



CLEARFIELD PARKS & RECREATION COMMISSION AGENDA

October 20, 2021 7:00 p.m.

Meetings of the Parks & Recreation Commission of Clearfield City may be conducted via electronic means pursuant to Utah Code Ann. § 52-4-207 as amended. In such circumstances, contact will be established and maintained via electronic means and the meetings will be conducted pursuant to the Electronic Meetings Policy established in City Code § 1-6-4H for electronic meetings.

Executive Conference Room
55 South State Street
Clearfield, Utah

CALL TO ORDER: Nathan Wimmer

1. Open Comment Period

The Open Comment Period provides an opportunity for the public to address the Commission regarding concerns or ideas on any topic. Participants are to state their names for the record.

2. Staff Reports

Community Services department managers have an opportunity to provide the Commission with an update on initiatives within the division.

3. Park Watch Reports

Commissioners have an opportunity to report back on issues and concerns that they have identified during their visits to their assigned areas during the month.

4. Halloween Decorating Contest

Discuss the Halloween Decorating Contest.

5. Business Plan Review

The business plan has been adopted by the Clearfield City Council. This item is intended as a review the basics of the Community Service Department's business plan and inform commissioners about the implementation of the plan.

6. PARAT Tax Master Plan

Review and discuss the options for the remaining PARAT Tax funding prior to its return to the ballot in November of 2024.

COMMUNICATION ITEMS:

Council Liaison Minute
Commissioners' Minute
Deputy Director's Report
Director's Report

****PARKS AND RECREATION COMMISSION MEETING ADJOURNED****

Dated this 14th day of October 2021.

/s/Eric Howes, Community Services Director



Annual Conference

August 31, 2021

COST RECOVERY

► Why is cost recovery important?

For me it means remaining viable in difficult times when our services are more important and more valuable to the community than ever.



HOW DO YOU DETERMINE WHAT FEES TO CHARGE??



WHY COMPLETE A BUSINESS PLAN?

Fees

- ▶ No plan or guidelines
- ▶ Based on projected expenses
- ▶ Work within the market
- ▶ No set or specific goals
- ▶ Keep revenues high enough to avoid questions during budget meetings
- ▶ Recreation & Arts Programming were adjusted annually
- ▶ CAFC fees had been changed very little in 15 years

Cost Recovery

- ▶ Cost recovery model
- ▶ No effective evaluation process
- ▶ No measure of success

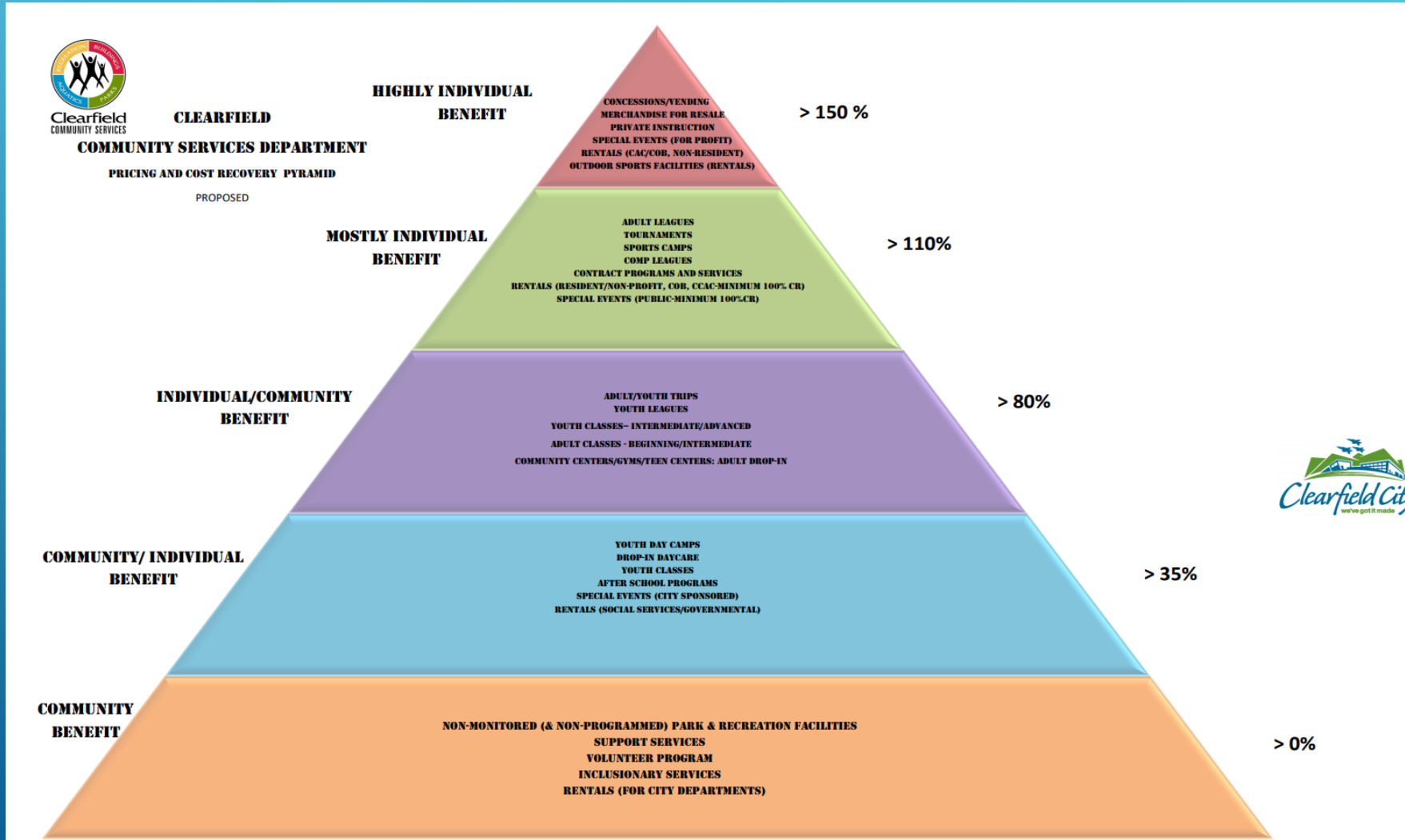


BUSINESS PLAN GOALS AND OBJECTIVES

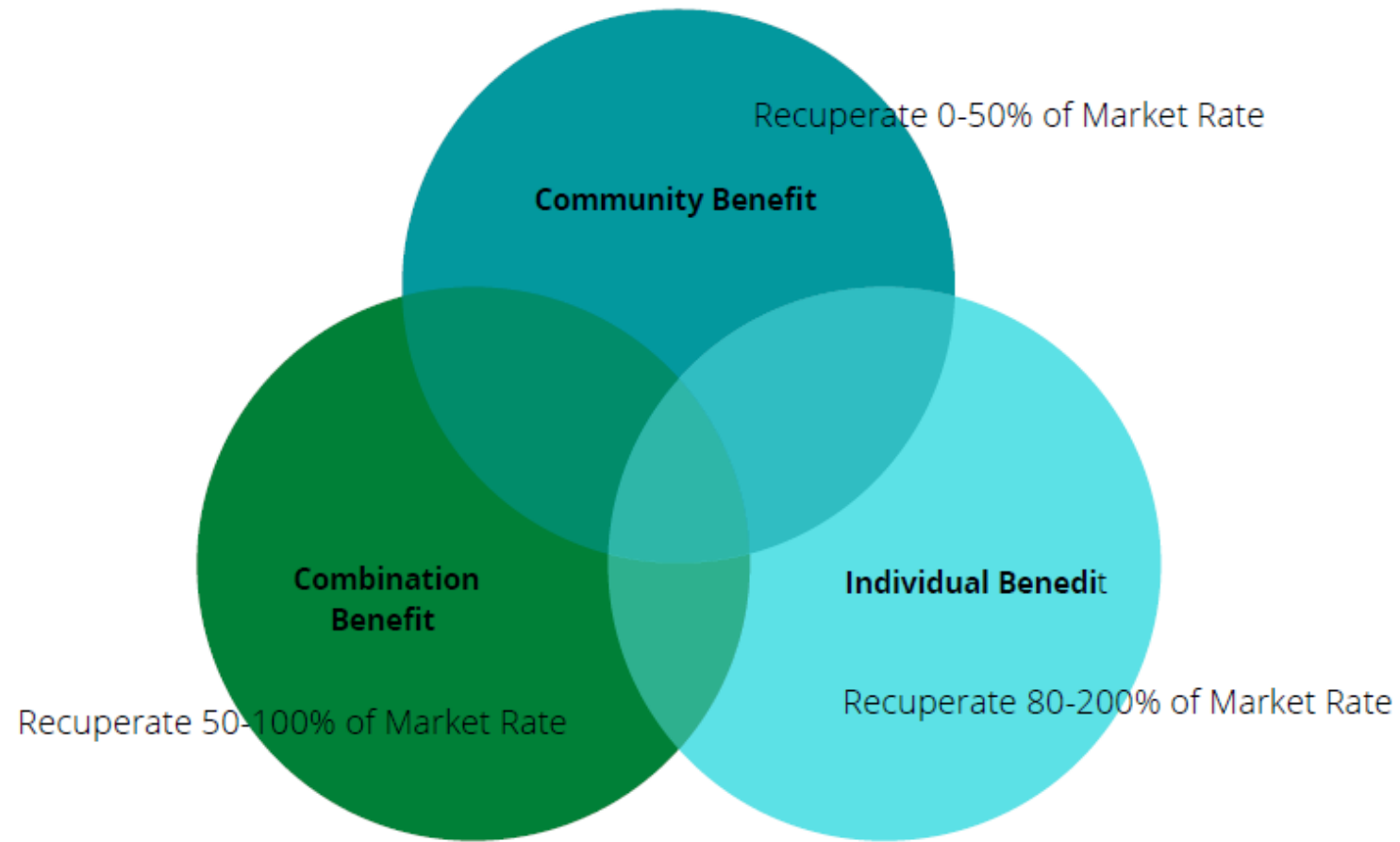
To develop a simple, workable plan or process to determine when fee increases were necessary and to identify the right amount to increase them



COST RECOVERY MODEL



REVISED MODEL: MUCH SIMPLER



THE FOUNDATION: WHAT YOU HAVE TO KNOW



A price or fee cannot be determined until the cost for the program or service is calculated

- Direct Costs - Instructor fees, materials, facility rentals, staff costs
- Indirect Costs – Administrative costs, facility maintenance, utilities, etc.

WHAT ARE YOU TRYING TO ACCOMPLISH??

- ▶ Are you trying to make a profit?
- ▶ Are you trying to break even?
- ▶ How much do you want to recover?

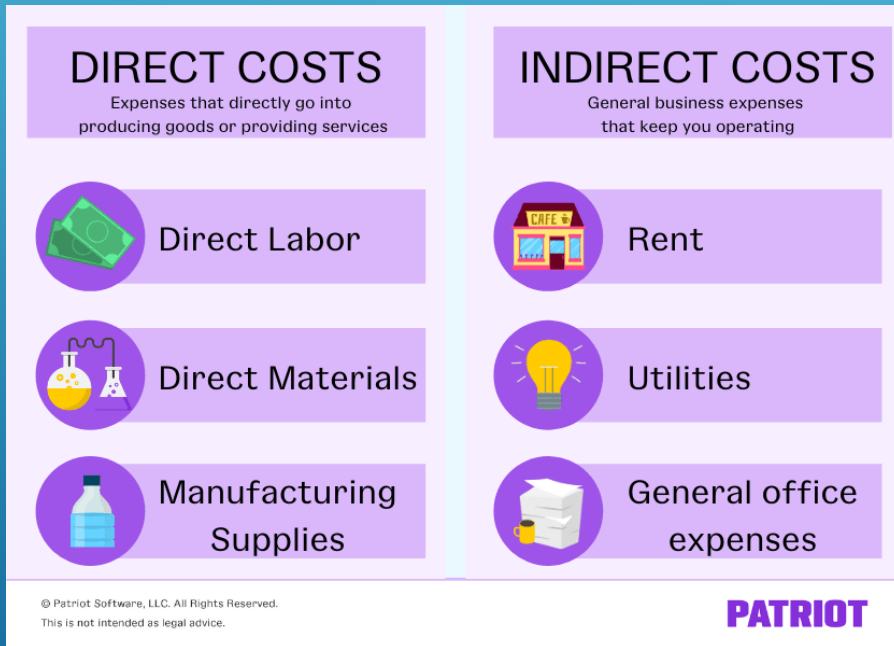


Girls Softball - REC 004					Position	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Ttl. Hrs	Rate	Total	
					Program Specialist												30	30	60	\$9.71	\$582.60
Line Item: 631006																			0		\$0.00
Explanation	Official	Number	Cost Per	Total															0		\$0.00
				\$0.00															0		\$0.00
				\$0.00															0		\$0.00
			Total	\$0.00															0		\$0.00
																			0		\$0.00
Line Item: 624004																			0		\$0.00
Explanation	Official	Number	Cost Per	Total	Line Item	Total															
Softballs	1	1	\$400.00	\$400.00	611501	\$582.60															
Bats	1	15	\$30.00	\$450.00	614102	\$0.00															
Jerseys/Hats	1	70	\$18.00	\$1,260.00	621101																
Catchers Gear	1	5	\$75.00	\$375.00	621201																
Batting Helmets	1	15	\$25.00	\$375.00	621301																
				\$0.00	621401																
				\$0.00	622101																
				\$0.00	622201																
			Total	\$2,860.00	623100																
					623101																
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					623103																
					623104																
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					625203																
					625204																
					626001																
					626002																
					626003																
					631004																
					631006	\$125.00															
					631007																
					645001																
					661001																
					662001	\$0.00															
					662002																
					662004	\$1,150.00															
					674001																
					674002																
					Ttl Operations	\$4,135.00															
					Ttl S&W	\$582.60															
					Ttl	\$4,717.60															

DIRECT COSTS

How do you define them?

INDIRECT COSTS



HOW WILL YOU ACCOUNT FOR THEM??

- ▶ Recreation Program Supervisor/Coordinator
- ▶ Other Full-time staff
- ▶ Finance, IT, HR, Administration
- ▶ Facility/grounds maintenance
- ▶ Utilities: Power, water, sewer, gas

MARKET RATE

What it costs to provide a program or service. Represents 100% cost recovery of all Direct and Indirect Costs. The Market Rate represents the actual cost of providing the program or service. (not including a profit)



CLEARFIELD'S COST RECOVERY GOALS

Non-Resident Rate = Market Rate

Market Rate = $\text{TDC} / \text{TNP} + 10\%$



Resident Rate = Resident Discount Rate

Resident Discount Rate = TDC / TNP

GOAL: Recover 100% of Total Direct Costs (TDC)

Position	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Ttl. Hrs	Rate	Total
Prog. Coordinator	45									40	80	90	255	\$ 12.00	\$ 3,060.00
Prog. Specialist	90									80	160	180	510	\$ 9.00	\$ 4,590.00
Rec Aide													0		\$ -
									Total hours for activity						\$ 7,650.00

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623102	In State Meal	Total Participants	Scholarship Donation			
623103	In State Transportation	Projected Actual	Contribution/Participant			Budgeted
623104	In State Mileage Reimbursement	70 0	\$ 1.00		Total Contribution	\$ 70.00
623105	In State Miscellaneous					
623500	Out of State Travel	Cost Recovery of Activity:				Budgeted
623501	Out of State lodging	Budgeted 105.0%			Revenue After Scholarships	\$ 27,930.00
623502	Out of State Meal	Actual #DIV/0!				

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624201		Software							
624202		Hardware							
624203		Web							
624204	\$8,150.00	Annual Maint./Support							
624205	\$1.20	Misc. Computer Expenses							
625001		Equipment Maint							
625002		Equipment Supplies							
625003		Equipment Rental							
625201		Tires/Brakes							

		Revenue for Activity:				
Teams/Participant				Revenue Totals		
Projected	Actual		Cost/Team	Budgeted	Actual	
70		Res. Discount Rate	\$400.00	Residents	\$ 28,000.00	\$ -
		Market Rate		Non-Residents	\$ -	\$ -
70				Other Revenue	\$ -	\$ -
				TOTAL	\$ 28,000.00	\$ -
Total Participants		Scholarship Donation				
Projected	Actual	Contribution/Participant		Budgeted	Actual	
70	0	\$ 1.00		Total Contribution	\$ 70.00	\$ -
Cost Recovery of Activity:				Budgeted	Actual	
Budgeted	105.0%	Revenue After Scholarships		\$ 27,930.00	\$ -	
Actual	#DIV/0!					

2024-2025 Budget																
PROGRAM		PARTICIPANTS (TEAMS) Resident	REGISTRATION FEE (Resident Discount Rate)	PARTICIPANTS (TEAMS) Non-Resident	REGISTRATION FEE (Market Rate)	OTHER REVENUE (Fees/ Ticket Sales)	TOTAL REVENUE (Including Scholarship)	TOTAL DIRECT COSTS (TDC)	COST/PARTICIPANT (TEAM)	REVENUE/PARTICIPANT (TEAM)	COST RECOVERY		PROPOSED FEE		DISPOSITION	
													Resident Discount Rate	Market Rate		
Tiny Tot Soccer	Projected	72	\$ 20.00	72	\$ 25.00	\$ 750.00	\$ 3,990.00	\$ 1,678.00	\$ 95.31	\$ 127.42	237.78%		\$ 95.31	\$ 104.84		
	Actuals	0	\$ 20.00	0	\$ 25.00	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
Spring Basketball	Projected	27	\$ 400.00	0	\$ -	\$ -	\$ 10,800.00	\$ 10,213.18	\$ 378.27	\$ 400.00	105.75%		\$ 378.27	\$ 416.09		
	Actuals	0	\$ 400.00	0	\$ -	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
Spring Softball	Projected	70	\$ 400.00	0	\$ -	\$ -	\$ 28,000.00	\$ 26,601.20	\$ 380.02	\$ 400.00	105.26%		\$ 380.02	\$ 418.02		
	Actuals	0	\$ 400.00	0	\$ -	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
Spring Soccer (COED)	Projected	24	\$ 375.00	0	\$ -	\$ -	\$ 9,000.00	\$ 8,097.90	\$ 337.41	\$ 375.00	111.14%		\$ 337.41	\$ 371.15		
	Actuals	0	\$ 375.00	0	\$ -	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
Tax Man Tournament	Projected	16	\$ 260.00	0	\$ -	\$ -	\$ 4,160.00	\$ 2,756.60	\$ 172.29	\$ 260.00	150.91%		\$ 172.29	\$ 189.52		
	Actuals	14	\$ 260.00	0	\$ -	\$ -	\$ 3,640.00	\$ 2,223.62	\$ 158.83	\$ 260.00	163.70%		\$ 158.83	\$ 174.71		
Baseball (minor)	Projected	60	\$ 55.00	6	\$ 65.00	\$ -	\$ 3,690.00	\$ 3,816.80	\$ 69.61	\$ 67.50	96.68%		\$ 69.61	\$ 76.57		
	Actuals	0	\$ 55.00	0	\$ 65.00	\$ -	\$ -	\$ 4,479.15	#DIV/0!	#DIV/0!	0.00%		#DIV/0!	#DIV/0!		
T-Ball & Machine Pitch	Projected	160	\$ 42.50	30	\$ 47.50	\$ -	\$ 8,225.00	\$ 12,471.00	\$ 107.94	\$ 81.41	65.95%		\$ 107.94	\$ 118.74		
	Actuals	0	\$ 42.50	0	\$ 47.50	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
Baseball (Major, Pony)	Projected	60	\$ 65.00	6	\$ 75.00	\$ -	\$ 4,350.00	\$ 4,906.80	\$ 87.78	\$ 78.50	88.65%		\$ 87.78	\$ 96.56		
	Actuals	0	\$ 65.00	0	\$ 75.00	\$ -	\$ -	\$ 4,479.15	#DIV/0!	#DIV/0!	0.00%		#DIV/0!	#DIV/0!		
Youth Volleyball Clinic	Projected	20	\$ 35.00	0	\$ 10.00	\$ -	\$ 700.00	\$ 745.00	\$ 37.25	\$ 35.00	93.96%		\$ 37.25	\$ 40.98		
	Actuals	0	\$ 35.00	0	\$ -	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
Start Smart	Projected	300	\$ 25.00	100	\$ 30.00	\$ -	\$ 10,500.00	\$ 5,606.00	\$ 118.69	\$ 135.00	187.30%		\$ 118.69	\$ 130.56		
	Actuals	0	\$ 25.00	0	\$ 30.00	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
Mountain Biking	Projected	16	\$ 60.00	0	\$ 75.00	\$ -	\$ 960.00	\$ -	\$ -	\$ 60.00	#DIV/0!		\$ -	\$ -		
	Actuals	0	\$ 60.00	0	\$ 75.00	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
Sand Volleyball League	Projected	8	\$ 210.00	0	\$ -	\$ -	\$ 1,680.00	\$ 1,476.50	\$ 184.56	\$ 210.00	113.78%		\$ 184.56	\$ 203.02		
	Actuals	0	\$ 210.00	0	\$ -	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
Youth Comp Basketball	Projected	16	\$ 375.00	0	\$ -	\$ -	\$ 6,000.00	\$ 5,156.00	\$ 322.25	\$ 375.00	116.37%		\$ 322.25	\$ 354.48		
	Actuals	0	\$ 375.00	0	\$ -	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
UOVA Sand Volleyball	Projected	16	\$ 210.00	0	\$ -	\$ -	\$ 3,360.00	\$ 1,785.00	\$ 111.56	\$ 210.00	188.24%		\$ 111.56	\$ 122.72		
	Actuals	0	\$ 210.00	0	\$ -	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		
													TDC/TNP	TDC/TNP + 10%		
Legend																
																Continue Program/Activity
																Modify Program/Activity
																Eliminate Program/Activity
																New Program/Activity

EVALUATING PROGRAM SUCCESS

3 Program Goals

1. Participation
2. Cost Recovery
3. Program Purpose (RISE UP)

Additional Considerations

1. Does the program reach an underserved population?
2. Is there a realistic alternative for participants?



RECREATION & ARTS PROGRAMMING PHILOSOPHY

OPTIMIZE AVAILABLE RESOURCES

- **Increase Cooperation**
 - Programs that we struggle to fill
 - Focus resources on what works well
- **Reduce Competition**
 - Broader market for participants
 - Fees not impacted by prices of other cities



ATHLETIC FIELD USE: WHAT ARE YOU TRYING TO ACCOMPLISH?

Athletic fields cost more to maintain than other park areas. What drives these additional costs?



- Public Use
- Recreation Programs
- Organized sports leagues

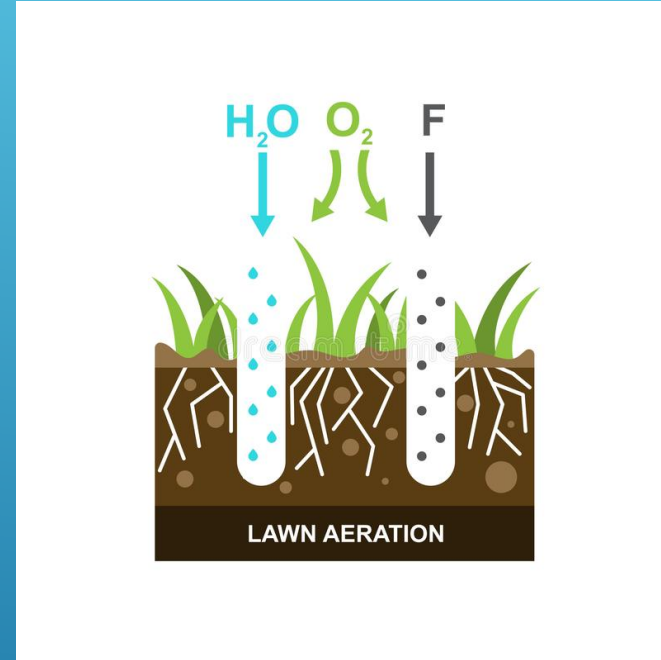
ATHLETIC FIELD USE: WHAT ARE YOUR COSTS?

Direct Costs

- ▶ Additional:
 - ▶ Aeration
 - ▶ Fertilization
 - ▶ Top Dressing

Indirect Costs

- ▶ Normal Maintenance costs
- ▶ Administration, HR, Finance, IT



GOAL: To recover the additional Direct Costs specifically attributable to this use

WHAT DO YOU HAVE TO KNOW?



- ▶ What is the cost for average park space?
- ▶ What is the cost for athletic fields?
- ▶ What is the additional cost?
- ▶ How many hours are the fields available?

- ▶ GAME FIELDS (Currently \$35)
 - ▶ 6 Soccer Fields
- ▶ PRACTICE FIELDS (Currently Free)
 - ▶ 4 Soccer Fields

Hourly Rate = Additional costs/ hours available

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CLEARFIELD AQUATIC & FITNESS CENTER: WHAT COSTS DID WE WANT TO RECOVER?

- ▶ Direct Costs
 - ▶ Operating Budget
 - ▶ Personnel
 - ▶ Services & Supplies
- ▶ Indirect Costs
 - ▶ A portion of the Facilities budget
 - ▶ Capital Projects
 - ▶ Administration, HR, Finance, IT



TOTAL DIRECT COSTS

TOTAL DIRECT COSTS = OPERATING BUDGET

Sources of Revenue

- ▶ Operations Revenue
 - ▶ Memberships: 65%
 - ▶ Daily Admissions: 35%
- ▶ Other Revenue
 - ▶ Programs (Swim lessons, Swim team, etc.)
 - ▶ Concessions
 - ▶ Pro Shop

Total Direct Costs

- ▶ Personnel Budget
 - ▶ Operations Revenue 70%
 - ▶ Other Revenue 30%
- ▶ Services & Supplies
 - ▶ Operations Revenue



CAFC TOTAL DIRECT COSTS

	Personnel Costs (70% - 30%)	Services & Supplies	TOTAL COST RECOVERY
OPERATIONS COSTS	\$ 904,636.60	\$ 404,855.00	\$ 1,309,491.60
OTHER COSTS	\$ 387,701.40	\$ -	\$ 387,701.40
TOTAL COSTS	\$ 1,292,338.00	\$ 404,855.00	\$ 1,697,193.00

OPERATIONS COST RECOVERY				
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

OTHER COST RECOVERY		
Personnel Cost (30%)	Operations Cost	TOTAL COST
\$ 387,701.40	\$ -	\$ 387,701.40

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.

\$9.57/ month

\$14.30/Month

\$4.73/Month

AQUATIC & FITNESS CENTER MEMBERSHIPS

Changed Membership Categories



OLD CATEGORIES

1. Youth
2. Adult
3. Adult Couple
4. Senior
5. Senior Couple
6. Family
7. Business

NEW CATEGORIES

1. Youth
2. Adult
3. Buddy
4. Family
5. Business

Recommendation #1: Reduce the number of categories (eliminate senior)

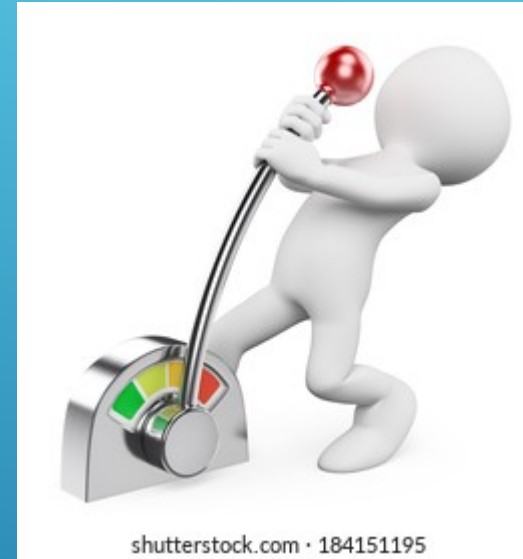
Recommendation #2: Promote the business classification

FEES FOR 3 YEARS

				YEAR 1		YEAR 2		YEAR 3	
	% Increase	Current Price	Current Price (NR)	New Price	New Price (NR)	New Price	New Price (NR)	New Price	New Price (NR)
Youth	16.5%	\$ 175.00	\$ 270.00	\$ 203.88	\$ 314.55	\$ 237.51	\$ 366.45	\$ 276.70	\$ 426.92
Adult	16.5%	\$ 270.00	\$ 400.00	\$ 314.55	\$ 466.00	\$ 366.45	\$ 542.89	\$ 426.92	\$ 632.47
Buddy Pass/Couple	16.5%	\$ 350.00	\$ 525.00	\$ 407.75	\$ 611.63	\$ 475.03	\$ 712.54	\$ 553.41	\$ 830.11
Family (6)	16.5%	\$ 450.00	\$ 640.00	\$ 524.25	\$ 745.60	\$ 610.75	\$ 868.62	\$ 711.53	\$ 1,011.95
		MONTHLY		MONTHLY		MONTHLY		MONTHLY	
Youth	16.5%	\$ 14.58	\$ 22.50	\$ 16.99	\$ 26.21	\$ 19.79	\$ 30.54	\$ 23.06	\$ 35.58
Adult	16.5%	\$ 22.50	\$ 33.33	\$ 26.21	\$ 38.83	\$ 30.54	\$ 45.24	\$ 35.58	\$ 52.71
Buddy Pass/Couple	16.5%	\$ 29.17	\$ 43.75	\$ 33.98	\$ 50.97	\$ 39.59	\$ 59.38	\$ 46.12	\$ 69.18
Family (6)	16.5%	\$ 37.50	\$ 53.33	\$ 43.69	\$ 62.13	\$ 50.90	\$ 72.39	\$ 59.29	\$ 84.33
		DAILY		DAILY		DAILY		DAILY	
Youth	16.5%	\$ 0.49	\$ 0.75	\$ 0.57	\$ 0.87	\$ 0.66	\$ 1.02	\$ 0.77	\$ 1.19
Adult	16.5%	\$ 0.75	\$ 1.11	\$ 0.87	\$ 1.29	\$ 1.02	\$ 1.51	\$ 1.19	\$ 1.76
Buddy Pass/Couple	16.5%	\$ 0.97	\$ 1.46	\$ 1.13	\$ 1.70	\$ 1.32	\$ 1.98	\$ 1.54	\$ 2.31
Family (6)	16.5%	\$ 1.25	\$ 1.78	\$ 1.46	\$ 2.07	\$ 1.70	\$ 2.41	\$ 1.98	\$ 2.81

LEVERS TO PULL

- ▶ Change Overall Cost Recovery Goals
- ▶ Increase number of Members
- ▶ Change percentages
 - ▶ Operations/Other (70%-30% Split of Personnel Costs)
 - ▶ Memberships/Admissions (65% - 35%)
- ▶ Reduce Operating Expenses
 - ▶ Personnel
 - ▶ Services & Supplies



CAFC DAILY ADMISSIONS

TOTAL DIRECT COST of CAFC OPERATIONS

Personnel Cost (70%)	Services & Supplies	OPERATIONS COSTS	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 ADMISSIONS COST RECOVERY

Presented				Year 1 46.90%	
	# of Passes	Current Price	Annual Increase	Price	Revenue
Adult	29973	\$ 5.50	\$ 2.58	\$ 8.08	\$ 242,166.85
youth	50703	\$ 3.00	\$ 1.41	\$ 4.41	\$ 223,448.12
Child	8759	\$ 1.00	\$ 0.47	\$ 1.47	\$ 12,866.97
Total	89435				\$ 478,481.95

Implementation			
	# of Passes	New Price	Revenue by Type
Adult	29973	\$ 7.00	\$ 209,811.00
youth	50703	\$ 5.00	\$ 253,515.00
Child	8759	\$ 2.00	\$ 17,518.00
Total	89435		\$ 480,844.00



LEVERS TO PULL

- ▶ Change Overall Cost Recovery Goals
- ▶ Increase number of daily use admissions
- ▶ Change percentages
 - ▶ Operations/Other (70%-30% Split of Personnel Costs)
 - ▶ Memberships/Admissions (65% - 35%)
- ▶ Reduce Operating Expenses
 - ▶ Personnel
 - ▶ Services & Supplies



IMPLEMENTATION PLAN

DETERMINE PROGRAM PRICING

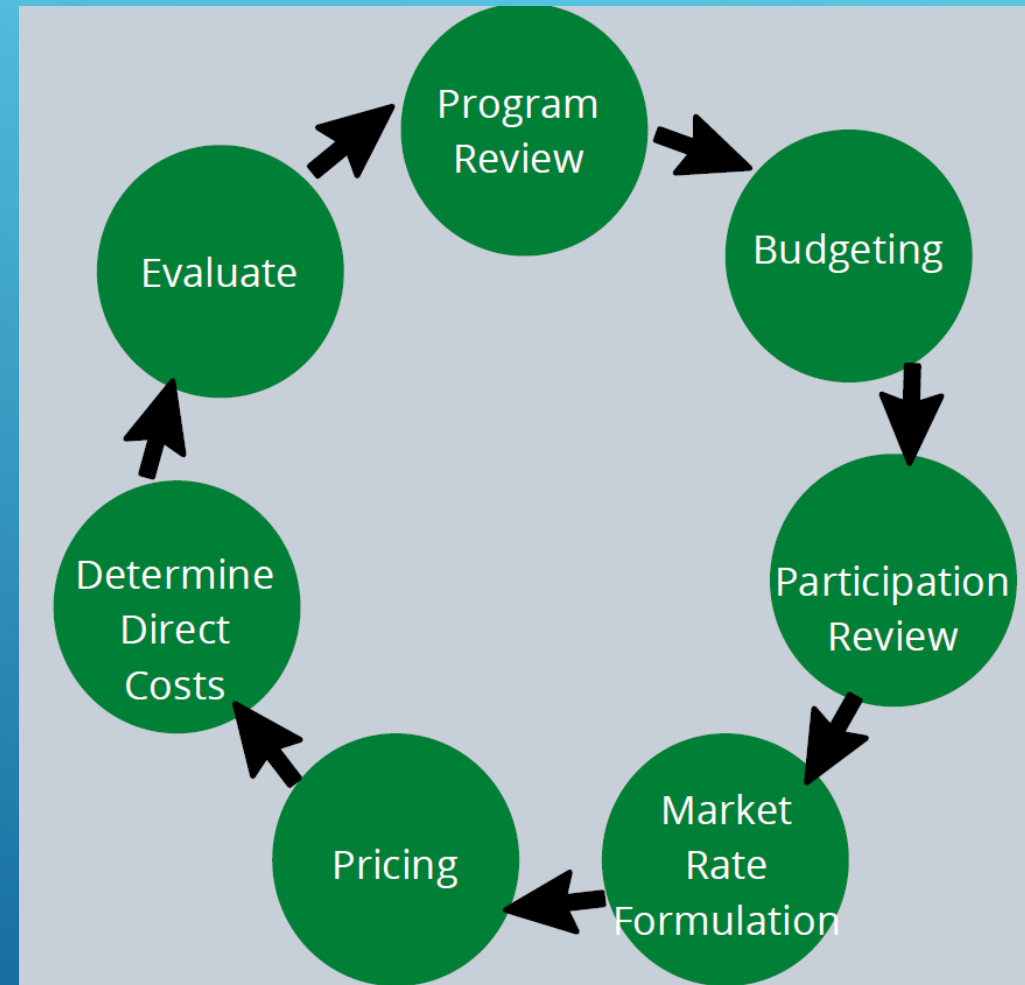
Utilizing the pricing recommendations in Section #1 determine the pricing for all department programs.

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



ANNUAL STAFF RETREAT

- ▶ Schedule an annual department retreat prior to budget preparation

AGENDA

- ▶ Review Agency Mission & Vision
- ▶ Review of the Year (Start, Stop, Continue)
- ▶ Program Cost Review
- ▶ Cost Recovery Percentage Changes
- ▶ Program Pricing Recommendations
- ▶ Potential Revenue Opportunities
- ▶ Potential Sponsorship Opportunities
- ▶ Budget Formulation



QUESTIONS??

