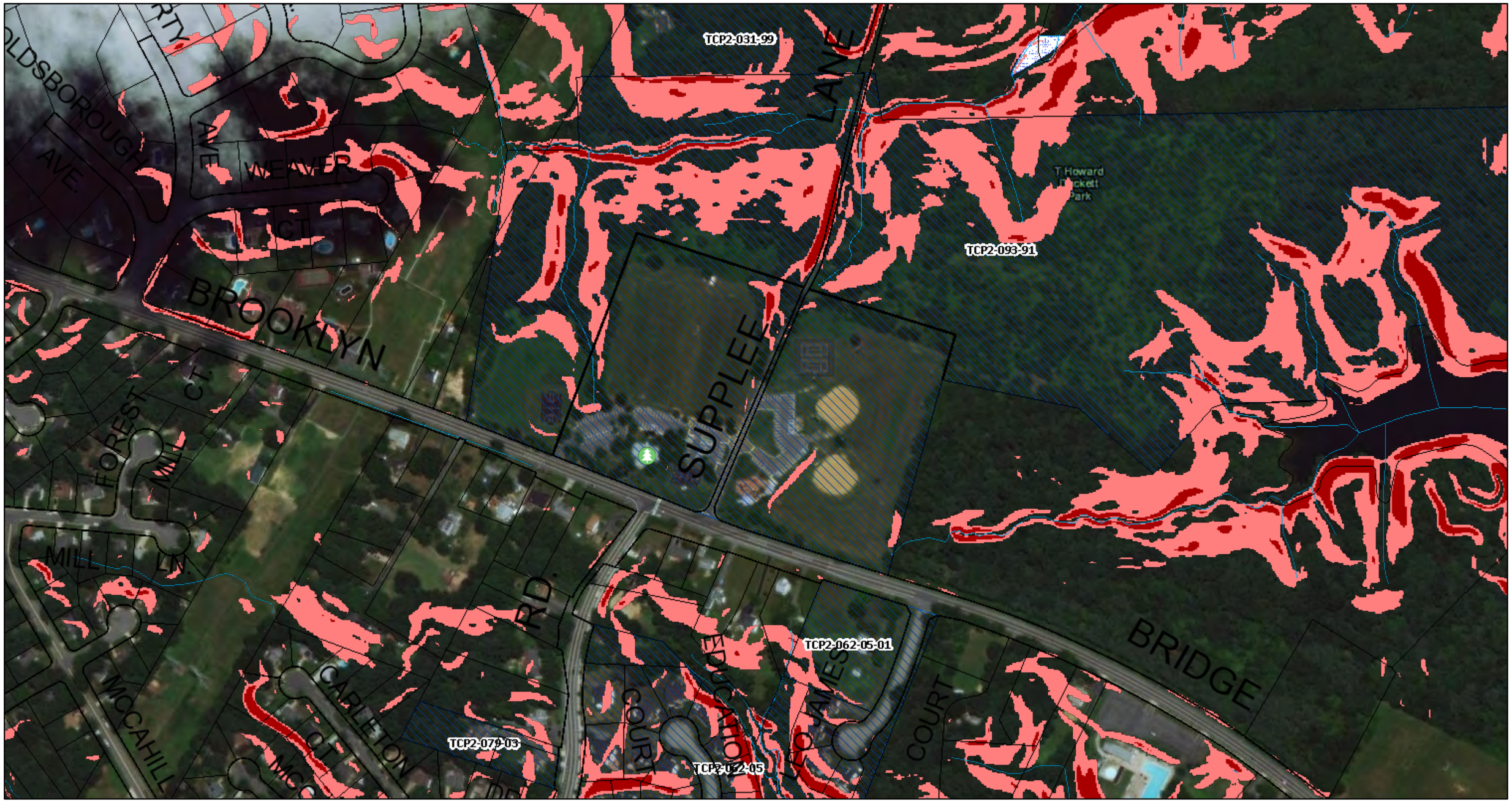
15% and 25%

Greater Than 25%

Stream Center and Drainage (2017)

Maxar | M-NCPPC | MNCPPC | M-NCPPC, Prince George's Parks Department | Esri, HERE | VITA, Esri, HERE, Garmin, iPC |

T. Howard Duckett Park



5/20/2021, 8:46:13 AM

- World Boundaries and Places
- MNCPPC Parks
- Property
- Road Casings
- Zoning Line
- Wetland (DNR)
- Tree Conservation Plan 2

Slope (2018)

- 15% and 25%
- Greater Than 25%
- Stream Center and Drainage (2017)

1:4,514

0 0.04 0.09 0.17 mi

0 0.05 0.1 0.2 km

M-NCPPC, Prince George's Parks Department, MNCPPC, M-NCPPC, VITA, Esri, HERE, Garmin, iPC, Maxar

Maxar | M-NCPPC | MNCPPC | M-NCPPC, Prince George's Parks Department | Esri, HERE | VITA, Esri, HERE, Garmin, iPC |

Tucker Road Athletic Complex

5/20/2021, 11:06:05 AM

1:9,028

0 0.07 0.15 0.3 mi

0 0.13 0.25 0.5 km

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World Boundaries and Places

MNCPPC Parks

PGCPS Open Areas

Property

Road Casings

Zoning Line

Woodland Conservation Area

Planted

Retained

Retained, Not Credited

Watershed (DOE)

Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)

Tree Conservation Plan 2

Slope (2018)

15% and 25%

Greater Than 25%

Stream Center and Drainage (2017)

Maxar | M-NCPPC | MNCPPC | M-NCPPC, Prince George's Parks Department | Esri, HERE | VITA, Esri, HERE, Garmin, iPC |

Watkins Regional Park

5/20/2021, 11:08:01 AM

1:9,028

0 0.07 0.15 0.3 mi

0 0.13 0.25 0.5 km

World Boundaries and Places

MNCPPC Parks

Property

Road Casings

Zoning Line

Woodland Conservation Area

Planted

Retained

Retained, Not Credited

Watershed (DOE)

Potential Forested Interior Dwelling Specie (DNR)

Wetland (DNR)

Tree Conservation Plan 2

Slope (2018)

15% and 25%

Greater Than 25%

Stream Center and Drainage (2017)

M-NCPPC, Prince George's Parks Department, MNCPPC, M-NCPPC, VITA, Esri, HERE, Garmin, iPC, Maxar

Maxar | M-NCPPC | MNCPPC | M-NCPPC, Prince George's Parks Department | Esri, HERE | VITA, Esri, HERE, Garmin, iPC |