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Park & Recreation

Recreation Program Assessment Update
Park and Recreation Board Briefing
May 21, 2015

Purpose

- Reviews recreation program management to identify areas of strength and opportunities for improvement.
- Identifies existing and potential core program areas.
- Identifies program gaps and key system-wide issues.



Methodology

- Uses system-level approach.
- Based upon review of information provided by staff:
 - program descriptions,
 - website content and informational materials,
 - community survey results, and
 - discussions with staff.
- Methods are based upon Core Program Area analysis.



Core Program Area Characteristics

- Provided for a long period of time (5+ years).
- Expected by the community.
- Consumes a large portion (over 5%) of the recreation budget.
- Offered 3-4 seasons per year.
- Wide demographic appeal.
- Tiered skill development.
- Full-time staff responsible.
- Facilities designed specifically to support it.
- High market share (20% or more).
- High level of customer interface.
- High partnering capability or potential.

DPR Core Program Areas

- **After School** – Offers academic enrichment, physical fitness, nutritional and life skills for children ages 6-12 years after the school day ends
- **Sports** – Includes youth and adult sport camps, lessons, teams, and leagues including competition levels from beginner to competitive
- **Camps** – Summer, CDBG, & seasonal camps for youth and teens that provide a structured, safe environment for learning and having fun
- **Aquatics** – Includes youth and adult lessons and teams for swimming, fitness, and water sports to promote water safety and swimming as a lifelong recreational pursuit

DPR Core Program Areas

- **Health & Fitness** – Includes adult group exercise, wellness, and Zumba classes to help achieve fitness and lifestyle goals
- **Fine Arts** – Includes performing and visual arts classes and groups to provide personal and social benefit for all interests and abilities
- **Events** – Community events coinciding with local or national holidays or community interests
- **Special Interest** – Education, games, and hobbies of special interest to the community
- **Therapeutic Recreation** – Adapted recreation and education programs

Community Survey Highlights

- More than 50% of respondents have participated in a City of Dallas recreation program within the past 12 months, with all age groups participating.
- 71% of respondents rated parks and recreational opportunities in the City of Dallas as excellent or good.
- Primary reasons that respondents do not use City of Dallas parks and recreation facilities/programs include:
 - no time or interest,
 - no park/facilities nearby,
 - and lack of adequate security/oversight.

Community Survey Highlights

Program	% Definitely Needed "4"	Mean Score*	Importance Rank**
Senior programs	38.4	3.27	1
Before and after school programs	38.5	3.27	2
Adult fitness and wellness programs	31.6	3.11	3
Youth swim programs	34.1	3.22	4
Youth summer programs	39.0	3.31	5
Walking/biking programs	36.5	3.15	6
Nature/environmental programs	30.5	3.04	7
Special events/festivals	28.3	2.99	8
Youth fitness and wellness programs	36.0	3.23	9
Family programs	30.9	3.12	10
Pre-school programs	31.4	3.10	11
Adult continuing education programs	31.0	3.05	12
Programs for people with disabilities	34.0	3.18	13

*Mean Score – weighted average of 1 through 4 scores. Excludes no opinion/no answer responses

**Importance Rank – Sum of first, second and third most important ranked programs

Age Segment Analysis

- Each age group is being served as a primary market in at least one program area.
- Currently, more focus is on Elementary and Teenage market segments.
- And less focus is on Preschool, Adult, and Senior segments.
 - Survey results indicate that these are among the most needed.



Program Life Cycle Analysis

Stage	Description	Program Age*	Actual Distribution		Recommended Distribution
Introduction	New program; modest participation	0-1 years	27%	70%	50-60%
Take-Off	Rapid participation growth	1-3 years	3%		
Growth	Moderate, but consistent population growth	3-5 years	40%		
Mature	Slow participation growth	5-8 years	20%	20%	40%
Saturation	Minimal to no participation growth; extreme competition	8-10 years	4%	10%	0-10%
Decline	Declining participation	10+ years	6%		

**Program ages are approximate; every program has a unique lifespan.*

- Introduction, Take-Off, & Growth total 70%; over-reliance on what's trendy
- Mature totals 20% (PROS recommends 40%); need ↑ Mature for stability
- Saturation & Decline total 10%; on top end of recommendation
- Complete a lifecycle review on an annual basis

Pricing and Cost Recovery Analysis

- Cost recovery is currently tracked by recreation facility and for *some* programs areas, but not all.
- Cost recovery goals should be established for all programs.
- Recommended steps for DPR for cost recovery and pricing:
 1. Classify all programs and services based on the public or private benefit they provide.
 2. Conduct a Cost of Service Analysis to calculate the full cost of each program.
 3. Establish a cost recovery percentage, through Department policy, for each program type based on the previous two steps, then adjust prices accordingly.

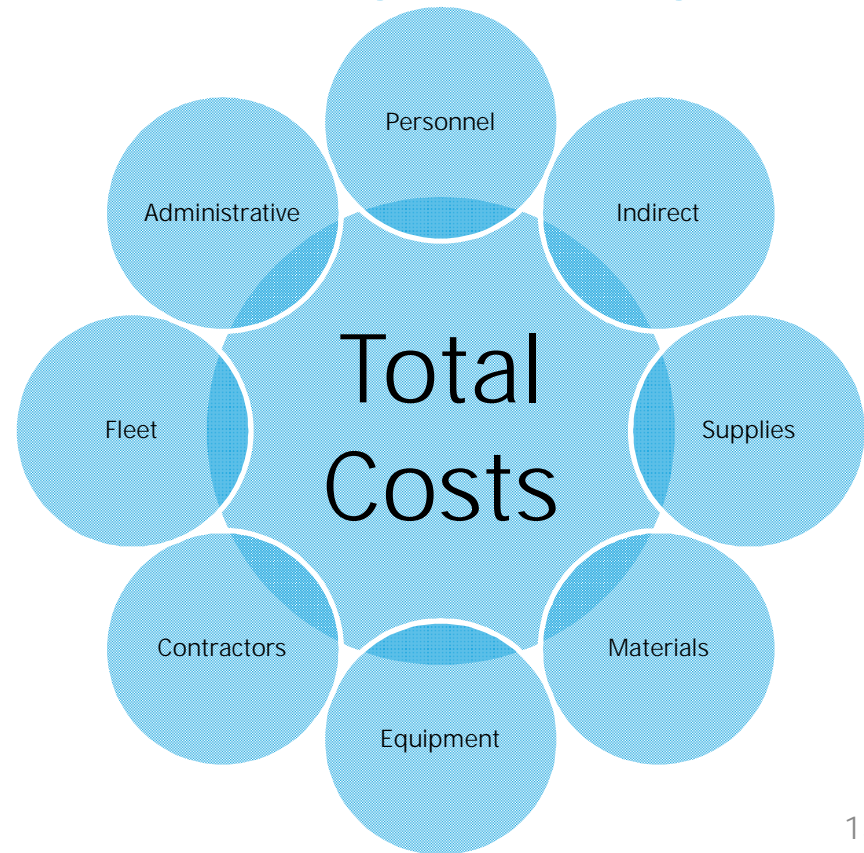
Pricing and Cost Recovery Analysis

1. Classify all programs and services based on the public or private benefit they provide.

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest & Legal Mandate	High public expectation and critical service	High public expectation	High individual and interest group expectation
Benefits	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Market Competition	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Access	Open access by all	Open access, or limited access to specific users	Limited access to specific users

Pricing and Cost Recovery Analysis

2. Conduct a Cost of Service Analysis to calculate the full cost of each program.



Pricing and Cost Recovery Analysis

- Establish a cost recovery percentage for each program type based on the previous two steps, then adjust prices accordingly.

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Who Pays	All/mostly taxpayers	Both taxpayers and users	All/mostly users
Cost Recovery (typ.)	0-25%	25-75%	75% and up

Pricing and Cost Recovery Analysis

Pricing Strategies (✓ = Currently used) (R = Recommended)	Age Segment	Family / HH Status	Residency	Weekday / Weekend	(Non) Prime Time	Group Discounts	Location	Market Rate	Cost Recovery Goals	Ability to Pay
After School		✓	R				✓	R	✓	R
Sports	✓	✓	R				✓	R	R	R
Camps		✓	R				✓	R	✓	✓
Aquatics	✓		R					R	R	R
Health & Fitness			R				✓	R	R	R
Fine Arts	✓		R				✓	R	R	R
Events						R	✓	R	R	R
Special Interest			R	R	R	R	✓	R	R	R
Therapeutic Recreation							✓	R	R	R

Pricing and Cost Recovery Analysis

- Pricing strategies
 - Evidence of use among all core program areas
 - Location strategy most frequently used for each area
- Cost recovery should be more prominent factor in price setting
 - Use Cost of Service Analysis for each program area
 - Then adjust according to market factors and policy goals



Pricing and Cost Recovery Analysis

- Cost recovery tracked for some program areas, but not all
- Cost recovery goals not always widely known by staff
- Methodologies for calculating cost recovery may be inconsistent
- Should also be tracked by core program areas
- Track and demonstrate pricing and cost recovery results.
- Demonstrate use of revenues from pricing to offer and position new facilities or programs.



Performance Management Standards

- Program management standards are developed to support multiple aspects of recreation services.
 - Participant experience
 - Operations
 - Cost Recovery
 - Marketing & communication
 - Staff performance

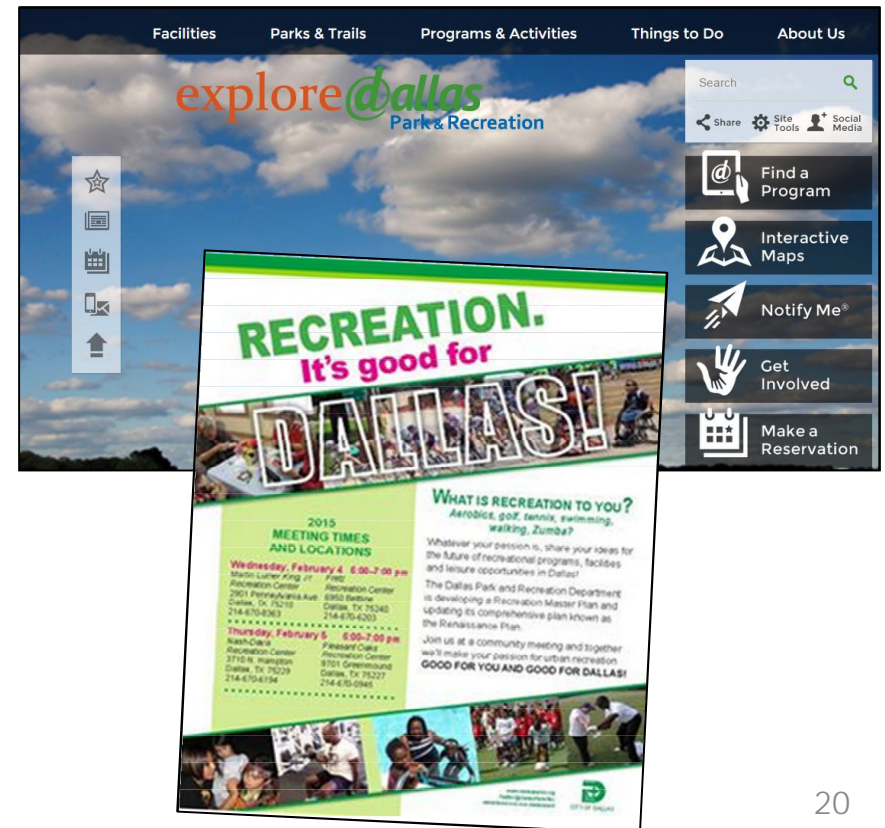


Performance Management Standards

- Measures currently used:
 - Total participants
 - Customer satisfaction level
 - Program/facility availability by geography
 - Identifying comparable providers (in progress)
 - Staff performance evaluation metrics
- Recommended additional measures:
 - Participant to staff ratios (only used in youth programs)
 - Customer retention rate
 - Program cancelation rate
 - Cost per resident, household, or participant
 - Participation by household or school

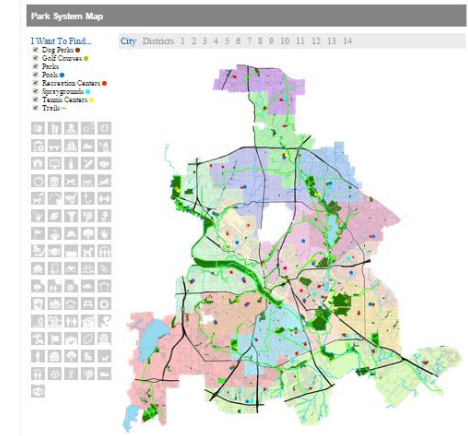
Marketing

- Included review of:
 - Website
 - Flyers
 - News releases
 - Social media
 - Other communication items
 - Information from staff



Marketing

- Recent improvements in availability of information on recreation programs and facilities.
- Lack of comprehensive strategic approach.
- Strong and growing brand, but...
- ...materials fragment the brand due to lack of coordination.



Social Networking

We want to be your friend! Like us, follow us, share us!


Facebook

Twitter

- ◊ [Park and Recreation](#)
- ◊ [Dallas Aquatics](#)
- ◊ [Bahama Beach Waterpark](#)
- ◊ [Fair Park](#)



Marketing

- Marketing plan strongly recommended.
- Comprehensive program/activity guide needed.
- Decentralization of marketing responsibilities OK (and preferred) for center- or neighborhood-level programs.
- Staff training on marketing, communication, and material production needed.

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Sun Qi Fitness IS HERE AND OFFERING CLASSES
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 LOCATIONS AROUND DFW METROPLEX AT CONVENIENT TIMES
 For Class Schedules: John @ 214-274-7337 or Min Min @ 214-418-4236

Overview: Qi Gong, Tai Chi and Kung Fu are ancient practices. Qi Gong is an energy cultivation art. Tai Chi (soft martial arts) and Kung Fu (skilled martial arts) are art forms consisting of hand and foot movements that are used for self defense and many fitness benefits. Tai Chi is that can be practiced by anyone age for the challenge. Qi is life energy. Gong is how we practice years it has become popular to combine Qi Gong with both Tai Chi and Kung Fu for many added benefits. Results show that combining these arts can enhance fitness in the mind and the body, restore youthful energy, and boost the immune system. Millions around the world are practicing Qi Gong, Tai Chi and Kung Fu. Join one of our classes for the combined benefits. Our classes can be found in Dallas, Richardson, Garland and Bedford. No contracts to sign. Join at any time. Beginners welcome.

www.sunqifitness.com

You can also find us on Google Plus for Businesses by searching for Sun Qi Fitness
 It is our mission to offer a bright fitness solution for your busy lifestyle!

February (2015)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 No Events Found	2 Senior Dance (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	3 ASAP - CH (8:00 A-12:00 P) ASAP - CH (8:00 A-12:00 P) Senior Taiji Games (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) Senior Walking Club	4 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	5 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	6 Senior Walking Club (8:15 A-9:00 A) Taijitsu for Senior (10:00 A-11:00 A) Cool Club (10:00 A-12:00 P) Senior Walking Club (8:00 A-12:00 P) Table Tennis	7 Hill Springs Fishing Club (12:00 P) Amazon PC (8:00 A-8:00 A) Soccer (8:30 A-9:30 P)
8 No Events Found	9 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	10 ASAP - CH (8:00 A-12:00 P) ASAP - CH (8:00 A-12:00 P) Senior Taiji Games (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) Senior Walking Club	11 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	12 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	13 Senior Walking Club (8:15 A-9:00 A) Taijitsu for Senior (10:00 A-11:00 A) Cool Club (10:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) Adult Day Program (10:00 A-12:00 P) Senior Walking Club (8:00 A-12:00 P)	14 Amazon PC (8:00 A-8:00 A) Whole Body Youth (8:30 A-9:30 P) King of the Court (8:00 A-12:00 P) Senior Walking Club (8:00 A-12:00 P) Aerobic - 88
15 No Events Found	16 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	17 ASAP - CH (8:00 A-12:00 P) ASAP - CH (8:00 A-12:00 P) Senior Taiji Games (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) Senior Walking Club	18 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	19 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	20 Senior Walking Club (8:15 A-9:00 A) Spring Camp (8:00 A-5:00 P) Spring Camp (8:00 A-5:00 P) Senior Walking Club (8:15 A-9:00 A) Taijitsu for Senior	21 Amazon PC (8:00 A-8:00 A) Whole Body Youth (8:30 A-9:30 P) King of the Court (8:00 A-12:00 P) Senior Walking Club (8:00 A-12:00 P) Senior Personal Training (8:00 A-8:00 P)
22 No Events Found	23 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	24 ASAP - CH (8:00 A-12:00 P) ASAP - CH (8:00 A-12:00 P) Senior Taiji Games (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) Senior Walking Club	25 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	26 ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P) ASAP - Field trips (8:00 A-12:00 P)	27 Senior Walking Club (8:15 A-9:00 A) Spring Camp (8:00 A-5:00 P) Spring Camp (8:00 A-5:00 P) Senior Walking Club (8:15 A-9:00 A) Taijitsu for Senior (10:00 A-11:00 A) Cool Club (10:00 A-12:00 P) Adult Day Program	28 Amazon PC (8:00 A-8:00 A) Whole Body Youth (8:30 A-9:30 P) King of the Court (8:00 A-12:00 P) Cool Club (10:00 A-12:00 P) Senior Walking Club (8:00 A-12:00 P) Upward Bound

Next Steps

- Business Plans for each Recreation Center / Service Area
 - Market Profile
 - Marketing Recommendations and Best Practices
 - Fees & Charges Recommendations
 - Cost of Service Methodology
- Comprehensive strategic recommendations presentation in Aug/Sept.



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