



Agenda
Parks & Recreation Advisory Board
September 28, 2022
7:00 PM

Rolesville Town Hall

<i>Item</i>	<i>Agenda Topic</i>
1.	Call to order and welcome.
2.	Approve the minutes of August 31, 2022 Parks & Recreation Advisory Board meeting
3.	Old Business
a.	Boy Scout Project update
4.	New Business
a.	Cost Recovery Policy
5.	Reports from Parks & Recreation Director
a.	Facilities update
b.	Program updates
6.	Committee Reports
a.	OSAG Committee
i.	Monthly Meeting/Recommendations update
b.	Facility Naming and Identity Committee
7.	Other Business
8.	Adjourn

Town of Rolesville
Parks and Recreation Advisory Board
Minutes for Wednesday August 31, 2022

Call to Order - 7:01 meeting begins

Kevin Mazur - President

Derek Versteegen - Secretary

Aaron Gauger

Richard Armant

Mary Ka Powers (*not present*)

Mothanna Al-Hoory (*not present*)

—

JG Ferguson - Parks & Recreation Director

Paul Vilga - Town Commission Liaison

Motion to Approve Minutes from July 27, 2022 from Richard Armant

Second motion from Aaron Gauger

4-0 in favor of approving minutes from July 27, 2022

Old Business

- none

New Business

- Boy Scout Project Presentation

Joshua Liberman presented his proposal for his Giant Adirondack Chair project. The large charge would be built and installed by him and installed in 1 of 7 locations.

Roughly, the design would be a 4 feet tall in front, 8 feet tall in the back and 6 feet on the sides

- Aaron's comments include:

- Share appreciation for putting together the proposal and for interest in contributing to the community

- Kevin's comments include:

- Thanks extended for the presentation
- Suggests including a plaque like other similar scout projects

- Derek's comments include:

- Questions if ground cover will be installed and asks (JG) what the current standard is.
 - Joshua states that ground cover was included in the proposal
 - JG replies the standard is basically 1ft up 1 ft out ... which would imply the need for ground cover (mulch) for safety
- Asks how the structure will be secured to the ground
 - Joshua explains the posts will be dug into the ground but no cemented in

- Asks if other locations were considered - with the size the structure could be an attraction and provide a reason to visit other town parks - given how crowded Main Street Park can get.
 - Joshua replies that no other locations had been considered but would put it wherever the town decided is best.
- Expresses main concern is with safety - 4ft in the front but also 8ft for the seat back, with the “arm rests” as illustrated, it would be easy to climb and jump/fall from 4, 6, and 8 feet.
- JG Comments include:
 - suggests location #2 and #6 are most sensible
 - Staff will review locations and bring recommendations to board to decide
 - Waiting to hear back from insurance to see if there are any concerns
- Chandlers Ridge Open Space/Greenway

JG explains the developer is not showing interest in a trade as the cost left to complete the greenway is significantly less than the land being considered in the trade is valued. JG adds that with Wake County renewing conversations about the Little River Reservoir there are possible opportunities to get that section of greenway connected through property owned by the same people who sold the town Frazier Farm back in 2007.

Director Reports

Facility Update

- JG mentioned everything is going really well.
- JG mentioned being approached about an mural project - more details to come
- Greenway signage completed
- Rolesville Middle School irrigation issues resolved
- Field C lights installed
 - Has also expanded usefulness of field due to coverage
- JG praises Eddie for being a big help since coming in, getting a lot done.
 - Trail maintenance, clearing ground cover
 - Researching/considerations for installing cameras in parks
 - Considering automatic gates - i.e. Forest Ridge State Park
- Commissioner Vilga notes his desire to see cameras in parks with capability of streaming online.
- JG mentioned progress on the Frazier Farm continues
 - Expect to be in front of NCDOT by Nov/Dec
 - Might be built by Fall of 2023
 - Commissioner Vilga and Derek both communicate their desire to see it installed earlier so the Park can be open in the Spring of 2023.

Programs

- See Amended document
[no additional discussion]

Events

- See Amended document
[no additional discussion]

Committee Reports

OSAG Committee

- Had drawn up and discussed an amendment to the recently approved greenway plan to address concerns along Tom's Creek and the Wallbrook Development Project. As it turns out the work was not needed as it was based on an older version of what was finally approved. Therefore the amendment was withdrawn from the agenda.
- Review of discrepancies will continue
- JG suggests that it might be a good idea to add Eddie to OSAG meetings and resume them on a regular basis - Derek welcomes the idea.
- JG mentions that he will be looking into clearing and maintaining town owned greenway easements as a means to ensure they are not lost or encroached upon. Additionally, this will provide some limited use (as a nature trail) and will also help assess priorities.

Facility Naming and Identity Committee

- No report provided

Other Business

- Commissioner Vilga shares information related to a resident who would like to see a community garden started.
 - JG mentions the need for water on site but there are many community garden program concepts that will have to be reviewed and decided upon.
 - Although some details of the request were shared, the general response is two fold:
 - There is a community garden planned for in the Frazier Farm Master Plan
 - Derek suggests the resident start the "Friend's of Frazier Farm" organization as a means of bringing awareness to the park, its plan, and the need to get this project moving.

Adjourn - Motion to adjourn by Derek Versteegen is seconded by Kevin Mazur. Meeting ends at 8:31.

Next Meeting is Wednesday, September 24..

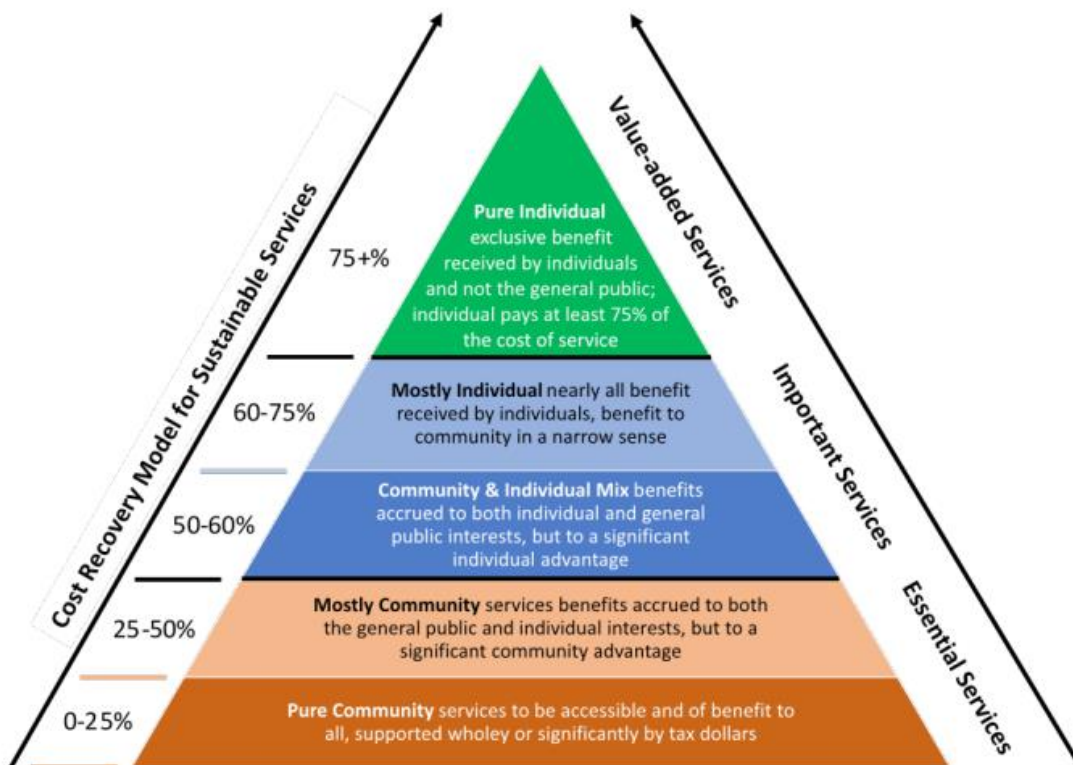
Memorandum

To: Parks & Recreation Advisory Board
From: JG Ferguson
Date: 9/28/2022
Re: Item 4.a

Background:

The Parks & Recreation Comprehensive Master Plan was adopted in April of 2019. This plan includes recommendations and goals for the department, and staff continue to refer to it for guidance. One of the goals is 3.1.2 “Adopt key performance indicators to monitor the financial health and sustainability of the department over time”. The proposed Cost Recovery Policy will help staff reach this goal by providing a framework for program evaluation and cost recovery percentage targets.

The purpose of this Cost Recovery Policy is to set guidelines and standards for cost recovery of parks and recreation programs and events. A key measure for best practices is who is benefitting from these programs and events. There are five (5) levels ranging from Pure Community (broadest audience) to Pure Individual (narrowest audience), with recommended cost recovery percentages increasing as the target audience narrows.



Within the policy staff has included town goals that meet or exceed recommendations in the master plan for each level of service based on best practices and current cost recovery percentages.

<i>Program/Service Area</i>	<i>Best Practice Minimum Cost Recovery</i>	<i>Town Goal</i>	<i>Categorization</i>
Cultural Arts	75%	80%	Pure Individual
Athletics	60%	80%	Mostly Individual
Camps	60%	80%	Mostly Individual
Educational	50%	50%	Community & Individual Mix
Health & Wellness	50%	50%	Community & Individual Mix
Special Events	25%	25%	Mostly Community
Community Parks	0%	0%	Pure Community
Greenways	0%	0%	Pure Community
Inclusive	0%	0%	Pure Community

Attachments:

Draft Parks & Recreation Cost Recovery Policy

Town of Rolesville

Parks & Recreation Cost Recovery Policy

Section 1: Purpose

The purpose of this policy is to set guidelines and standards for cost recovery of parks and recreation programs and events. Rolesville Parks and Recreation Department will determine the direct costs of providing programs and services and establish goals to recover those costs. The appropriate level of cost recovery will be based on an assessment of who is benefiting from the service provided. If the benefit is to the community as a whole, it is appropriate to use taxpayer dollars to completely or primarily fund the service. As a service is offered to a narrower population, it is appropriate to charge fees for the service at an increasing rate of cost recovery. This policy provides the framework for objective and consistent program and service evaluation.

This policy accomplishes Goal 3.1.2 in Section 8 of the Town of Rolesville Parks and Recreation Comprehensive Master Plan, adopted April 2nd, 2019; “Adopt key performance indicators to monitor the financial health and sustainability of the department over time.”

Section 2: Cost Recovery Goals

The department must consider available resources, public need, public acceptance, and the community economic climate when establishing fees and charges. In cases where certain programs and facilities are highly specialized by activity and design, and appeal to a narrow user group, the department will also compare fees charged by alternative service providers (market rates). Fees and charges can be set to recover costs more than direct and indirect costs.

Factors	Essential	Important	Value-added
Public interest; Legal Mandate; Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Financial Sustainability	Free, nominal fee tailored to public needs, Requires public funding	Fees cover some direct costs, Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs, Some public funding as appropriate
Benefits (health, safety, protection of assets, etc.)	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Competition in the market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Access	Open access by all	Open access to limited access for specific users	Limited access to specific users
Best Practice Cost Recovery Goal	0-50%	50-75%	75-100+%
Current Program Distribution	20%	16%	64%
Ideal Distribution	25%	50%	25%

Figure 1: Broad Program Classifications

Town of Rolesville

Parks & Recreation Cost Recovery Policy

Section 3: Cost Recovery

In order to be consistent and credible, programs will be reviewed by staff at the end of each calendar year. Staff will be required to conduct a cost of service analysis for each program that accurately calculates both direct and indirect costs; the completed analyses can then be used to calculate cost recovery (revenue divided by cost, expressed as a percentage). A template for this process is included in Appendix A.

Programs and services will fall into 1 of 5 levels based on their benefit to the community versus the individual. While the department recognizes that additional internal and external factors may impact a program's cost recovery, the cost recovery pyramid in Figure 2 is a goal and expectation under optimal conditions.

Examples of typical program and service categorizations are shown in Figure 3; while Figure 3 is common, the questions and statements below will be taken into consideration to aid staff in objectively and consistently categorizing services and programs to accurately determine efficacy of cost recovery efforts. A flow chart to facilitate this process is included in Appendix B.

Pure Community: Services to be accessible and of benefit to all, supported wholly or significantly by tax dollars.

- Is the program equally available to everyone in the community and benefits everyone?
- Do the administrative costs of imposing and collecting a fee exceed revenue expected from the fee?
- Is the service primarily provided by the public sector?
- Would imposing a fee for the program or service place the department at a serious competitive disadvantage?

Mostly Community: Benefits accrued to both the general public and individual interest, but to a significant community advantage.

- Does the program not only benefit those who participate but also the community at large?
- Administrative costs of imposing and collecting the fee are not cost prohibitive.
- Imposing a full cost fee would place the agency at a competitive disadvantage.
- The service may be provided by the public or private sectors or a combination of both.

Community and Individual Mix: Benefits accrued to both individual and general public interest, but to a significant individual advantage.

- The individual or group participating in the program is the primary beneficiary with low community benefit.
- Administrative costs of imposing and collecting a fee are not cost prohibitive.
- Imposing a full cost fee would NOT place the agency at a competitive disadvantage.
- The service may be provided by the public or private sector or both.

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Mostly Individual: Nearly all benefit received by individuals, benefit to community in a narrow sense.

- The individual or group participating in the program is the primary beneficiary, rather than the community as a whole.
- There is excess demand for the service, therefore allocation of limited services is required.
- Administrative cost of imposing and collecting the fees associated with the program are not excessive.
- The service is provided at market price by the private sector.

Pure Individual: Exclusive benefit received by individuals and not the general public; individual pays at least 75% of cost of service.

- Select individuals are the sole beneficiaries.
- There is excess demand for the service, therefore allocation of limited services is required.
- Administrative cost of imposing and collecting the fees associated with the program are not excessive.
- The service is provided at market price by the private sector.

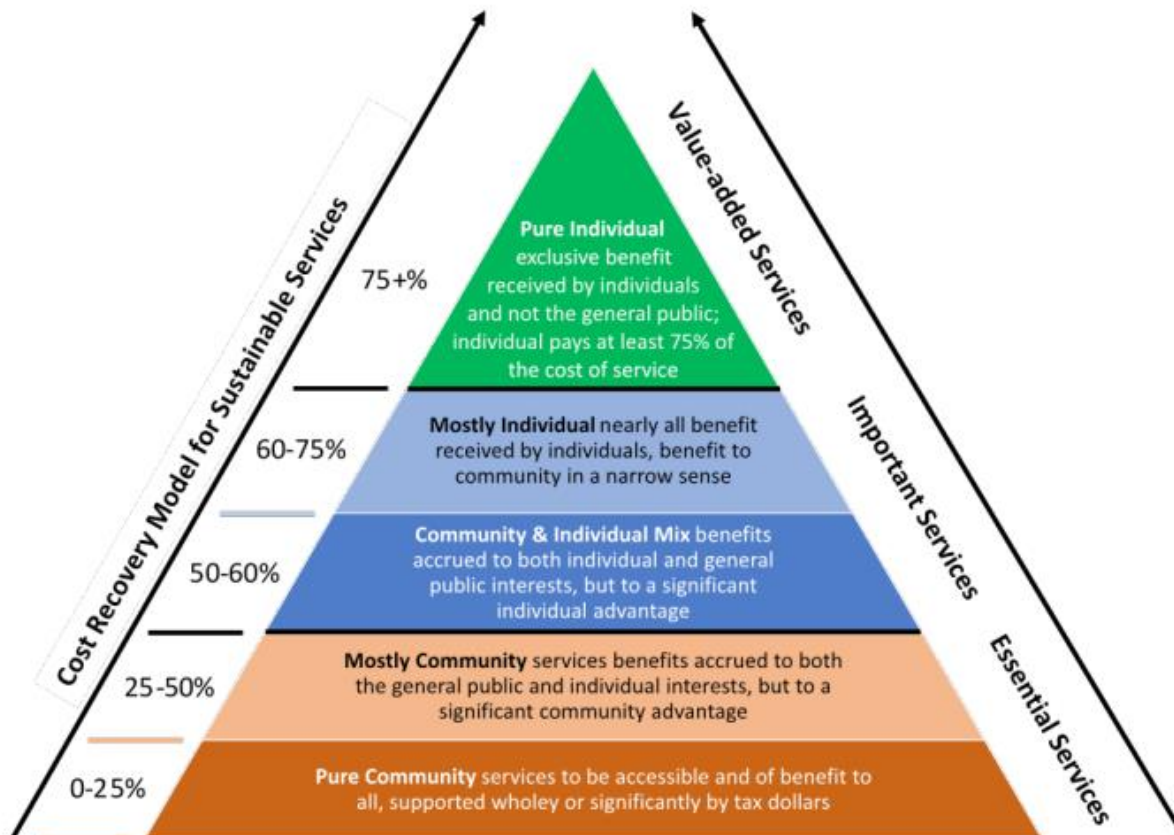


Figure 2: Cost Recovery Model-Best Practices

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Program/Service Area	Best Practice Minimum Cost Recovery	Town Goal	Categorization
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Figure 3: Program Categorizations

Section 4: Starting or Discontinuing Programs

Staff must follow local and national trends and are encouraged to develop new programs that will benefit the community. New programs create opportunities to maintain higher levels of community satisfaction. Cost recovery may be implemented in phases due to development and startup costs, but the programs should be able to meet the appropriate cost recovery level in a timely manner (three consecutive calendar years) in order to continue being offered.

In the event that a program has failed to reach its best practice cost recovery goal for three consecutive years, the program will become a candidate for termination so valuable and limited resources can be reallocated. Program staff and the department director will work together to determine if termination is the appropriate course of action, taking the program lifecycle into consideration. The program lifecycle is illustrated below in Figure 4.

Lifecycle Stage	Description	Best Practice Distribution
Introduction	New program, modest participation	50-60% of total programming
Take-Off	Rapid participation growth	
Growth	Moderate but consistent participation growth	
Mature	Slow participation growth	40% of total programming
Saturated	Minimal to no participation growth, extreme competition	0-10% of total programming
Decline	Declining participation	

Figure 4: Program Lifecycle

Town of Rolesville

Parks & Recreation Cost Recovery Policy

Section 5: Fees & Charges

Fees and charges will be reviewed at the end of each calendar year to determine if adjustments are required. Changes are to be submitted through the annual budget process and approved by the Board of Commissioners. The Recreation Cost Recovery Policy and Fee Schedule will be available for public access on the town website. Fee types may include admission fees, rental/permit fees, user fees, and sales revenue.

The nature of recreation programming is fluid as community desires and trends change. It would hinder progress of offering new and varied programming to pre-set costs for all programs in the budget cycle; therefore, staff will set cultural programming and special event fees in accordance with this policy and the considerations noted below:

- Cost Recovery Level classification
- Direct cost of the program
- Current market rate of a similar program in close proximity (within a 30-mile radius). A comparison of 1-3 similar programs should be conducted when possible.
- Possible partnerships
- Community sentiment, needs, and expectations
- Equity in pay opportunity and ability to pay

Section 6: Non-Resident Rates

To increase the benefit to residents, the non-resident rate shall not exceed 50% higher than the resident rate for programs. By increasing non-resident participation, overall costs can decrease allowing residents to pay lower fees. This will increase opportunities for programs to meet cost recovery goals. Non-resident participants also create economic impact while participating in programs, events, and the use of Town facilities.

Section 7: Frequency of Review

A review of this policy should be conducted every three calendar years, with updates and amendments as necessary.

On an annual basis, at the end of the calendar year, programming categories, fees, and charges will be reviewed to determine if adjustments are required. Reviewing at the end of each calendar year will allow staff to propose changes and include them in the budget process for the upcoming fiscal year.

Town of Rolesville

Parks & Recreation Cost Recovery Policy

Section 8: Glossary

- **Admission Fees:** Charges made to enter a facility, performance, tournament, or one-time program occurrence (example: yoga). A single flat rate is charged for each age group as necessary. This allows the cash management process to be efficient, effective, and customer friendly. Fees will round to the nearest whole dollar amount including tax.
- **Cost Recovery Goal:** Expresses a balance of public and personal benefits defined in terms of the broad program groups.
- **Direct Cost:** Any expense directly attributable to a provided facility, program, or service; costs that would not exist without the service they are directly attributed to. Categories include but are not limited to: hourly part-time staffing costs, contracted services, uniforms, equipment, consumable program supplies, and program-specific training.
- **Indirect Cost:** Overhead remaining after direct costs are accounted for; costs that would generally exist without any one specific service. Examples include but are not limited to: administrative staff costs, facility utilities, janitorial supplies, office supplies, employment advertisements, and parks & facilities maintenance.
- **Rental/Permit Fees:** Fees for the privilege of exclusive use of facilities, amenities, or equipment. Fees will round to the nearest whole dollar amount including tax.
- **Sales Revenue:** Revenues obtained from the operation of concessions, stores, etc. Fees will round to the nearest whole dollar amount including tax; however, due to the nature of concessions sold, exceptions may be made.
- **User Fees:** Fees charged for non-exclusive use of facilities, amenities, or programs. Fees will round to the nearest whole dollar amount including tax.

Section 9: References

- McAdams Company, PROS Consulting, Inc, ETC Institute, Department of Parks and Recreation, & Recreation Advisory Committee, Town of Rolesville Parks and Recreation Comprehensive Mater Plan Final Report 50–63 (2019).
- McAdams Company, PROS Consulting, Inc, ETC Institute, Department of Parks and Recreation, & Recreation Advisory Committee, Town of Rolesville Parks and Recreation Comprehensive Mater Plan Final Report 216 (2019).

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Parks & Recreation Cost Recovery Policy

Appendix A: Cost Analysis Template

This is saved as an Excel file on the internal shared drive with formulas to aid in calculations. Multiplying the unit by the price per unit will indicate totals. This form is fully customizable for each program or event.

Cost Analysis Template

Program Name:

Season/Session:

Year:

Component to be evaluated:

	# Units	Price/Unit	Total Cost	Comments/Details
Direct Costs				
Part-Time Staff Labor			0	
Contracted Labor			0	
Specialized Staff Training			0	
Contracted Services			0	
Transportation Costs			0	
Specialized Equipment			0	
Consumable Program Supplies			0	
Uniforms			0	
Facility Rental/Usage Fee			0	
Total Direct Costs			0	

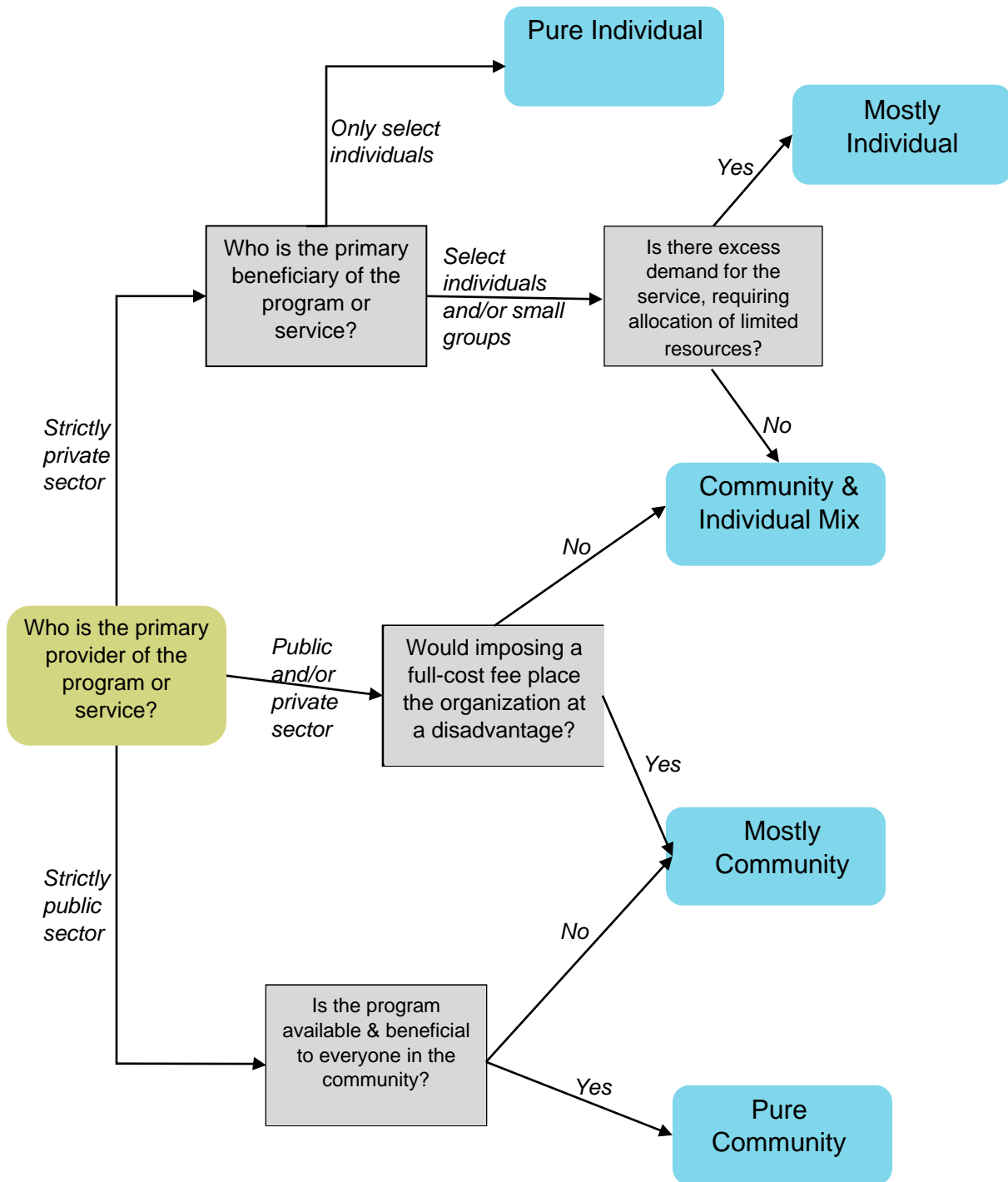
Indirect Costs			0	
Full-Time Staff Labor			0	
Facility Utilities			0	
Facility Maintenance			0	
Office Supplies			0	
Janitorial Supplies			0	
Pre-Employment Screening			0	
Employment Advertisements			0	
Total Indirect Costs			0	

Revenue			0	
Registration Fees			0	
Sponsorships			0	
Partnership Allocations			0	
Grants			0	
Subsidy			0	
Total Revenue			0	

	DC+IC	TR	C/R	Expressed as %
Cost Recovery	0	0	#DIV/0!	#DIV/0!

Town of Rolesville Parks & Recreation Cost Recovery Policy

Appendix B: Program & Service Categorization Flow Chart



Director: JG Ferguson

Athletic Program Coordinator: Garrit Soney

Special Event Coordinator: Kristen Stafford

Cultural Program Coordinator:

Project & Facilities Coordinator: Eddie Henderson



Athletic Programs Update

- **Current enrollment (Fall 2022):**

Sport	Residents	Non-Residents	Total
Baseball	126(47%)	141 (53%)	267
Softball	58 (50%)	57 (50%)	115
Soccer	185 (53%)	161 (47%)	346
Flag Football	39 (51%)	38 (49%)	77
TOTAL	408 (51%)	397 (49%)	805

- **Highlights:**

- Largest Fall Season
- First season offering NFL Flag Football

- **Upcoming:**

- Fall Games
 - September – October
 - Games started on September 6th
- Basketball Registration
 - Town Residents: September 6-September 30, 2022
 - Non-Residents: September 21-September 30, 2022



Special Events Update

- Facility & Shelter Rentals (August 2022)**

Space	Residents	Non-Residents	Total Rentals	Gross Profit
Community Center	3	3	6	\$2,279
Shelter A	1	1	2	\$80
Shelter B	2	1	3	\$145
Shelter C	1	1	2	\$75
Shelter D	1	-	1	\$120
Gazebo	-	-	-	\$0
Amphitheater	-	-	-	\$0
Redford Place Park Shelter	-	-	-	\$0
TOTAL	8 (57%)	6 (43%)	14	\$2,699

- August Events:**

- Blood Drive – August 12
 - 40 units collected
- Movies at the Middle
 - About 70 people attended

- Special Event Sponsors**

- Silver Level: Hair 180
- Bronze Level: Ace Hardware of Rolesville

- Upcoming Events**

- Fall FunFest Vendor Applications
 - 125 applications
 - 71 confirmed vendors
 - 133 vendor spots available
 - 120 street vendors, 10 food vendors, 3 beer & wine vendors



September

- **Movies At The Middle**
 - September 10th
- **Litter Sweep**
 - September 17th



October

- **Movies at the Middle**
 - October 1st
- **Blood Drive**
 - October 7th
- **Movies At The Middle**
 - October 8th
- **Fall FunFest**
 - October 29th



November

- **Litter Sweep**
 - November 12th

Cultural Programs Update

- **Enrollment (August 2022):**

Program	Residents	Non-Residents	Total
Session 1: Dance 4 Tots II	2	6	8
Session 1: Hip Hop Tots	2	4	6
Session 1: Hip Hop Explosion	2	2	4
Session 1: Art FUNdamentals	7	2	9
Session 2: Art FUNdamentals	7	6	13
Little Medical School	3	2	5
Senior BINGO (8/3)	3	0	3
Senior BINGO (8/17)	2	0	2
Senior BINGO (8/31)	3	0	3
Session1: Fitness Yoga	8	7	15
TOTAL	39 (57%)	29 (43%)	68

- **Upcoming Offerings:**

- Art FUDmentals
- Acrylic Painting
- Fitness Yoga
- Baby & Me Yoga
- Dance 4 Tots I
- Dance 4 Tots II
- Hip Hop Tots
- Hip Hop Explosion
- Little Medical School
- Little Veterinarian School
- BINGO

Project & Facilities Updates

- Painted the four bathrooms at Main Street Park and Redford Place Park. Continuing work to update bathroom fixtures; purchased new touchless faucets for Main Street Park and toilet seats for all 4 bathrooms.
- Repaired the electrical box for the water feature and Main Street Park. Renovations to the water feature itself will take place in the next few weeks.
- New poles and lights installed on Field C at Redford Place Park.
- Coordinated with Carlton Pointe HOA to remove a large dead tree along greenway and scheduled to have several more removed in September.
- Several large dead trees were removed around the playground at Main Street Park.
- Working with McAdams on the 100% CD for the entrances for the Farm Park. Working with Ramey Kemp to set up and conduct the TIA for the entrance.
- Working with Withers Ravenel to create 30% preliminary design for Granite Acres greenway connection