



**Indoor Recreation Facility Assessment Update  
Recreation Master Plan & Comprehensive Plan**  
Park and Recreation Board Briefing  
April 16, 2015

# Agenda

- Process
- Facility Evaluation Methodology
- Recreation Center Financial Analysis
- Strengths, Deficiencies, Opportunities, and Constraints
- Preliminary Recommendations

# Process

## Project Launch

Data Collection and Review

Strategic Planning Work Session

Public Meetings – Round 1

## Analysis

Citizen Survey

Staff Survey

Demographic / Trends Analysis

Recreation Analysis

Facility Analysis

Management / Operations Analysis

Financial Mgmt Analysis

## Synthesis

Needs Assessment

Strategic Planning Retreat

Public Meetings – Round 2

## Plan Development

Preliminary Draft Action Plan

Funding Options and Strategies

Draft Parks Strategic Plan

Draft Plan Review

Final Parks Strategic Plan

# Methodology

- Two-pronged approach to recreation center assessments
  - Financial Analysis (all centers open majority of past 3 FYs)
  - On-site Facility Assessment (25 centers)
- Findings from both used for recommendations



# Financial Analysis

- Revenue and expenditures (three year average)
- Centers closed more than 50% of a fiscal year excluded from analysis
- Included:
  - Cost Recovery Levels
  - Revenue per Square Foot
  - Operational Cost per Square Foot
  - Revenue per Operating Hour



# Total Revenue Cost Recovery

Arcadia	21.6%	J. J. Craft	14.6%	Martin Weiss	25.7%
Arlington	10.5%	Janie C. Turner	14.2%	Nash-Davis	23.0%
Bachman	23.9%	John C. Phelps	10.4%	Park In The Woods	33.7%
Campbell Green	71.1%	K.B. Polk	13.7%	Reverchon	48.4%
Eloise Lundy	16.9%	Kiest	42.1%	Ridgewood	153.3%
Exall	51.1%	Kleberg-Rylie	27.6%	Singing Hills	23.0%
Exline	9.6%	Lake Highlands North	64.7%	Thurgood Marshall	19.4%
Fireside	26.1%	Larry Johnson	12.3%	Timberglen	25.2%
Fretz	43.6%	Marcus (incl. Annex)	25.6%	Tommie Allen	14.6%
Grauwlyer	32.1%	Martin L. King Jr	14.2%	Umphress	23.2%
				Walnut Hill	71.8%

# Total Revenue per Sq. Ft.

Arcadia	\$7.94	J. J. Craft	1.19	Martin Weiss	4.60
Arlington	1.08	Janie C. Turner	2.02	Nash-Davis	4.48
Bachman	2.23	John C. Phelps	1.34	Park In The Woods	4.92
Campbell Green	13.10	K.B. Polk	1.97	Reverchon	8.19
Eloise Lundy	2.28	Kiest	6.37	Ridgewood	19.29
Exall	9.91	Kleberg-Rylie	4.18	Singing Hills	3.74
Exline	1.52	Lake Highlands North	6.54	Thurgood Marshall	2.35
Fireside	3.86	Larry Johnson	1.61	Timberglen	3.81
Fretz	7.97	Marcus (incl. Annex)	4.74	Tommie Allen	1.91
Grauwylers	5.02	Martin L. King Jr	1.24	Umphress	6.43
				Walnut Hill	5.69

# Operational Cost per Sq. Ft.

Arcadia	\$36.71	J. J. Craft	8.18	Martin Weiss	17.93
Arlington	10.31	Janie C. Turner	14.20	Nash-Davis	19.50
Bachman	9.35	John C. Phelps	12.92	Park In The Woods	14.62
Campbell Green	18.42	K.B. Polk	14.41	Reverchon	16.92
Eloise Lundy	13.50	Kiest	15.13	Ridgewood	12.58
Exall	19.38	Kleberg-Rylie	15.15	Singing Hills	16.23
Exline	15.91	Lake Highlands North	10.11	Thurgood Marshall	12.10
Fireside	14.81	Larry Johnson	13.09	Timberglen	15.14
Fretz	18.30	Marcus (incl. Annex)	18.53	Tommie Allen	13.05
Grauwyler	15.64	Martin L. King Jr	8.76	Umphress	27.78
				Walnut Hill	7.92



# Total Revenue per Hour

Arcadia	\$17.88	J. J. Craft	11.95	Martin Weiss	14.98
Arlington	6.94	Janie C. Turner	13.07	Nash-Davis	20.25
Bachman	29.67	John C. Phelps	6.80	Park In The Woods	24.78
Campbell Green	61.12	K.B. Polk	10.81	Reverchon	41.37
Eloise Lundy	12.01	Kiest	44.91	Ridgewood	197.73
Exall	25.24	Kleberg-Rylie	23.48	Singing Hills	18.06
Exline	8.49	Lake Highlands North	47.42	Thurgood Marshall	16.31
Fireside	20.35	Larry Johnson	7.90	Timberglen	20.02
Fretz	41.29	Marcus (incl. Annex)	29.08	Tommie Allen	9.72
Grauwyler	27.96	Martin L. King Jr	11.81	Umphress	14.47
				Walnut Hill	65.40

# Operational Cost per Hour

Arcadia	\$82.63	J. J. Craft	82.12	Martin Weiss	58.36
Arlington	66.41	Janie C. Turner	91.73	Nash-Davis	88.11
Bachman	124.22	John C. Phelps	65.52	Park In The Woods	73.58
Campbell Green	85.95	K.B. Polk	78.94	Reverchon	85.48
Eloise Lundy	71.04	Kiest	106.57	Ridgewood	128.98
Exall	49.39	Kleberg-Rylie	85.10	Singing Hills	78.39
Exline	88.74	Lake Highlands North	73.24	Thurgood Marshall	84.06
Fireside	78.06	Larry Johnson	64.06	Timberglen	79.60
Fretz	94.80	Marcus (incl. Annex)	113.78	Tommie Allen	66.39
Grauwylers	87.20	Martin L. King Jr	83.19	Umphress	62.52
				Walnut Hill	91.04

# On-site Assessments

- Twenty-five recreation centers assessed by planning team.
  - Arcadia
  - Bachman
  - Beckley Saner
  - Churchill
  - Eloise Lundy
  - Exall
  - Fireside
  - Harry Stone
  - Janie C. Turner
  - Jaycee-Zaragoza
  - J.J. Craft
  - K.B. Polk
  - Kidd Springs
  - Kiest
  - Kleberg-Rylie
  - Larry Johnson
  - Marcus
  - Martin Luther King Jr.
  - Nash-Davis
  - Park In The Woods
  - Reverchon
  - Timberglen
  - Tommie Allen
  - Umphress
  - Walnut Hill

- Evaluation included:
  - Facility Design / Usage
  - Facility Condition
  - Signage
  - Operational Issues
  - Maintenance Issues
  - Customer Service / Satisfaction
  - Staffing Levels
  - Staff / Manager Input

**Kiest**

**General Description**

Address: 2200 West Kiest Blvd. Dallas, TX 75224  
 Date: 9/10/14 Council District:  
 Sq Ft: 20,150 Hours/Week: 55  
 Built: 1976 Remodeled: 1998



**Signage (check all that apply)**

<input checked="" type="checkbox"/>	Highway/roadway site identification	<input checked="" type="checkbox"/>	Usage regulations and restrictions
<input checked="" type="checkbox"/>	Marked entrance	<input type="checkbox"/>	Interpretive
<input checked="" type="checkbox"/>	Safety	<input type="checkbox"/>	Other:
Comments/Notes:			

**Usage**

		USAGE LEVEL	
Peak Hours: 4-5, post work and seniors in the morning	<input checked="" type="checkbox"/>	Heavy	
Comments/Notes:	<input type="checkbox"/>	Moderate	
	<input type="checkbox"/>	Light	
	<input type="checkbox"/>	Rare	

**Programming**

Program Types		Program Details
<input type="checkbox"/> Aquatics	<input checked="" type="checkbox"/> Health / Fitness	Core Programs: Youth, Seniors Zumba, Camps Target Ages: Seniors and Youth Participation Levels: Comments/Notes:
<input checked="" type="checkbox"/> After School	<input checked="" type="checkbox"/> Senior Services	
<input checked="" type="checkbox"/> Camps	<input type="checkbox"/> Special Interest	
<input checked="" type="checkbox"/> Events	<input type="checkbox"/> Sports – Adult	
<input checked="" type="checkbox"/> Family Recreation	<input checked="" type="checkbox"/> Sports – Youth	
<input type="checkbox"/> Fine Arts	<input type="checkbox"/> Therapeutic Recreation	

**Site Amenities**

QTY	AMENITY	CONDITION	COMMENTS/NOTES
	Fitness / Dance Studios	Fair	
	Weight Room	Good	
	Gymnasium	Fair	Tile cracked, trash on floor
	Multi-purpose Room	Fair	
	Racquetball courts	Fair	

# SDOC

*Primarily Internal*

*Primarily External*



*Positive*



Strengths

Opportunities

*Negative*

Deficiencies

Constraints

# Strengths



- Strong culture of customer service.
- Advanced level of competency in top-performing managers.
- Long-term retention and low turnover rate of employees.
- Good use of strategic reassignment of recreation center managers.
- Amount of on the job training.

# Deficiencies



- Lack of coordination and collaboration between facilities
- Competition among facilities
- Many managers need tools and resources to better understand their budgets
- Data not fully utilized to drive operational decision-making (e.g., RecTrac, cost of service, market research, comparables)
- Staffing levels, hours of operation, and budgets are heavily standardized
- Programming trends often not tailored to service area
- Lack of consistent marketing materials

# Opportunities



- Break down barriers created by silo effect
- Coordinated approach between adjacent/nearby centers
- Increased partnerships and sponsorships to alleviate costs.
- Utilization of market research tools to inform operational and programmatic decisions



# Constraints



- Competition from schools, churches, nonprofits, businesses with similar offerings
- Physical condition of some centers
- Perception of recreation centers as “spend” centers with few business management principles
- Some centers in neighborhoods where people feel unsafe

# Preliminary Recommendations



- Physical/capital improvements:
  - Increase storage space
  - Enhance security features
  - Updates to make centers source of pride
- Use market research to tailor programming for service area
- Develop mini marketing plans for each service area
- Create comprehensive program guide

# Preliminary Recommendations



- Develop mini business plans for each center / service area
- Promote mentality that “everyone is on the same team”
- Empower/encourage center managers to stay informed on budgets, cost recovery, and cost of service
- Enhance use of RecTrac and other databases to drive decision making

# Preliminary Recommendations



- Assign center managers more control and responsibility for operations within their facilities / service area
- Track the following in a consistent way, and report on them annually:
  - Program and General Fund Revenue
  - Direct and Indirect Expenses
  - Cost Recovery
  - Cost per Experience
  - Customer Retention
  - Market Share

# Next Steps

- Briefing on Outdoor Facilities (Golf, Tennis, Sports) and Level of Service Standards (May 7)
- Recreation Program Assessment
  - Core Program Analysis
  - Similar Provider Review
  - Benchmarking of Sports and Facility Fees
- Business Plans for each Recreation Center / Service Area
  - Market Profile
  - Marketing Recommendations and Best Practices
  - Fees & Charges Recommendations
  - Cost of Service Methodology

