



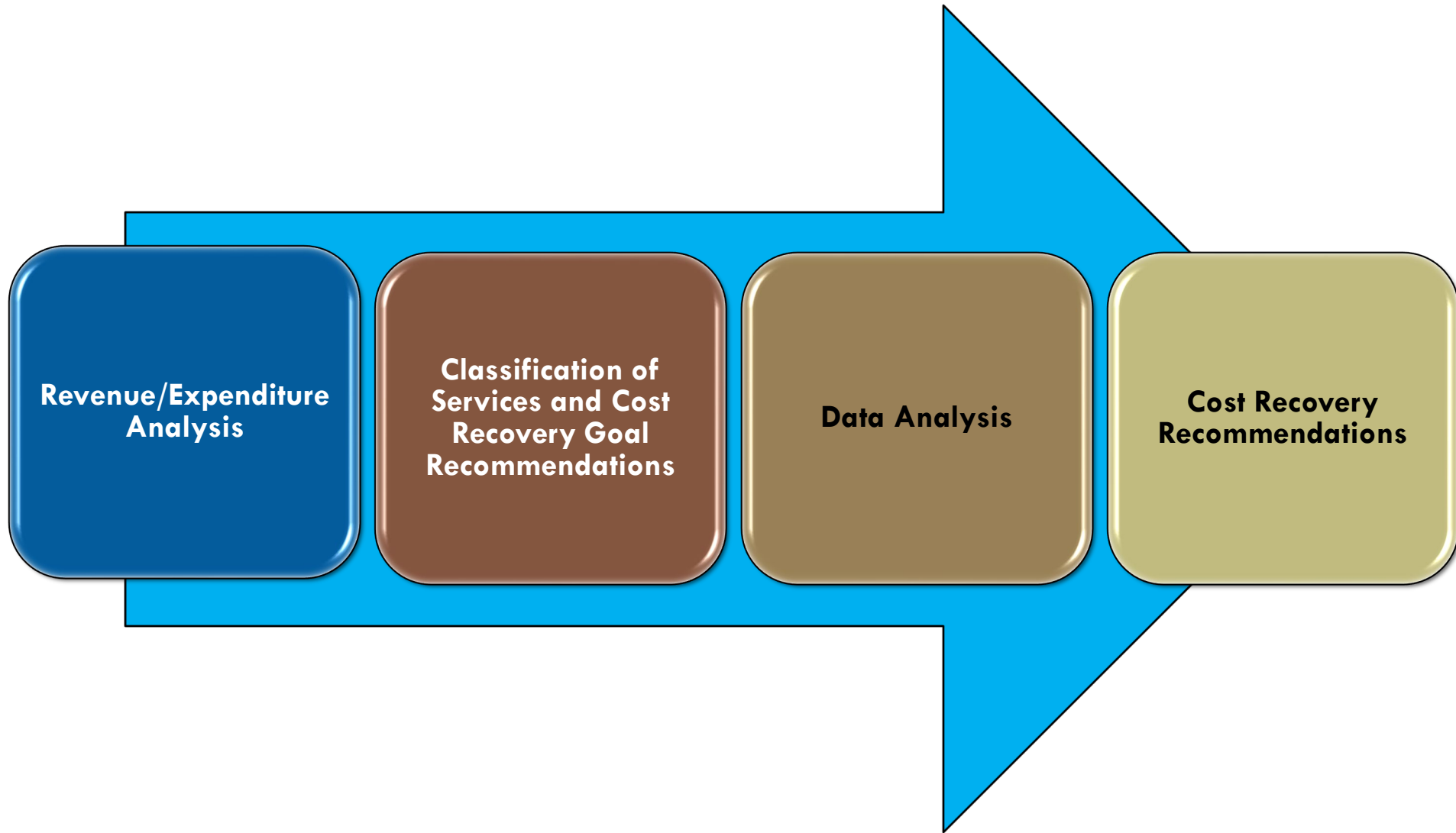
# Wylie Parks and Recreation Cost of Service Study

# Agenda

- **Methodology for Conducting the Cost of Service**
- **Core Programs/Services Evaluated**
- **Recreation Center Analysis**
- **Questions**



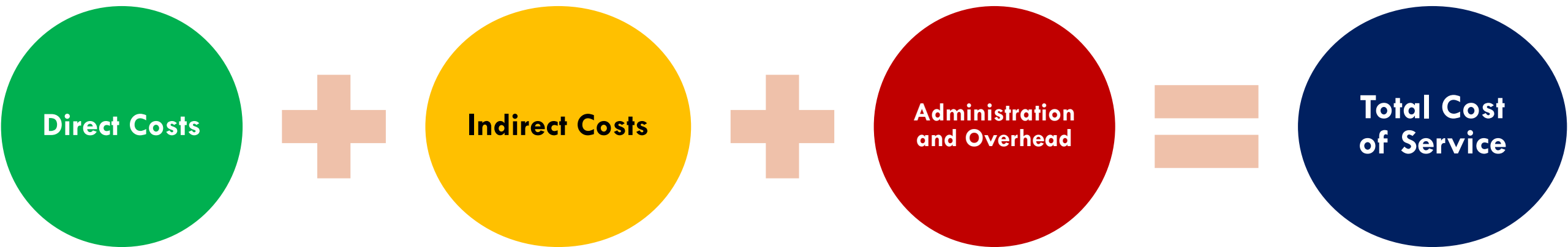
# Methodology



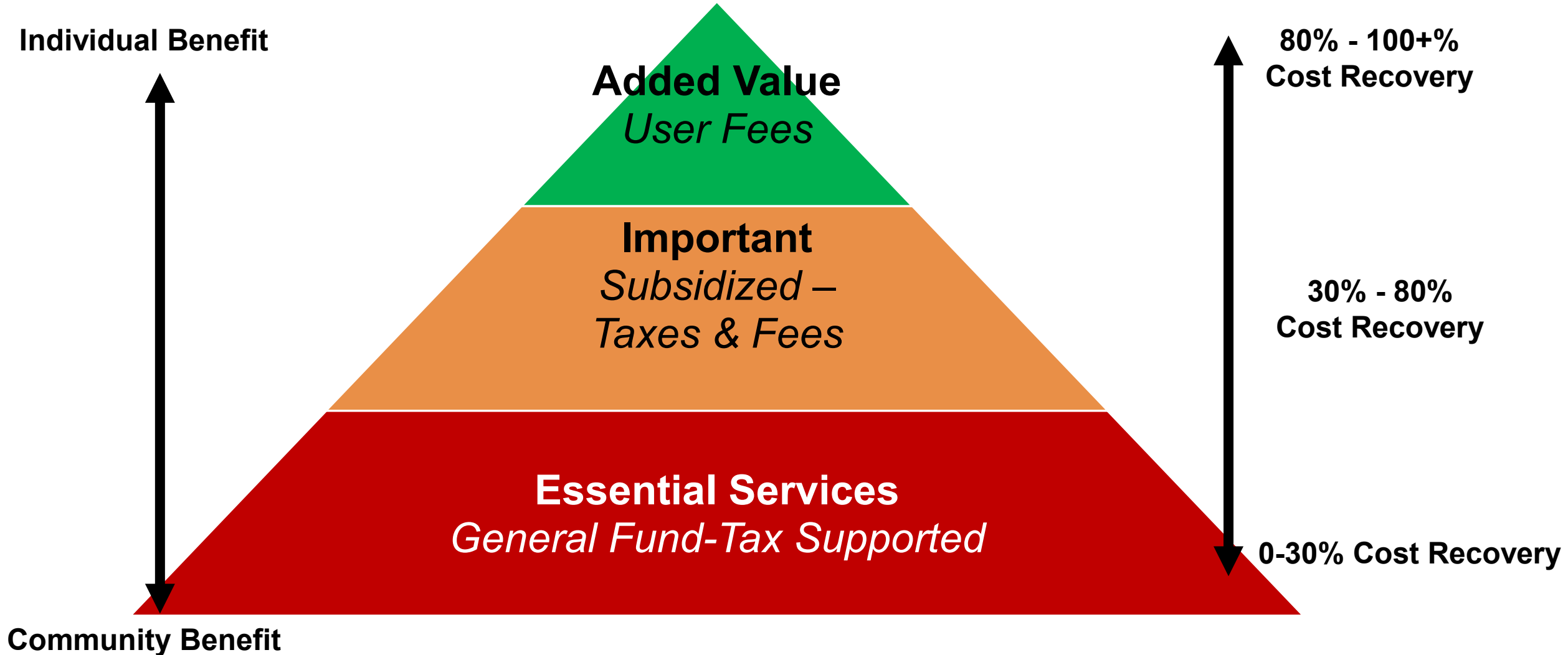
---

# Overview

# Total Cost of Service Concept



# Service Classification





# Cost Recovery Approach





Core Program/Service Areas Evaluated



# Core Program/Service Areas Evaluated

Core Program/Service
ATHLETIC FIELD RENTALS
BROWN HOUSE OPERATIONS
RECREATION CENTER OPERATIONS
SENIOR CENTER OPERATIONS
SHELTER RESERVATIONS
STONEHAVEN HOUSE OPERATIONS



# Recreation Center Analysis

# Recreation Center Amenities

- **Fitness Center**
- **Three-lane indoor track measuring 1/10th of a mile**
- **Locker rooms**
- **Climbing wall**
- **Gymnasium (basketball/volleyball gym)**
- **Meeting rooms**
- **Childcare room**
  
- **Please Note: A Swimming Pool is NOT offered at the facility**

# Recreation Center Historical Financial Performance

## DIRECT COSTS ONLY

FISCAL YEAR	Direct Cost Expenditures (ACTUAL)	Revenues (ACTUAL)	Cost Recovery Rate
FY11	\$1,020,777	\$532,182	52%
FY12	\$1,425,515	\$655,958	46%
FY13	\$1,183,502	\$643,054	54%
FY14	\$1,363,884	\$668,471	49%
FY15	\$1,340,775	\$710,029	53%
FY16	\$1,387,894	\$713,371	51%
FY17	\$1,513,278	\$758,996	50%
FY18	\$1,718,906	\$783,436	46%
FY19	\$1,778,349	\$870,619	49%
FY20	\$1,806,238	\$217,540	12%
FY21	\$1,658,595	\$615,830	37%

 **Covid-19**  
 **Covid-19**

**Average DIRECT Cost Recovery (including COVID years): 45%**



# Core Programs/Services

Core Program/Service
FEE BASED PROGRAMS/SERVICES
FACILITY RESERVATIONS
CHILD CARE
MEMBERSHIPS
DAY PASS
EMPLOYEE PASS
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS

# Current Full Cost of Service

Revenues	Current
FEE BASED PROGRAMS/SERVICES	\$217,185
FACILITY RESERVATIONS	\$17,277
CHILD CARE	\$3,390
MEMBERSHIPS	\$569,230
DAY PASS	\$22,838
EMPLOYEE PASS	\$0
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	\$0
<b>Total</b>	<b>\$829,919</b>
Expenditures	Current
FEE BASED PROGRAMS/SERVICES	\$527,472
FACILITY RESERVATIONS	\$65,180
CHILD CARE	\$79,108
MEMBERSHIPS	\$834,862
DAY PASS	\$195,754
EMPLOYEE PASS	\$9,788
<b>COMMUNITY SERVICES/REC CENTER IMPROVEMENTS</b>	<b>\$322,994</b>
<b>Total</b>	<b>\$2,035,158</b>
<b>Annual Net Gain/Loss</b>	<b>(\$1,205,239)</b>
<b>Total Cost Recovery</b>	<b>41%</b>
Total Number of Annual Visits	426,840
Tax Subsidy per Experience/Visit	(\$2.82)

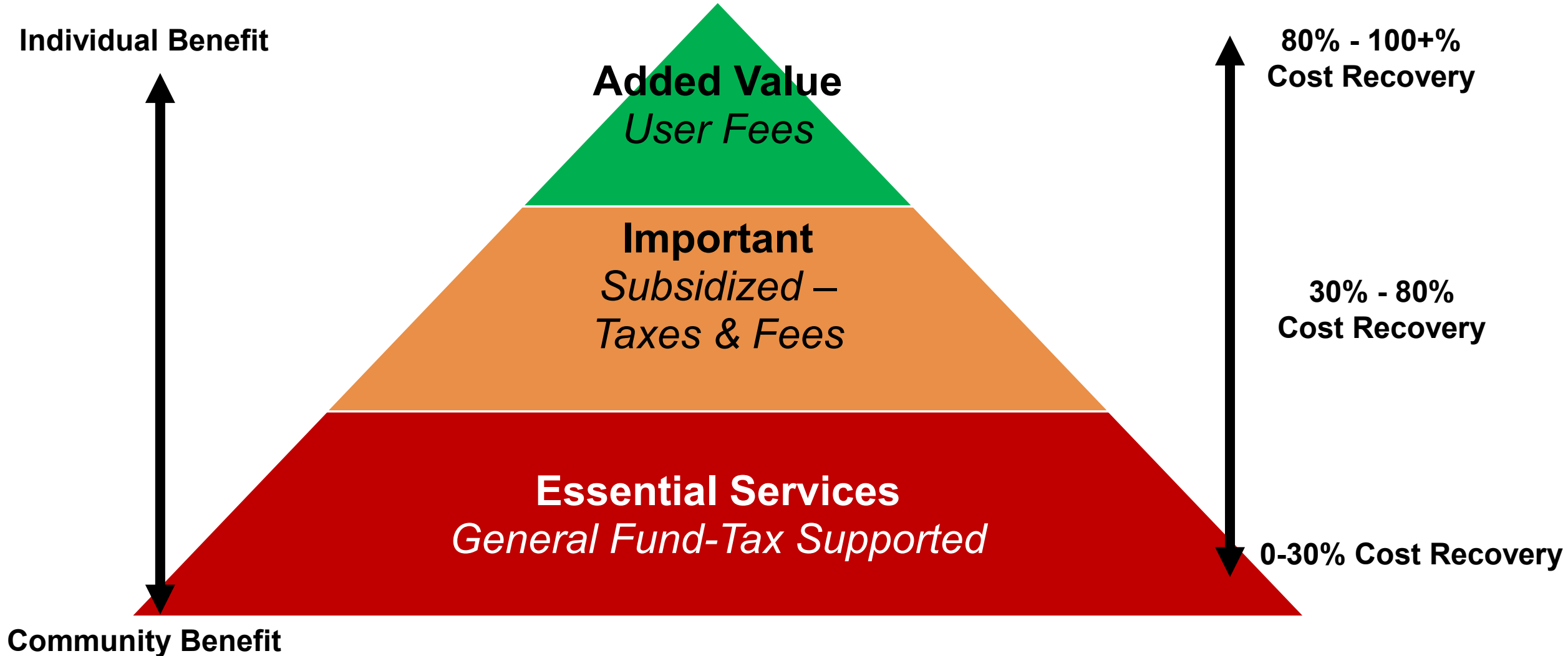


**Membership Revenue = 69% of all revenue generated by Rec Center**



**Free Community Services and Facility Improvements = 16% of Rec Center Annual Operating Budget**

# Service Classification Analysis





Recreation Center – Cost Recovery Option 1 – 66%



# Cost Recovery Goals by Program Area

Core Program Area	Current Cost Recovery	Goal - Year 1	Goal - Year 2	Goal - Year 3
FEE BASED PROGRAMS/SERVICES	41%	61%	61%	60%
FACILITY RESERVATIONS	27%	82%	82%	80%
CHILD CARE	4%	6%	6%	5%
MEMBERSHIPS	68%	82%	90%	95%
DAY PASS	12%	24%	26%	25%
EMPLOYEE PASS	0%	0%	0%	0%
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	0%	0%	0%	0%
<b>Total Cost Recovery</b>	<b>41%</b>	<b>55%</b>	<b>58%</b>	<b>66%</b>

# Membership Fee Example

Membership Type	Current Membership Fee	66% Cost Recovery Option Year Three Membership Fee
Resident 1 Month Auto Renew Adult	\$ 22	\$ 40
Resident 1 Month Auto Renew Family	\$ 40	\$ 55
Resident 1 Month Auto Renew Youth	\$ 10	\$ 30
Resident 1 Month Auto Renew Senior	\$ 10	\$ 30
Resident 1 Month Adult	\$ 22	\$ 40
Resident 1 Month Family	\$ 40	\$ 55
Resident 1 Month Youth	\$ 10	\$ 30
Resident 1 Month Senior	\$ 10	\$ 30
Resident 1 Year Adult	\$ 175	\$ 325
Resident 1 Year Family	\$ 325	\$ 450
Resident 1 Year Youth	\$ 105	\$ 250
Resident 1 Year Senior	\$ 105	\$ 250

# Three Year Financial Performance Summary

Revenues	Current	1st Year	2nd Year	3rd Year
FEE BASED PROGRAMS/SERVICES	\$217,185	\$328,863	\$338,729	\$348,891
FACILITY RESERVATIONS	\$17,277	\$55,220	\$56,877	\$58,583
CHILD CARE	\$3,390	\$5,192	\$5,347	\$5,508
MEMBERSHIPS	\$569,230	\$705,080	\$797,475	\$997,065
DAY PASS	\$22,838	\$49,337	\$54,418	\$64,580
EMPLOYEE PASS	\$0	\$0	\$0	\$0
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$829,919</b>	<b>\$1,143,692</b>	<b>\$1,252,846</b>	<b>\$1,474,627</b>
Expenditures	Current	1st Year	2nd Year	3rd Year
FEE BASED PROGRAMS/SERVICES	\$527,472	\$543,296	\$559,595	\$576,383
FACILITY RESERVATIONS	\$65,180	\$67,136	\$69,150	\$71,224
CHILD CARE	\$79,108	\$81,482	\$83,926	\$86,444
MEMBERSHIPS	\$834,862	\$859,908	\$885,705	\$912,276
DAY PASS	\$195,754	\$201,626	\$207,675	\$213,905
EMPLOYEE PASS	\$9,788	\$10,081	\$10,384	\$10,695
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	\$322,994	\$332,684	\$342,664	\$352,944
<b>Total</b>	<b>\$2,035,158</b>	<b>\$2,096,213</b>	<b>\$2,159,099</b>	<b>\$2,223,872</b>
<b>Annual Net Gain/Loss</b>	<b>(\$1,205,239)</b>	<b>(\$952,521)</b>	<b>(\$906,253)</b>	<b>(\$749,246)</b>
<b>Total Cost Recovery</b>	<b>41%</b>	<b>55%</b>	<b>58%</b>	<b>66%</b>
Total Number of Annual Visits	426,840	426,840	426,840	426,840
Tax Subsidy per Experience/Visit	(\$2.82)	(\$2.23)	(\$2.12)	(\$1.76)



Recreation Center – Cost Recovery Option 2 – 87%



# Cost Recovery Goals by Program Area

Core Program Area	Current Cost Recovery	Goal - Year 1	Goal - Year 2	Goal - Year 3
FEE BASED PROGRAMS/SERVICES	41%	61%	61%	61%
FACILITY RESERVATIONS	27%	100%	100%	100%
CHILD CARE	4%	6%	6%	6%
MEMBERSHIPS	68%	111%	143%	157%
DAY PASS	12%	24%	26%	30%
EMPLOYEE PASS	0%	0%	0%	0%
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	0%	0%	0%	0%
<b>Total Cost Recovery</b>	<b>41%</b>	<b>67%</b>	<b>80%</b>	<b>87%</b>

# Membership Fee Example

Membership Type	Current Membership Fee	87% Cost Recovery Option Year Three Membership Fee
Resident 1 Month Auto Renew Adult	\$ 22	\$ 50
Resident 1 Month Auto Renew Family	\$ 40	\$ 80
Resident 1 Month Auto Renew Youth	\$ 10	\$ 40
Resident 1 Month Auto Renew Senior	\$ 10	\$ 40
Resident 1 Month Adult	\$ 22	\$ 50
Resident 1 Month Family	\$ 40	\$ 80
Resident 1 Month Youth	\$ 10	\$ 40
Resident 1 Month Senior	\$ 10	\$ 40
Resident 1 Year Adult	\$ 175	\$ 425
Resident 1 Year Family	\$ 325	\$ 675
Resident 1 Year Youth	\$ 105	\$ 325
Resident 1 Year Senior	\$ 105	\$ 325

# Three Year Financial Performance Summary

Revenues	Current	1st Year	2nd Year	3rd Year
FEE BASED PROGRAMS/SERVICES	\$217,185	\$328,863	\$338,729	\$348,891
FACILITY RESERVATIONS	\$17,277	\$67,136	\$69,150	\$71,224
CHILD CARE	\$3,390	\$5,192	\$5,347	\$5,508
MEMBERSHIPS	\$569,230	\$957,195	\$1,262,625	\$1,435,775
DAY PASS	\$22,838	\$49,337	\$54,418	\$64,580
EMPLOYEE PASS	\$0	\$0	\$0	\$0
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$829,919</b>	<b>\$1,407,723</b>	<b>\$1,730,269</b>	<b>\$1,925,978</b>
Expenditures	Current	1st Year	2nd Year	3rd Year
FEE BASED PROGRAMS/SERVICES	\$527,472	\$543,296	\$559,595	\$576,383
FACILITY RESERVATIONS	\$65,180	\$67,136	\$69,150	\$71,224
CHILD CARE	\$79,108	\$81,482	\$83,926	\$86,444
MEMBERSHIPS	\$834,862	\$859,908	\$885,705	\$912,276
DAY PASS	\$195,754	\$201,626	\$207,675	\$213,905
EMPLOYEE PASS	\$9,788	\$10,081	\$10,384	\$10,695
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	\$322,994	\$332,684	\$342,664	\$352,944
<b>Total</b>	<b>\$2,035,158</b>	<b>\$2,096,213</b>	<b>\$2,159,099</b>	<b>\$2,223,872</b>
<b>Annual Net Gain/Loss</b>	<b>(\$1,205,239)</b>	<b>(\$688,490)</b>	<b>(\$428,830)</b>	<b>(\$297,894)</b>
<b>Total Cost Recovery</b>	<b>41%</b>	<b>67%</b>	<b>80%</b>	<b>87%</b>
Total Number of Annual Visits	426,840	426,840	426,840	426,840
Tax Subsidy per Experience/Visit	(\$2.82)	(\$1.61)	(\$1.00)	(\$0.70)



Recreation Center – Cost Recovery Option 3 – 100+%



# Cost Recovery Goals by Program Area

Core Program Area	Current Cost Recovery	Goal - Year 1	Goal - Year 2	Goal - Year 3
FEE BASED PROGRAMS/SERVICES	41%	61%	61%	61%
FACILITY RESERVATIONS	27%	100%	100%	100%
CHILD CARE	4%	6%	6%	6%
MEMBERSHIPS	68%	163%	185%	200%
DAY PASS	12%	24%	26%	30%
EMPLOYEE PASS	0%	0%	0%	0%
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	0%	0%	0%	0%
<b>Total Cost Recovery</b>	<b>41%</b>	<b>88%</b>	<b>98%</b>	<b>104%</b>

# Membership Fee Example

Membership Type	Current Membership Fee	100+% Cost Recovery Option Year Three Membership Fee
Resident 1 Month Auto Renew Adult	\$ 22	\$ 65
Resident 1 Month Auto Renew Family	\$ 40	\$ 90
Resident 1 Month Auto Renew Youth	\$ 10	\$ 55
Resident 1 Month Auto Renew Senior	\$ 10	\$ 55
Resident 1 Month Adult	\$ 22	\$ 65
Resident 1 Month Family	\$ 40	\$ 90
Resident 1 Month Youth	\$ 10	\$ 55
Resident 1 Month Senior	\$ 10	\$ 55
Resident 1 Year Adult	\$ 175	\$ 550
Resident 1 Year Family	\$ 325	\$ 750
Resident 1 Year Youth	\$ 105	\$ 450
Resident 1 Year Senior	\$ 105	\$ 450

# Three Year Financial Performance Summary

Revenues	Current	1st Year	2nd Year	3rd Year
FEE BASED PROGRAMS/SERVICES	\$217,185	\$328,863	\$338,729	\$348,891
FACILITY RESERVATIONS	\$17,277	\$67,136	\$69,150	\$71,224
CHILD CARE	\$3,390	\$5,192	\$5,347	\$5,508
MEMBERSHIPS	\$569,230	\$1,400,180	\$1,641,100	\$1,821,560
DAY PASS	\$22,838	\$49,337	\$54,418	\$64,580
EMPLOYEE PASS	\$0	\$0	\$0	\$0
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$829,919</b>	<b>\$1,850,708</b>	<b>\$2,108,744</b>	<b>\$2,311,763</b>
Expenditures	Current	1st Year	2nd Year	3rd Year
FEE BASED PROGRAMS/SERVICES	\$527,472	\$543,296	\$559,595	\$576,383
FACILITY RESERVATIONS	\$65,180	\$67,136	\$69,150	\$71,224
CHILD CARE	\$79,108	\$81,482	\$83,926	\$86,444
MEMBERSHIPS	\$834,862	\$859,908	\$885,705	\$912,276
DAY PASS	\$195,754	\$201,626	\$207,675	\$213,905
EMPLOYEE PASS	\$9,788	\$10,081	\$10,384	\$10,695
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	\$322,994	\$332,684	\$342,664	\$352,944
<b>Total</b>	<b>\$2,035,158</b>	<b>\$2,096,213</b>	<b>\$2,159,099</b>	<b>\$2,223,872</b>
<b>Annual Net Gain/Loss</b>	<b>(\$1,205,239)</b>	<b>(\$245,505)</b>	<b>(\$50,355)</b>	<b>\$87,891</b>
<b>Total Cost Recovery</b>	<b>41%</b>	<b>88%</b>	<b>98%</b>	<b>104%</b>
Total Number of Annual Visits	426,840	426,840	426,840	426,840
Tax Subsidy per Experience/Visit	(\$2.82)	(\$0.58)	(\$0.12)	\$0.21

# Overall Membership Fee Changes

## Summary of Three Options

Membership Type	Current Membership Fee	66% Cost Recovery Option Year Three Membership Fee	87% Cost Recovery Option Year Three Membership Fee	100+% Cost Recovery Option Year Three Membership Fee
Resident 1 Month Auto Renew Adult	\$ 22	\$ 40	\$ 50	\$ 65
Resident 1 Month Auto Renew Family	\$ 40	\$ 55	\$ 80	\$ 90
Resident 1 Month Auto Renew Youth	\$ 10	\$ 30	\$ 40	\$ 55
Resident 1 Month Auto Renew Senior	\$ 10	\$ 30	\$ 40	\$ 55
Resident 1 Month Adult	\$ 22	\$ 40	\$ 50	\$ 65
Resident 1 Month Family	\$ 40	\$ 55	\$ 80	\$ 90
Resident 1 Month Youth	\$ 10	\$ 30	\$ 40	\$ 55
Resident 1 Month Senior	\$ 10	\$ 30	\$ 40	\$ 55
Resident 1 Year Adult	\$ 175	\$ 325	\$ 425	\$ 550
Resident 1 Year Family	\$ 325	\$ 450	\$ 675	\$ 750
Resident 1 Year Youth	\$ 105	\$ 250	\$ 325	\$ 450
Resident 1 Year Senior	\$ 105	\$ 250	\$ 325	\$ 450

# Overall Financial Performance

## Summary of Three Options

Revenues	Current	66% Cost Recovery	87% Cost Recovery	100+% Cost Recovery
FEE BASED PROGRAMS/SERVICES	\$217,185	\$348,891	\$348,891	\$348,891
FACILITY RESERVATIONS	\$17,277	\$58,583	\$71,224	\$71,224
CHILD CARE	\$3,390	\$5,508	\$5,508	\$5,508
MEMBERSHIPS	\$569,230	\$997,065	\$1,435,775	\$1,821,560
DAY PASS	\$22,838	\$64,580	\$64,580	\$64,580
EMPLOYEE PASS	\$0	\$0	\$0	\$0
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$829,919</b>	<b>\$1,474,627</b>	<b>\$1,925,978</b>	<b>\$2,311,763</b>
Expenditures	Current	66% Cost Recovery	87% Cost Recovery	100+% Cost Recovery
FEE BASED PROGRAMS/SERVICES	\$527,472	\$576,383	\$576,383	\$576,383
FACILITY RESERVATIONS	\$65,180	\$71,224	\$71,224	\$71,224
CHILD CARE	\$79,108	\$86,444	\$86,444	\$86,444
MEMBERSHIPS	\$834,862	\$912,276	\$912,276	\$912,276
DAY PASS	\$195,754	\$213,905	\$213,905	\$213,905
EMPLOYEE PASS	\$9,788	\$10,695	\$10,695	\$10,695
COMMUNITY SERVICES/REC CENTER IMPROVEMENTS	\$322,994	\$352,944	\$352,944	\$352,944
<b>Total</b>	<b>\$2,035,158</b>	<b>\$2,223,872</b>	<b>\$2,223,872</b>	<b>\$2,223,872</b>
<b>Annual Net Gain/Loss</b>	<b>(\$1,205,239)</b>	<b>(\$749,246)</b>	<b>(\$297,894)</b>	<b>\$87,891</b>
<b>Total Cost Recovery</b>	<b>41%</b>	<b>66%</b>	<b>87%</b>	<b>104%</b>
Total Number of Annual Visits	426,840	426,840	426,840	426,840
Tax Subsidy per Experience/Visit	(\$2.82)	(\$1.76)	(\$0.70)	\$0.21

**QUESTIONS?**