



2020

CLEARFIELD CITY, COMMUNITY SERVICES DEPARTMENT

Parks and Recreation Business Plan Report

PREPARED BY:

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EXISTING CONDITIONS AND PROJECT GOALS

The Need for a Plan

Clearfield City is located in Davis County, Utah. The population of Clearfield was 30,112 at the 2010 Census. The City grew drastically during the 1940's with the formulation of Hill Air Force Base and again in the 1950's with the nationwide increase of suburb and "bedroom" community populations. Clearfield has been steadily growing ever since. This population growth has implications on the current and future needs for parks and recreation programs and facilities in Clearfield City.

The City enjoys a professional recreation department with exceptional leadership at all levels. The service attitude of the staff creates a positive morale that the citizens recognize and appreciate. The Clearfield Recreation Department and its staff are recognized as state and regional leaders and as experts in the field of parks and recreation with some holding leadership positions in the Utah Parks and Recreation Association (UPRA.)

The recreation department is a leader in the programming and operation of recreation facilities and programs, but there was a need to evaluate the financial and business practices for a modern park and recreation department. The evaluation was necessary for current needs and future projections. This assessment is intended to create a 10-year roadmap for finance and business planning. To complete this study, Clearfield City contracted with Tom O'Rourke Parks and Recreation, Inc. to create a workable Five Step Business Plan with the following components:

- Evaluation of Existing Business Principals
- Finance Philosophy, Staffing, and Facilities
- Pricing and Fee Structure Evaluation and Recommendations
- Financial Stability and Sustainability Recommendations
- Implementation Plan

Current Department Overview

Clearfield City has one of the most comprehensive Parks and Recreation Departments in the state of Utah. The department is organized into four classifications with a diverse menu of programs, classes, and offerings within each of the four classifications.

The four classifications include:

- Adult Athletics
- Youth Recreation
- Arts and Culture
- Fitness and Aquatics

The city also enjoys a comprehensive trail system, picnic shelters, an amphitheater, multi-purpose rooms, community arts center rooms, community arts center theatre, an extensive menu of athletic fields, and a soon to be open pickle ball center.

What needs to be noted is that currently the parks and recreation programs and services are heavily funded by the taxpayers. That may work today, but in the future, with expected inflation, it is essential to implement a fair pricing plan so that the exceptional park and recreation program in Clearfield City can be financially sustained.

The condition of the facilities **is** exceptionally maintained for the amount of use they receive. Indoor facilities are clean and safe. It is difficult in all outdoor playing fields to keep the playing surfaces green and plush. The fields look exceptionally healthy for the number of dormant months Clearfield has.

The staffing levels appear to be adequate for what is currently offered. The community services work well together with a high amount of respect for each manager and the work that they do. Clearfield does not have a “silo” mentality where people only consider their own job description responsibilities. The senior managers understand that they are a team and the satisfaction of the participants is everyone’s business. It should be noted this does not happen everywhere or by chance. Mr. Howes, Mr. Dickson, and the Senior Managers are a cohesive team who truly understand they all are there for service.



Goals and Objectives

The following goals and objectives have been addressed and are detailed within this plan. These goals and objectives are designed to guide the department toward an acceptable, understandable, and easy to monitor pricing structure and a cost recovery model for Clearfield City for the next five to ten years.

Goal #1: *Fair Pricing for All*

Based on an established pricing philosophy and cost recovery model, create a new pricing structure for all department programs, services, events, rentals, cemetery costs, and permits. This pricing structure should be based on the existing “costs.” With some programs being extremely low, it is understood that it may take a few years to gradually raise the costs to the market rate. It is also understood that the city administrator, the department, the mayor, and council have the final say in all final costs.

Goal #2: *Fair Use of Facilities*

There are groups that are currently using Clearfield City Recreation and Athletic Facilities without obtaining a use permit or paying a fee. The staff and leadership of Clearfield City has always encouraged un-programmed individual use of park space when organized play is not scheduled and would like to see this free play continue. This goal is to ensure that outside use of the park facilities are properly permitted and fair. Inconsistent use and permitting is unfair to those that are adhering to the rules in place.

Goal #3: *Residents vs. Nonresidents*

Ensure, with a department policy based on business principals, a fair and explainable fee for nonresidents that takes into consideration the tax contribution the Clearfield Citizens pay for Community Services Subsidy.

Goal #4: *Expand Sponsorship Opportunities*

Clearfield City has some of the best facilities in the state of Utah. With the existing fitness and aquatic center, the trail system, and new pickle ball facility, there is a tremendous opportunity to brand Clearfield Health and Wellness in conjunction with the local hospital system. Sponsorship helps business as much as it helps the Community Services Department. Clearfield City should price sponsorship in a way that is comparable to other methods of promotion and advertising the business community is currently familiar with. Sponsorship, when done correctly, is advantageous for both the business and the department.

Goal #5: *Marketing, Promotions, and Communications*

Currently, there are two divisions responsible for marketing, promotions, and communications. The Community Services Department and the Communications Division covers all three areas. This could be workable, and is, but the divisions of labor and the "message" needs to be clearly defined.

Goal #6: *Annual Staff Retreat*

The internal and external conditions on the Community Services Department and on Clearfield City change often. It is important for the Department to meet annually in a retreat setting. The retreat will provide planned time to review the past year in order to consider trends, make changes, and plan for the future.

Goal #7: *Enhance Existing Scholarship Program*

The Community Services Department has a very effective scholarship program to serve the needs of the underserved in Clearfield City. The scholarship program has a healthy balance. The goal of this study will be to create suggestions to expand the use of these funds to the people who need them.





FINDINGS AND RECOMMENDATIONS

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"Sound strategy starts with having the right plan." - Tom O'Rourke

FINDINGS, GOALS, AND RECOMMENDATIONS

Introduction

The following sections will provide an overview of the findings, the goals, and the eventual recommendations of the study. From the scope, the emphasis will be on:

- Financial strategies and pricing
- Staffing for effectiveness
- Maintenance factors

All three of the above-mentioned study areas assisted us in providing the recommendations that you will see at the end of each topic.

Each full-time staff member had an opportunity to provide input to this study. The consultant along with the steering committee, visited all park and recreation sites throughout Clearfield City. The following documents aided the consultant in the completion of the study:

- Department Financial Information with historic data from previous years
- Census data
- Membership and Program data from the Aquatic and Fitness Facility
- FY 2018 Budget
- FY 2019 Budget
- Current 2020 Budget
- 2020 Staff Organizational chart
- Cemetery Division Budget
- PARAT Contributions and Budget
- Revenue and Expenses Report 2019
- Revenue and Expenses Report Current year
- 2019 CAFR (Which was quite impressive)



GOAL #1- FAIR PRICING FOR ALL

1.1 Pricing Philosophy

The key word to be used for a pricing philosophy for Clearfield City is *flexibility*. As we write in future sections about cost recovery, costs, pricing, and membership rates, it will be very clear that for some programs and services the department is currently very far away from the intended goal. It is important to remember when you read "department goals" the public may not be prepared to get there immediately. It is important for the department staff, who are closest to their users, to bring these increases along gradually.

Looking at the previous two year's budgets with this philosophy, Clearfield will see the revenue side of the budget increase substantially. Currently, there are programs charging far below market pricing. There has not been an increase in any recreation program fees for seven years. 

1.1 Recommended pricing philosophy:

1. Determine costs for all programs and services
2. Separate Direct Costs from Indirect Costs

Direct Cost- Any expenditure which is directly related to the operation of a specific program, park, or facility rental. This would include instructor fees, materials, facility rentals, and staff cost that are directly related to a program or service.

Indirect Cost- All expenditures which have not been applied to direct costs. This generally includes administrative costs, facility maintenance, utilities, etc.

3. The City of Clearfield will subsidize all Indirect Costs of the programs and services and users will cover a percentage of the Direct Costs based on a formula explained in section 1.3 Cost Recovery.

1.2 Costs

A price for a service cannot be determined until the cost for the program or service is calculated. The calculation should be within two categories: Direct and Indirect Costs. Once all costs are determined, a Market Rate will result.

1.3 Cost Recovery

The Community Services Department developed a cost recovery plan in 2017. The plan in theory is good. From a practical sense, the plan was very difficult to administer and implement. The department could have pushed through to administer the plan, but for the work required, the data received did not justify the countless hours of work. The department staff is aware that addressing the recovery of costs is essential to proper business planning. In this study, the consultant worked with staff to develop a more simplified plan that the department could implement.

1.3 Recommendation:

Create the classifications for programs and services that are offered. The classifications should be based on whether the program or service benefits the community, the individual who is participating, or a combination of the two.

The classifications are as follows:

COMMUNITY BENEFIT: A program which benefits the entire community and makes Clearfield a place where people want to be. Examples of these programs: teaching people to swim, the community chorus, or the community band.

INDIVIDUAL BENEFIT: A program that mostly benefits the person that is taking the program or service. Examples of these programs: individual fitness training, spin classes, stand-up paddle boarding, or individual pickle ball lessons.

COMBINATION BENEFIT: A program that benefits both the individual and community. Examples of these programs: swim team, basketball leagues, camps, etc.

The goal of the cost recovery plan is to recuperate a portion of the direct costs needed to provide a program. Depending on whether a program is a benefit to the community, an individual, or somewhere in the middle is the determining factor as to how much of the direct costs are recuperated by user fees.



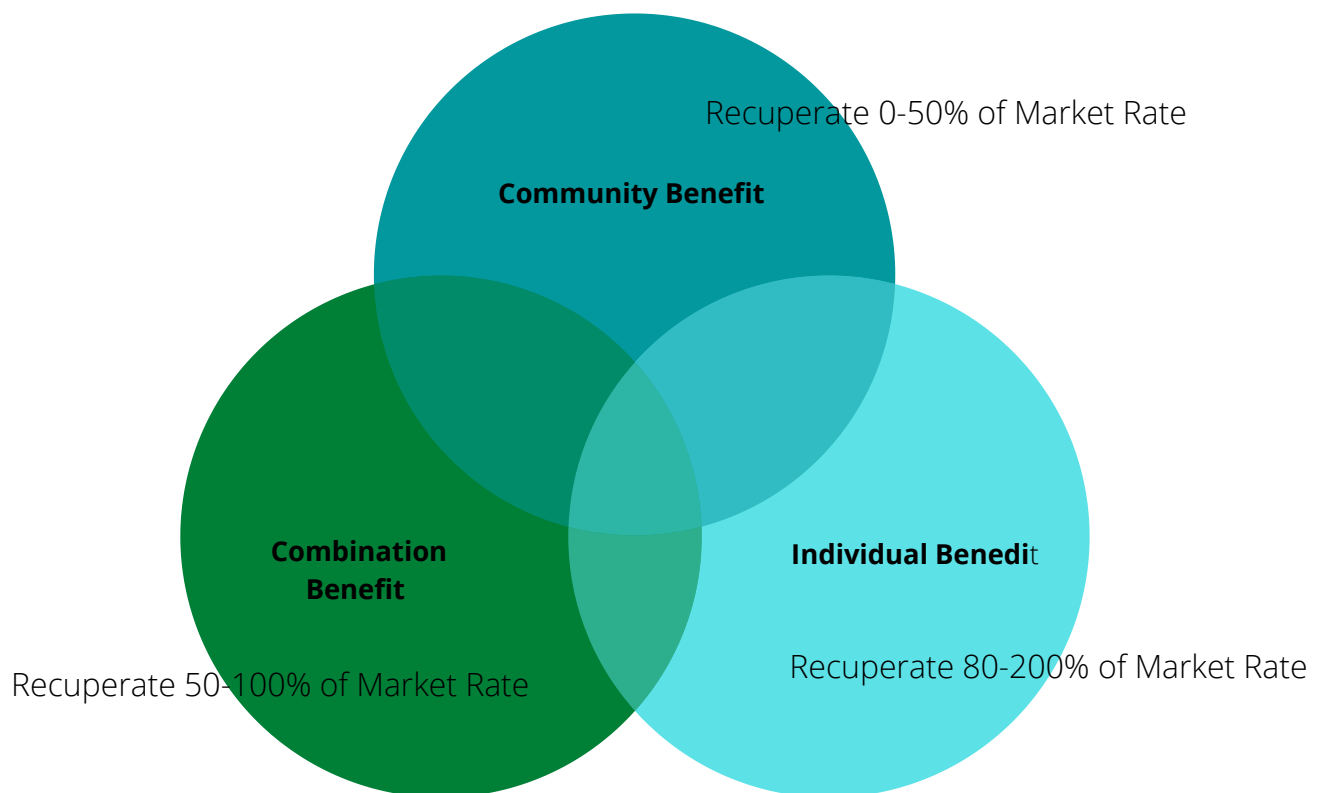
1.3 Recommendation continued:

The department will have flexibility within these three categories to price the program or facility with the following guidelines:

Community Benefit: Once the total of direct costs are calculated, the department can recuperate between 0%-50% of the direct costs. (Market Rate)

Individual Benefit: Once the total of the direct costs are calculated, the department can recuperate between 80%-200% of the direct costs. (Market Rate).

Combination Benefit: Once the total of the direct costs are calculated, the department can recuperate between 50%-100% of the direct costs. (Market Rate)



EXAMPLE ONE

Swim Lessons

Calculate:

Cost of Instructor

Any supplies or equipment for the class

Awards or Certificates

Other direct costs

Add up the totals to determine the market rate

EXAMPLE TWO

Field Rental

Calculate:

Cost to maintain one field per year. (Currently
\$90,000 - \$100,000) 

Equipment – Goals, Bases, etc.

Other Direct Costs

Add up the totals to determine the market rate.

EXAMPLE THREE

Cemetery Burial

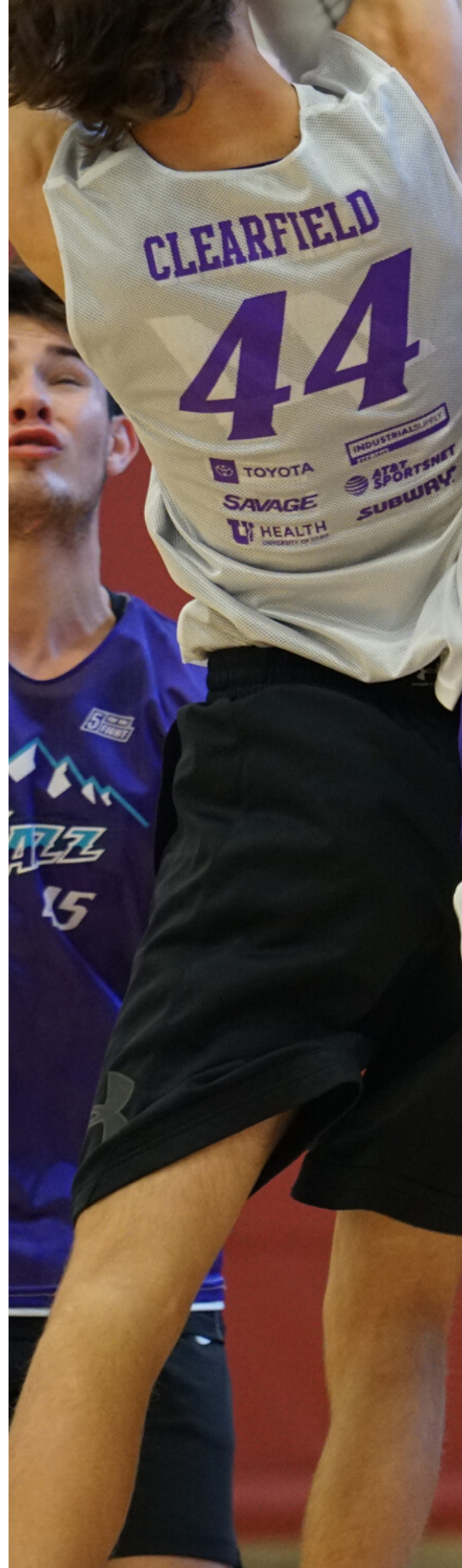
Calculate:

Time for administration

Cost to prepare site weekday

Cost to prepare site weekend – (vertime costs)

Add up the totals to determine the market rate.



1.4 Pricing Plan

The Cost Recovery Plan mentioned in section 1.3 is the basis for the pricing plan. To explain the flexibility in the plan, it is important to note that there are programs and services priced below market rate. It would not be advantageous to the participants or the department to raise fees higher than the users can tolerate.

1.4 Recommendations:

Recommendation #1

It is recommended that fee increases are not done in a way that would have loyal participants leave a program because of costs.

Recommendation #2

Determining Program Pricing Recommendation:

Based on the cost recovery model where you determine all direct and indirect costs, create the following:

Market Rate:

- a. Take the total direct costs and divide by the total number of participants.
- b. Add a 10% premium for the contribution that citizens make when facilities are constructed.
- c. Calculate the percentage to meet your cost recovery goals to determine the department subsidy.

Resident Discount Rate:

- a. Total direct costs divided by the number of participants.
- b. Add the cost recovery percentage calculations.

1.5 Membership and Fees at the Aquatic and Fitness Center

The aquatic and fitness center is the crown jewel of the entire region. The community takes pride in having this center in their community. The facility was built with expert vision and use is at a very high level.

In this study, it was our charge to assess the approach for arriving at the right fees to be charged for memberships and classes. The key to this statement is "what is the right fee?" Having the right direct/indirect discussions is not as easy with the aquatic and fitness center as most of the revenue generated is based upon memberships.

1.5 Recommendations:

Recommendation #1

It is recommended to decrease the amount of membership classifications at the Aquatic and Fitness center.

Existing Center Classifications of Membership

- Youth
- Adult
- Adult Couple
- Senior
- Senior Couple
- Family

Recommended Changing To:

- Youth
- Adult
- Buddy Membership - This is a membership for people who like to work out together. Statistics show that those in the fitness programs with a "buddy" sustain a workout program longer than those who workout individually.
- Family

***It is recommended that the classification of "senior" be eliminated. Seniors can get a major portion of their annual membership dues reimbursed from the Silver Sneakers Program.

Recommendation #2

It is recommended to promote the Business Classification of membership to the Clearfield City business community. The Aquatic and Fitness Center can be branded as the corporate fitness answer to rising health and wellness and insurance costs. It is further recommended that the staff at the Aquatic and Fitness Center track the usage by business so that a report could be provided to the business owner in order to assist with health insurance cost contribution.

It is further recommended that there should be discounts based on the total number of employees that join the center.

1.5 continued:

Recommendation #3

Change the rates, classifications, and fees for the Aquatic and Fitness Center.

The work of this study is to calculate a business case for the recovery of costs. When programming or offering a sports program or a facility rental, the math is simple. When calculating recovery costs in a membership model the task is much more complex. It was important to use current data, calculate the direct costs of operating the Aquatic and Fitness Center and then give the staff every bit of information they will need. The data within this section will not only be relevant for today, but for the future. The methodology is sound. The issue for Clearfield City will be to decide upon how much of the cost recovery they will phase in. We are recommending a phased approach with input from Staff, City Administration, and the Elected Officials to determine how much of an increase the users can tolerate. Cost recovery calculations start with making sure you understand the costs.



Recommendation #3 continued:

Example #1 shows the PERSONNEL costs for the Clearfield Aquatic and Fitness Center. The three columns show the total for all personnel, full-time personnel, and part-time personnel. Please notice the large expenditure for part time personnel.

Example #1: Current Personnel Costs

Total Personnel		FT Personnel		PT Personnel	
FTE	\$ 263,356.00	FTE	\$ 263,356.00	FTE	
OT	\$ 2,080.00	OT	\$ 2,080.00	OT	
PTE	\$ 807,103.00	PTE	\$ -	PTE	\$807,103.00
FICA	\$ 84,817.00	FICA	\$ 84,817.00	FICA	
URS	\$ 45,531.00	URS	\$ 45,531.00	URS	
Health Ins	\$ 60,200.00	Health Ins	\$ 60,200.00	Health Ins	
Dental Ins	\$ 5,197.00	Dental Ins	\$ 5,197.00	Dental Ins	
Vision Ins	\$ 986.00	Vision Ins	\$ 986.00	Vision Ins	
Workers Comp	\$ 10,623.00	Workers Comp	\$ 10,623.00	Workers Comp	
LTD, ADD & Life	\$ 3,245.00	LTD, ADD & Life	\$ 3,245.00	LTD, ADD & Life	
EAP	\$ 180.00	EAP	\$ 180.00	EAP	
Admin Fee	\$ 120.00	Admin Fee	\$ 120.00	Admin Fee	
Clothing - FT	\$ 900.00	Clothing - FT	\$ 900.00	Clothing - FT	
Clothing - PT	\$ 8,000.00	Clothing - PT	\$ -	Clothing - PT	\$8,000.00
	\$1,292,338.00		\$477,235.00		\$815,103.00
OPERATIONS (materials and supplies)	\$ 404,885.00				
Capital	\$			\$183,000.00	
Total					
Personnel	\$ 1,292,338.00				
	\$ 1,697,223.00				

Example #2: Personnel Costs Including Operational Costs

Highlighted in Yellow are the costs needed to be recovered at a 70% cost recovery model.



Costs	Personnel Cost	Operations Cost	Capital Costs	Total Costs	Memberships 65%	Daily Admissions 65%
Total Staffing	\$1,292,338.00	\$404,885.00	\$	\$1,697,223.00	\$1,103,194.95	\$594,028.05
FT Staffing	\$477,235.00	\$404,885.00	\$	\$882,120.00	\$573,378.00	\$308,742.00
PT Staffing	\$815,103.00	\$404,885.00	\$	\$1,219,988.00	\$792,992.20	\$426,995.80
70% of Total Staffing	\$904,636.60	\$404,885.00		\$1,309,521.60	\$458,332.56	\$458,332.56
70% of Total Direct Costs	\$904,636.60	\$283,419.50	\$	\$1,188,056.10	\$415,819.64	\$415,819.64

Example #3: Revenues from Memberships Compared to a 70% Cost Recovery Model



Membership Revenues	Current	\$569,482.98
	To Cover TDC	To Cover TDC
	Difference	\$281,706.06
	% Total Increase	49.5%
	Current # of Members	4,959
	Current Price/Member	\$114.84
	Proposed Price/Member	\$171.65
	Proposed Increase/Member	\$56.81
	% Increase/Member	49.5%



Example #4: Proposed Membership Pricing Options

As stated previously we are recommending that you offer **less** classifications of memberships at the Aquatics and Fitness Center.

We propose changing the membership classifications to:

Youth

Adult

Buddy/Couple



Family (6)

Family (5)

Family (4)

Family (3)

It has been stated and needs to be restated that there is a significant difference between what the members are currently paying and what they will be paying at a 70% cost recovery model.

We do not recommend doing this all at once. We recommend that this is increased gradually with the eventual goal of getting to 70% in the future.

This chart shows the recommended pricing option annually, monthly, and daily for residents and non-residents.

	Current Price	Current Price (NR)	% Increase	Price + Increase	Price + Increase (NR)	Price Per Person with Increase	Price Per Person with Increase (NR)
Youth	\$ 175.00	\$ 270.00	49.5%	\$ 261.63	\$ 403.65	\$ 261.63	\$ 403.65
Adult	\$ 270.00	\$ 400.00	49.5%	\$ 403.65	\$ 598.00	\$ 403.65	\$ 598.00
Buddy Pass/Couple	\$ 350.00	\$ 525.00	49.5%	\$ 523.25	\$ 784.88	\$ 261.63	\$ 392.44
Family (6)	\$ 450.00	\$ 640.00	49.5%	\$ 672.75	\$ 956.80	\$ 112.13	\$ 159.47
Family 5	\$ 450.00	\$ 640.00	49.5%	\$ 672.75	\$ 956.80	\$ 134.55	\$ 191.36
Family 4	\$ 450.00	\$ 640.00	49.5%	\$ 672.75	\$ 956.80	\$ 168.19	\$ 239.20
Family 3	\$ 450.00	\$ 640.00	49.5%	\$ 672.75	\$ 956.80	\$ 224.25	\$ 318.93
	MONTHLY	MONTHLY		MONTHLY	MONTHLY	MONTHLY	MONTHLY
Youth	\$ 14.58	\$ 22.50	49.5%	\$ 21.80	\$ 33.64	\$ 21.80	\$ 33.64
Adult	\$ 22.50	\$ 33.33	49.5%	\$ 33.64	\$ 49.83	\$ 33.64	\$ 49.83
Buddy Pass/Couple	\$ 29.17	\$ 43.75	49.5%	\$ 43.60	\$ 65.41	\$ 21.80	\$ 32.70
Family (6)	\$ 37.50	\$ 53.33	49.5%	\$ 56.06	\$ 79.73	\$ 9.34	\$ 13.29
Family 5	\$ 37.50	\$ 53.33	49.5%	\$ 56.06	\$ 79.73	\$ 11.21	\$ 15.95
Family 4	\$ 37.50	\$ 53.33	49.5%	\$ 56.06	\$ 79.73	\$ 14.02	\$ 19.93
Family 3	\$ 37.50	\$ 53.33	49.5%	\$ 56.06	\$ 79.73	\$ 18.69	\$ 26.58
	DAILY	DAILY		DAILY	DAILY	DAILY	DAILY
Youth	\$ 0.49	\$ 0.75	49.5%	\$ 0.73	\$ 1.12	\$ 0.73	\$ 1.12
Adult	\$ 0.75	\$ 1.11	49.5%	\$ 1.12	\$ 1.66	\$ 1.12	\$ 1.66
Buddy Pass/Couple	\$ 0.97	\$ 1.46	49.5%	\$ 1.45	\$ 2.18	\$ 0.73	\$ 1.09
Family (6)	\$ 1.25	\$ 1.78	49.5%	\$ 1.87	\$ 2.66	\$ 0.31	\$ 0.44
Family 5	\$ 1.25	\$ 1.78	49.5%	\$ 1.87	\$ 2.66	\$ 0.37	\$ 0.53
Family 4	\$ 1.25	\$ 1.78	49.5%	\$ 1.87	\$ 2.66	\$ 0.47	\$ 0.66
Family 3	\$ 1.25	\$ 1.78	49.5%	\$ 1.87	\$ 2.66	\$ 0.62	\$ 0.89



Example #5: Daily Admissions

Efficiencies would be enhanced if the participants that come to the Aquatic and Fitness Center were encouraged to become an annual pass holder than to pay a daily admittance. Currently there is \$312,057.00 in annual daily admission revenues. Our goal will be to follow the methodology and guidelines in the above example in getting the department to a 70% cost recovery model. Using the calculations of what are direct costs to what the current daily admission customers are currently paying would be a 46% increase in the daily admission to a proposed amount of \$458,332.56.

The chart below explains these calculations:

Daily Admissions	Revenue
Current actual	\$312,057.00
Proposed	\$458,332.56
Difference	\$146,275.56
% increase	46.9%



Recommendation:

Your pricing structure for Annual Memberships is fair and easily explainable. These are a great value for the citizens of Clearfield. Since the goal is to try to get as many customers to hold an annual pass, an increase in the daily admission fee, especially for non-residents, would be a method to increase revenues without hurting the annual pass holders.

GOAL #2 FAIR USE OF FACILITIES

2.1 Permitting

The Department currently has in place an effective permitting process for use of the Clearfield City Parks and Facilities. In order to protect Clearfield City from any legal action resulting in injuries or harm to participants, we recommend the following:

2.1 Recommendations:

Recommendation #1

Immediate notification should be given to any outside group that are using any Clearfield facilities without going through the established permitting process. All fees should be applied along with the certificates of insurance.

Recommendation #2

Appropriate signage should be placed at all facilities that can be permitted. This signage should state-

*Any use of this facility must be permitted through the
Clearfield City Community Services Department (Phone Number)*



GOAL #3 RESIDENTS VS. NON-RESIDENTS

Market Rate and Resident Discounts

For many of the Clearfield City recreation programs, memberships, and rentals there is a differentiated rate between residents and non-residents. Non-residents are asked to pay more to cover the indirect costs subsidized by the City.

In calculating and advertising a cost for a program, membership, or rental, the determined Market Rate should prevail as the cost.

3.1 Recommendations:

Recommendation #1

Using the recommendation outlined in Section 1 of this report (*Fair Pricing for All*) create a business case that is easy to explain to people who do not live in Clearfield City why they should pay higher fees.



3.1 Recommendations continued :

Recommendation #2

Change rating verbiage from "resident rate vs. non-resident rate" to "market rate vs. resident discount".

Recommendation #3

Create a premium that could be added to the membership costs for non-residents that would award them **non-resident** status. The non-resident that pays this additional fee will qualify them to sign up for all department programs and services. The purpose of this is to ensure the users of the facility, resident or non-resident, are equally contributing to the capital costs of building the facility.



GOAL #4 SPONSORSHIP

Sponsorship

POTENTIAL SPONSORSHIP OPPORTUNITIES

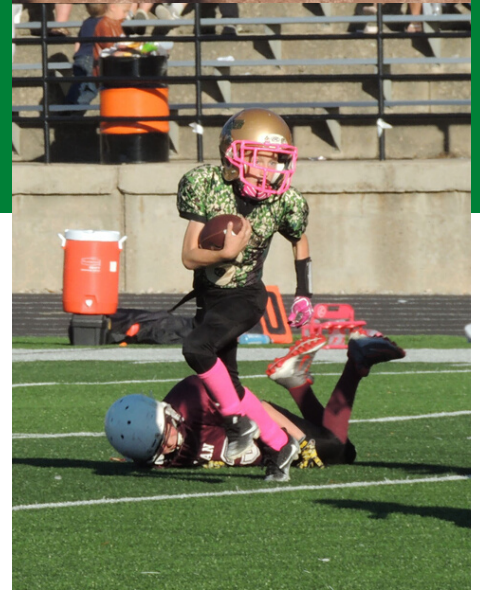
Sponsorship generation is one of the most consistent viable sources of revenue for a municipal park and recreation department. It is difficult to make this a lasting source of revenue without having the proper attention paid to the securing, pricing, and follow up with sponsors.

In order to make this a substantial source of revenue, the department will need to go after the larger “partners,” to take advantage of relationships that will be of value to the department and the partner.



Examples of Potential Large Sponsorship Opportunities

- **Hospital Partners:** The competition for hospitals to ensure that their facilities and programs are used for the health and wellness of their customers is more important today than ever before. With the exceptional Aquatic and Fitness facility of the city, there is a strong possibility to have a named partnership forged between the health and wellness programs and events of the city and the local hospital system.
- **Named Sponsors for Pickleball Tournaments at the new facility:** Before the new facility is open and operating, it is a perfect time to search out a substantial sponsor for a certain number of tournaments. There are even possibilities to name the leagues after a business that would like to partner. There will be excitement around this new facility and now would be the time to have businesses get in on the ground floor of this opportunity.
- **Festivals:** Festivals are popular and successful in Clearfield. The planning and administration of these festivals are generally handled by the Communications Division. There are tremendous opportunities for sponsorship to these already successful events. Businesses want to be affiliated with successful, family type activities. You already have them.



Recommendation #1: The Community Services Department should examine and capitalize on large business sponsorship/partnership opportunities as outlined above.

Recommendation #2: Each program and event should be examined for potential sponsorship opportunities with attention paid to those who could bring substantial revenue.

GOAL #5 MARKETING, PROMOTIONS AND COMMUNICATIONS

Marketing Opportunities for Revenue

In the previous section, we discussed sponsorships and their potential for additional revenue for the department. The most important aspect in securing a substantial sponsorship or partnership is the relationship with that sponsor. The sponsor must feel valued and they also must feel as if their financial contribution is worth it. It does not matter if the Community Services Department or the Communications Division takes the lead on this. The retention of sponsors must be planned, outlined, and worked.

Recommendation #1: There needs to be periodically scheduled meetings between the Communications Division for the City and Community Services Department to ensure that the messaging of the department is being articulated to the users. At these meetings, there should be clear delineation of tasks per department.

Recommendation #2: There is a strong need for a Community Services Department annual marketing plan. This plan should contain marketing and promotion recommendations for all programs and services offered by the department. (For examples see Appendix.)



GOAL #6 ANNUAL STAFF RETREAT

Annual Review

This plan was carefully put together enthusiastically by the leadership of Clearfield Community Services Department. The details and implementation of this plan will produce an explainable business approach to the parks and recreation offerings in Clearfield City. In order to keep the details of the plan in the forefront of the future planning, we recommend the following:

RECOMMENDATION:

Schedule an annual department retreat. The best time to hold this retreat is prior to the budget. The following are examples of agenda items:

- Review of Agency Mission and Vision
- Review of the Year- (Start, Stop, Continue)
- Program cost review
- Cost recovery percentage changes
- Program pricing change recommendations
- Potential revenue opportunities
- Potential sponsorship opportunities
- Budget formulation



GOAL #7 ENHANCE AND EXPAND SCHOLARSHIP PROGRAM

With the dedicated funding source for the underserved citizens of Clearfield City, the department has an opportunity to take these funds and expand them to a broader group of users.

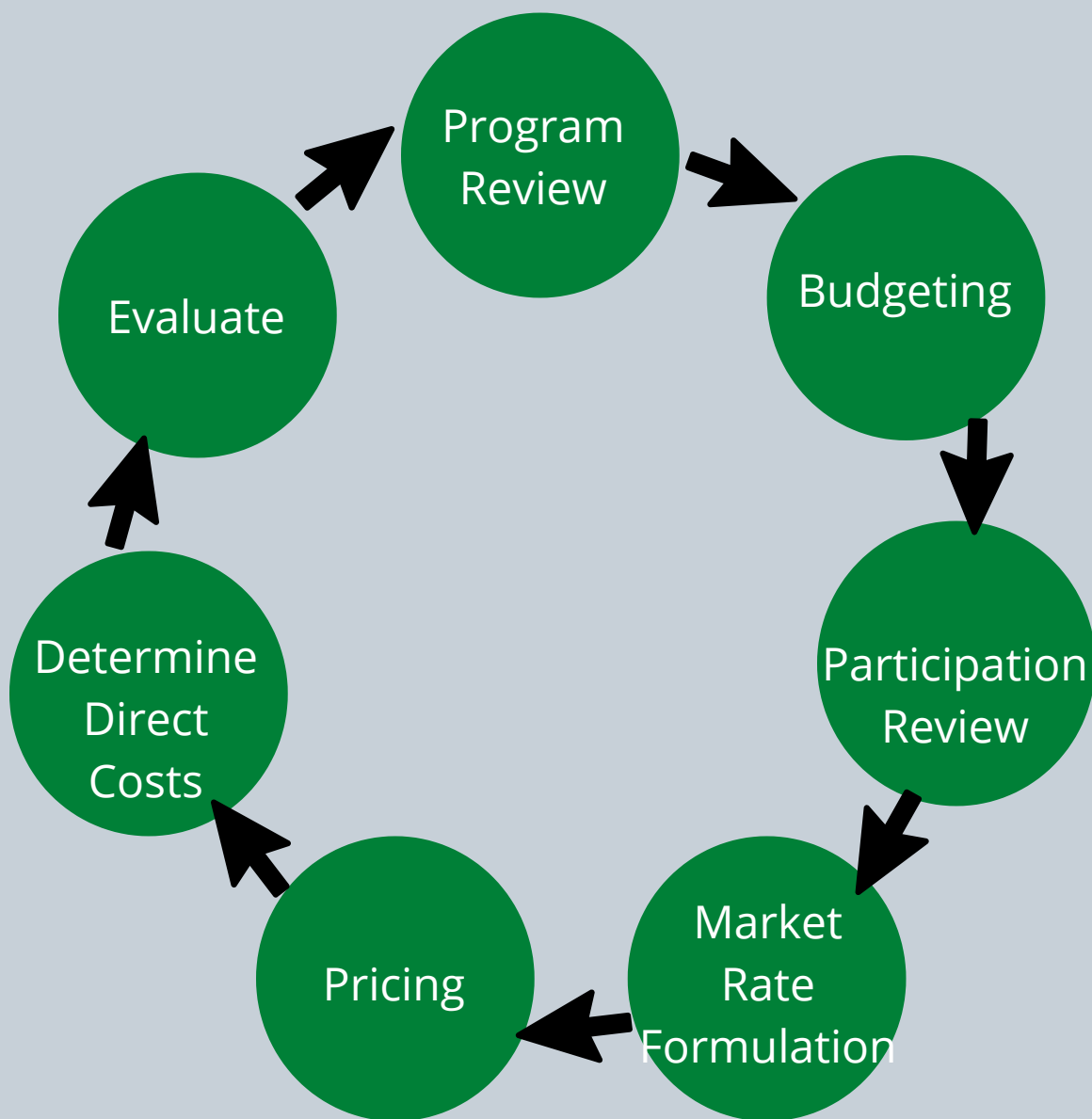
RECOMMENDATION:

The Community Services Department should expand their scholarship program from one that is predominantly of individual use to group use. With this change of emphasis, the staff will need to use creative measures to seek out those that need the services of the department.



IMPLEMENTATION PLAN

This section provides a chronological plan to "roll out" the implementation of the results and recommendations of the study. This implementation plan starts where it should, at the beginning, with discussions of purpose and goals, and ends with evaluation. The process starts over again after evaluation.



IMPLEMENTATION PLAN

PROGRAM REVIEW

Review every program, class, camp, activity, and event for the following:

- What is the purpose of the program or activity, etc?
- What is the program attempting to accomplish?
- Set goals for the program.

BUDGETING

Use the budget spreadsheet to review actual Direct Costs.

- Review part time wages, supplies, instructors, and awards.
- Separate the indirect costs of FT wages, maintenance, or utilities.

PARTICIPATION

Estimate participation based on the historic data of previous years.

- Set a minimum of participation goals.
- Set maximum total number of participants.

DETERMINE THE MARKET RATE FOR PROGRAMS

Utilize the program total direct costs from spreadsheets.

DETERMINE PROGRAM PRICING

Utilizing the pricing recommendations in Section #1 determine the pricing for all department programs.

MODEL AND DIRECT COSTS-COST RECOVERY

- a. Must at LEAST meet the minimum or changes must be made.
- b. Set Cost Recovery (CR) GOAL for the program.

EVALUATE SUCCESS OF EACH PROGRAM

- a. Purpose of program GOAL
- b. Participation GOAL
- c. Cost Recovery GOAL

Appendix

Parks and Recreation Business Plan

Appendix

Sample Marketing Examples

Example One – Open passive park

Palmetto Islands County Park
444 Needlerush Parkway Mount Pleasant, SC 29464

Overview

Palmetto Island County Park is 943 acre year-round park providing Charleston County residents with nature trails, boardwalks, bicycle trails, play equipment, observation tower, boat and bike rentals, picnic shelter rentals, fishing areas, and water recreation at the Splash Island Family water Park. The Nature Island at Palmetto Islands County Park also provides local residents with unique opportunities for nature observation. A projected 196,063 will utilize this facility during the 2012-2013 season.

Target Market

This facility is used mostly by families located in the Mount Pleasant area. More specifically the facility entrance is not located off of a main roadway and can only be accessed by driving past several subdivisions. Many of the residents of these subdivisions frequently use the park for running, walking, and access to the waterpark when it is open.

Competitive Analysis

Financial Analysis

Strength, Opportunity Weakness Threat S.W.O.T Analysis

The S.W.O.T analysis is generally used to evaluate the facility using four key components. This analysis offers a perspective on what is working and suggestions on how the park could be developed in the future.

Strength • Offers a beautiful well shaded trails to walk or bike while preserving the natural setting • 63% of the revenue is derived from the water park which is only open May -August	Weakness • Water park offers amenities appropriate for elementary school aged children or younger • Entrance to park is not visible from the main roadway • Parking spaces not handicap accessible
Opportunity • Upgrade dog park, water park, shelters and observation tower • Develop overnight camping grounds • Develop attractions for middle and high school aged residents like a zip-line • Modify concessions facility to house day campers • Repair bridge to Nature Island • Automate gate process through the use of scanners that would capture valuable customer information	Threat • Other park systems • Inclement weather and storms

Example 2 – Special Event

Reggae Nights James Island County Park

Overview

Reggae Nights is a summer concert series consisting of four concerts from June through August featuring live Reggae bands, food, beverage and retail vendors.

Target Audience

This family and dog friendly event attracts a wide range of people from college age students to families and seniors with the 20 – 30 year old audience the majority.

Attendance	
Adult	6,148
Child	388
Gold Pass	6,536
Total	13,072

Financials

Marketing		FY12/13
	Budget	\$18,000.00
	Actual	\$18,942.00
	Difference	(\$942.00)
Financials		
	Revenue	\$65,857.25
	Expenses	\$44,983.00
	Net Revenue	\$20,874.25

Strength, Opportunity Weakness Threat S.W.O.T Analysis

The S.W.O.T analysis is generally used to evaluate an event using four key components. This analysis offers a perspective on what is working and suggestions on how the event could be improved for the future.

Strength • Reaches a wide audience • Profitable event	Weakness •
Opportunity • Reduce radio coverage • Promote bring your own blanket or chair	Threat • Event changing from Saturday evenings to Friday • Opening one hour earlier

Advertising Strategy

The Reggae Concert Series has been very successful through the current advertising approach which consists of posters, emails, radio and print ads. Marketing plans to add a quarterly calendar rack card to post on the refrigerator and web advertising to increase awareness.

Example 3 - Fitness Event

Lowcountry Trail Half Marathon Mullet Hall Equestrian Center

Overview

In 2013 PRC began offering this half marathon and 5K event in October at the Mullet Hall Equestrian Center.

Target Audience

Individuals age 10 and older can participate. This year 156 people participated (108 in the ½ marathon and 47 for the 5K) with the goal of 300 participants next year.

Financials

Not available at this time.

Strength, Opportunity Weakness Threat S.W.O.T Analysis

The S.W.O.T analysis is generally used to evaluate an event using four key components. This analysis offers a perspective on what is working and suggestions on how the event could be improved for the future.

Strength • Offers two types of races	Weakness • 50% attendance
Opportunity • Consider partnering with a nonprofit for maximum exposure and attendance	Threat • Six other races offered the same day

Advertising Strategy

The marketing effort will need to identify distinguishable components about the races that separate PRC from the six other races being held that day. That may consist of partnering with a radio or T.V. personality or nonprofit organization.