



Performance-Based Management Program

# PRIDE IN PARKS



*"Creating life enriching  
experiences at safe, clean  
affordable parks through responsible  
leadership and preserving our  
natural resources"*

**T**he Westchester County Department of Parks, Recreation and Conservation (PRC) is responsible for the maintenance and operation of 18,000 acres of parkland. The majority of our parks are maintained by our in-house staff, and others through inter-municipal agreements (IMAs) by license or lease agreements. In 2003, our department initiated a performance-based management program we call Pride in Parks (PIP). This program monitors the conditions encountered by the public when using county parks and compares them to a set of standards we have developed over time.

As part of our commitment to be responsible stewards for Westchester County, all of the park property that is maintained through IMAs, leases or licenses will now be included in this process. In 2010, you can expect someone from our department to arrive unannounced at the Westchester County Park that your organization manages to conduct a PIP inspection.

This booklet explains all aspects of the PIP process and includes a sample PIP report for your review. **If you have any questions, please feel free to contact Eileen Spring at (914) 864-7133.**

## **Our Mission**

*“Creating life  
enriching experiences at  
safe, clean  
affordable parks  
through responsible  
leadership and  
preserving our  
natural resources.”*

## **What is Pride in Parks?**

The Pride in Parks program is a performance-based management system. It is modeled after the NYPD CompStat program and was implemented in 2003. It is a comprehensive, outcome-based performance measurement system that generates frequent, random and detailed inspections of our parks. The program monitors data mined from the department's business practices and evaluates conditions, quality of maintenance and operational procedures at all PRC facilities. It also includes a review of feedback from customers. PRC's internal divisions are also evaluated in the process. Performance data are collected, analyzed, reported and compared to both historical trends and professional business practices.

## **How PIP Works**

The physical inspection of each facility evaluates it against a standard of the facility being in its optimal condition. Inspection criteria have been developed for the different kinds of facilities that PRC manages; similar facilities are evaluated using the same criteria. Each year the performance indicators are evaluated and consideration is given to weighting various aspects of the inspection criteria to emphasize a specific amenity at a facility, i.e. restrooms.

All PRC's divisions and facilities, including those maintained through inter-municipal agreements, are reviewed at least once a year. The culmination of PIP review is a PowerPoint slideshow featuring photos of the conditions present during the inspection, and a PIP packet that includes the inspection rating, summary report, customer comments, complaints, phone survey results and various other performance measures.

During the meetings, discussions center on the overall well being of the facility from the point of view of our customers. The inspection results indicate what has been accomplished in light of our expectations and the circumstances that existed at the time of inspection. Both successes and areas

for improvement are clearly noted. Where expectations have clearly not been met, corrective actions are strongly recommended.

Two to three facilities are reviewed at each management meeting. The passing inspection grade is 85. Any facility that receives a score below 85 is generally "PIPed" again within a few weeks to determine whether the prescribed corrective actions have been taken.

## **Data Collection Methods and Sources**

- Facility inspections
- Surveys and interviews
- Customer comments, complaints, phone surveys
- Attendance data
- Revenue collection data
- Overtime expenditure data
- Hourly expenditure data
- Park Pass sales
- Equipment care and inventory
- Cost-benefit/cost effectiveness
- Review of office procedures
- Safety issue monitoring
- Uniform conformity
- Recycling standards
- Sick time use
- Sick injury time use

## **PIP Team**

The team is made up of a group of PRC staff members who continually review and develop the performance indicators so that they accurately reflect what is important to our customers. Over the years, performance indicators have been modified

or changed to more accurately reflect the public's point of view and the administration's goals. The team also:

- Reviews the inspection reports for consistency;
- Develops new performance measures and inspection criteria as appropriate;
- Determines the relevancy of current performance measures;
- Streamlines and standardize the performance measurement database(s);
- Follows up when corrective action is warranted;
- Assesses the impact of the program over time;
- Surveys our customers annually to gauge their satisfaction with our facilities and programs.

## **Your PIP Score**

There are between six and 10 major service areas that are inspected. Under each major service area, there are three to five sub-categories. Each major service area is assigned a relative weight based on importance, with 5 being the most important. The maximum score for each major service area is 100. To determine the final score for comparison purposes, the major service area inspection grade is multiplied by the total relative weight to determine the major service area score. Finally, the major service area scores are added together and divided by the total relative weights, yielding the final score.



## PIP INSPECTION ITEMS

### Major Services

#### Sub-categories

#### Bathrooms

**Cleanliness** - Absence of dirt, including dust, stains, odors, garbage  
**Maintenance** - Sinks, toilets, lights, doors, fixtures all operable  
**Supplies** - Paper towel, soap and toilet paper dispensers full

#### Parking Lots and Roads

**Signage** - Property posted and in good repair  
**Entrance/Exit** - Attractive and litter-free  
**Maintenance** - Such condition that it may be continuously used at its original capacity & efficiency for its intended purpose.

#### Playground

**Integrity of Equipment** - No sharp edges, loose sections or worn parts  
**Surface Quality** - Free of litter, glass, rocks and hard ground  
**Cleanliness** - Free of debris and litter  
**Inspections** - Completed weekly

#### Pool/Beach

**First Aid/Equipment** - Clean, supplies and equipment on hand and operable  
**Deck/Shoreline** - Clean and free of debris  
**Maintenance** - In good repair  
**Stairs/Walkways** - Clean and free of debris

#### Recreation Areas

**Tables/Benches** - Clean and in good repair  
**Pavilion** - Clean and free of litter  
**Grills** - Clean and in good repair  
**Barrels** - Garbage & recycling in good repair  
**Play Equipment** - Checked for usability  
**Water fountains** - Operable, free of debris

#### Grounds Appearance

**Floral Areas** - Pruned and weeded  
**Lawns** - Mowed and edged  
**Litter** - Free of debris  
**Dumpster Area** - Neat and clean  
**Trees** - No low-hanging branches, dead limbs or trees

#### Camping Area

**Site Markers** - In place and properly mounted  
**Clean site** - Clean and attractive  
**Fire pits** - In good condition

#### Office Procedures

**Recycling** - Reported monthly on S Drive  
**JMOA** - Reported monthly on S Drive  
**Equipment Inventory** - Reported biweekly on S Drive  
**Sign In Sheets** - Daily and visible

#### Miscellaneous

**Vehicles** - Clean interior and exterior / accidents reported  
**Complaints** - Fewer than 5 legitimate complaints  
**Concession Area** - Neat, clean, sanitary and prices listed

#### AUTOMATIC FAILURE

**Staff in Uniform** - All f/t staff  
**Safety Issues** - Fire safety items/flammables properly stored, boiler and electrical rooms free of debris, proper use of extension cords  
**Personal Protective Equipment & Material Safety** - Data Sheets compliance

Golf Course/Part	OVER TIME				HOURLY				REVE	
	PLAN LAST UPDATED ON 10-FEB-10				PLAN LAST UPDATED ON 10-FEB-10				PLAN LAST UPDATED ON	
	Plan	Actual	Diff.	%Var	Plan	Actual	Diff.	%Var	PLAN	ACTUAL
ADMINISTRATION	2,500	2,153	347	14	19,000	14,339	4,661	25	26,000	35,02
GENERAL MAINTENANCE	1,500	147	1,353	90	NA	NA	NA	NA	NA	NA
DUNWOODIE GOLF COURSE	2,000	0	2,000	100	6,000	2,637	3,363	56	0	20,094
MAPLE MOOR GOLF COURSE	NA	NA	NA	NA	NA	NA	NA	NA	2,000	0
MOHANSIC GOLF COURSE	3,000	494	2,506	84	1,000	520	480	48	3,000	16,375
SAXON WOODS GC	200	0	200	100	7,500	0	7,500	100	0	0
SPRAIN LAKE GOLF COURSE	2,000	0	2,000	100	2,000	0	2,000	100	0	0
HUDSON HILLS GOLF COURSE	NA	NA	NA	NA	NA	NA	NA	NA	0	0
BLUE MOUNTAIN & CENTER	500	154	435	73	14,000	11,748	2,252	16	12,500	15,831
CROTON POINT PARK	2,000	0	2,000	100	2,000	0	2,000	100	17,000	17,775
GEORGE'S ISLAND	0	NA	NA	NA	1,200	924	276	23	1,200	4,309
GLEN ISLAND PARK	1,500	(752)	2,252	151	16,500	14,332	2,168	10	56,500	35,695
TIBBETTS BROOK PARK	1,000	166	834	83	3,000	1,300	1,700	40	6,100	14,625
VE MACY	0	NA	NA	NA	NA	NA	NA	NA	1,500	2,827
WARD POUND RIDGE	1,300	576	724	56	2,000	3,674	(1,674)	(84)	10,100	10,692
WILLSONS WOODS	200	0	200	100	1,200	0	1,200	100	300	2,250
SPRAIN RIDGE POOL	300	0	300	100	NA	NA	NA	NA	600	350
MUSCOOT FARM	2,500	611	1,889	76	5,500	2,970	2,530	48	0	733
RIDGE ROAD	400	0	400	100	750	953	(263)	(36)	11,000	16,650
SAXON WOODS POOL	500	0	500	100	600	255	345	57	200	450
KENSICO	500	0	500	100	2,000	2,495	(495)	(25)	0	0
LASDON PARK	500	0	500	100	1,200	624	376	31	800	376
PLAYLAND	3,536	176	3,356	95	34,547	34,549	(2)	(0)	25,748	3,445
PLAYLAND BEACH & POOL	595	1,954	(1,259)	(121)	NA	NA	NA	NA	0	0
ICE CASINO	2,800	2,345	455	16	60,000	47,755	12,245	20	225,000	359,600
SNX RIVER PKY RESER	10,500	2,221	8,279	79	NA	NA	NA	NA	0	0
RECREATION	2,000	1,259	741	37	4,200	1,503	2,497	52	0	0
COUNTY CENTER	22,000	5,033	16,967	77	55,000	49,340	5,660	10	440,000	414,533
Total By Dept:	71,231	17,148	54,083	76	246,947	195,932	51,015	21	850,548	1,102,071
% of Budget		1.6				3.7				2.8

PARKS, RECREATION AND CONSERVATION  
 ANNUAL REPORT 2010

FEB-10		ROUNDS / ATTENDANCE PLAN LAST UPDATED ON 24-FEB-10							PARK PASS LAST UPDATED ON 23-FEB-10				SCORE
Diff.	%Var	2009	PLAN	2010	09 Vs 10	%Var	Plan Vs 10	%Var	2009	2010	Diff.	%Var	2010
59,921	227	NA	NA	NA	NA	NA	NA	NA		1	1	NA	
NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	
23,094	NA	0		0	0	NA	0	NA			0	NA	
(2,000)	(100)	16		0	(16)	(100)	0	NA	2		(2)	(100)	
13,375	446	0		0	0	NA	0	NA		1	1	NA	
0	NA	12		0	(12)	(100)	0	NA			0	NA	
0	NA	3		0	(3)	(100)	0	NA			0	NA	
0	NA	0		0	0	NA	0	NA			0	NA	
6,361	51	0		0	0	NA	0	NA	NA	NA	NA	NA	
775	5	0		0	0	NA	0	NA			0	NA	
3,600	300	0		0	0	NA	0	NA	NA	NA	NA	NA	
13,195	29	0		0	0	NA	0	NA			0	NA	
8,525	140	0		0	0	NA	0	NA			0	NA	
1,327	83	0		0	0	NA	0	NA	NA	NA	NA	NA	
792	6	0		0	0	NA	0	NA			0	NA	
1,950	550	0		0	0	NA	0	NA			0	NA	
(250)	(42)	0		0	0	NA	0	NA			0	NA	
785	NA	0		0	0	NA	0	NA	NA	NA	NA	NA	
5,650	51	0		0	0	NA	0	NA	NA	NA	NA	NA	
250	125	0		0	0	NA	0	NA			0	NA	
0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	
(424)	(53)	0		0	0	NA	0	NA	NA	NA	NA	NA	
(22,302)	(67)	0		0	0	NA	0	NA	NA	NA	NA	NA	
0	NA	0		0	0	NA	0	NA	NA	NA	NA	NA	
134,810	60	0		0	0	NA	0	NA	NA	NA	NA	NA	
0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	
0	NA	0		0	0	NA	0	NA			0	NA	
(25,477)	(6)	NA	NA	NA	NA	NA	NA	NA	61	67	(14)	(17)	
225,251	26	31		0	(31)	(100)	0		83	69	(14)	(17)	

# PRC Staff Per Acre of Parkland & Amenities

	Glen Island	Saxon Woods	Tibbets	Wilson's	Croton/Gorge	Blue Mt.	Sprain/VE/R		
	Per	Per	Per	Per	Per	Per	Per		
	FT/TE	FT/TE	FT/TE	FT/TE	FT/TE	FT/TE	FT/TE		
Acres	105	100	161	23	638	1742	654	65.4	
Movable Acres	35	5	46.5	5.5	110	45	54.5	5.5	
Rest Room Fixtures	67	40	56	20	55	28	90	9.0	
toilets/urnals									
# of picnic tables	281	122	212	42	372	192	229	22.9	
Playgrounds	4	2	1	1	4	3	5	0.5	
Garbage Cans	192	95	126	36	306	86	119	11.9	
Annual Staff	8	4	9	4	9	6	10		
FT Equivalents	2	1	2	0	2	0	0		
Seasonal Laborers	6	4	6	4	6	6	8		
	BRP	KDP	WPR	Merestead	Lasdon	Muscocot	Mt. Lakes	Average	Totals
	Per	Per	Per	Per	Per	Per	Per	Per	
	FT/TE	FT/TE	FT/TE	FT/TE	FT/TE	FT/TE	FT/TE	FT/TE	
Acres	824	110	4315	130	205	777	1181	244.5	10965
Movable Acres	607		75	5	16	2	10	21.5	1016.5
Rest Room Fixtures	6	9	44	0	7	13	18	25.4	453
toilets/urnals									
# of picnic tables	0		130	0	6	35	48	103.6	1669
Playgrounds	0	1	2	0	0	0		1.4	23
Garbage Cans	40	50	0	0	0	15	0	68.6	1065
Annual Staff	18	4	5	3	5	6	4	3.6	95
FT Equivalents	0	1	1	0	2	1		0.5	12
Seasonal Laborers	0		2	0	3	2	2	2.9	49

Blue	Over the average
Red	Under the average

# Park Facility Inspection Work Sheet Report

ID 246

Ridge Road Park

Date 7/1/2009 10:35:13 AM

## MAJOR SERVICE AREA

MSA Score X Relative Weight

SCORE 88.25

### BATH/DRESSING ROOMS

90 X 5 450

Cleanliness (34) 30  
Maintenance (33) 27  
Supplies (33) 33

Paint exterior area #2

### PLAY GROUND

90 X 5 450

Integrity of Equip (25) 22  
Surface Quality (25) 21  
Cleanliness (25) 22  
Inspections (25) 25

Trip hazard area #1

### RECREATION AREA

81 X 5 405

Pavilions (20) 18  
Table/Benches (20) 14  
Grills/Barrels (20) 17  
Cleanliness/Maint (20) 14  
Ballfields (20) 18

All benches need to be painted-Cantina  
Floatable debris by bridge - Cantina  
Paint benches area #1 & #3

### PARKING LOTS / ROADS

84 X 3 252

Maintenance (25) 18  
Entrance/Exit (25) 22  
Signage (25) 23  
Painting/Striping (25) 21

Bridge & steps need to be weeded-  
Cantina  
Missing split rail parking lot - RR

### OFFICE PROCEDURES

97 X 3 291

Recycling Reported (25) 25  
JMOA Activity (25) 22  
Equip. Inventory (25) 25  
Sign in Sheets (25) 25

### MISCELLANEOUS

90 X 3 270

Clean Vehicles (34) 29  
Minimal Complaints (33) 30  
Garage/Dumpster (33) 31

### PASS/FAIL

Staff in Uniform

Pass/Fail

Safety Issues

• Pass Fail

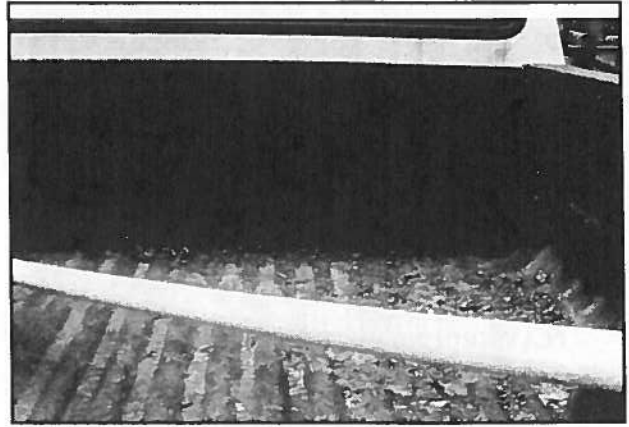
Total Score 2118 Total Weight 24

Additional Comments





☐ Acceptable ☒ Unacceptable



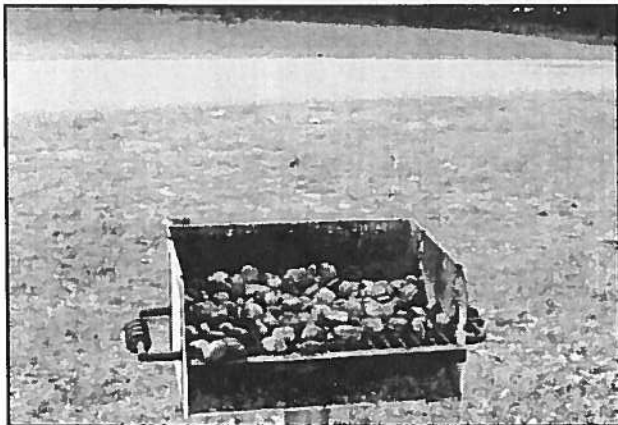
☒ Acceptable ☐ Unacceptable



☐ Acceptable ☒ Unacceptable



☒ Acceptable ☐ Unacceptable



☐ Acceptable ☒ Unacceptable



☒ Acceptable ☐ Unacceptable