



Agenda
Parks & Recreation Advisory Board
July 27, 2022
7:00 PM

Rolesville Town Hall

<i>Item</i>	<i>Agenda Topic</i>
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|----|---|
| 1. | Call to order and welcome. |
| 2. | Approve the minutes of June 22, 2022 Parks & Recreation Advisory Board meeting |
| 3. | Old Business |
| 4. | New Business <ul style="list-style-type: none">a. Cost Recovery Policy Reviewb. Facility Naming & Identity |
| 5. | Reports from Parks & Recreation Director <ul style="list-style-type: none">a. Facilities updateb. Program updatesc. Special Event updates |
| 6. | Committee Reports <ul style="list-style-type: none">a. OSAG Committeeb. Facility Naming and Identity Committee |
| 7. | Other Business |
| 8. | Adjourn |

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

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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.

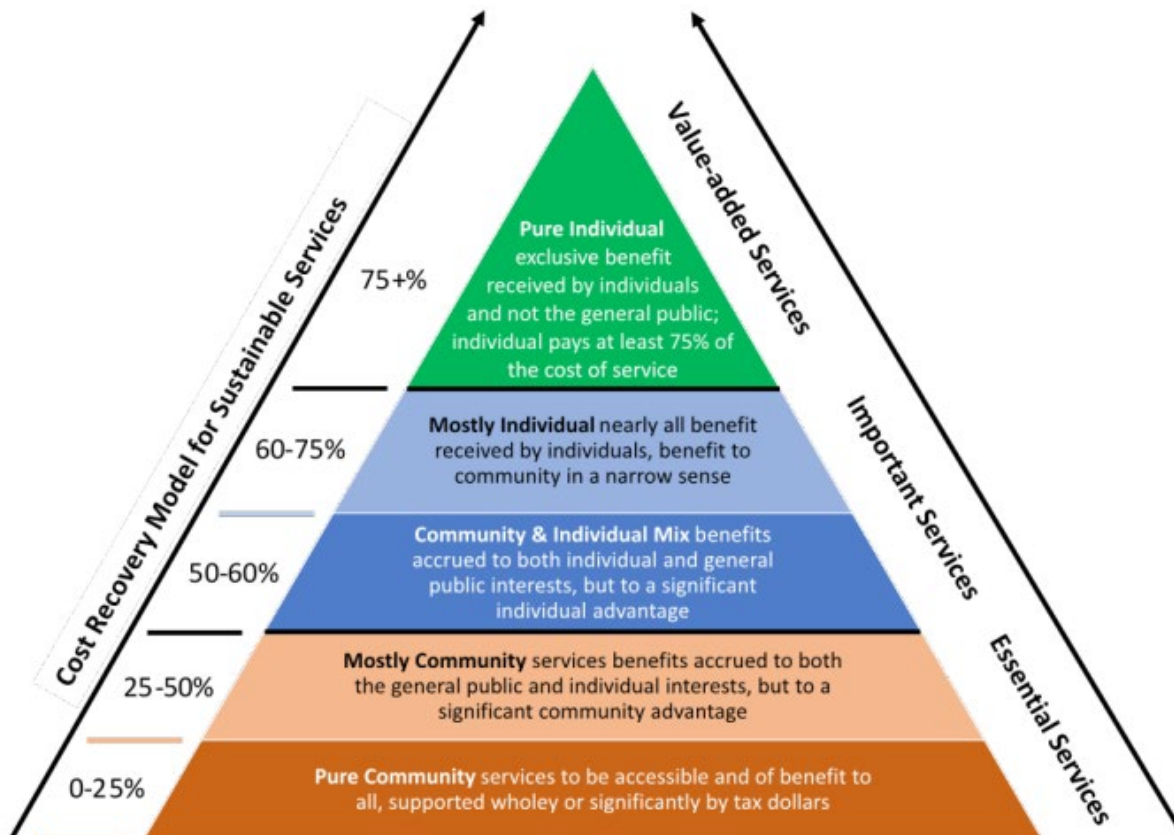


Figure 2: Cost Recovery Model-Best Practices

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Program/Service Area	Best Practice Minimum Cost Recovery	Town Goal	Categorization
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

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

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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.

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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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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	

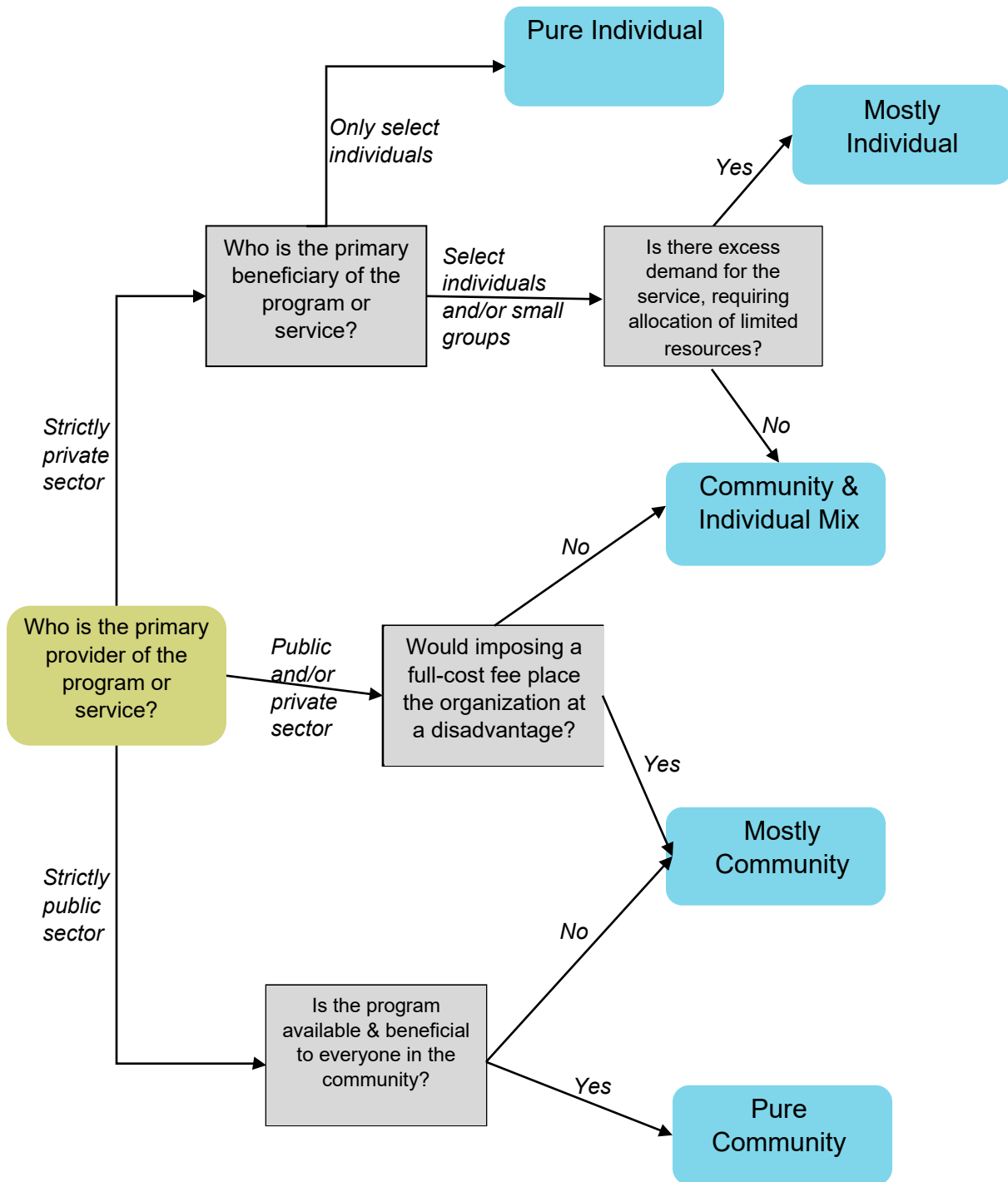
Indirect Costs			0	
Full-Time Staff Labor			0	
Facility Utilities			0	
Facility Maintenance			0	
Office Supplies			0	
Janitorial Supplies			0	
Pre-Employment Screening			0	
Employment Advertisements			0	
Total Indirect Costs			0	

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!

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Appendix B: Program & Service Categorization Flow Chart



Date: 04/15/2022

Policy for Naming Publicly Owned Properties & Dedicating Public Streets, Parks, Greenways, and Buildings

Purpose - The Rolesville Parks and Recreation Advisory Board (Rolesville PRAB) believes that the naming of public property such as buildings, parks, streets, and greenways is a matter of great importance and deserves careful and deliberate consideration. Rolesville PRAB, therefore, request this policy to establish a systematic and consistent methodology for the naming of Town-owned property and dedication of public parks, greenways, and streets.

Applicability - This policy shall apply to all Rolesville owned property subject to the care, custody and control of the Town of Rolesville, or their designated authorities. Such property is comprised of all the real estate, public streets, buildings, parks, and greenways owned by the Town of Rolesville.

Policy - When considering the naming of any public property or portion thereof or the dedication of any public street, building, park, or greenway, the Rolesville PRAB may consider the following guidelines:

- Priority should be given to names carrying geographical, historical or cultural significance to the area in which the property is located or to the Town of Rolesville as a whole.
- Property may be named after an Individual when the individual has a historical association with the property, the area in which it is located in the Town of Rolesville as a whole, or where the individual played a leadership role in the Town of Rolesville, such as (but not limited to) distinguished service in the military, law enforcement, firefighting, education, economic development, or public service. Quality of contribution in these areas may be considered along with impact and length of service.
- Property may be named after an individual or organization that has made significant financial or civic contributions to the Town of Rolesville, or has made a direct financial grant to the Town of Rolesville for purposes of developing a particular property. Priority will be places on historical association.

- Names should be chosen in a manner that avoids duplication, confusing similarity or Inappropriateness.
- Suggestions for the naming of any of any public property or portion thereof may come to the Rolesville PRAB from any Town of Rolesville Department Director or official or any member of the public. Any proposal from the public or otherwise, can bring their request forward to the Rolesville PRAB, as is the normal process for placing items on the agenda.

Prior to voting on a name, the Rolesville PRAB may solicit the advice of surrounding property owners, residents, affected parties, other Town officials or anyone else that the Rolesville PRAB believes can contribute meaningful input.

The suggested naming of any property or portions thereof shall require a majority vote of the Rolesville PRAB members present. This request will then be sent to the Town Commissioners for review and a vote.

For the dedication of public streets, parks, or greenways, the following guidelines also apply:

1. Eligible streets Include Rolesville-maintained streets with a minimum length of 0.5 mile and a maximum length of 1.5 miles.
2. Sign wording would be "Jane Doe Memorial Street" or "Jane Doe Memorial Bridge". For Police officers or Firefighters, Military, etc., a title could also be added.
3. Funding for any signs would be provided by the Town of Rolesville.

This policy is only a guide, and nothing herein shall be construed so as to limit the Rolesville PRAB authority to use its discretion based on the facts and circumstances surrounding a particular Issue.

This policy may be amended or rescinded by the Rolesville PRAB by majority vote.

Town of Rolesville
Parks and Recreation Advisory Board
Minutes for Wednesday June 22, 2022

Call to Order - 7:00 meeting begins

Mothanna Al-Hoory

Kevin Mazur

Richard Armant

Mary Ka Powers

Derek Versteegen

Abby Armistead

Aaron Gauger

—

JG Ferguson - Parks & Recreation Director

Paul Vilga - Town Commission Liaison

Motion to Approve Minutes from April 27, 2022 from Derek Versteegen

Second motion from Richard Armant

7-0 in favor of approving minutes from April 27, 2022

Old Business

- Farm Entrance
 - The town allocated \$550,000 for entrance to Frazier Farm and is looking into getting a second from the bypass - need to discuss with NCDOT.
 - Derek asked if the \$1.5M in impact fees could be used since the \$550k that was re-allocated was supposed to be for land purchase.
 - JG deferred that the question is better answered by the Town Commissioners
 - Derek asked if a discussion with the land owner on Rt96 was still open to providing an access easement. Could the town determine if that could be secured so the people interested in building a pump track could use it to build while the town works on the entrances.
 - JG agreed to resume conversations to see what can be done

New Business

- Town Board Strategic Plan Handout - Eric Marsh, Assistant Town Manager
 - Eric was unable to attend, presentation was skipped
- Term Limits for Appointed Boards
 - JG explains term limits were defined but apparently never got to the Town Board to enact them.
 - Now they've been enacted
 - Each term is three(3) years
 - No more than two(2) consecutive terms allowed
 - Able to return after one year off

- Community Center Update
 - The last Town Commissioner meeting was discussed. JG mentioned Commissioner Sutton asked to continue the discussion about the single story “smaller” design.
 - PARAB discussed further, still stands firmly behind its original recommendation to build the larger facility.
- Bike Plan & Greenway Plan
 - JG presented the plans and anticipates an August 2 vote for the Town of Commissioners
 - Parking on Granite Falls Blvd was discussed. Commissioner Vilga mentioned the one side (west bound) would not be a dedicated bike lane but a shared bike boulevard while the east bound lane would remain as is - with a dedicated bike lane.
 - Board member(s) asked how many spaces would be added and Commissioner vilga said he was not sure but it can be shared when it is determined.
 - Derek asked if the town would consider metered parking, to generate some revenue since the property owner is not addressing the parking issue ... no comment was made.

A motion to approve the Bike Plan & Greenway Plan presented by JG was offered by Derek Versteegen and seconded by Mothanna Al-Hoory.

The motion passed with a 7-0 vote.

Director Reports

Facility Update

- JG mentioned the main update is related to a continued wait he has on the new lights for baseball. Otherwise, everything is doign really well.

Programs

- See Amended document
[no additional discussion]

Events

- See Amended document
[no additional discussion]

Committee Reports

OSAG Committee

- Did not meet or further any discussions

Facility Naming and Identity Committee

- The latest draft is expected to be read for the next month’s meeting.

Other Business

- Dick asked about the Main Street Project
 - JG confirms the town only got two(2) bids so they had to re-open the bidding and now if only two come in the town can move forward.

Adjourn - Motion to adjourn by Richard Armant is seconded by Derek Versteegen and 9:04 meeting ends

Next Meeting is July 29.