

2016

Madison Mayodan Parks and Recreation Department  
Management Assessment

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## **Purpose of Assessment**

The Town of Madison and the Town of Mayodan contracted Smith Management Training and Consulting Services to conduct a full operational and staff assessment on the Madison Mayodan Parks and Recreation Department to outline strengths and challenges within the department and provide recommendations for better efficiency.

Dale Smith, CEO, founded Smith Management Training and Consulting Services in August 2014. After a career in the governmental sector spanning more than 30 years Smith retired in 2012, and decided to pursue an encore career that supported governmental personnel. Since her retirement, Smith has attained a Graduate Certificate in Teaching, Training and Education Technology and a Business Coaching Certificate from NCSU and received certifications in MBTI (Meyers Briggs Personality Assessment), EQI 2.0 and 360 (Emotional Intelligence Assessment).

Smith Management Training and Consulting Services operates on the premise that for individuals and teams to succeed they have to Work Hard, Love Hard and Play Hard! Our mission is to help individuals and teams reach their common goals and develop strong relationships while doing it. Dale Smith, CEO, with 30+ years of experience in Organizational Management, Team Building and Strategic Thinking is now solely focused on helping teams and individuals improve. Her leadership principles are Passion, Focus, Creativity and Vision. Providing an excellent client experience and treating each client with care and respect is a top priority. Our business is client focused and results oriented with the goal of developing sustained client relationships.

## **Assessment Process and Document Structure**

The assessment process consisted of reviewing the original agreement by the Towns for the development of the Madison Mayodan Parks and Recreation Commission, identification of any significant changes recognized by the Towns over the years, valuation of the By-Law structure, and current management and operations of the Madison Mayodan Parks and Recreation Department and Commission. In an effort to gain as much information as possible about current operations, interviews were conducted with the Town Managers, the Commission Members, Parks and Recreation Staff, select volunteers with the department and, by request, the Mayor of Mayodan, and a Mayodan Commissioner. Outlined within this document is the history of the towns, the Parks and Recreation Commission and the Parks and Recreation Department. Also, contained is the current departmental structure, financial status, facilities oversight, findings, observations and recommendations. Additional appendices include individual interview notes from Town Managers (Appendix A), Commission Members (Appendix B), Staff (Appendix C) and Volunteers (Appendix D). Regular correspondence with the Town Managers for updates on progress and findings were conducted.

## **History of Towns**

The Towns of Madison and Mayodan are steeped in significant North Carolina history. The Town of Madison was established in 1815, incorporated in 1873, and was named after the fourth president of the United States. Madison was planned for river trade and flourished. In the mid 1800's Madison thrived as a tobacco town with as many as 44 tobacco plug factories. The 1920's were a real boom time for the town with the population growing to 3,300 in 1925 which is an all-time high. Today, Madison has two historic districts. Many of the original homes from the early 1800 still exist (Town of Madison, NC History, n.d.)

The Town of Mayodan was chartered a bit later in 1899, but as early as 1885 industrialist began formulating plans in Mayodan to build a 122-mile rail link to Roanoke, VA. It was evident that the Mayo River had ample water power to support the operation of a Textile Mill so the first building was completed in 1896 named Mayo Mills (later named Washington Mills). The Mill influence for the town started to decrease in the mid 1950's when mill houses were sold to their occupants and the services provided by the Washington Mill was discontinued. Mills are still very much a part of the economy in Mayodan (Town of Mayodan Community Profile, 2013).



## **Commission History**

The Madison-Mayodan Parks and Recreation Commission was created as a joint agreement between the Towns of Madison and Mayodan in the winter of 1973 to “provide, maintain, promote, administer, and conduct recreation and cultural programs, activity, opportunities and services” (An Agreement Between Local Units of Government Creating A Joint Recreation Commission to be Known As The Madison-Mayodan Recreation Commission,

1973, p. 1). The initial Board was comprised of 12 members, six members appointed by each Town. The officers selected were the Chairman, Vice-Chairman and Secretary. Initially Board members served one six-year term. The duties of the Board were to “provide, maintain, operate and supervise the public parks, playgrounds, athletic fields, recreation centers and other recreation facilities owned or controlled by the participating units of Madison-Mayodan or leased or loaned to the Commission by the owners thereof” (An Agreement Between Local Units of Government Creating A Joint Recreation Commission to be Known As The Madison-Mayodan Recreation Commission, 1973, p. 3). The commission was granted the power to appoint and designate Director of Recreation and other needed personnel for maintenance and operations (An Agreement Between Local Units of Government Creating A Joint Recreation Commission to be Known As The Madison-Mayodan Recreation Commission, 1973, p. 4). In August, 1973, the Madison Mayodan Commission hired their first Director of Recreation.

The initial funding for the Commission came from appropriated funds shared equally by each town. It was mandated that the Commission submit a budget by March 1<sup>st</sup> of each year for the Towns’ approval. (An Agreement Between Local Units of Government Creating A Joint Recreation Commission to be Known As The Madison-Mayodan Recreation Commission, 1973, pp. 4, 5). That timetable remains in place today. It was stated in the original document that “should the Commission determine that funds to continue were unavailable, the Commission will then recommend to each Unit that the agreement creating the Commission would be terminated.” (An Agreement Between Local Units of Government Creating A Joint Recreation Commission to be Known As The Madison-Mayodan Recreation Commission, 1973, p. 5).

The By-Laws developed by the Commission outlined the Purpose, the Membership, The Officers and their duties. In December of 1978, a change to the By-Laws eliminated term limits

for Commission members. In researching Town documents, two other updates involving the Commission's By-Laws were found. The first was an updated version that indicated three new officers; a Treasurer and two Athletic Commissioners. Additionally, discovered was a drafted memo in 2009 that contained language about the acquisition of Farris Memorial Park and distinctly designated that it was not included in the Commission's oversight. This document was never signed and adopted by either Town. Any other significant updates throughout the history of the Commission were not discovered, thus it is assumed that the current By-Laws for the Commission have been in place a very long time.

### **Commission Structure**

The existing Madison Mayodan Commission has six members; three representatives from each Town. There is also a designated liaison appointed by the Town Councils. Officers include the Chairman, Vice-Chairman, Treasurer, Secretary and two Athletic Commissioners. Board members can serve on the Board indefinitely, if the Towns reappoint. Presently the experience on the board varies from 30+ years to less than a year with two members having served more than 25 years. The basic role of the Commission is to oversee the operations of the Parks and Recreation Department. As an operating Policy Board, the Commission has the authority to hire and fire personnel, develop policies in support of services, provide a structure for financial oversight, visioning, fundraising and community support.

### **Departmental Operations**

Today, the Madison Mayodan Parks and Recreation Department consists of nine staff, four full-time and five part-time that operate the facility and provide programming year-

round. The divisions within the department include Administration, Athletics, Maintenance/Special Event Support and Senior Services. The positions within each division are:

- **Administration** – Director (FT), Administrative Asst./Game Room Supervisor (PT), Personnel/Finance Asst. (PT), Front Desk (PT)
- **Athletics** – Athletic Supervisor (FT)
- **Maintenance** - Maintenance and Events Supervisor (FT), Maintenance Asst. (PT)
- **Seniors** - Senior Recreation Specialist (FT), Senior Recreations Specialist Asst./Senior Games Asst./Fitness Instructor (PT)

Employee's length of service ranges from more than twenty years to three years, with the level of experience varying depending on the position. In the Appendix C, you will find a detailed account of staff interviews with individual staff outlining their position titles, backgrounds, current duties and overall thoughts surrounding the department and its operations.

The current hours of operations are 8:00am – 8:30pm Monday – Friday, 8:30 – 10am on Saturdays. Present offerings are somewhat traditional, with an expansion of services offered to seniors such as a designated nutrition site and senior trips. Daytime services cater to the support of the senior population. Night and weekend activities include a variety of athletic and recreational programming.



## **Financial Operations**

The Towns of Madison and Mayodan originally agreed to equally support the Commission financially. Over time this support has changed and the Commission has taken on more financial responsibility for its own operation. The 2016-17 department budget is \$627,445.00, of which each Town appropriated \$143,000, for a total of \$286,000 in support of services. This is approximately 45% of the total budget. All other financial support for staffing, facilities and programs are raised through other sources such as fee collection, donations, sponsorships and grants.

Facility personnel salaries are:

### **Full-Time Workers**

Senior Recreation Specialist- \$28,288

Maintenance/Special Events Coordinator - \$29,536

Athletics Coordinator - \$38,376

**Part-Time Workers**

Front Desk Staff - \$9.00 per hour

Office Manager – \$11.25 per hour

Administrative Assistant/Game Room Supervisor – \$9.00 per hour

Maintenance Worker – \$9.13 per hour

Senior Recreation Specialist Assistant - \$9.50 per hour

The five part-time staff hours’ average between 19 – 37 hours per week depending on the season and the position. The financial support from both Towns has leveled out in the past 10 years.

Until 2014, The Town of Mayodan supported the Department above the agreed appropriation, due to the commitment with the Commission on the split position for Farris Memorial Park and Department operations. The additional cost averaged between \$25,000 -\$35,000 depending on the year. Today that cost is \$2,500 per year for management of shelter rentals for the Town of Mayodan. Below is an overview of the financial support for both Towns since 2005 including additional expenditures for the Town of Mayodan.

**General Appropriations to Commission by Town Since 2005**

Fiscal Year	Town of Madison	Town of Mayodan	Totals
2016-2017	\$143,000	\$145,500	\$288,500
2015-2016	\$140,000	\$142,500	\$282,500
2014-2015	\$140,000	\$142,500	\$282,500
2013-2014	\$140,000	\$165,000	\$305,000
2012-2013	\$140,000	\$175,500	\$315,500
2011-2012	\$140,000	\$170,000	\$310,000
2010-2011	\$140,000	\$170,000	\$310,000
2009-2010	\$140,000	\$177,000	\$317,000
2008-2009	\$147,000	\$177,000	\$324,000
2007-2008	\$142,000	\$171,000	\$313,000
2006-2007	\$142,000	\$170,000	\$312,000
2005-2006	\$140,000	\$169,000	\$309,000



## **Facilities**

Madison Mayodan Parks and Recreation Department presently has operational oversight of the following parks:

### **Mayodan Town Limits**

- Madison Mayodan Recreation Center
- Jake Atkinson Memorial Park (Mayodan Ball Park)

### **Madison Town Limits**

- Idol Park
- Nat Wall Park
- Carlyle Lewis Tennis Courts
- John Collins Basketball Court
- Lindsey Bridge Access Site
- 704 Access Site

- School Loop Trail

Other parks within the area include Nice Park, Elliott Duncan Memorial Park, Farris Memorial Park, Mayo River State Park and Veteran's Memorial Park. Madison Mayodan is rich in park history and have a diverse selection of park amenities for the collective size of the Towns.

## **Findings**

These findings are based on the current structure of the Madison Mayodan Parks and Recreation Department and Commission. Listed later in the document will be recommendations for the structure, as well as, alternative structure options.

## **Towns**

The oversight and support by the Towns for the Commission has been limited. Presently these entities officially interact once a year during the budget process. In reviewing Commission documents and conducting interviews with the staff and Commission members, limited updates and information have been shared between the Commission and the Towns, even with the appointed liaisons. This has resulted in a lack of direction for the Commission in providing Parks and Recreation services for the Towns. Commission members consistently stated that they have communicated very little with the Towns and have not been given any clear expectations of what the Towns would like to see in services. When interviewing the Town Managers, the Mayodan Mayor and a Commissioner, the following themes arose; both towns would like to see a more vibrant, modern, customer service oriented and visionary Department and Commission. They would like to see a change in the negative perception of the department and an updated range of

activities offered for their citizens. Included in Appendix A are the interviews notes from both Town Managers about their thoughts on the operation of the Parks and Recreation Department.



## **Commission**

This Commission has had a very tough year. Even with the loss of the Director and discovering fiscal trouble, they continued to keep things operating. The absence of a permanent leader for day to day operations, while an assessment was being completed, made the consistency in running the operation difficult. The Commission Chair and the Athletic and Park Administrator have done an admiral job in supporting and maintaining operations during this period.

In interviewing Commission members (Appendix B), it was apparent that they care about Parks and Recreation Services for the area, but lack a cohesive understanding of the vast role of being a policy board. Mostly, the members are committed and supportive of the Department as a whole. However, consistent feedback was given about financial concerns, the negative perception by the community, the need for new ideas to generate new participants and updating services and the facility. After reviewing minutes of Commission meetings for the last

year (these are posted on the Madison Mayodan Commission website), it seems that the Director provided standard updates about the department, but was given very little direction by the Commission. Pertinent future goals, new and innovative programming emphasis were never recorded in the minutes' documentation.

When members were asked about communication with the Towns, most generally thought that the support of the Towns was not as strong as they would like to see it and felt the communication was poor between the entities. Some indicated that Mayodan was more supportive of services than Madison. The perception of supporting the department at a limited level was mentioned by almost every member. This concern is reinforced by understanding that the typical Parks and Recreation Department model in North Carolina supports Parks and Recreation services at a much higher percentage of the overall budget and is placed within a Town's structure and budget process.

As far as internal communication, there is no formal mechanism to introduce and orientate new and existing members of the duties, goals and objectives of the Commission. The existing Chair was given no real instructions as to what the duties of being Chair entailed except the responsibility of running Commission meetings. This has limited the knowledge of the members' understanding of their responsibilities and their ability to be a truly effective Board. Members would benefit from more knowledge about the current field of Parks and Recreation, its focus and substantial service options available to the community.

## **Staffing**

Largely, the Parks and Recreation Department staff love what they do and believe that they are providing a needed service for the community. Mostly, they seem to like working together and feel a loyalty to the organization. During interviews, it was obvious that there is concern about the finances of the department, its future and the need for additional support by the Towns.

The staff experience varies depending on position. The most senior staff within the department have significant experience in their current job duties. The Athletic and Park Administrator has 18 years' experience in administrating Athletic programs with Madison Mayodan and the Maintenance/Special Events Coordinator has been with the department for more than 20 years. The Senior Recreation Specialist joined the department in 2013 and had no previous experience in operating a full service senior program, however, recently received the Senior Center Certification through the Ann Johnson Institute with NCDHSS. The Senior Recreation Specialist Assistant was trained and worked for the Eden YMCA for nine years as the coordinator of the SilverSneakers Program and continues to hold a host of certifications.

The Personnel/Finance Assistant, Administrative Asst./Game Room Supervisor and the Front Desk staff gained their experience in their current capacities with the Parks and Recreation Department. Each of these staff worked in a different industry prior to joining the department and range in tenure from 3 years to 12 years.

The staffing needs and support are vast for this department. Due to the lack of a Director's presence, it is hard to decipher exactly the extent of the needs. It appears, however,

that all staff have received limited professional development, professional direction and understanding of the overall goals and direction of the Department.

The most visible discovery about staff needs is the lack of experienced professional financial knowledge and support for monitoring the financial operation for the department. This has contributed to the financial instability. The current Personnel/Finance Assistant has limited knowledge of accounting procedures and monitoring financial activity. There seems to be a good grasp of collecting and paying invoices, but there has been little direction given to oversight and monitoring of expenses. It appears that no formal training has been given in this area and is not part of that positions' current job duties.

There is also an absence of a common mission and professionalism among the staff. This may have occurred due to the lack of leadership at the facility, but it appears as if this culture has developed over the years. Inconsistency in communication methods to reach staff is also apparent. Some have departmental email, others don't. Some use their personal email or have to be communicated through another colleagues' email or by a personal cell phone or department phone.

The athletic program and leadership is a concern due to the decrease in numbers for specific sports in recent years. There is the perception of a lack of flexibility, creativity, good customer service and organization within the program. Demographic changes and competition have also contributed to this perception. There is significant concern surrounding this trend within the Department, the Commission and the public.

The senior program is typically very highly praised among Commission members, staff and volunteers. The concern with the senior program revolves around the overall

management of the program and the inconsistency in staffing support. The Senior Recreation Specialist Assistant supports programming and teaches fitness classes. This position was hired to work no more than 19 hours per week. But, when asked to fill in when the Senior Recreation Specialist is not on site for instances such as attending a meeting, taking vacation or sick leave, there is not clear protocol on how the extra time accumulated is managed.

The Maintenance/Special Events Coordinator has been in the department for more than 20 years and is responsible for the maintenance and upkeep of the facilities and parks. The biggest concern within this area is the age of the building, the lack of equipment and the limited resources for upkeep of the facility. Currently there is not a Capital Improvement Plan (CIP) or Preventative Maintenance Plan. It also seems that there has been an inability to gain funding to get things repaired and/or replaced, thus the facility is dated.

The Part-Time staff support needs significant improvement to meet today's standards for public service. There is no standard consistency in greeting the public, answering the phone or professionalism when dealing with visitors. It is apparent that there has been a lack of training and expectations for employees in this area of the department.

In addition, over the years, the department employee numbers and duties have changed. 1976, the Town of Mayodan was donated 270 acres of property from a local family which became Farris Memorial Park. This park was not added to the oversight of the Madison Mayodan Parks and Recreation Commission. The Town of Mayodan has developed Parks and Recreation services to support Farris Memorial Park and other smaller parks with limited involvement from the Madison Mayodan Commission. Until the last few years, the Town of Mayodan had provided an additional position for the Commission in support of Farris Memorial Park and Commission operations. The Town of Mayodan funded a position back in the late

1990s to handle the events, bookings, and cash-management of the park. Since the park is only open seasonally the agreement with the Madison Mayodan Recreation Department was that the position would work for Farris Memorial Park for half the year and work activities/sports at the Department for the other portion of the year. However, Mayodan was paying a significant portion of the salary/benefits for that position. Mayodan found that the position was being utilized by the Recreation Department to run activities at the center with less focus on Farris Memorial Park during the season. According to the Town of Mayodan, the former Parks and Recreation Director indicated that the position was needed to fulfill their staffing requirements for running programs. It was discussed with the former Director about potentially adding the full position to the annual budget request to be a shared position for Departmental support by the two Towns. There was never a formal budget request for that action, so Mayodan decided to no longer support that position. The Department continued to support the position with program revenues for a year, then released the position, assumedly, due to the lack of financial support to sustain it. Currently, the Department handles Farris Memorial Park and Elliott Duncan Park shelter rental reservations and concessions collection for an annual flat fee of \$2,500 from the Town of Mayodan. The complexity of intertwined business services is a concern, specifically, for new residents trying to decipher what services are being provided by whom.



## **Facilities**

The Madison Mayodan Parks and Recreation facility is 65 years old. The building is dated with significant maintenance issues such as roof leaks, old and torn carpet, outdated operating systems and an inaccessible lower parking lot entrance. Also, cosmetic and functional upgrades are needed for painting, furniture, equipment, offices and reception area. It is not clear when entering the building exactly where to go to get service. The reception area is located on the lower level, unless you know this, there is no identifying signage that directs you to that area. The Senior Center entrance sign sends mixed messages as to the full services of the building. It appears that this sign may be intended to indicate that senior services are provided within the building, however, for new and existing residents, it implies that it is a senior facility only. Madison Mayodan Parks and Recreation Department offers senior services as a part of the overall program of activities.

This building should be updated in a way that is attractive and representative of the citizens that use it.

## **Finances**

Financial management is vital for the sustainability of the Department and the Commission. It is important that leadership has the ability to understand, plan, monitor and raise funding. It is also mandatory that processes are documented to hold all parties accountable for management of its funding. The ability of the leadership to manage this part of the operation cannot be overstated.



## **Recommendations**

The information provided gives you an overview of the operation of the Madison Mayodan Parks and Recreation Department and Commission. It is a complicated arrangement with a significant history of providing services for the community. However, there are a range of improvements needed to develop a Department and Commission that is desired by all entities. Smith Management Training and Consulting offers the following recommendations and structure options:

### **Better Communication and Visibility**

1. **Identify a Vision for Parks and Recreation Services for the area.** This process should include an updated review of demographics, a facilities inventory and a current survey of residents to determine desires for services. After this process is completed, there should be planning to incorporate what is logical and affordable with the available resources in the area. The focus should have a clear purpose for acting on the results. The last such process, the Madison Mayodan Parks and Recreation Master Plan, was completed in 2008 by UNC Greensboro. After reviewing this document, it is clear that a great number of those recommendations have not been addressed and continue to be a need today. It's

also recommended this visioning and Parks and Recreation Master Planning process should be updated on a regular basis, every 5-8 years to accommodate the changing needs of the community as well as to incorporate new trends in the recreation field.

2. **Each Town's website should provide a more prominent space for the Madison Mayodan Parks and Recreation Department.** Currently, there is a disconnect between each Town offerings and the Parks and Recreation Department. New people moving to the area use these websites to find activities for their families. Presently, it is difficult to know exactly what the Towns offer as inclusive Parks and Recreation services. Since the Commission operates as the predominate arm for Parks and Recreation services for the Towns, logic would state that a prominent presence would appear on each website to direct those potential new customers to the department for services.
3. **Develop a formal reporting mechanism for the liaison structure.** Updates should be provided monthly to the Councils in a formal manner as to the actions of the Commission and status of the Department.
4. **The Commission Chair and Department Director should meet with each Town Council quarterly.** This meeting should focus on update of successes, challenges and future direction.

### **Commission Updates**

1. **The Commission By-Laws should be updated to support the duties of a modern Policy Board.** If this structure is maintained, understanding the vast role of a policy board is imperative for success. More detail is needed for the operation of this body.
2. **An orientation process for new members and existing members should be identified within the new By-Laws.** This would provide a consistent way to

educated all Board members about the duties, responsibilities and goals of the Commission.

3. **Develop a formal process to introduce New Board members to staff and to the public with backgrounds, interests and term information.** This could be easily accomplished through email introduction internally and introductory information placed on the Commission website that would include pictures of the active members of the Board, their email addresses and a short Bio. Currently only the names and telephone numbers appear on the website.
4. **Commission member term limits should be revisited.** It would be important that different people interested in serving on this Board have an opportunity to become a member. Currently, it has been easy to continue to use the same people for a long period of time. These people are very passionate about the department, but may not be as close to the services as they once were and may not be as effective as advocates for the department.
5. **The Commission should request Recreation Resources Service (Consultants with NCSU and North Carolina State Parks) to provide an overview of Parks and Recreation trends, available grant funding, and the potential within the area of Parks and Recreation services.** This service is free for any municipal parks and recreation service provider. Members recognize the need for change, but are challenged by exactly how to accomplish it.

## **Staffing Support and Improvements**

- 1. The New Director should evaluate Athletic Programming and Services.** The evaluation should determine the cause for the negative perception of this division and devise a plan to raise the level of service and provide better communication, organization and enhance athletic programs activities overall.
- 2. All departmental staff should have Madison Mayodan email addresses.** Consistency would provide better customer service and ease in contacting staff when needed. This is a standard part of today's business services.
- 3. Maintenance for the department should be reviewed to see if there is potential for consolidation of services into the Town of Mayodan.** Mayodan currently has a Parks and Recreation Department and Public Works Department. Is consolidation a possibility and would it benefit both agencies?
- 4. Senior Services Division needs to develop a standard protocol to determine how compensation will be handled for hours worked over 19 for the Senior Recreation Specialist Assistant.** It needs to be determined if this position is given a standard schedule adjustment or financial compensation for hours acquired over the normal work week, or a combination of these depending on the situation.
- 5. The support staff should receive a variety of training.** This training should be in the area of customer service, telephone etiquette, cash handling and overall expectations for handling the public. It is apparent that minimal emphasis has been placed on a required level of service in this area.

## **Building Upgrades**

1. **Conduct a Facility Assessment.** Identify major repair items throughout and develop a Capital Improvement Plan (CIP) and Preventative Maintenance Plan. Identify funding mechanisms to address current and future needs.
2. **Add entrance signage to indicate where the reception area is located.** This signage should be visible when entering the building to direct visitors.
3. **Upgrade general signage throughout the building for consistency, branding and recognition purposes.** Signage should be consistent throughout the building.
4. **Change the lower level entrance sign to state “Senior Services Entrance”.** This would alleviate the perception of the building only being a Senior Center.

## **Finance**

1. **The Director should have extensive background in non-profit operations and fund raising.** The director will need skills in personnel management, fiscal management, Board Management and fund raising for this Commission to be sustainable.
2. **The Personnel/Finance Assistant position should receive training on expense monitoring and basic general accounting practices and become the financial monitor for the organization.** This position should only have duties involving Personnel, Payroll, Invoice Payment, Fee Collection, Deposits and any other duties related to funds monitoring and support of the Director. The front desk operations such as answering incoming phone calls should be eliminated from this positions' everyday duties.

3. **Develop an internal financial monitoring system to track expenses and revenues daily as well as receiving monthly financial status reports from Madison.** All information should be connected with easy access for staff and have the ability to provide up to date and reliable data for updates to the Commission and Towns.



### **Structure Options**

The initial Commission structure was developed with a true sense of entrepreneurship, with an out of the box thought in the 1970's, however, due to changes in support and additional Parks and Recreation services within the area, it is not functioning as effectively as in the past. Finding the full spectrum of Parks and Recreation Services for the area is too complicated presently. There needs to be consideration given to streamlining services to make it easier and more efficient for residents to find. However, before any major structure change is initiated, a

process for visioning to determine the needs of the community should be conducted and then initiate a restructure to Parks and Recreation services to meet those needs.

Understanding that the Commission and the Towns have a long history with major investment over the years, a simplistic answer as to how to change the structure and services would be minimizing the history and the needs to be met in the community. The layering of services within the area makes this particular structure complicated. There is no silver bullet answer for instant change that will easily be implemented without growing pains. In reviewing all the documentation on the Commission, conducting interviews with all interested parties, the following options are offered in no particular order:

**1. Keep the Commission structure with provided recommendations.**

If this option is selected, there will need to be a committed level of interaction, understanding and direction for Parks and Recreation services in the area. There will need to be a visioning process for the combined entities, a commitment to facility upgrades, upgraded practices that would demonstrate a modern policy board, professional development for staff and finally a higher level of support than ever before from each Town. This will take a lot of work, a high level of commitment to monitor, support and hold all entities accountable for success. If that commitment does not exist, this structure will continue to be challenged and eventually fail.

**2. Incorporate parks and recreation services into a Town's operations and develop an advisory board.**

The most logical choice would be to move the department operations into the already existing Mayodan Parks and Recreation Department with the Town of Madison as a partner, to offer Parks and Recreation services for both Towns. Before attempting

this, both department's individual operations must be reviewed and the development of a more efficient, concise and effective department should be pursued, rather than just merging operations. The directive for this integration would be to consolidate Parks and Recreation services into an already existing Town structure and be able to streamline services to provide a quality experience for the customer, along with providing an efficient operation for the Towns. It would also provide much more oversight of finances, staffing, facility and park needs along with gaining a hierarchy of support. An advisory board for advocacy and support during and after the structure change would be suggested. This advisory board structure could resemble the current policy board structure with representation from each Town.

**3. Develop a hybrid organization.**

Consider merging appropriate services into a Town's operation such as Maintenance/Special Events Support, then contract with the Commission to run just the recreational programming with support of the Towns and initiate the recommendations offered by the assessment. This would alleviate having two Parks Maintenance Departments within a ¼ mile of each other and could alleviate duplicate cost.

**4. Dissolve the Commission and develop individual parks and recreation operations.**

This option would allow each Town to independently determine the future of Parks and Recreation services for their citizens. It would give each town full autonomy to provide services at whatever level deemed appropriate and affordable and allow each entity to start anew and develop a unique brand for its citizens.

**5. Dissolve the Commission and contract parks and recreation services to another agency.**

This is another complicated decision. For success, you would need to know who would be interested and would they have the capacity to provide the services that the Towns' feel appropriate. Questions around values, vision, and affordability for Town residents would be important for discussion before entering such a dramatically different approach. This approach would basically remove the Towns from offering Recreation services. There may be an option to work out an arrangement for discounts for Town residents, but it may prove to be difficult to acquire a partner that would be very similar in services and affordability for customers.

**6. Dissolve the Commission, change facility operations to a Senior Center, merge maintenance and shelter rental operations into Town Operations, and contract other services to another agency.**

This option would involve a number of different entities to pull it off. Dissolving the Commission would mean that one of the Towns would have to take on the operation of the Senior Center and support it with public funding along with the Maintenance and Shelter Rentals. The other entity would involve an agreement with another service provider to do other programming such as Athletics and Recreational programming.

## **Conclusion**

The Madison Mayodan Parks and Recreation Department and Commission is a complicated enterprise with many influencing factors. The founding members of this arrangement were in pursuit of recreational services for both Towns and brought together a unique partnership. It is apparent that these services have been successful and are wanted and

supported, but need the right leadership and structure in moving forward. For this arrangement to be successful in its current structure, increased communication, a stronger level of support and commitment from both Towns, and a process for accountability for the Commission's performance are needed. There is a need to gather more concrete information about the type of services needed for the area, what the departmental structure should look like to provide those services and the level of commitment to support those services.

Staffing knowledge, expertise and communication will need to be raised substantially to provide a modern, creative and high functioning department. A commitment to supporting facility improvements, updating services and programs to meet the needs of the public and to provide community cohesiveness will be vital for all parties involved.

And finally, a future vision must be developed to determine how Parks and Recreation Services can be delivered in this area with efficiency and bold thought to meet the needs of today's public.

APPENDIX A

TOWN MANAGERS' INTERVIEWS

Bob Scott, Madison Town Manager

**Town Management Questions**

1. Explain your role in the operation of the Parks and Recreation Department?

Financial Side – Madison handles the books – staff submits invoices for materials and/or services weekly into the financial system

2. What do you see is the current Commission's role for the Madison/Mayodan Parks and Recreation Department?

I see them as being stuck

Not providing any direction to the Director. It feels as if the Director is managing the Commission and not the other way around.

Don't see them being active as leaders

3. What is your interaction with the Commission?

Not a lot except the financial support.

4. What is your history with supervision of this staff and personnel?

None really.

5. Do you interact with staff?

Nothing formal, see at budget meetings and informal settings but that is the extent really.

6. What challenges do you see – operationally and management (staff)?

Feel that there are really no visionaries and aren't proactive (not doers)

7. What are the successes you see of the department?

Senior Programming and at one point they had successful exercise classes in the evening.

8. What are the true strengths of the department?

Senior Programming (Not sure I consider this should be the main focus of the facility)

9. What improvements do you wish to see within the Parks and Recreation department?

Would like to see a more defined role established for the Commission providing direction for the P&R operation

Would like to see a more focused effort to elevate our sports activities for the youth of the community and become more current about P&R activities to be offered.

Would like to see activities offered for every age group within the community

What is your vision for the Madison/Mayodan Parks and Recreation Department?

Figure out what's broken and fix it or determine if it's not fixable, what are the options we have to provide this service.

Development of new offerings that meet the needs of the current community

Develop a vision for the future

Grow and Prosper in the future

10. What do you see the future role for the Commission to be with the Parks and Recreation Department?

Find 6 people that have ties to the community that actually have someone in their family that participates in the program and has the passion and is willing to spend time and effort with the Commission, be active, engaged and be seen as an engaged Board.

Perception has to be changed – Currently the perception is not positive.

#### Additional Questions

1. What is the history between the two towns as far as the Commission goes?

Washington Mills Property and donated to Town of Mayodan

2. Why was this setup necessary in the beginning?

3. Would your town be open to other options for management of Parks and Recreation for this area?

Yes, if the options are going to be good for the communities

4. Anything else you want to add?

Would also love to see family activities that everyone can enjoy.

Michael Brandt, Mayodan Town Manager

**Town Management Questions**

11. Explain your role in the operation of the Parks and Recreation Department?

Official Role – Provide budget that support activities for the department

Secondary Role – Facilitate any issues between the P&R Department and Town of Mayodan with bookings, quality of facilities, etc. (Mayodan has separate P&R Dept. that coordinates with the Madison/Mayodan Parks and Recreation Department with facility access.)

Unofficially – Responsible for supporting activities within the Department, help with improvements deemed necessary for the facilities, hear complaints and try to work with the Director to address.

12. What do you see is the current Commission’s role for the Madison/Mayodan Parks and Recreation Department?

Should be setting policy, provide direct oversight of Director

Advocates, point of last resort for complaints, fiscal control and fiscal awareness for operations, forward thinking

Not sure what the complaint processes are currently, does the Commission have budget knowledge, do they understand the concept of cost base analysis for programing?

13. What is your interaction with the Commission?

Almost zero other than Michelle Castro and most of that is around requests for facility upgrades and/or issues.

I have attended Board meetings off and on over past four years and have interacted with the Board in those meetings, but don’t normally interact with Board members outside of the meetings.

14. What is your history with supervision of this staff and personnel?

None

15. Do you interact with staff?

The Director when complaints arise that affects the Mayodan operation or the facility. I work to reconcile the complaint with the Director. At this point, there is no discussion with the Commission.

16. What challenges do you see – operationally and management (staff)?

Sport is changing/ not sure they understand how to change. Not sure where the department stands philosophically or practically. Seems to have trouble with being

flexible and changing the mindset to meet current needs. There seems to be some confusion on the coordination between Town of Mayodan facilities and the operation of the Department. Not sure of business thought process for the department.

17. What are the successes you see of the department?

Senior Programming/Travel Opportunities

18. What are the true strengths of the department?

Staff that is generally committed to current focus areas.

19. What improvements do you wish to see within the Parks and Recreation department?

More positive community response and image, collective staff positivity

Athletics – seeking more partnerships and opportunities with a focus on advancing programs

Willingness to be flexible in programming dynamics

Board has to make it clear to community their focus – currently not sure of focus

Adjust to current recreation activities and philosophies

20. What is your vision for the Madison/Mayodan Parks and Recreation Department?

Whatever the service, provide a quality experience for end user.

21. What do you see the future role for the Commission to be with the Parks and Recreation Department?

Become more engaged with department, town council, and public

Potentially look at terms, size and who serves?

#### Additional Questions

22. What is the history between the two towns as far as the Commission goes?

Commission developed in 1973, abolished term limits in 1979.

23. Why was this setup necessary in the beginning?

Not truly sure but thinks that the building was given to the Town of Mayodan by the Mill.

24. Would your town be open to other options for management of Parks and Recreation for this area?

Would be open to looking at options – not sure what would be the most beneficial for both towns but would be open to looking at the options.

APPENDIX B

COMMISSION MEMBER INTERVIEW NOTES

**Madison/Mayodan Policy Board Questions**

1. What do you see is the Commission's current role for the Madison/Mayodan Parks and Recreation Department?

Boss to Director, Hire, Fire and Advise the Director. Create and amend policy directly related to policies and programs. She has 6+ years of Board experience

2. Explain your role in the operation of the Parks and Recreation Department?  
Chair of the Board. Currently extremely busy due to vacant Director's position. Has dealt with some financial issues and some procedural issues in the Senior Center operation. Has been very hands on this summer. Should advocate in the community for programs and perception of the department.

3. What is your history with supervision of this staff and personnel?  
6+ years with Board, been Chair since February 2016. Unique tenure as Chair due to financial issues and the Department Director leaving in July. The Commission supervises the Director and the Director supervises all other staff.

4. How much time do you get to interact with staff and observe operations?

Personally, I am here all the time. I push all the times for things to be done well and have been critical when I feel things have not been done properly but also supports staff when they do things well. The staff knows me well. I have a child actively involved in Dance and Athletic programs.

5. How do you view the duties and responsibilities of the Parks and Recreation Department and its staff?

Need a Director that has more knowledge in finances. Due to the Commission working in a non-profit environment, we have to have someone that can pay attention to the details of running the operation. Individually comments for each staff:

- Thad – He has a poor community perception. Really shouldn't deal with people. Has good skills in Athletics but lacking in people skills.
- Tim – Very good at what he does but not sure that when he leaves anyone will know where a lightbulb is.
- Lauren – Good at Finance
- Jessica – Has received very little guidance since hired. Lacks some knowledge on policies and procedures for running a Senior program. I have been actively involved in helping develop those processes and procedures.
- P.T. Staff – really meager wages for staff – could provide a much better face for the organization.

6. How is the department funded? How do you submit for funding each year?

40% comes from town funding, some funding from United Way and the rest we raise through fees. The Department Director submits his request to the Commission first, then, the Director with the Commission present does a budget presentation to the Towns. I think that we do pretty good compared to other towns who are fully supported financially by Town Managements. We are in a unique situation due to the dual town operation (love the idea of both towns working together to offer this operation to the community) with an independent Commission operating the Department.

7. What changes have happened in funding over the last 10 years? What changes have occurred within the department and/or commission within the last 10 years?

Funding has remained flat over the last 10 years or so. There has been consistent request for additional operational dollars for the Commission from the Towns but those requests have never been approved.

During my tenure on the Board, the Orientation was done by the Department Director (at that time, it was Dixie Penn) but since that time there has been no Orientation, no visual update of Commission policies and procedures. There is no specific way currently to orient the Chair to the responsibilities of the job. Very common in Board Management I think.

8. How do feel about communication between staff, the commission, the towns and the Councils? How would you rank it on a scale of 1 – 10? What improvements can you see here?

Personally, I think that the staff feels very comfortable in communicating with me because I am here on such a regular basis. Interesting that as soon as the Director vacated the position, my phone blew up asking for support.

There are liaisons between the Commission and Town Board. There is some sentiment on the Commission that Mayodan is supportive and Madison is not so much. Personally, I have had great support during my tenure from both Towns. They have helped with the process of choosing the new Department Director and any questions I have had, they have been great is supplying that information.

9. What challenges do you see – operationally and management (staff)?

Building is antiquated. Facility is an issue. We are barely functioning under the current financial support. We need a strong manager with a multitude of abilities. Finance, People Oriented, Fund Raising are a few of the abilities we would like to see in the next Director. Probably won't be able to get someone with all of the qualities specifically with the amount of money that we have budgeted for the position.

10. What are the successes you see of the department?

Sustainability of the facility for a lot of years under this structure. Again, unique Board with two towns.

Dance Program, Soccer, Senior Programs and Trips

11. What are the true strengths of the department?

Doing what we do with the little bit we have. Definitely could do more but they do a lot with a little.

12. What improvements do you wish to see within the Parks and Recreation department?

Find a way to garner interest for new programming ideas. Improve perception – constant issue with the public not truly understanding the offerings being implemented along with having a poor perception of staffing.

In 2006 or so a Community Survey was done. There is a Master Plan but seems very unrealistic. Identifies needs that cost lots of money and I don't see how this area could financially support such a venture. Aquatics Center was one of the results of the Community Survey. This was done under Dixie's leadership.

Time Study for Staff to know what they are doing and how they are using their time.

13. What is your vision for the Madison/Mayodan Parks and Recreation Department?

Offer programs that are needed and wanted in the community with a bigger emphasis on economic development. We have a lot of natural amenities and lots of potential.

Improved Perception would also be a vision for the future.

14. How are you planning to contribute to implementing to your vision of the Department?

Focus on hiring the best person for the Director's position.

15. What do you see the future role for the Commission to be with the Parks and Recreation Department?

I think our role might remain the same. It is rare that things change in this area.

### **Additional Questions for Commission Chair**

- What do you think currently of the structure of the Commission oversight of Parks and Recreation?

Right now, there is not much communication with the Towns except when submitting the budget. Not sure if they truly understand exactly what is going on here in the facility and within the program.

- Would you recommend any changes, if so, what would they be?

There is always been a thought about Mayodan taking over the operation of Parks and Recreation for both towns but not sure that is possible with the friction between the towns.

What if there is not a change, how would this structure work better?

Need more financial and visible support from the Towns, need more professional development for staff, work to make the Board more engaged and involved in the community and on the Policy level. Would like to see the Board and/or Board Chair attend conferences to be able to understand their roles better and keep up to date on the current Parks and Recreation Industry.

- In looking at the minutes, there seems to be a standard agenda with the Director providing much of the information. Does the Commission offer insight and future operational suggestions?  
Crappy Meeting structure. Need more oversight from the Board, more direction from the Board and more policy discussion.
- How does the Commission stay informed on the current business and services of Parks and Recreation Industry and how the field is changing?  
Personally, my daughter is involved with Recreation all over and so I see what is going on in different towns and other facilities. I am not sure that all of our Board would have that vantage point.
- Have you performed a community survey for services or a services review?  
Around 2006
- Is there a Master Plan for the Department? If not, are there plans to develop one?  
Yes, there is one. 2006 or so was when it was developed – again under Dixie’s leadership.

## **Madison/Mayodan Policy Board Questions – Edna Martin Interview**

1. What do you see is the Commission's current role for the Madison/Mayodan Parks and Recreation Department?  
Oversee what the Director is doing and make sure things are running. Make sure that there are programs for everyone.
2. How much time do you get to interact with staff and observe operations?  
Not a lot. Help coach, there twice a week for coaching.
3. How do feel about communication between staff, the commission, the towns and the Councils? How would you rank it on a scale of 1 – 10? What improvements can you see here?  
We go through the Director – Mayodan has been very open and very active supporter of the Department. Madison is very supportive of the department also but I know more information from the Mayodan Council.
4. What are the successes you see of the department?  
It is a wonderful place and provides great activities for the community. It would be a lost to the community if something happened to these services.
5. What are the challenges you see in the department?  
Hear a lot lately about how it used to be versus what it should be now Needs new ideas, things have changed. Haven't had anyone step up to provide that type of leadership.
6. What improvements do you wish to see within the Parks and Recreation department?  
Dixie was a good Director, since then, not as good. Need the towns (finance people) to check behind the Director and make sure that the finances are being handled properly. Need to hire a good person for the Director's position. The gym needs to updated with heating and air conditioning.
7. What do you see the future role for the Commission to be with the Parks and Recreation Department?  
Main Thing is working with the community. People would like to have input on the programs that are being offered and the direction of the department.
8. How long have you been on the Board?  
20+ Years

## Madison/Mayodan Policy Board Questions – Chuck Spragling Interview

1. What do you see is the Commission's current role for the Madison/Mayodan Parks and Recreation Department?  
Get out and solicit for Parks and Recreation to get funds and communicate to the community at large. Get Community involved.
2. How much time do you get to interact with staff and observe operations?  
Very Little
3. How do feel about communication between staff, the commission, the towns and the Councils? How would you rank it on a scale of 1 – 10? What improvements can you see here?  
Staff to Commission (4), Director handled all projects – no staff input or coordination. Commission to Town – no real communication, only when presenting budget or needs funds.
4. What are the successes you see of the department?  
Senior Citizens Activities
5. What are the challenges you see in the department?  
Perception is not very good. Not knowledgeable staff and no real communication with the public.
6. What improvements do you wish to see within the Parks and Recreation department?  
Better communication among staff and management and getting more involved with the community.
7. What do you see the future role for the Commission to be with the Parks and Recreation Department?  
Main Thing is working with the community. People would like to have input on the programs that are being offered and the direction of the department.
8. How long have you been on the Board?  
Since September 2015 – got an orientation from Fred when he joined the Board

## **Madison/Mayodan Policy Board Questions – Keith Webster Interview**

1. What do you see is the Commission's current role for the Madison/Mayodan Parks and Recreation Department?

Take care of the budget, oversee the Director/Some Programs, any issues they cannot handle, Help advertise and advocate for the programs.

2. How much time do you get to interact with staff and observe operations?

Did more when I was chairman, probably 5 hours per month.

3. How do feel about communication between staff, the commission, the towns and the Councils? How would you rank it on a scale of 1 – 10? What improvements can you see here?

Staff (7 – Some), Towns (4 or 5 – has gotten better since this started the assessment process)

4. What are the successes you see of the department?

Senior Programs are doing great, Boat Races (Good advertisement but no \$), Soccer, Dance Programs

5. What improvements do you wish to see within the Parks and Recreation department?

Need better community perception of recreation overall, community does not know all that the recreation department does – just thinks about sports. Better support of budget by Towns (currently only funded by 40% by Towns), Facility is a challenge – need upgrade.

6. What do you see the future role for the Commission to be with the Parks and Recreation Department?

Better management of money, get a good Director to work on public image and manage money well. Have Towns more direct about expectations of the department and Commission. Glad to help in any way I can.

7. How long have you been on the Board?

30+ Years

## **Madison/Mayodan Policy Board Questions**

### Randy Quarles Interview

1. What do you see is the Commission's current role for the Madison/Mayodan Parks and Recreation Department?  
Limited time on the Board. Appointed in February 2106. The Board members are very passionate about the department but the role of our commission seems a little convoluted at present. Oversee day to day operations but mostly this has been at the discretion of the Director.
2. How much time do you get to interact with staff and observe operations?  
Minimal time (Once every two weeks). I do make sure that I am around.
3. How do feel about communication between staff, the commission, the towns and the Councils? How would you rank it on a scale of 1 – 10? What improvements can you see here?  
Speaking with the Towns is very poor – nature of the two towns. They only ask “why do we need to give you more money?” Not an awesome situation. We cannot offer recreation services to meet the needs of our changing community. There is a lack of consistent vision between the Towns and the Commission. Very much spending wheels when it comes to growth and change.
4. What challenges do you see – operationally and management (staff)?  
Department is operating in a mid-late 20<sup>th</sup> century model. The needs of the young generation are simply not what it used to be, not even 5 years ago, versus 20 years ago, we are not meeting the needs of the youth in the area. I feel we are meeting the needs of the Senior population though.
5. What are the successes you see of the department?  
Senior Population activities, Senior Games, Soccer Program
6. What improvements do you wish to see within the Parks and Recreation department?  
Completing a vision of what we want the Recreation Department to be in the future. Was and is athletics driven. The role should be bringing people into the department participating in activities from athletics, science, technology activities – student recreational activities. We are not meeting the needs of the students. Lack of student involvement. Offering activities that surrounding communities are offering. Biggest Thing – take stock in where we are, not where we used to be.
7. Is there anything you would like to add?  
Commission members are older, don't see roles of recreation department changing to meet the needs of a changing population.

## **Madison/Mayodan Policy Board Questions**

### **Royce Richardson Interview**

1. What do you see is the Commission's current role for the Madison/Mayodan Parks and Recreation Department?

I been on the Board for 8 – 10 years. Reappointed 5 times and am up for re-appointment in February 2017 I think. Try to oversee the Director and Staff in their duties. Advise them the direction that we want them to go. We don't report to the Towns. The Town Boards have not been very active in managing the Recreation Department. Have not given much direction on what they want us to do. Try to keep up finances and keep things going. Advise on ways to enhance and get people involved.

2. How much time do you get to interact with staff and observe operations?

4 or 5 hours a week – Fairly Active

3. How do feel about communication between staff, the commission, the towns and the Councils? How would you rank it on a scale of 1 – 10? What improvements can you see here?

The communication with staff and the Town are two different things. Interaction between staff and Commission until the last year was very good. No real communication between Commission and Towns. Liaisons for both Towns are at every meeting but not sure what they report. It seems not very much. Our job to manage Director, not micromanage the staff.

4. What challenges do you see – operationally and management (staff)?

Funding (no secret to anybody). Current funding for Towns is between 38 – 40%. Don't have the money to hire good staff. Director making \$38,000 per year – not very much. Lost Farris Park Position and some bad financial luck has made the last couple of years trying.

5. What are the successes you see of the department?

Senior Programming popular, Dance, Soccer, Basketball have been good. Lost football and baseball numbers. Times change – Back years ago, when school got out, kids ran to Center (Y). Parents afraid to let kids walk to the facility.

6. What improvements do you wish to see within the Parks and Recreation department?

Would like to receive more funding from the Towns. The facility is not that bad. Would like to have a good Director.

7. Is there anything you would like to add?

Think we were spoiled when Dixie was the Director.

APPENDIX C

STAFF INTERVIEWS

## **Thad Shermer Interview**

1. What is your title and responsibilities?  
Athletic and Park Administrator – Everything dealing with Athletics and the Park – Shelter Reservations, Refereeing, Everything in between.
2. Describe your typical day?  
Not a typical day. Depends on season. Schedule depends on what's going on that day. 10am – 6pm normal schedule unless there needs to be an adjustment to cover later day activities.
3. Provide me your work history?  
UNCW – 1984, YMCA of Winston-Salem, Madison-Mayodan since December 1998.
4. What is your Professional Development history? Certifications, Conferences, Workshops, etc.?  
None in P&R – had certifications from YMCA when hired. Stay current through conferences, RRS and working with other departments – have not had the money to go to professional development recently.
5. What are your successes and challenges?  
Successes – Volleyball program, Basketball Program Extension, Adult Kickball League – Challenges – Lost of the Football Program, did not know how much you have to fund raise to deliver sport programs.
6. What are your goals for your area of expertise?  
Trying to keep programs numbers consistent and not go down in participation.
7. What do you feel your main contribution to the Department, Commission and Towns is?  
Trying to keep the programs strong and viable
8. What changes would you implement if given the chance?  
Get a Director that is financially savvy and knows the ends and outs of managing this department.
9. What is your expectations of new management?  
Commission needs to be up front about the fundraising, grant writing and other avenues of securing money for operations to the new Director.
10. What is your interaction and impression of the Commission?  
Know all of them personally. Most came through Athletic program in some way. I have lots of interaction with them.
11. How do you receive important information through the department and commission?

Face to Face or Phone Call.

12. Love your job, like your job, tolerate your job? [Love Job](#)

## **Tim Landreth Interview**

1. What is your title and responsibilities?  
Maintenance and Special Events Supervisor – 9 facilities, all maintenance (grass mowed). Involved with all athletic programs and all special events including those coordinated with the school system.
2. Describe your typical day?  
Open building in the morning around 7:30am. Get guys assigned to work for the day, deal with broken equipment, travel to post office and bank, check facilities, oversee work and troubleshooter for issues that arise daily. It is a wonderful place and provides great activities for the community.  
Don't have set hours, flexible depending on the day's needs, work closely with school facilities, work with special events such as athletics, Swing Night, Fundraising, Choir and others.
3. Provide me your work history?  
Background in music entertainment support. Have been here for over 30 years.
4. What is your Professional Development history? Certifications, Conferences, Workshops, etc.?  
No
5. What are your successes and challenges?  
Challenges – staying financially viable, managing a 40+ year old building – Successes – Soccer, Special Events, Senior Programs, DDA Program
6. What are your goals for your area of expertise?  
Yes
7. What do you feel your main contribution to the Department, Commission and Towns is?  
Face of Recreation Department now. Most people know who I am and how long I have been around.
8. What changes would you implement if given the chance?  
Work on this building- 65+ year old building and has only had minor updates. Asbestos Tile, no scheduled CIP, Motor Fleet old, No Tractor, No Bush hog – limited resources – need additional resources and a plan to keep the facility up.
9. What is your expectations of new management?  
I would like the Director to upgrade the status of our resources and be able to manage the budget.
10. What is your interaction and impression of the Commission?  
Some. Not in building much – I deliver Commission agendas.

11. How do you receive important information through the department and commission?  
Came through Director

12. Love your job, like your job, tolerate your job?  
Love Job

13. Is there anything you would like to add?

## Jessica Camp Interview

1. What is your title and responsibilities?  
Senior Recreation Specialist – Anything to do with Seniors – programming, trips, Rockingham County Senior Games Coordinator, Summer Day Camp Coordinator. Works with ADTS for nutrition program and any other duties the Rec. Dept. requires.
2. Describe your typical day?  
Morning- working with Seniors, making sure classes are running smoothly. After Lunch – Paperwork and Phone calls.
3. Provide me your work history?  
Former Teacher – 5<sup>th</sup> – 12<sup>th</sup> grade Math and Science, middle school basketball and volleyball coach. ADTS traveling site manager, Caregiver for Seniors, Homeschool kids.
4. What is your Professional Development history? Certifications, Conferences, Workshops, etc.?  
Ann Johnston Institute for Senior Programming Graduate, connections with local PRTC and on committee for State Senior Outcome Project through NCDHHS, Mental Health First Aid, certified instructor for Matter of Balance, CDSMP, Arthritis Foundation Walk with Ease, Powerful Tools for Caregivers.
5. What are your successes and challenges?  
Successes – Surviving the first two years without an asst. and not knowing the job. Felt like I was on an island alone and I survived. Great group of seniors- they support me. Created a senior center website and Facebook pages for senior center & county games. Challenges – sometimes do not get messages and participants have been treated rudely. Wish when people were at work that they did their jobs. No boundaries set. Thinks there should be a time clock installed. Community Perception of Rec.Dept. is not good. Frustration from parents about duplication of paperwork. Huge lack of communication – only 3 staff meetings for whole year. Everyone is going in different directions.
6. What are your goals for your area of expertise?  
Take care of the Seniors and continue to develop the programs, increase participation, and find other revenue sources.
7. What do you feel your main contribution to the Department, Commission and Towns is?  
Developing programs for Seniors, good customer service skills.
8. What changes would you implement if given the chance?  
Weekly Staff Meetings, Staff Changes (People need to have people skills), easy upgrade – change color of yellow stripe to gray to rid the building of 70's look – it is the first impression when you come in the door. Building is an issue and needs maintenance attention and more cleaning. Become current in Paperwork to Registration, need a card

system. Some employees not willing to do technology upgrades. Need new Lower Level main door and Parking Lot upgrades to become ADA approved.

9. What is your expectations of new management?

Develop a survey to get customer's input. Talk about what is working and not working. What is current. Meet with staff once a *month*. Want a Director that knows the financial situation and can work to make the situation better.

10. What is your interaction and impression of the Commission?

Don't feel connected to the Commission or Town. Know Michelle, Royce and Keith.

11. How do you receive important information through the department and commission?

Came from Fred

12. Love your job, like your job, tolerate your job?

Like Job – want to stay as long as doors are open.

## Lauren Motsinger Interview

1. What is your title and responsibilities?  
Personnel/Finance Asst. – Pretty much runs the office operation. Pay bills, make & take payments, Attendance Sheets, Registration, Deposits for department and Farris Park, handles contracted services. Front Desk Operations – answer phones, handles customer service.
2. Describe your typical day?  
Come in and do deposits, see if there are any bills to be paid, take care of programs. Wed/Thurs run checks. Pick up checks on Fri. Answer phones and help people that come in the building.
3. Provide me your work history?  
Retail, Restaurant, Pre-School Teacher, Pharmacy
4. What is your Professional Development history? Certifications, Conferences, Workshops, etc.?  
None
5. What are your successes and challenges?  
Successes – providing programs to the community. Major service to the community.  
Challenges – wish the Towns would fully fund the department.
6. What are your goals for your area of expertise?  
Never discussed this with Director
7. What do you feel your main contribution to the Department, Commission and Towns is?  
Keeping up with programs and payments are my contribution. Takes care of dance program and other contracted services programs.
8. What changes would you implement if given the chance?  
Would like to be fully funded by towns.
9. What is your expectations of new management?  
Hope that the new Director is friendly, laid back, flexible, someone easy to get along with and have a relationship with the staff and be able to handle the budget.
10. What is your interaction and impression of the Commission?  
Not much interaction/Know Michelle because daughter is in dance program.
11. How do you receive important information through the department and commission?  
Hear FT staff talking or through Director.

12. Love your job, like your job, tolerate your job?

Love Job – Hours are flexible; love the people I work with.

13. Is there anything you would like to add?

I do love the recreation department. I never knew everything that was offered to the community until I started working here. Since that time, I have seen what an important part the department plays in the community. I hope that we will be able to offer programs and activities for years to come.

## **Rhena Wood Interview**

1. What is your title and responsibilities?  
Asst. Senior Center Coordinator – assist with Senior Program administration. Teach fitness and exercises classes to Seniors.
2. Describe your typical day?  
Get there at 8:30am, check messages, develop and deliver sign in sheets for all activities, teach classes, answer any questions from Seniors, take money for trips and other programs and handle phone calls. Some days its heading programs or head leader on a trip.
3. Provide me your work history?  
Eden YMCA for 9 years and the Silver Sneaker Coordinator – taught all Silver Sneaker classes and managed the program for the Y. Trips, parties, luncheons, and special holiday activities.
4. What is your Professional Development history? Certifications, Conferences, Workshops, etc.?  
YMCA Training, Certified in CPR/First Aid, Fitness, Group Exercise, Tai Chi for Arthritis, Fit and Strong, Yoga, SilverSneakers based programs: Classic, Circuit, Cardio Fit and Chair Yoga.
5. What are your successes and challenges?  
Successes – Building an exercise class from scratch to now 15 students that attend regularly, also an increase of participation in all exercise classes. I headed up a successful, seven-day trip to Branson, MI. Everything went well and the Seniors really enjoyed the trip from start to finish. Challenges – Currently no policy when someone is out and others have to cover. I'm scheduled to work only 19 hours per week but frequently works more in order to get the job done. She covers frequently when the Senior Coordinator is out. There is a lack of accountability for people to do their jobs.
6. What do you feel your main contribution to the Department, Commission and Towns is?  
Think that I am an asset to the facility and the Seniors programs because, participants enjoy my classes. She has an open-door policy and the Seniors respond to it. She loves working with them and cares a great deal about them. They appreciate it. Really thinks that she has built relationships with the Seniors that participate in the programming.
7. What changes would you implement if given the chance?  
Definitely more oversight of funding. There is a lack of frugality and there is wasteful spending. The building is in very poor shape and dirty. When it rains, they put out buckets in the exercise class room so participants have to work around the dripping roof. Cleaning crew needs to be replaced.
8. What is your expectations of new management?

Someone needs to come in with a big whip and clean house. Hold people accountable to do their jobs. Expect a good work ethic. The building and parking lot both need major improvements. The building and the people, within the building, offering the services need fixed.

9. What is your interaction and impression of the Commission?

Don't know who they are and don't know what they do.

10. How do you receive important information through the department and commission?

Jessica would tell me.

11. Love your job, like your job, tolerate your job?

Like my job, love the people I serve. Some days my job can be only tolerable – never because of the Seniors – mostly because of poor organization of programming.

12. Is there anything you would like to add?

I know there is a great need for the Recreation Department and Senior Programs on this side of the county. It's sad to me to see such a poorly run and neglected facility.

## **Kim Preistley Interview**

1. What is your title and responsibilities?  
Administrative Assistant, Front Desk Responsibilities, Scheduling for FT (Weekly) and PT (Monthly) calendars. Supervise Game Room Activities (1 -2 nights per week), keep price list updated, update all office materials, oversight of Website and Facebook.
2. Describe your typical day?  
Take bags out for day/ do deposit if Lauren is out. Count all petty cash and document. Check for messages on voicemail and get everything started for the day. Work on Calendars on Wednesday, take phone calls and help people in game room and fitness room.
3. Provide me your work history?  
First job was in Pizza Place before move to Greensboro. Had own store by age 19, Optician Apprentice, done a lot of office work and inventory control. Started with Recreation Department working as Senior Center Asst. before taking on this job.
4. What is your Professional Development history? Certifications, Conferences, Workshops, etc.?  
No
5. What are your successes and challenges?  
Successes - Love co-workers, awesome place to work – Challenges – Would love to see the towns fund the department 100%.
6. What are your goals for your area of expertise?  
None (there was not any discussion of this with previous Director)
7. What do you feel your main contribution to the Department, Commission and Towns is?  
Basically, being face of Recreation Department, know what's going on, will find an answer even if she doesn't know it.
8. What changes would you implement if given the chance?  
Wish people would use the department more, would like to have a Director, would like for the Towns to fully fund the department, Thad doing a good job as Interim, would like to see the facility opened later and on weekends to program for teenagers.
9. What is your expectations of new management?  
Hope to get Director that will understand and manage the budget well. Has to be a people person, someone looking to improve the department.
10. What is your interaction and impression of the Commission?  
Know a number of them personally but didn't see them much officially until Fred left.

11. How do you receive important information through the department and commission?

Depends on what and who it is. Lots of time it came through Fred or Thad. Now Michelle.

12. Love your job, like your job, tolerate your job?

Love Job

13. Is there anything you would like to add?

Didn't really understand the role of the Commission when I started and still not sure of their total function.

## **Steve Allen Interview**

1. What is your title and responsibilities?  
Maintenance – fix anything that is broken, set up for any event, maintain all outside facilities, weed-eating, mowing.
2. Describe your typical day?  
Mowing in typical day.
3. Provide me your work history?  
12 years with the Madison Mayodan, Previous job was working on heavy equipment.
4. What is your Professional Development history? Certifications, Conferences, Workshops, etc.?  
No Certifications
5. What are your successes and challenges?  
Everything that I fix (Successes) Challenges (find a better job with more hours) Works 30 hours per week during slow season. Summer hours are 36 -37 hours per week.
6. What do you feel your main contribution to the Department, Commission and Towns is?  
Enjoy helping people. Enjoy working on vehicles.
7. What changes would you implement if given the chance?  
More Hours
8. What is your expectations of new management?  
Really doesn't matter. Everyone has their own preference.
9. What is your interaction and impression of the Commission?  
No interaction.
10. How do you receive important information through the department and commission?  
Information would come through Tim.
11. Love your job, like your job, tolerate your job?  
Love Job
12. Is there anything you would like to add?  
No

## **Interview with Wendy Hawkins**

1. What is your title and responsibilities?  
Been with the department 12 years – Originally hired to work football, volleyball and basketball game and worked the canteen. Now I work downstairs in the office. Needed someone to count money and keep everything straight down there.
2. Describe your typical day?  
Answer phone, take money, take registration and shelter rentals. Provide me your work history?  
Worked at a factory in Mayodan for 12 years. Was laid off and started looking for a job – son starting playing T-Ball and found this job. Does in Home Care during the day.
3. What is your Professional Development history? Certifications, Conferences, Workshops, etc.?  
None
4. What are your successes and challenges?  
None in either
5. What do you feel your main contribution to the Department, Commission and Towns is?  
Pretty smooth what I do.
6. What changes would you implement if given the chance?  
Lost a lot of kids playing ball, competition with other organizations like the County league for Football. Need another way to get people back in there. Barely enough kids to have teams. Need to get more kids back in the program and get the money straightened out.
7. What are your expectations of new management?  
No, what he sees is what they are going to do. Someone who knows how to manage money.
8. What is your interaction and impression of the Commission?  
Great people
9. How do you receive important information through the department and commission?  
Quick within the Town
10. Love your job, like your job, tolerate your job?  
Love my Job – Hopefully I can retire from it.
11. Is there anything you would like to add?  
No



APPENDIX D

VOLUNTEER INTERVIEWS

## Questions for Volunteers

### Athletic Coach

1. What is your role as a volunteer?

Head Football Coach, Baseball and Basketball Coach

2. How long have you been involved in this role?

Probably six years

3. Who do you work within the Parks and Recreation Department?

Usually Thad – now with Phoenix Youth Football League – but for other sports - Thad

4. Have you done other roles, if so when and how long? Did you work with others within the department? If so, who?

Answered above

5. When volunteering, how much do you interact with staff? How would you describe those interactions?

Interaction during basketball a lot – done this a long time – no run ins with parents - had no issues.

6. How would you rate your overall experience/s with the department?

Probably about a 7. Organization as a whole needs revamping. Lot of the P&R Department is geared toward Senior Citizens. What are the kids doing? Used to be a booming place so outdated now. Limited open gym for kids, understaffed. Honestly feel as if there is profit slipping through their fingers. Lots of potential, the organization is at a stalemate. The football program I am in now is better organized.

7. What experiences proved to be challenging?

Mediocre offerings – would rather stay in Madison Mayodan to do activities rather than travel to Huntsville. Very unorganized – they don't know this, they don't know that (poor communication)

8. What improvements would you be interested in sharing?

Need to expand open gym hours for access for kids. Games are old and outdated – not really set up for kids today. More thoughts need to be geared toward the future for the Recreation Department.

9. Is there anything you would like to add?

No

## Questions for Volunteers

### Senior Volunteer

1. What is your role as a volunteer?  
Whatever Jessica needs me to do. Have collected donations for the center and given to Jessica.
2. How long have you been involved in this role?  
One year, just retired from K-mart – Enjoy working there.
3. Who do you work within the Parks and Recreation Department?  
Jessica
4. Have you done other roles, if so when and how long? Did you work with others within the department? If so, who?  
No
5. When volunteering, how much do you interact with staff? How would you describe those interactions?  
Great Interaction – Jessica is doing the best she can with what she has.
6. How would you rate your overall experience/s with the department?  
Excellent.
7. What positive experiences have you had?  
Answered earlier
8. What experiences proved to be challenging?  
Towns should support the department more.
9. What improvements would you be interested in sharing?  
More support and funding from the Department, Pool Table belongs to an individual – Seniors have to pay .75 per game – too costly – should be free.
10. Is there anything you would like to add?  
Enjoy the center, love the facility and Jessica and Rhena do the best they can with what they have.

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