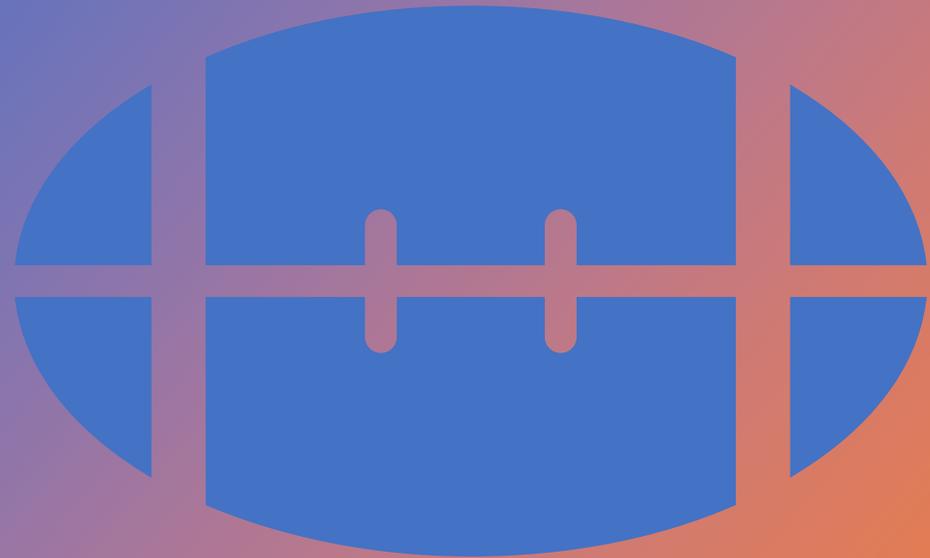




Who We Are and What We Do: Programs, Impacts and Progress

Presented by: Larry Barabino, Jr.

Tuesday, February 3, 2026



Mission

- To advance the physical, mental, and social well-being of New Orleanians by providing safe and welcoming environments for recreational, athletic, and cultural experiences.

Vision

- A sustainable and innovative organization that transforms lives

CEO Updates



Scope, Scale, & Reach: NORD operates and maintains up to 160 parks, playgrounds, athletic fields, pools, recreation centers and facilities citywide.



Programs for All Ages: NORD offers free and low-cost programs for all ages, including youth sports, aquatics, wellness, cultural programming, teen enrichment, and senior activities that support physical health, social connection, and community well-being.



Emergency Role: Recreation centers serve critical roles during emergencies, extreme heat, and severe weather.



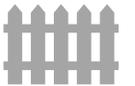
2026 Budget Environment: Recent budget reductions are impacting program operations, staffing capacity, and service levels, requiring thoughtful prioritization to maintain core offerings.



Facilities & Infrastructure: Aging infrastructure and deferred maintenance at some facilities, fields, and pools continue to require focused attention to support safe and reliable operations.



Workforce Capacity: NORD's workforce of 230+ full- and part-time employees supports programs, facilities, and operations citywide. Staffing gaps in key roles have increased workload demands and required departments to adjust service levels, scheduling, and operational coverage in some areas.



Ongoing Commitment: NORD remains committed to providing safe, accessible, and inclusive recreational opportunities for New Orleanians of all ages while planning strategically for long-term sustainability.



Programming Division

- Centers
- Aquatics
- Multi Programs
 - Youth
 - Teens
 - Cultural
 - Outdoors
- Athletics



Recreation Centers

NORD Recreation Centers serve as the City's most accessible and equitable community infrastructure and provide safe spaces, meals, cultural connection, physical activity, and civic engagement.

In addition to daily recreation and youth development services, City recreation centers **serve as frontline resilience hubs** that protect lives during hurricanes, freezes, and extreme heat by providing shelter and safe refuge for vulnerable populations including seniors, families, and residents without stable housing.

Recreation Centers

2025 **NORD** COMMISSION

YEAR IN NUMBERS REC CENTERS

Seasonal programs give children safe and joyful ways to celebrate!

665 Easter Extravaganza	2,160 Halloween Events	800 Christmas Toy-Give-Away
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2025 **NORD** COMMISSION

YEAR IN NUMBERS REC CENTERS

15,508
FitNOLA Program Participants

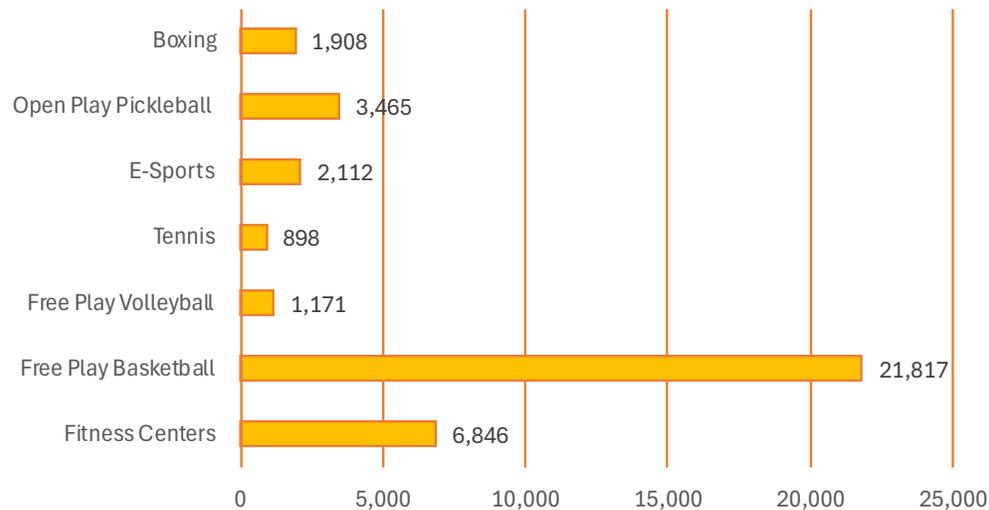
14 Rec Centers	 2 Tennis Centers	7 FREE Fitness Centers
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530
Residents served during emergency activations

\$33,215
Tennis Revenue Generated

Serving **15,508 participants annually** demonstrates that the **FitNOLA program** is a **high-demand, high-impact public health investment**, reaching thousands of residents with free, accessible opportunities to improve their physical health, prevent chronic disease, and build lifelong wellness habits.

2025 Rec Center Visit Totals



Recreation Centers

CHALLENGE



- The FitNOLA program will have to revamp in 2026 due to elimination of the general funds budget allocation for instructors and events.



- The recreation centers are in need of significant infrastructure improvements including HVAC, indoor & outdoor lighting, and elevator repairs.



- Recreation centers have experienced staff attrition brought on by the hiring freeze implemented in 2025 and subsequent budget cut for 2026.

RECREATION CENTERS

SPRING 2026

UPCOMING EVENTS

3/21

Saturday, 10am - 1pm

Easter Extravaganza at Lafitte Greenway, Joe W. Brown and Cut Off Rec Centers

Families and kids ages 3 - 12 are invited to join us for Easter egg hunts, prizes and more free, family fun activities!



Aquatics

- **NORD Aquatics Division provides staff and programs at 5 year-round natatoriums, 13 seasonal outdoor pools and soon to be 2 splash pads, which deliver critical drowning-prevention education, year-round wellness opportunities, and safe community spaces that support public health, and climate resilience.**

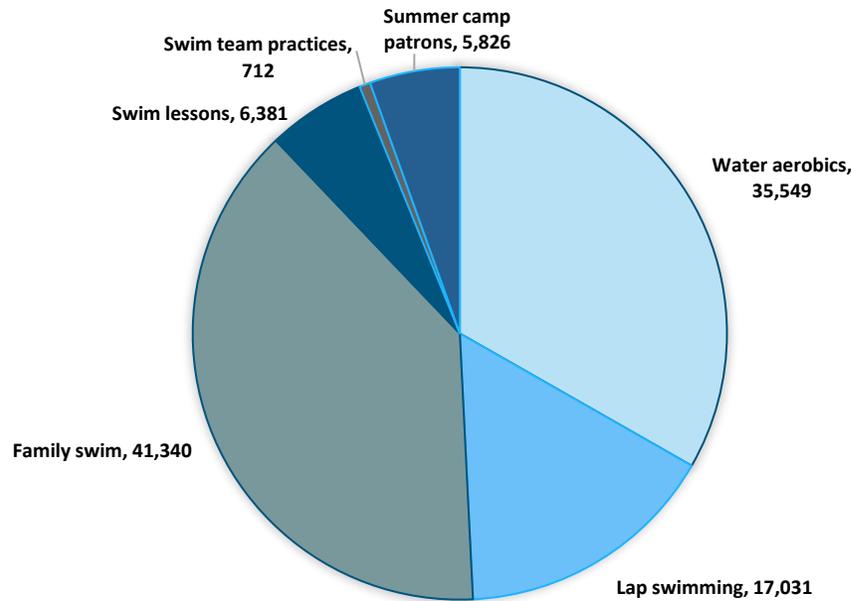
- **By offering swim lessons, water fitness classes, lifeguard certification, lap swimming, and more at no cost, NORD Aquatics is uniquely positioned to close the gap in swim equity, expand access to water sports and competitive swimming, create pathways to lifeguarding employment, promote full-body fitness, and encourage greater use of neighborhood aquatic facilities by New Orleanians.**



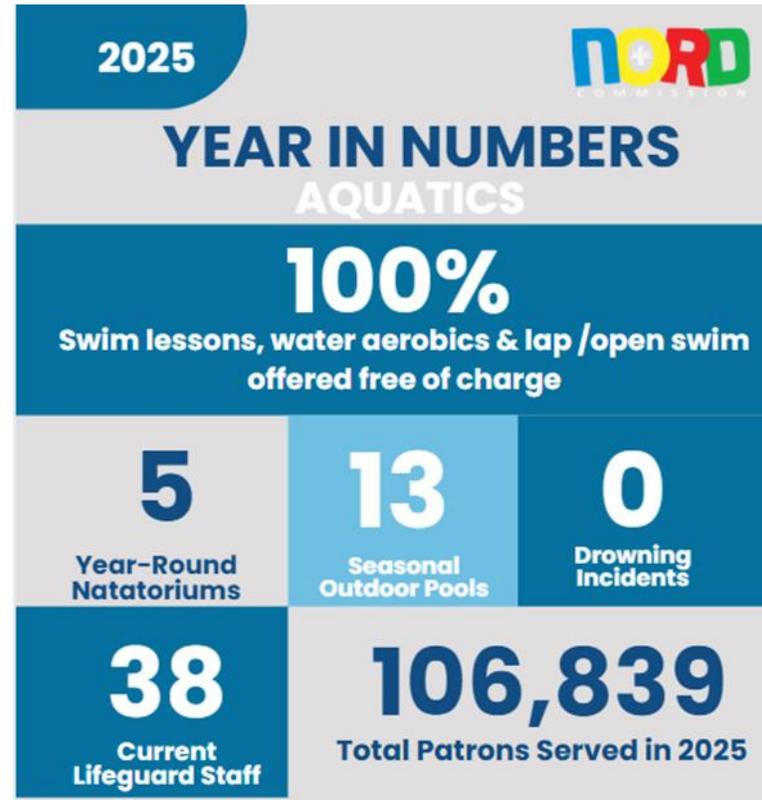
Aquatics Division

Out of a total Orleans parish population of 362,701, **NORD Aquatics served 106,839 residents** in one year — reaching **nearly 30%** of the entire city.

2025 AQUATICS PROGRAMMING TOTAL PATRONS SERVED



6,381 residents—from infants to adults—received American Red Cross–certified swim instruction through NORD Aquatics in 2025, building critical water safety skills.



NORD partners with Open Waters, to offer beginner water safety and swimming instruction for kids ages 5–17 and connect families to career pathways in Louisiana's maritime industry.



PRESENTED BY
Open Waters
MARITIME CAREER DEVELOPMENT PROGRAM

NORD COMMISSION
LEVEL 1+2 SWIM LESSONS

Beginner water safety and swimming instruction for kids ages 5–17
Connecting families to career pathways in Louisiana's maritime industry

JAN 12-30
MON - WED - FRI
5:00 - 5:45 PM

SANCHEZ INDOOR POOL
1616 FATS DOMINO AVENUE

VISIT THE SANCHEZ POOL TO REGISTER
REGISTER BETWEEN JANUARY 5-9



Join the NORD Jets!

NORD's swim team for 6 – 18 year-olds practices every Tuesday and Thursday from 4:00pm – 5:45pm at the following locations:

- **Gert Town Natatorium**
- **George V. Rainey Natatorium**



Aquatics Division

CHALLENGE

- 🎯 Outdoor seasonal pools have significant challenges in terms of repairs and equipment needed for operations.
- 🎯 Summer lifeguard recruitment and onboarding presents operational challenges due to the volume and timing of required certifications and hiring processes.

AQUATICS

SPRING 2026

UPCOMING EVENTS

1st Week of Every Month February, March and April Swim Lesson Registration

Registration for swim lessons opens the 1st Monday of the month until class is full. Swim lessons run the rest of the month.

March - May Lifeguard Certification Classes & Test

Recruitment efforts for summer hiring begin in March with lifeguard certification classes at NORD indoor pools.

May 10th - 15th WATER SAFETY WEEK & NATIONAL WATER SAFETY DAY

In conjunction with Louisiana Swimming and USA Swimming, watch for exciting events to jump in at NORD pools!

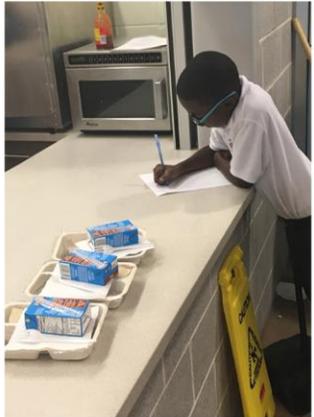




Multi-Programs

Through inclusive, varied, yet relevant programming, **NORD Multi-Programs Division** engages **nearly 30,000 residents** of all ages and walks of life. Cultural, youth, teen and outdoor programs at NORD facilities provide hundreds of hours of safe, structured learning and engagement opportunities, seek to **reduce youth involvement in violent behavior** and supports **working New Orleanian families with out-of-school options** and year-round **FREE-family friendly events and programs**.

Multi-Programs



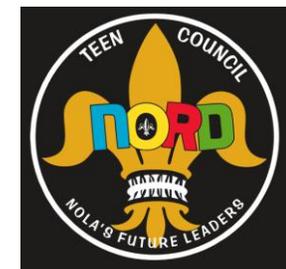
Through the **Kid Café program**, in 2025, there were **9289 critical instances** where a **child left our centers fed**, supported, and able to focus on homework, safety, and enrichment **rather than hunger**.



The Department's **cultural programming** and community events **served a total of 16,256** participants in 2025. Through partnerships with community and cultural organizations, these programs and events were offered free of charge, removing financial barriers and expanding equitable access to arts, culture, and enrichment opportunities.



In 2025, NORD distributed **\$336,746 in stipends**, putting meaningful income **into the hands of local teens** while **empowering them to grow** as leaders, collaborators, **and future professionals**.



Multi-Programs

CHALLENGE

-  Elimination of funding for the Teen Stipend program in the City of New Orleans 2026 general fund budget will leave hundreds of teens without structured activities during the summer out-of-school hours.
-  The 2026 reduction in Multi-Program funding presents a substantial challenge to NORD's ability to both maintain service levels and respond to growing community needs.

MULTI-PROGRAMS

SPRING 2026

UPCOMING EVENTS

2/21 *Saturday, 10am - 12pm*
Teen Council Meeting
Monthly meeting for teens ages 13 -17 by teens. February meeting will introduce a new slate of officers for 2026-2027

3/1 *Ongoing through April 15th*
NATURE PHOTO CONTEST BEGINS
Photographers of all skill levels are encouraged to submit photos celebrating nature in NOLA in this online contest.

3/6 *Friday, Dusk*
MOVIES IN THE PARK
Spring Season of Movies in the Park kicks off for 10 Friday nights of movies outdoors under the stars!

3/14 *Saturday, 9am - 1pm*
NORD SUMMER CAMP EXPO
2026 summer camp registration officially begins!



Multi-Programs

Registration for a Cultural Arts classes are on-going.
Check your nearest rec center for a schedule!



- Ceramics
- Visual Arts (Painting / Drawing)
- Piano
- Guitar
- Sewing
- Senior Choir
- Family Game Night
- Senior Dance Fitness
- Senior Choir
- Youth Dance Classes (Ballet, Hip Hop and Tap through NOBA)
- Open Canoeing & Fishing
- Open Archery
- Family Camping

Athletics

NORD Athletics Division provide safe, equitable, and high-quality access to **competitive sports programming** for over **5,400 youth annually** that enhances physical and mental health, promotes social-emotional development, seeks to **strengthen neighborhood and community connection**, and supports working New Orleanian families with structured after-school and weekend programming.

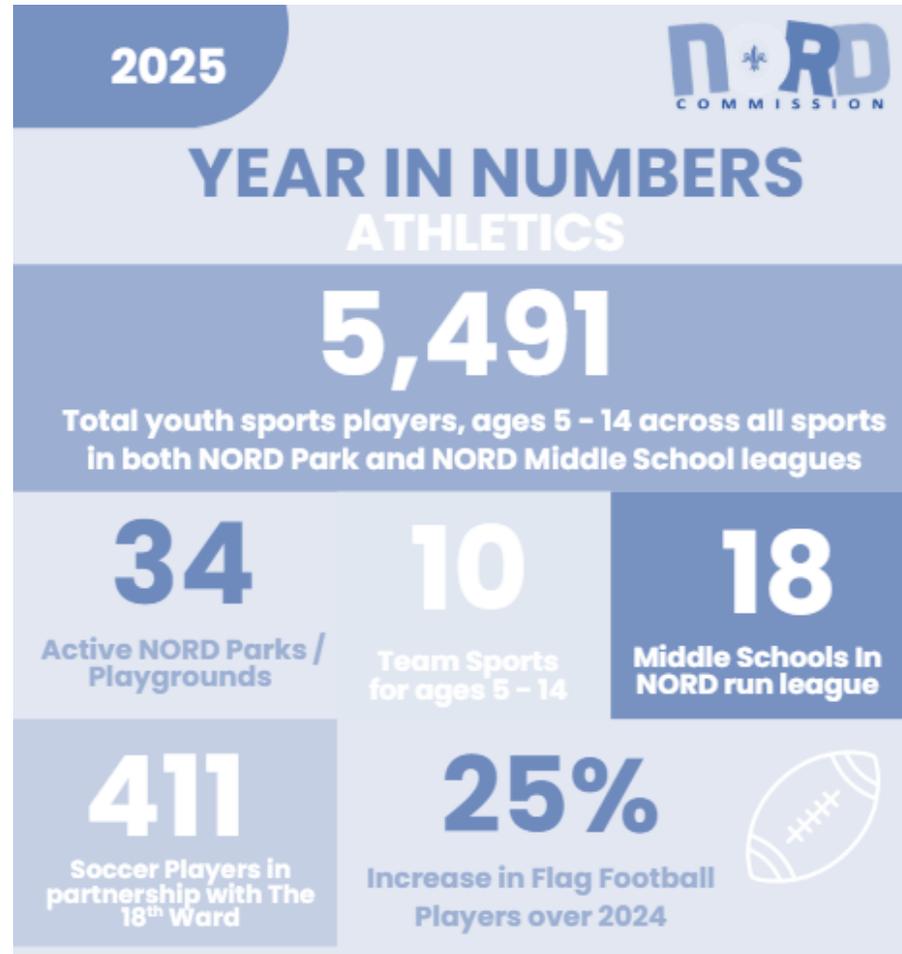


Athletics

NORD Athletics served **5,491 youth in 2025**—up from 5,063 in 2024 (8% growth)—**reaching nearly 1 in 13** New Orleans children through safe, structured sports at parks and middle schools.



In 2025, **631 youth** participated in **soccer programming through NORD partnerships with The 18th Ward** at Norman, Hardin and Digby Playgrounds, and the **New Orleans Jesters** at Annunciation Playground.



In 2024, **328 youth** played flag football with NORD, compared to **410 players in 2025**. That's a 25% increase, mirroring a **national trend of flag football as one of the fastest growing sports**.

Athletics Division

CHALLENGE

- Turf field conditions at Morris FX Jeff Stadium and Harrell Stadium, along with the track conditions at Harrell Stadium pose an unsafe playing surface.
- Growth in girls' sports programs has become over the last 3 years.
- NORD has 42 active parks and playgrounds, but only 34 are staffed with part-time site facilitators, who are tasked with building sports teams and programs in the neighborhood.
- The proposed 2026 reduction in Athletic operating funds will limit NORD's ability to provide effective crowd control and quality game management.



ATHLETICS

SPRING 2026

UPCOMING EVENTS

2/10

Games begin at 5pm
Joe W. Brown Recreation Center

NORD Middle School League Basketball Championship games for 5/6 grade, 7/8 grade girls and 7/8 grade boys

2/28

Games begin at 9:30am
Joe W. Brown Recreation Center

NORD Park League Basketball Championships for Freshman, Sophomore, Junior and Senior divisions

2/21

Saturdays
NORD MIDDLE SCHOOL LEAGUE FLAG FOOTBALL

Middle School flag football season runs every Saturday between February 21st - March 14th

3/14

Saturdays beginning at 9am
TRACK & FIELD SEASON - NORD PARK & MIDDLE SCHOOL COMBINED

Track & Field season runs every Saturday between March 14th through April 25th





Facilities and Maintenance



Facilities & Maintenance Division

NORD Facilities and Maintenance Division supports the safe, reliable operation of New Orleans Recreation Development Commission assets across the city. The Division focused on maintaining parks, recreation centers, pools, athletic fields and stadiums while maximizing available resources, responding to service needs, and protecting public infrastructure investments.

- **Scope of Facilities Maintained**
 - **Parks and Playgrounds (111):** neighborhood, regional parks and play spots, dog run, skate park
 - **Recreation Centers (16):** Indoor facilities serving youth, families, and seniors.
 - **Pools (18):** 13 Seasonal and 5 year-round aquatic facilities.
 - **35 Athletic Fields, 5 Baseball Stadiums and 2 Football Stadiums:** Grass and turf fields supporting High School, College leagues, programs, and community use.

Facilities and Maintenance Project Status

☒ Completed Projects - 2025

Facility	Project	Completion Status (%)	Comments
Annunciation Rec Center	Roof Repair	☑ 100%	Job Complete!
Atkinson-Stern Tennis Center	Elevator Repair	☑ 100%	Job Complete!
Burke Park	HML Repairs	☑ 100%	Job Complete!
Cuccia Byrnes Stadium	HML Repairs	☑ 100%	Job Complete!
Evans Playground	HML Repairs	☑ 100%	Job Complete!
Hardin Playground	HML Repairs	☑ 100%	Job Complete!
Harrell Stadium	HML Repairs	☑ 100%	Job Complete!
Joe Brown Park	Pedestrian Bridge Repairs	☑ 100%	Job Complete!
Lakeview Playground	HML Repairs	☑ 100%	Job Complete!
Larry Gilbert Stadium	HML Repairs	☑ 100%	Job Complete!
Milne Playground	Kaboom Playground Build	☑ 100%	Job Complete!
Milne Playground	Clubhouse Repairs	☑ 100%	Job Complete!
Milne Playground	HML Repairs	☑ 100%	Job Complete!
Morris FX, Jr Stadium	Home Side - Concrete Area Repair	☑ 100%	Job Complete!
Norwood Thompson	HML Repairs	☑ 100%	Job Complete!
Pontchartrain Park	HML Repairs	☑ 100%	Job Complete!
Rosenwald Rec Center	Roof Repair	☑ 100%	Job Complete!
Rosenwald Rec Center	Gym Light Repairs	☑ 100%	Job Complete!
Sanchez Rec Center	Roof Repair	☑ 100%	Job Complete!
Skelly Rupp	New Entry Gates	☑ 100%	Job Complete!
St Bernard Rec Center	Gym Light Repairs	☑ 100%	Job Complete!
St. Bernard Roof Repair	Roof Repair	☑ 100%	Job Complete!
Turf Fields (In Partnership with Capital Projects)	Lemann Football Field, Joe Brown Baseball Field, Perry Rome baseball Field, Larry Gilbert Baseball Field, Joe Brown Football Field	☑ 100%	Job Complete!
Werner Playground	New Playground Sign Installed	☑ 100%	Job Complete!
Wesley Barrow Batting Cage	Install HVAC to Building	☑ 100%	Job Complete!



🏗️ Proposed Projects - 2026

Facility	Project	Comments
Comiskey Park	Clubhouse Repairs	Project needs to be rebid
Conrad Playground	Clubhouse Renovation	Project needs to be rebid
Conrad Playground	HML Repairs	Pricing being requested
Delcazel Play spot	Playground equipment upgrades	Algiers Development District
Desmare Playground	Playset equipment Repairs	Pricing needs to be updated
Easton Playground	Electrical Repair (HML)	Replace Meter Pan due to electrical surge. Contractor has been notified
Eastshore Playground	Railing/Gutters needs to be installed	Project needs to be bid
Goretti Playground	Clubhouse Roof Repair	Roof Repairs need to be bid
Goretti Playground	HML Repairs	Pricing being requested
Harold Gene Devore	HML Repairs	Pricing being requested
Harold Gene Devore	Basketball Court Lighting Repairs	Material being gathered in house repairs
Harris Playground	Basketball Court Striping	Hoopla Project Quotes submitted
Hunter's Field	Storm Drain and Paver Repair	Project needs to be rebid
Joe Brown Park	Shelter Door Repairs (Throughout the Park)	Project needs to be bid
Larry Gilbert Stadium	Roll-Down Concession Door Replacement	Requisition Created
Larry Gilbert Stadium	HML Repair	Pricing Requested
Lyons Rec Center	Cooling Tower Replacement	Capital Project Request
Morris FX Stadium	Artificial Turf Replacement	Project needs to be funded
Morris FX, Jr Stadium	Press Box and Visitor Concrete Area Repairs	Algiers Development District
Norwood Thompson	Install Safety Hand Rails	Project needs to be bid
Pontchartrain Playground	HML Repairs	Project needs to be bid
Pontchartrain Playground	Clubhouse Roof Repair	Roof repairs need to be bid
St Bernard Rec Center	Elevator Repair	Extensive repairs needed due to water damage. Quote received
St Bernard Rec Center	Window Repair	Project needs to be rebid
St. Bernard Rec Center	HVAC Chiller Coil Replacements	Pricing needs to be redone

Facilities and Maintenance Project Status



Facility	Project	Completion Status (%)	Comments
 Proposed Projects – Playground Safety Soft Surfaces 2026			
Bunny Friend Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Cut-Off Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Daneel Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Desmare Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Delcazel Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Cutoff Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Burke Park	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Eastshore Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Conrad Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Norwood Thompson Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
FP Jackson Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Hardin Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Kingswood Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Lakeview Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
Lyons Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes
River Playground	Install new Pour in Place Safety Surface	0%	Need to obtain quotes

Facilities and Maintenance Project Status



2026 Seasonal Pool Updates

No.	Pools	Comments
1	Lyons	Working on quotes for tub repair 2026 Structural Damage. Side wall separated from pool inhibiting full circulation. Pool Filters need sand media replaced
2	Whitney Young	Pump room needs to be rewired. Structural damage. Pool leaks when topped off. Pool Filters sand media need to be replaced
3	AL Davis	Contract being routed for repairs. Pool has structural damage as well as filtration system issues. Pool filter sand media needs to be replaced. Project in progress for repairs
4	Federal City	Water in pool. Pool closed. Pool filter sand media needs to be replaced. Pool has a small leak with no visible signs of flooding
5	Harrell	Copper theft possible, structural damage to pool tub. Vandalism repairs completed. Deck issues as well as bottom of pool. Pool Filters sand media need to be replaced
6	Lemann	Pool was filled pump was ran no leaks present draining for closure. Pool Filters sand media need to be replaced. Pool pit does leak when pit is filled but not when pump is running
7	Pradat	Vandalism/Trespassing a consistent problem. Pool Filters sand media need to be replaced. Pool deck needs to be addressed (Possible in house). Pool has a small leak in an unknown area no visible signs of flooding but level drops regularly
8	Rosenwald Center	Pool Filters sand media needs to be replaced
9	Sampson	Pool slated for Capital Projects renovations. Pool Filters sand media need to be replaced. Current piping leaks in pit
10	St Bernard Center	Structural issues pool deck buckling. Pool Drain has issues with Pool Filter sand media needs to be replaced
11	Stallings Gentilly	Pool pump at location waiting on parts. Structural damage. Pool leaks more than last year. Filters/sand need to be replaced. Working on quotes for tub repair 2026 possible Capital Project in future
12	Stallings St Claude	Pool filters sand media require replacement
13	Taylor	Mechanical issues filtration system needs total replacement(Vandalism). Water source needs to be replaced(Theft Vandalism).Pool filters sand media needs to be replaced. Vandalism a constant factor. Pool is also closed due to stormwater mitigation project.



2026 Year-Round Pool Updates

No.	Pools	Comments
1	Joe W. Brown Natatorium	Pool Pump, Heater and leak being addressed ASAP Cajun Innovative January 2026. Pool Filters sand media will require replacing 2027/2028
2	Gert Town Natatorium	Submitted quote for Pool Pak dehumidification system repair. HVAC work currently in progress. Assessing exterior lighting issues. Problem appears to be broken underground. Repaired 1 pool heater water 85 degrees pricing parts for 2nd boiler Awaiting Purchase Order. Quotes being gathered for Pool Tub. Pool Filters sand media needs to be replaced repair
3	George V. Rainey Natatorium	Pool opened Pool Filters sand media will need replacing 2030/2031. Contractor addressing warranty issues.
4	Andrew P. Sanchez & Copelin-Byrd Natatorium	Pool open
5	Treme Natatorium	Pool Filters sand media will need replacing 2028/2029





- **2025 Key Activity Metrics**

- Total Work Orders: [852]
- Total Work Orders Completed: [771]
- Total Open Work Orders: [81]
- Average Monthly Work Orders: [64]

- **2024 Key Activity Metrics**

- Total Work Orders Completed [923]
- Average Monthly Work Orders [76]

- **Impact**

Completion of these work orders ensured facilities remained operational, safe, and accessible for year-round programming and public.



CHALLENGE

Personnel Challenges

Staffing shortages and vacancies within skilled trades and maintenance positions limited capacity to respond as quickly as desired to all service requests.

NORD currently have one Electrician, Plumber and HVAC Specialist on staff.

There are currently two service contracts (Electrical and Plumbing) for routing, but due to 2026 budget restraints, these contracts may not be available.

Impact:

Reduced staffing levels placed pressure on existing teams and required prioritization of critical and safety-related work orders.

Facility-Related Challenges

Aging infrastructure across parks, recreation centers, pools, and athletic fields resulted in increased corrective maintenance and unexpected repairs.

Deferred maintenance needs continued to impact on the workload, particularly on the older facilities.

Vandalism and theft across NORD's inventory required additional unbudgeted funding to address these issues.

Weather-related impacts, including extreme heat, heavy rainfall, hurricanes accelerated wear on outdoor facilities and fields and increased maintenance demands.

Impact:

Facility conditions require greater focus on reactive maintenance, limiting opportunities to expand preventive maintenance efforts.

2026 Budget Constraints

Limited growth in the 2026 maintenance budget, combined with rising material and labor costs, constrained the Division's ability to address all identified needs.

Competing priorities required careful allocation of resources to ensure life-safety, code compliance, and program continuity remained the top focus areas. Capital vs. operating funding gaps limited the pace at which larger facility improvements could be implemented.

Impact:

Budget constraints necessitate continued prioritization, phased repairs, and strategic planning to sustain service levels in 2026

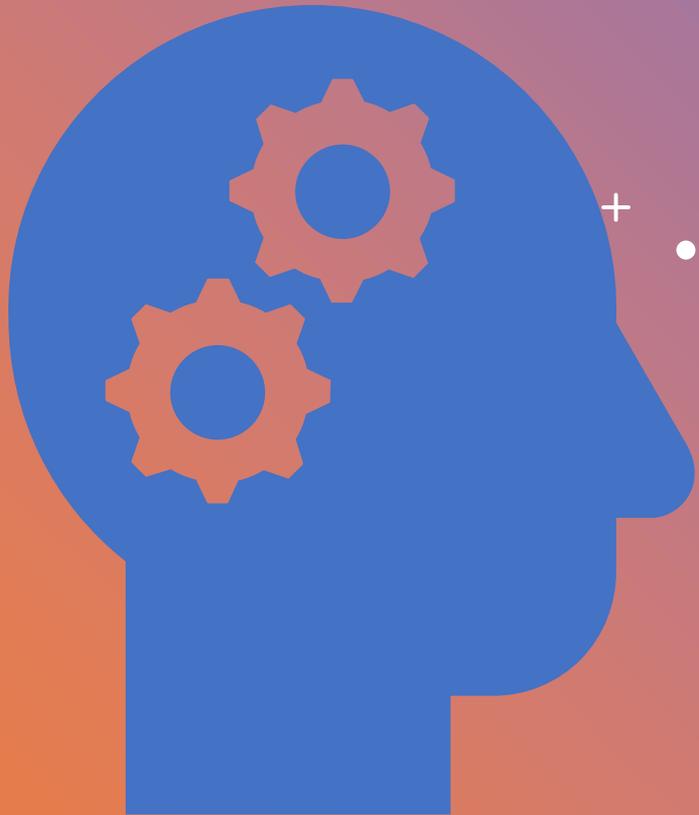
Facilities & Maintenance Plan — 2026

- ❑ NORD is part of the City of New Orleans' **2026–2030 Capital Improvement Plan**, which includes targeted investments in recreation infrastructure:
- ❑ **Playground & Park Enhancements:** Projects like Norman Playground upgrades, Morris F.X. Jeff Complex improvements, and multi-purpose facility enhancements are slated for design and funding phases.
- ❑ Continued splash pad installations and other playground enhancements are planned across various sites.
- ❑ Maintenance and upgrades on ball fields, natatorium systems, and accessibility improvements remain a core focus in bid/award and construction pipelines.
- ❑ These facility projects are part of ongoing efforts to ensure parks, playgrounds, pools, and rec centers remain safe, accessible, and welcoming across New Orleans.

Critical Position Summary

Summary Maintenance Unfilled		
Trades	2.00	
Public Works Sup IV	1.00	
Labor	23.50	9 unfilled
Maintenance worker	3.00	2 unfilled
Sr Maintenance worker	0.00	
Equipment OP III	1.00	
Public Works Sup III	2.00	
Public Works Sup I	6.00	1 unfilled
Public Works Sup II	1.00	
Main. Project Manger	1.00	
Public Work Main. Spec	0.00	unfilled
Office Worker	1.00	
Building Maint manager	1.00	
Current Filled	42.50	
Vacant/Lost Positions		13

Summary Programming Unfilled		
7002- Multi Programs	2.00	
7004-Athletics	7.0	
District Manager	2.0	
4 Site Facilitator	4.0	
Recreation Program Manager Girls Sports	1.00	
7005 - Recreation Centers	9.0	
RCA-I	6.0	
RCA-III (District Manager)	1.00	Revenue Generating Position @ Tennis Center
7006-Aquatics	10.0	
Lifeguards	10	
Each pool requires a minimum of 4 lifeguards per shift totaling 8 per day plus a manager to operate safely.		



Strategic Analysis

Strengths

- Strong neighborhood presence providing safe, inclusive spaces for youth, families, and residents
- High community participation in seasonal events, athletics, and wellness programming
- Proven reach and impact across the city through diverse recreational and enrichment offerings
- Ability to respond to community needs with innovative and non-traditional programming
- Recreation centers serve as critical assets during emergencies as shelters and resource hubs

Weaknesses

- Limited funding for programming, staffing, and ongoing facility maintenance
- Aging infrastructure requiring increased capital investment and repair
- Staffing shortages that affect program delivery, facility operations, and service consistency
- Limited resources for staff training and professional development
- Extended timelines for facility repairs, impacting pool operations and center availability

Opportunities

- Expansion of sustainable, revenue-generating program models to support operations
- Strategic capital improvements to modernize facilities and enhance user experience
- Increased investment in staff training, retention, and workforce development
- Program growth aligned with evolving community interests and wellness priorities
- Strengthened partnerships to leverage external funding and shared resources

Threats

- Ongoing fiscal constraints and potential budget reductions
- Equity challenges associated with increased reliance on fee-based programming
- Continued workforce shortages and staff burnout
- Operational and safety risks related to deferred maintenance and aging facilities

