

City Council and Parks & Recreation Commission Joint Work Session

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Parks & Recreation Business Plan Report

Tom O'Rourke Parks & Recreation Inc.

Tom O'Rourke Bio

CONSULTANT

- *Member of the consulting team for Brandstetter Carroll, Inc. Brandstetter Carrol - operational, programming, and financial recommendations of park and recreation master plans.*
- *Manager of the Sports and Recreation Division for Seamon Whiteside and Associates, a Landscape Architect and Engineering firm.*

EDUCATOR

- *Professor of Practice at Clemson University in the Department of Parks Recreation and Tourism Management.*
- *NRPA - Revenue Development and Management School, Supervisors Management School, NRPA Directors School, Parks Foundations School*

PROFESSIONAL

- *Executive Director of the Charleston County Park and Recreation Commission (CCPRC) from 2001-2018.*
- *Executive Director of the Parklands Foundation of Charleston County, Inc.*
- *Director of the Mt. Pleasant Recreation Department in Mt. Pleasant South Carolina*
- *Former high school Athletic Director and Coach.*

CITY COUNCIL

- *Council Member for the Town of Mt. Pleasant, in Mt. Pleasant South Carolina - chair of the finance committee*



Goals and Objectives

1. Fair Pricing for all
2. Fair Use of Facilities
3. Residents vs. Nonresidents
4. Expand Sponsorship Opportunities
5. Marketing, Promotions, and Communications
6. Annual Staff Retreat
7. Enhance Existing Scholarship Program



Goal #1: Fair Pricing for All

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.

Simply Stated: The goal is to recover all DIRECT COSTS and a portion of Indirect costs

Goal #1: Fair Pricing for All

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.



Goal #1: Fair Pricing for All

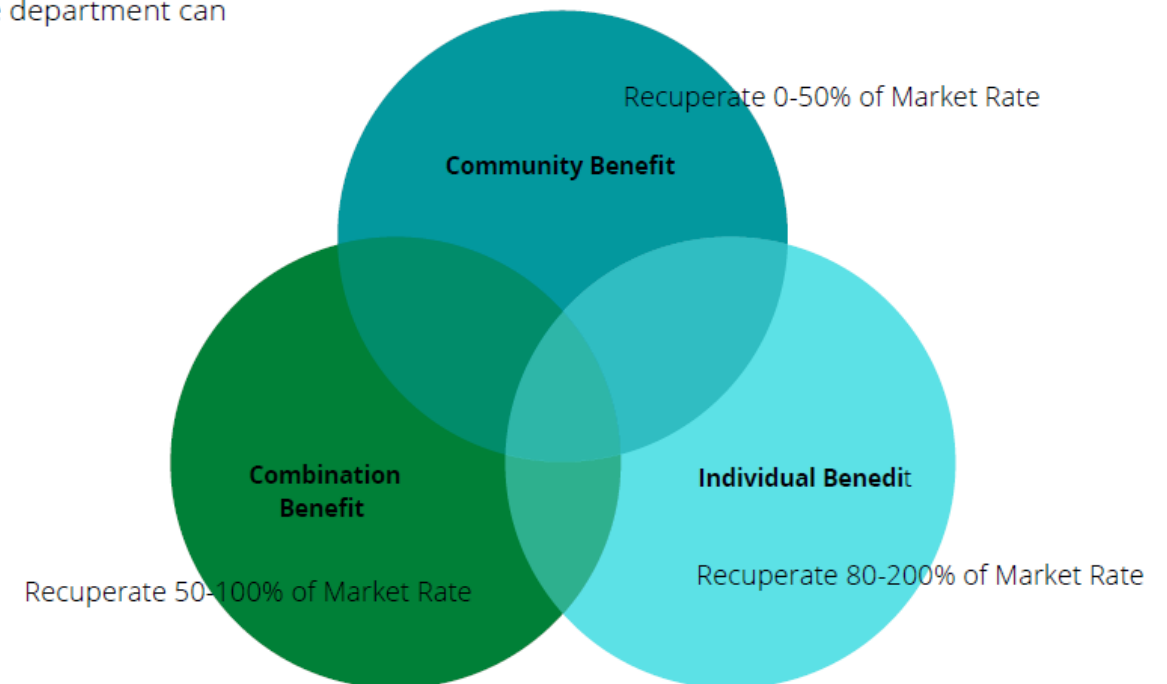
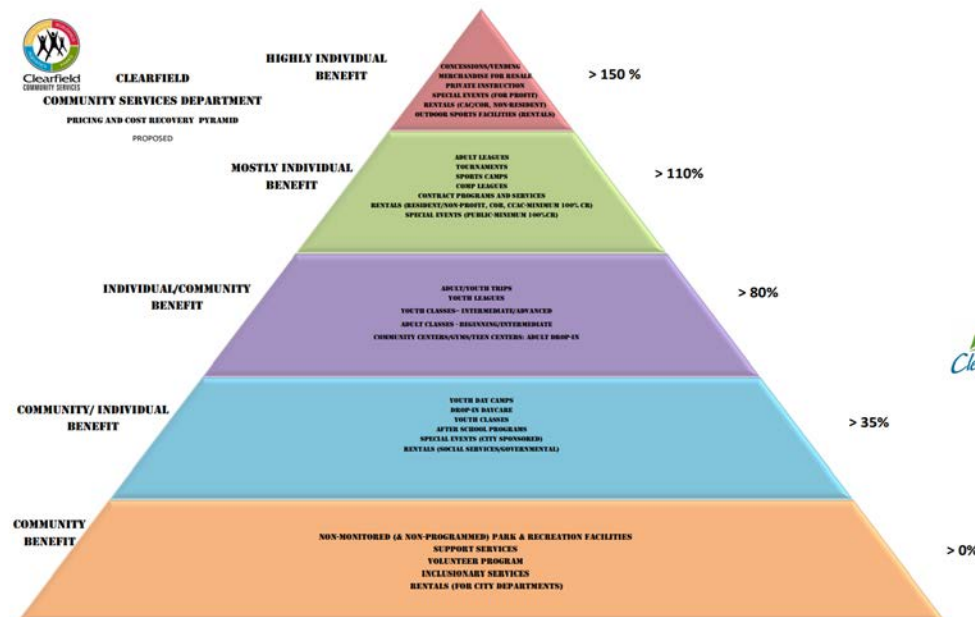
1.3 Recommendation continued:

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)



Goal #1: Fair Pricing for All

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:

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

Resident Discount Rate:

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



Market Rate = TDC/ TNP + 10%
(Formerly known as Non-Resident Rates)

Resident Discount Rate = TDC/ TNP

Revenue for Activity:	
# Teams/Participants	Cost/Team
150	\$49.00
15	\$24.00
Scholarship Donation	
	\$50.00
	\$25.00
Self Sufficiency of Activity:	
51,38%	

Current Price = \$60 Non-Resident
Increase = 83%

Current Price = \$50 Resident
Increase = 100%

Goal #1: Fair Pricing for All (Example 2)

- *Maintenance of athletic fields costs an average of \$100,000 per year more than other park areas.*
- *GAME FIELDS (Currently \$35)*
 - *6 Soccer Fields*
 - *4 Baseball Fields*
 - *3 Softball Fields*
- *PRACTICE FIELDS (Currently Free)*
 - *4 Soccer Fields*

Total Maintenance Cost / number of fields = TMC/Field
(TMC/Field) / Hours available per field per year = Price Per Hour

Recreation/Arts Division Offering Plan

- Minimize duplication of programs offered by neighboring Cities
- Offer a greater variety of programs that are not offered in other communities
- Broader market
- Fees not impacted by prices of other cities
 - Outdoor Recreation
 - More Arts Programing
 - Adaptive Recreation
 - Lacrosse

	CONTINUE	ADD	MODIFY	Eliminate	NEW	
SPRING	Tiny Tot Soccer Spring Basketball Spring Softball Spring Soccer - Coed Tax Man Tournament Baseball Minor T-Ball & Machine Pitch Lunch with the Mayor Youth Volleyball Clinic Start Smart - Soccer Start Smart - T-ball Start Smart - All Sport	Mountain Biking Sand Volleyball League	Baseball Major, Pony Girl's Softball	Comp Basketball Ultimate Frisbee UOVA	Paint Nights Craft Nights Shakespeare	
SUMMER	Start Smart All Sport Summer Basketball Fire it Up Tournament Freedom Run Camps Basketball Volleyball Special Events Movies in the park	Pickleball League Pickleball Tournaments Pickleball lessons Paddleboarding Kayaking Canoeing Mountain Biking Camping	Camp Discovery Races			e Sports
FALL	Pickleball Tournaments Lunch with the Mayor Tiny Tot Soccer - Fall Fall Basketball Fall Softball Fall Soccer - Coed Wood Bat Tournament Start Smart All Sport Start Smart Football Start Smart Soccer	Hiking Mountain Biking Nature walks Open Play League Flag Football		Youth Comp Basketball Flag Football WFFL Football	Start Smart 3-4 Weekends Tiny Tot 4-5 Weekdays	
WINTER	Lunch with the Mayor Indoor Pickleball League Winter Basketball Jr. Jazz Boys Jr. Jazz Girls Jr. Jazz K-3	Snow shoeing Ice Fishing Wilderness Survival Open Play League Basketball 3 on 3				

Program Evaluation Criteria

○ Program Plan

- Goal of the Program
- Participation Goals (Min,Max)
- Cost Recovery Goals

○ Program Evaluation

- Did the program meet those three goals??

Individual Registration Programs	Registration Cost	Cost Per Participant Estimate
Camp Discovery	\$ 15.00	\$ 22.01
Flag Football	\$ 35.00	\$ 23.82
Jr. Jazz Boys	\$ 50.00	\$ 58.50
Jr. Jazz Girls	\$ 50.00	\$ 46.14
Jr. Jazz Kindergarten-2nd	\$ 50.00	\$ 44.65
Start Smart	\$ 25.00	\$ 12.52
Tackle Football (WFFL)	\$ 120.00	\$ 288.82
T-ball & Machine Pitch	\$ 40.00	\$ 18.11
Tiny Tot Soccer Fall	\$ 30.00	\$ 15.74
Tiny Tot Soccer Spring	\$ 30.00	\$ 13.60
UOVA Volleyball Tournament	\$ 25.00	\$ 35.79
Youth Baseball	\$ 50.00	\$ 68.91
Youth Softball	\$ 50.00	\$ 30.81

Team Registration Programs	Registration Cost	Cost Per Team Estimate
Adult Basketball Fall	\$ 400.00	\$ 392.80
Adult Basketball Spring	\$ 400.00	\$ 350.89
Adult Basketball Summer	\$ 400.00	\$ 314.34
Adult Basketball Winter	\$ 400.00	\$ 437.21
Adult Soccer Fall	\$ 375.00	\$ 252.32
Adult Soccer Spring	\$ 350.00	\$ 203.64
Adult Softball Fall	\$ 350.00	\$ 257.21
Adult Softball Spring	\$ 400.00	\$ 263.95
Fire It Up Tournament	\$ 250.00	\$ 186.33
Taxman Tournament	\$ 250.00	\$ 158.83
Wooden Bat Tournament	\$ 250.00	\$ 185.36

Aquatic & Fitness Center Programming

- *Modify offerings and programming to make the center more “Family” oriented*

CAFC Membership Categories

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.

The intent of this change is to limit the high number of different memberships and to SIMPLIFY

Current CAFC Costs

Total Direct Costs of CAFC Operations

- 70% of Personnel
 - The remaining 30% of personnel is recovered in other fee-based programming offered at the center (i.e. Swim Lessons, Mini-Triathlon, etc.)
- 100% of CAFC Operations Budget

INDIRECT COSTS

- A portion of the Facilities Budget (Janitorial Services, Misc. items)
- Utilities
- Administration, HR, IT, Finance

Recommendation #3

Cost Recovery Goals at 70% staffing and 100% Operations

	Personnel Costs	Operations Costs	Total Costs
Actual Costs	\$1,292,338.00	\$404,855.00	\$1,697,223.00
With Cost Recovery	70%- \$904,636.60	100%- \$404,855.00	\$1,309,521.60

CAFC Cost Recovery Goals

- *65% of TDC recovered by membership revenue*
- *35% of TDC recovered by daily admission revenue*

TOTAL DIRECT COST of CAFC OPERATIONS

Personnel Cost (70%)	Operations Cost	TOTAL COST	Memberships (65%)	Daily Admissions (35%)
\$ 904,636.60	\$ 404,885.00	\$ 1,309,521.60	\$ 851,189.04	\$ 458,332.56

Membership Pricing for Cost Recovery

MEMBERSHIP REVENUES	
Current	\$ 569,482.98
To cover TDC	\$ 851,189.04
Difference	\$ 281,706.06
% Total Increase	49.5%
Current # of Members	4959
Current Price/Member	\$ 114.84
Proposed Price/Member	\$ 171.65
Proposed Increase/Member	\$ 56.81
% increase/Member	49.5%

It has been stated and needs to be restated that there is a significant difference between what members are currently paying and what they will be paying with the 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 the cost recovery goal in the future.

When advertising memberships rates going forward, we intend to advertise them at a monthly rate and emphasize in detail all of the benefits that come with the membership.

Membership Increase Implementation All at Once

	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

Membership Increase Implementation Over 2 Years

	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	24.8%	\$ 218.40	\$ 336.96	\$ 218.40	\$ 336.96
Adult	\$ 270.00	\$ 400.00	24.8%	\$ 336.96	\$ 499.20	\$ 336.96	\$ 499.20
Buddy Pass/Couple	\$ 350.00	\$ 525.00	24.8%	\$ 436.80	\$ 655.20	\$ 218.40	\$ 327.60
Family (6)	\$ 450.00	\$ 640.00	24.8%	\$ 561.60	\$ 798.72	\$ 93.60	\$ 133.12
Family 5	\$ 450.00	\$ 640.00	24.8%	\$ 561.60	\$ 798.72	\$ 112.32	\$ 159.74
Family 4	\$ 450.00	\$ 640.00	24.8%	\$ 561.60	\$ 798.72	\$ 140.40	\$ 199.68
Family 3	\$ 450.00	\$ 640.00	24.8%	\$ 561.60	\$ 798.72	\$ 187.20	\$ 266.24
	MONTHLY	MONTHLY		MONTHLY	MONTHLY	MONTHLY	MONTHLY
Youth	\$ 14.58	\$ 22.50	24.8%	\$ 18.20	\$ 28.08	\$ 18.20	\$ 28.08
Adult	\$ 22.50	\$ 33.33	24.8%	\$ 28.08	\$ 41.60	\$ 28.08	\$ 41.60
Buddy Pass/Couple	\$ 29.17	\$ 43.75	24.8%	\$ 36.40	\$ 54.60	\$ 18.20	\$ 27.30
Family (6)	\$ 37.50	\$ 53.33	24.8%	\$ 46.80	\$ 66.56	\$ 7.80	\$ 11.09
Family 5	\$ 37.50	\$ 53.33	24.8%	\$ 46.80	\$ 66.56	\$ 9.36	\$ 13.31
Family 4	\$ 37.50	\$ 53.33	24.8%	\$ 46.80	\$ 66.56	\$ 11.70	\$ 16.64
Family 3	\$ 37.50	\$ 53.33	24.8%	\$ 46.80	\$ 66.56	\$ 15.60	\$ 22.19
	DAILY	DAILY		DAILY	DAILY	DAILY	DAILY
Youth	\$ 0.49	\$ 0.75	24.8%	\$ 0.61	\$ 0.94	\$ 0.61	\$ 0.94
Adult	\$ 0.75	\$ 1.11	24.8%	\$ 0.94	\$ 1.39	\$ 0.94	\$ 1.39
Buddy Pass/Couple	\$ 0.97	\$ 1.46	24.8%	\$ 1.21	\$ 1.82	\$ 0.61	\$ 0.91
Family (6)	\$ 1.25	\$ 1.78	24.8%	\$ 1.56	\$ 2.22	\$ 0.26	\$ 0.37
Family 5	\$ 1.25	\$ 1.78	24.8%	\$ 1.56	\$ 2.22	\$ 0.31	\$ 0.44
Family 4	\$ 1.25	\$ 1.78	24.8%	\$ 1.56	\$ 2.22	\$ 0.39	\$ 0.55
Family 3	\$ 1.25	\$ 1.78	24.8%	\$ 1.56	\$ 2.22	\$ 0.52	\$ 0.74

Membership Increase Implementation Over 3 Years

	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	16.5%	\$ 203.88	\$ 314.55	\$ 203.88	\$ 314.55
Adult	\$ 270.00	\$ 400.00	16.5%	\$ 314.55	\$ 466.00	\$ 314.55	\$ 466.00
Buddy Pass/Couple	\$ 350.00	\$ 525.00	16.5%	\$ 407.75	\$ 611.63	\$ 203.88	\$ 305.81
Family (6)	\$ 450.00	\$ 640.00	16.5%	\$ 524.25	\$ 745.60	\$ 87.38	\$ 124.27
Family 5	\$ 450.00	\$ 640.00	16.5%	\$ 524.25	\$ 745.60	\$ 104.85	\$ 149.12
Family 4	\$ 450.00	\$ 640.00	16.5%	\$ 524.25	\$ 745.60	\$ 131.06	\$ 186.40
Family 3	\$ 450.00	\$ 640.00	16.5%	\$ 524.25	\$ 745.60	\$ 174.75	\$ 248.53
	MONTHLY	MONTHLY		MONTHLY	MONTHLY	MONTHLY	MONTHLY
Youth	\$ 14.58	\$ 22.50	16.5%	\$ 16.99	\$ 26.21	\$ 16.99	\$ 26.21
Adult	\$ 22.50	\$ 33.33	16.5%	\$ 26.21	\$ 38.83	\$ 26.21	\$ 38.83
Buddy Pass/Couple	\$ 29.17	\$ 43.75	16.5%	\$ 33.98	\$ 50.97	\$ 16.99	\$ 25.48
Family (6)	\$ 37.50	\$ 53.33	16.5%	\$ 43.69	\$ 62.13	\$ 7.28	\$ 10.36
Family 5	\$ 37.50	\$ 53.33	16.5%	\$ 43.69	\$ 62.13	\$ 8.74	\$ 12.43
Family 4	\$ 37.50	\$ 53.33	16.5%	\$ 43.69	\$ 62.13	\$ 10.92	\$ 15.53
Family 3	\$ 37.50	\$ 53.33	16.5%	\$ 43.69	\$ 62.13	\$ 14.56	\$ 20.71
	DAILY	DAILY		DAILY	DAILY	DAILY	DAILY
Youth	\$ 0.49	\$ 0.75	16.5%	\$ 0.57	\$ 0.87	\$ 0.57	\$ 0.87
Adult	\$ 0.75	\$ 1.11	16.5%	\$ 0.87	\$ 1.29	\$ 0.87	\$ 1.29
Buddy Pass/Couple	\$ 0.97	\$ 1.46	16.5%	\$ 1.13	\$ 1.70	\$ 0.57	\$ 0.85
Family (6)	\$ 1.25	\$ 1.78	16.5%	\$ 1.46	\$ 2.07	\$ 0.24	\$ 0.35
Family 5	\$ 1.25	\$ 1.78	16.5%	\$ 1.46	\$ 2.07	\$ 0.29	\$ 0.41
Family 4	\$ 1.25	\$ 1.78	16.5%	\$ 1.46	\$ 2.07	\$ 0.36	\$ 0.52
Family 3	\$ 1.25	\$ 1.78	16.5%	\$ 1.46	\$ 2.07	\$ 0.49	\$ 0.69

Membership Increase Implementation Over 4 Years

	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	12.4%	\$ 196.70	\$ 303.48	\$ 196.70	\$ 303.48
Adult	\$ 270.00	\$ 400.00	12.4%	\$ 303.48	\$ 449.60	\$ 303.48	\$ 449.60
Buddy Pass/Couple	\$ 350.00	\$ 525.00	12.4%	\$ 393.40	\$ 590.10	\$ 196.70	\$ 295.05
Family (6)	\$ 450.00	\$ 640.00	12.4%	\$ 505.80	\$ 719.36	\$ 84.30	\$ 119.89
Family 5	\$ 450.00	\$ 640.00	12.4%	\$ 505.80	\$ 719.36	\$ 101.16	\$ 143.87
Family 4	\$ 450.00	\$ 640.00	12.4%	\$ 505.80	\$ 719.36	\$ 126.45	\$ 179.84
Family 3	\$ 450.00	\$ 640.00	12.4%	\$ 505.80	\$ 719.36	\$ 168.60	\$ 239.79
	MONTHLY	MONTHLY		MONTHLY	MONTHLY	MONTHLY	MONTHLY
Youth	\$ 14.58	\$ 22.50	12.4%	\$ 16.39	\$ 25.29	\$ 16.39	\$ 25.29
Adult	\$ 22.50	\$ 33.33	12.4%	\$ 25.29	\$ 37.47	\$ 25.29	\$ 37.47
Buddy Pass/Couple	\$ 29.17	\$ 43.75	12.4%	\$ 32.78	\$ 49.18	\$ 16.39	\$ 24.59
Family (6)	\$ 37.50	\$ 53.33	12.4%	\$ 42.15	\$ 59.95	\$ 7.03	\$ 9.99
Family 5	\$ 37.50	\$ 53.33	12.4%	\$ 42.15	\$ 59.95	\$ 8.43	\$ 11.99
Family 4	\$ 37.50	\$ 53.33	12.4%	\$ 42.15	\$ 59.95	\$ 10.54	\$ 14.99
Family 3	\$ 37.50	\$ 53.33	12.4%	\$ 42.15	\$ 59.95	\$ 14.05	\$ 19.98
	DAILY	DAILY		DAILY	DAILY	DAILY	DAILY
Youth	\$ 0.49	\$ 0.75	12.4%	\$ 0.55	\$ 0.84	\$ 0.55	\$ 0.84
Adult	\$ 0.75	\$ 1.11	12.4%	\$ 0.84	\$ 1.25	\$ 0.84	\$ 1.25
Buddy Pass/Couple	\$ 0.97	\$ 1.46	12.4%	\$ 1.09	\$ 1.64	\$ 0.55	\$ 0.82
Family (6)	\$ 1.25	\$ 1.78	12.4%	\$ 1.41	\$ 2.00	\$ 0.23	\$ 0.33
Family 5	\$ 1.25	\$ 1.78	12.4%	\$ 1.41	\$ 2.00	\$ 0.28	\$ 0.40
Family 4	\$ 1.25	\$ 1.78	12.4%	\$ 1.41	\$ 2.00	\$ 0.35	\$ 0.50
Family 3	\$ 1.25	\$ 1.78	12.4%	\$ 1.41	\$ 2.00	\$ 0.47	\$ 0.67

CAFC Daily Admissions

TOTAL DIRECT COST of CAFC OPERATIONS

Personnel Cost (70%)	Operations Cost	TOTAL COST	Memberships (65%)	Daily Admissions (35%)
\$ 904,636.60	\$ 404,885.00	\$ 1,309,521.60	\$ 851,189.04	\$ 458,332.56

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.

CAFC Daily Admissions

Daily Admissions 35% Direct Costs	Daily Admissions Total	Price/Admission 100%
\$ 458,332.56	89671	\$ 5.11

	# of Passes	% of Day Passes	Current Price	Current Revenue by Type
Adult	27603	30.8%	\$ 5.50	\$ 151,816.50
Child	8759	9.8%	\$ 1.00	\$ 8,759.00
youth	50703	56.5%	\$ 3.00	\$ 152,109.00
Senior	2370	2.6%	\$ 3.00	\$ 7,110.00
Free	236	0.3%	\$ -	\$ -
Total	89671	100.0%		\$ 319,794.50

The recommendation is to simplify admissions by eliminating the child and senior Categories

These admissions only represent 12.4% of total daily admissions

CAFC Daily Admissions

	# of Passes	Current Price	Revenue by Type
Adult	29973	\$ 5.50	\$ 164,851.50
youth	59462	\$ 3.00	\$ 178,386.00
Total	89435		\$ 343,237.50

	# of Passes	Current Price	Increase over 1 yr 46.9%	Price with 1 yr Adjustment
Adult	29973	\$ 5.50	\$ 2.58	\$ 8.08
youth	59462	\$ 3.00	\$ 1.41	\$ 4.41
Total	89435			

Increase over 2 Yrs 23.5%	Price With 2 Yr Adjustment	Increase over 3 Yrs 15.6%	Price With 3 Yr Adjustment	Increase Over 4 Yrs 11.7%	Price With 4 Yr Adjustment
\$ 1.29	\$ 6.79	\$ 0.86	\$ 6.36	\$ 0.64	\$ 6.14
\$ 0.70	\$ 3.70	\$ 0.47	\$ 3.47	\$ 0.35	\$ 3.35

CAFC Daily Admissions – Revenue by Option

REVENUE PROJECTIONS								
	Year 1		Year 2		Year 3		Year 4	
	11.7%		11.7%		11.7%		11.7%	
	Price	Revenue	Price	Revenue	Price	Revenue	Price	Revenue
Adult	\$ 6.14	\$ 184,180.34	\$ 6.79	\$ 203,509.18	\$ 7.43	\$ 222,838.02	\$ 8.08	\$ 242,166.85
youth	\$ 3.35	\$ 199,301.76	\$ 3.70	\$ 220,217.52	\$ 4.06	\$ 241,133.28	\$ 4.41	\$ 262,049.03
Total		\$ 383,482.10		\$ 423,726.69		\$ 463,971.29		\$ 504,215.89

	Year 1		Year 2		Year 3	
	15.6%		15.6%		15.6%	
	Price	Revenue	Price	Revenue	Price	Revenue
Adult	\$ 6.36	\$ 190,623.28	\$ 7.22	\$ 216,395.07	\$ 8.08	\$ 242,166.85
youth	\$ 3.47	\$ 206,273.68	\$ 3.94	\$ 234,161.36	\$ 4.41	\$ 262,049.03
Total		\$ 396,896.96		\$ 450,556.43		\$ 504,215.89

	Year 1		Year 2	
	23.50%		23.50%	
	Price	Revenue	Price	Revenue
Adult	\$ 6.79	\$ 203,509.18	\$ 8.08	\$ 242,166.85
youth	\$ 3.70	\$ 220,217.52	\$ 4.41	\$ 262,049.03
Total		\$ 423,726.69		\$ 504,215.89

	Year 1	
	46.90%	
	Price	Revenue
Adult	\$ 8.08	\$ 242,166.85
youth	\$ 4.41	\$ 262,049.03
Total		\$ 504,215.89

Revenue Goal for Admissions
\$458,332.56
To cover Total Direct Costs



Goal #2 Fair Use of Facilities

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)*

Recommendation #3

There is a need to establish a department rate for field usage that follow the same principals as our cost recovery model for the aquatic and fitness center and programming.

This fee should be calculated based on the total amount of use, (daily, weekly, or monthly,) compared to the Total Direct Costs for maintaining this facility for that specific period of time. The department has accurate data on what the costs are to maintain a sports facility for one year for regular routine maintenance. Those costs should be recovered as well as any direct costs that may occur for additional maintenance division work, such as field lining, goal replacing or removal, infield preparation, etc.

Goal #3 Residents vs. Non-Residents

3.1 Recommendations:

Recommendation #1

Clearfield City residents, each year, pay taxes to the City for recreation services. These tax subsidies contribute toward the capital, staffing, programming, and maintenance of Clearfield City Parks, Programs, and the Aquatic and Fitness Center. Non-Residents do not pay this tax subsidy and therefore should be assessed higher fees than residents to assist in the recovering of these costs. Based on that, non-residents should pay higher fees to contribute toward the additional costs associated with a Clearfield City residents tax appropriation for these services.

3.1 Recommendations continued :

Recommendation #2

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

Recommendation #3

Once the market rate for membership has been established for the Aquatic and Fitness Center, include a resident discount rate for those who buy a membership.

Goal #4 Sponsorship

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.

- **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.

- **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.

- **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.



Goal #5 Marketing, Promotions, & Communications

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

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 Scholarship Program

- *Currently funded by \$1 from each program registration*
- *Balance at the start of this study was \$73,000*

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

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.

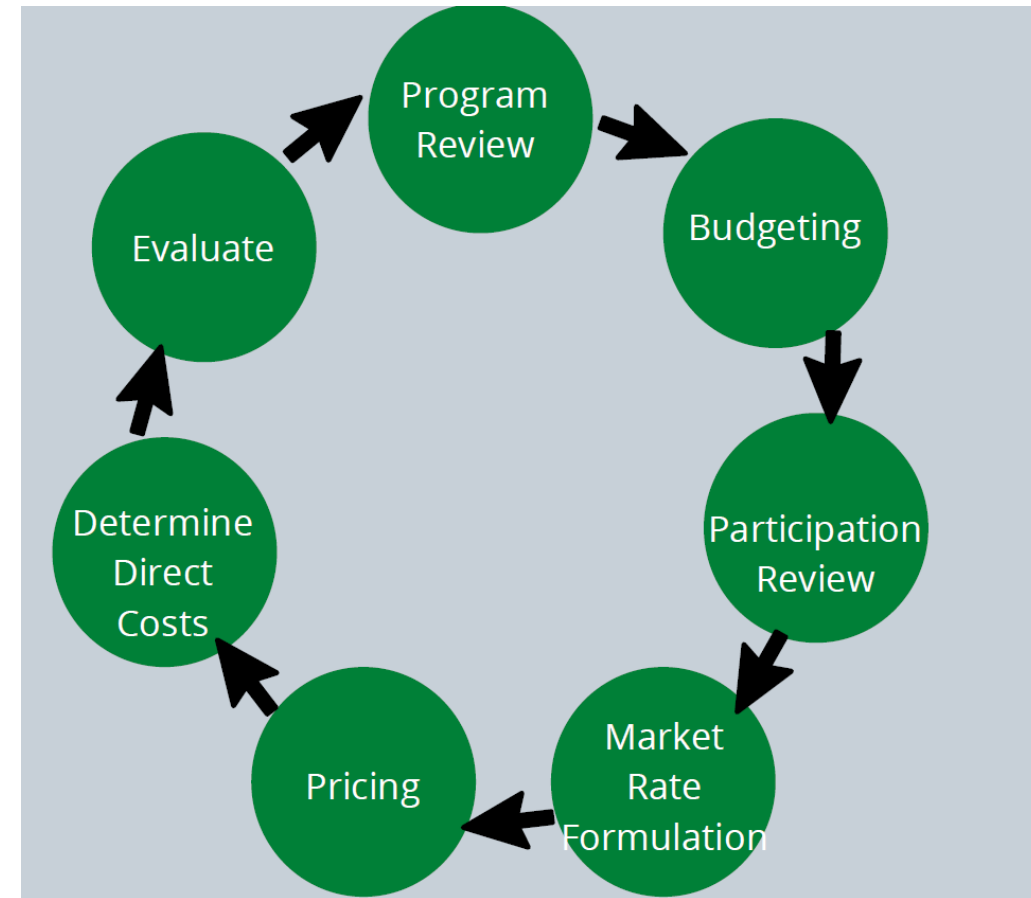
PARTICIPATION

Estimate participation based on the historic data of previous years.

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

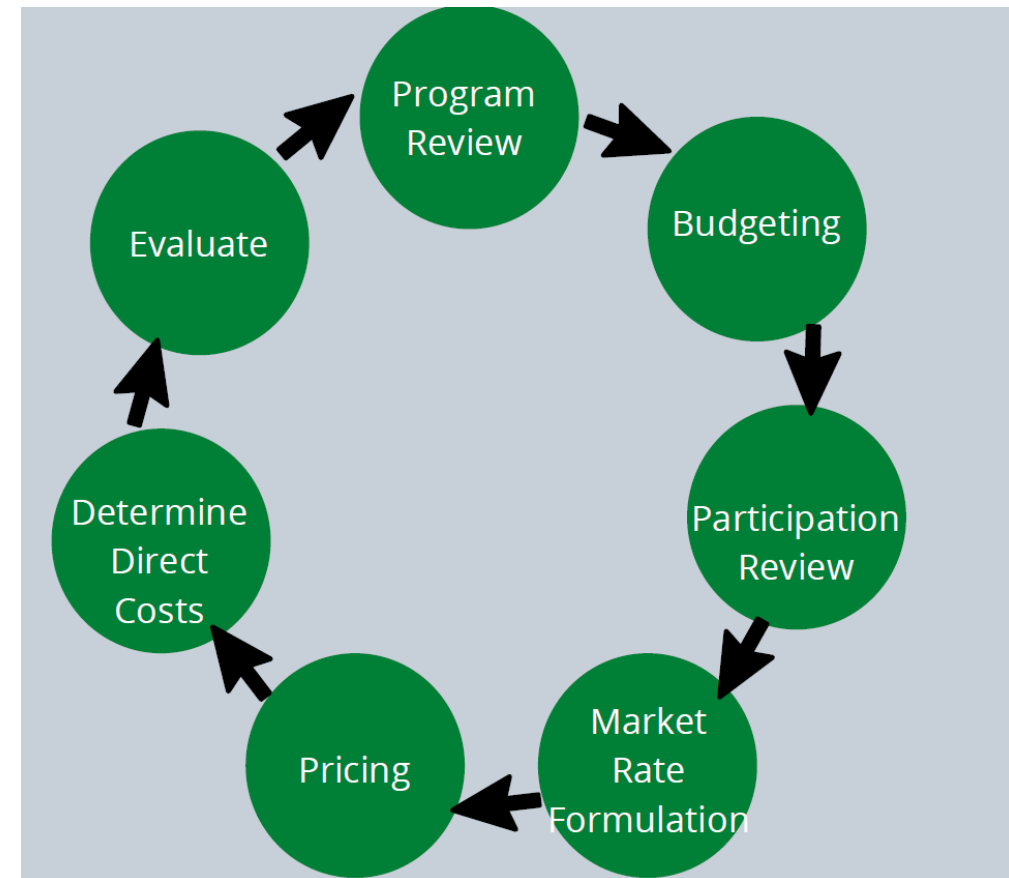
DETERMINE THE MARKET RATE FOR PROGRAMS

Utilize the program total direct costs from spreadsheets.



Implementation Plan

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





Questions??

PARAT Tax Master Plan Discussion

May 19, 2020



An aerial photograph of a city street, likely in Salt Lake City, showing traffic on a multi-lane road. In the background, there are mountains under a clear sky. The image is partially covered by a large, stylized graphic element consisting of several overlapping, curved white lines on a blue background, which also features a dark blue triangular shape pointing towards the top right corner. This graphic is positioned over the left side of the page, partially obscuring the aerial view. On the right side, there is a vertical column of text starting with "PA" at the top, followed by a series of horizontal lines and the year "20" repeated multiple times, suggesting a timeline or index.

	J	F	M	A	M	J	J	A	S	O	N	D						
2015																		
2016																		
2017																		
2018																		
2019																		
2020																		
2021																		
2022																		
2023																		
2024																		
2025																		

52% of time passed since approved

3.5 years to spend remaining PARAT

62 months (52%)

Budgeted and begin

On Ballot

36 months until projects intended to be completed prior to the question being back on the ballot need to be included in the budget.

PARAT Revenue

First received funds in April 2015
 Will receive funds through March 2025
 Renewable by vote for a 10 year period

		2019	Total Received	Total Unspent	60 Months
Through 6/30/2019	\$997,662.00	July	\$ 1,017,662.00	\$ 465,847.00	
Spent	\$551,815.00	August	\$ 1,037,662.00	\$ 485,847.00	
remaining	\$445,847.00	September	\$ 1,057,662.00	\$ 505,847.00	
Average per year	\$250,000.00	October	\$ 1,077,662.00	\$ 525,847.00	
Avg/month	\$ 20,000.00	November	\$ 1,097,662.00	\$ 545,847.00	
		December	\$ 1,117,662.00	\$ 565,847.00	
		2020	Total Received	Total Unspent	
52% of time passed since approved		January	\$ 1,137,662.00	\$ 585,847.00	
3.5 years to spend remaining PARAT		February	\$ 1,157,662.00	\$ 605,847.00	
48% of projected revenue received		March	\$ 1,177,662.00	\$ 625,847.00	
		April	\$ 1,197,662.00	\$ 645,847.00	
		May	\$ 1,217,662.00	\$ 665,847.00	
		June	\$ 1,237,662.00	\$ 685,847.00	
		July	\$ 1,257,662.00	\$ 705,847.00	

Previous Scoring (April 2018)

		PARKS (9)	PRC (7)	Youth Comm. (9)	COUNCIL (6)	TOTAL (22)	Total Avg. Score
1	BMX/Pump Track	41	28	33	28	130	33
2	Challenge/Ropes Course	40	30	40	29	139	35
3	F-35 & Maintenance Area Playground	11	9	27	16	63	16
4	Build Disc Golf Course	23	27	31	22	103	26
5	Continue Trail Around Pond and tie into Rail Trail	32	24	30	23	109	27
6	Commission & Install Art on the Arts Center	22	15	30	14	81	20
7	Remodel/Replace Amphitheater	33	28	39	15	115	29
8	Rehabilitate Tennis and Basketball Courts (Kiwanis)	32	23	31	15	101	25
9	Develop Dog Park	25	22	29	17	93	23
10	Refurbish Tennis courts, add Pickleball Courts (Ste	38	25	32	23	118	30
11	Skate Park Enhancements	26	22	30	19	97	24
12	Fish Cleaning Station (Steed)	20	20	34	21	95	24
13	Renovate/Remodel Existing Restrooms/Facilities	33	22	35	17	107	27
14	Add New Pavilion (Fisher)	15	20	24	17	76	19
15	Add New Pavilion (200 S)	21	16	18	14	69	17
16	Develop and Landscape Around Pond	36	23	30	18	107	27
17	Fish Cleaning Station (Mabey)	20	18	28	16	82	21
18	Install New Restroom (Central)	30	26	33	18	107	27
19	Veteran's Monument	29	24	39	22	114	29
20	Park Signage Replacement	40	27	41	19	127	32
21	Tables, Benches, and Trash Receptacles	42	23	40	21	126	32
22	Replace Small Pavilions (10-18)	31	18	25	21	95	24
23	New Football Shed	21	21	26	22	90	23
24	Parking lot for Cornerstone Park	33	28	31	13	105	26
25	New Restroom (Cornerstone)	33	25	31	13	102	26
26	Trailside Exercise Equipment	24	21	36	16	97	24
27	New Playgrounds	5	0	0	0	5	1
28	2 Lane Flowrider	0	4	9	0	13	3
29	New Outdoor Pool	0	0	5	0	5	1
30	Indoor Soccer/Events Facility				25	25	6

Projects Removed From List

Playgrounds	General Fund	\$ 300,000.00	\$ 300,000.00	\$ 2,200,000.00
Pool Play Structure		\$ 201,209.00		
Indoor Soccer/Events Facility	0			
<i>Clearfield Station</i>		\$ -	\$ 501,209.00	\$ 1,698,791.00
Challenge/Ropes Course	0			
<i>H-Street & SR-193</i>		\$ 150,000.00	\$ 651,209.00	\$ 1,548,791.00
BMX/Pump Track	0			
<i>H-Street & SR-193</i>		\$ 150,000.00	\$ 951,209.00	\$ 1,248,791.00
Refurbish Tennis courts, add Pickleball Courts	0			
<i>South Steed Park</i>		\$ 350,000.00	\$ 1,531,209.00	\$ 668,791.00
Remodel/Replace Amphitheater	1			
<i>Bicentennial Park</i>		\$ 450,000.00	\$ 1,981,209.00	\$ 218,791.00
Veteran's Monument	3			
<i>Bicentennial Park</i>		\$ 50,000.00	\$ 2,031,209.00	\$ 168,791.00
Renovate/Remodel Existing Restrooms/Facilities	3			
<i>Steed, Kiwanis, Island View</i>		\$ 100,000.00	\$ 2,181,209.00	\$ 18,791.00
Install New Restroom	3			
<i>Central Park</i>		\$ 65,000.00	\$ 2,246,209.00	\$ (46,209.00)
Parking Lot	3			
<i>Cornerstone Park</i>		\$ 110,000.00	\$ 2,656,209.00	\$ (456,209.00)
Build Disc Golf Course	0			
<i>Island View Park</i>		\$ 10,000.00	\$ 2,666,209.00	\$ (466,209.00)
New Restroom	2			
<i>Cornerstone Park</i>		\$ 85,000.00	\$ 2,751,209.00	\$ (551,209.00)
Rehabilitate Tennis and Basketball Courts	2			
<i>Kiwanis Park</i>		\$ 30,000.00	\$ 2,781,209.00	\$ (581,209.00)
Add New Pavilion	3			
<i>Northern end of Fisher Park</i>		\$ 85,000.00	\$ 3,321,209.00	\$(1,121,209.00)
F-35 & Maintenance Area Playground	0			
<i>Fisher Park</i>		\$ 360,000.00	\$ 3,681,209.00	\$(1,481,209.00)
Add New Pavilion	2			
<i>200 South Park</i>		\$ 15,000.00		

Projects Remaining

Splash Pad <i>TBD</i>	0	\$ 150,000.00
Park Signage Replacement <i>16 Park Locations</i>	2	\$ 116,000.00
Tables, Benches, & Trash Receptacles <i>16 Park Locations</i>	3	\$ 114,000.00
Continue Trail Around Pond and tie into Rail Trail <i>Steed Pond</i>	1	\$ 50,000.00
Develop and Landscape Around Pond <i>Steed Pond</i>	1	\$ 300,000.00
Skate Park Enhancements <i>Skate Park</i>	0	\$ 60,000.00
Trailside Exercise Equipment <i>Center St. & Rail Trail (NE Section)</i>	1	\$ 30,000.00
Fish Cleaning Station <i>Steed Pond</i>	0	\$ 35,000.00
Develop Dog Park <i>Barlow park</i>	1	\$ 50,000.00
Replace Small Pavilions (10-18) <i>Train Watch, Kiwanis, Bicentennial, Island View</i>	2	\$ 210,000.00
New Football Shed <i>Fisher Park</i>	3	\$ 10,000.00
Commission & Install Art on the Arts Center <i>Clearfield Community Arts Center</i>	1	\$ 40,000.00
Fish Cleaning Station <i>Mabey Park</i>	1	\$ 20,000.00



New Proposed Projects

- *Purchase of Mobile Stage and Sound* \$200,000
- *Transition PT Arts Supervisor to FT* \$36,000 annual
- *Arts Center 2nd Floor Renovation* \$250,000
- *Pickleball Courts Parking Lot* \$200,000
- *Restroom & Concession Bldg – Steed* \$125,000
- *Shade Structures at Steed Park* \$100,000
- *Central Park Restroom* \$90,000

CURRENT LIST FOR CONSIDERATION

REMAINING PROJECTS		PROPOSED NEW PROJECTS	
Splash Pad	\$ 150,000.00	Mobile Stage & Sound	\$ 200,000.00
Develop Dog Park	\$ 50,000.00	Arts Supervisor PT-FT	\$ 36,000.00
Continue Trail around Steed Pond	\$ 50,000.00	Arts Center Renovation 2nd Floor	\$ 250,000.00
Landscape around Steed Pond	\$ 350,000.00	Parking lot at Pickleball Courts	\$ 200,000.00
Skate Park Enhancements	\$ 60,000.00	Restroom & Concessions & Steed	\$ 125,000.00
Trailside Exercise Equipment	\$ 30,000.00	Shade Structures at Steed Complex	\$ 100,000.00
Fish Cleaning Station (Steed)	\$ 35,000.00	Central Park Restroom	\$ 90,000.00
Fish Cleaning Station (Mabey)	\$ 20,000.00		
New Football Shed	\$ 10,000.00		
Art on the Arts Center	\$ 40,000.00	Amphitheater	
Replace Small Pavillions	\$ 220,000.00	Bike Park	
Park Signage Replacement	\$ 116,000.00	Adventure park	
Tables, Benches & Trash Receptacles	\$ 115,000.00		