

Tualatin Hills Park & Recreation District Program Functional Plan

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1.0 Introduction

This Program Functional Plan addresses how THPRD develops, delivers and evaluates the recreational programs it offers to benefit the entire community. The plan provides guidance and structure for programming at THPRD. It is based on recent reports and technical data, and a wealth of experiential knowledge developed over six decades of programming in the greater Beaverton community. Information used in programming decisions comes from: a service assessment tool, a cost recovery model, success monitoring, evaluation of facility usage rates (present and future), review of staffing and volunteer data, and the allocation of available financial resources made in the context of other district needs and opportunities.

2.0 Background

The Tualatin Hills Park & Recreation District (THPRD) continually strives to meet the individual and family recreational needs of its diverse community. We do so in a customer-centered environment with the ultimate goal of supporting healthy lifestyles. To do this, THPRD offers the following quality sports and recreation facilities:

- Two recreation centers
- One recreation & aquatic center
- Five indoor and two outdoor swim centers
- Two nature centers
- One senior center
- One athletic center
- One tennis center
- Two historic sites
- One camp site for people with special needs
- Various community-based parks, fields and courts

THPRD's recreation centers feature:

- Fitness rooms
- Swimming pools
- Gymnasiums
- Sports fields
- Gymnastics rooms
- Outdoor play areas
- Splash pads
- Multipurpose classrooms
- Preschool and afterschool rooms

Utilizing these spaces, THPRD offers programs and classes on a wide variety of recreational topics for all age ranges, from newborn to those 55 and better. Each year, the district provides over 3,000 unique classes.

2.1 Guiding Principles

The mission of THPRD is to provide high-quality park and recreation facilities, programs, services, and natural areas that meet the needs of the diverse communities it serves. Our vision is to enhance healthy and active lifestyles while connecting more people to nature, parks, and programs. We do this through stewardship of public resources and by providing programs and spaces to fulfill unmet needs.

THPRD developed the following guiding principles as a basis for making decisions about recreation programs, services, and facilities in the future. Essentially, these guiding principles answer the questions of how, for what reason, why, where, and for whom can THPRD best serve and meet the recreational and sports needs of the community. These guiding principles are based partly on data gathered from a 2012 THPRD survey of community opinions. The survey gathered and evaluated feedback on THPRD's services. (Survey results can be found in the 2013 Comprehensive Plan Update)

Guiding principles for staff to consider during program development and assessment:

- We work to enhance healthy and active lifestyles.
- We connect (more) people to nature, parks, and recreational programming.
- We champion diversity in our programs and services striving to reach new and underserved communities.
- We provide quality sports and recreation programs for all ages, backgrounds, and abilities. Quality programs require quality facilities.
- We work to ensure efficient service delivery (to fund park district activities).
- We ensure that there is a public voice in our planning, decision making, and programming.

THPRD will continue to seek community input (e.g. surveys, focus groups, and stakeholder interviews) when evaluating programs and events. The evaluation of programs is an ongoing process. Staff will obtain feedback for programs at least on a term-by-term basis. Depending on the program, immediate feedback may be necessary, such as special events. In addition, technology and new media will be used to more extensively facilitate effective and inexpensive information gathering and communication with the public.

2.2 Purpose of Plan

The Program Functional Plan addresses Goal 2 of the 2013 Comprehensive Plan Update, which directs staff to, "Provide quality sports and recreation facilities and programs for park district residents and workers of all ages, cultural backgrounds, abilities and income levels."

The purpose of this plan is to provide guidance and structure so staff can develop recreational programs that meet the needs of the entire community.

Specifically, this plan will guide future decisions related to the following areas:

- Program development and assessment

- Facility use (present and future)
- Staff and volunteer management
- Financial sustainability as related to programming

This plan is guided by the research of the 2013 THPRD Service and Financial Sustainability Analysis, developed by GreenPlay, LLC. The primary goal of the analysis was to establish resource allocation and cost recovery priorities, identify core services, and establish organizational sustainability through a logical and thoughtful philosophy that supports the core values, vision, and mission of THPRD and its community. Data from this plan, as well as the work of the THPRD Recreation Advisory Committee, guided the development of this Program Functional Plan.

To serve our community, THPRD will rely on community outreach, demographic information, industry trends and other relevant data to inform our programming. We will stay flexible and dynamic as our community's needs change. Achieving a nimble system is a major challenge, and a critical goal.

This Program Functional Plan is an adaptive document, allowing each program area to be evaluated, validated and/or modified as the district's demographics, resident priorities and resources change.

2.3 Demographics and Population Information

As noted in section 2.1, in November 2012, a survey of community opinions was conducted, measuring and gathering public feedback on THPRD's services. High-level analysis indicated that when asked to rank the top five community issues/problems, respondents felt parks and recreation services should **focus on positively impacting healthy, active lifestyles**. This clearly topped the list with 68% of households indicating it as being important.

As we plan for the future, community needs should be considered in the context of our changing demographics. The district's population grew from roughly 192,000 to 224,000 between 2000-2010. However, the average household size of 2.51 persons did not significantly change over that time period. It is estimated that the population will continue to grow at rates between 0.9% and 1.4% annually. Community growth is expected to continue, especially within our diverse populations.

In summary, demographic trends and population forecasts to reference for future planning efforts are:

- Areas with the highest levels of population growth during 2000-2010 include: the NW areas (north of Highway 26 and east of 185th Ave.), the north-central section (including areas north of Cornell Road), and peripheral areas in the SW section (one south of Farmington Road and other areas near the intersection of Murray Blvd. and Scholls Ferry Rd.)
- Between 2000 and 2010, the growth rate among younger residents (ages 0-4, 5-9, and 10-14) was approximately 5% lower than the district's overall growth rate.

- Age of residents (Population- Appendix A)
- Birth rates in Washington County and THPRD declined during the 2000s and remained constant through 2010.
- Between 2001-2010, Washington County had just over 35,000 net migrants.
- Oregon's rapid population growth during the 1990s will not likely be replicated in the foreseeable future because of an aging population.
- Nearly 100 languages are spoken in the Beaverton School District.
- Fifty percent of the population under 18 years of age within THPRD is non-white.
- The U.S. Census Bureau statistics find that 56.7 million Americans (18.7% of the population) have some type of disability, making people with disabilities among the largest American minority groups in all U.S. regions.

2.4 Relationship to Comprehensive Plan

The 2006 THPRD Comprehensive Plan Update was a guiding document that included goals, visions, and level of service recommendations to meet the park and recreation needs of the district for five years. The 2013 Comprehensive Plan Update built upon that initial plan. It helped to further the mission of THPRD and determine the additional service needs to be provided in conjunction with other recreation providers.

The 2013 Comprehensive Plan Update resulted in a *System-wide Priority Analysis - 10 Year Plan for Growth (See 2013 Comprehensive Plan Update page 5, Purpose of Plan)*, which focused on immediate, short term and longer term capital development and improvement strategies that correspond to the community's unmet needs and priority investments for critical park and recreation services. The 10 Year Plan was created in conjunction with a cost recovery and service assessment plan.

The plan was developed through a range of planning processes that included:

- Community Needs Assessment
- Community Interest and Opinion Survey
- Core Services Identification
- Inventory and Level of Service Analysis
- Demographic Implications
- Financial and Funding Analysis
- Operational, Maintenance, and Management Planning

The plan responds to opportunities and constraints as well as changing community demographics.

2.5 General Funding and Service Area

THPRD has a service area of 50 square miles and over 230,000 residents. Our programs, activities and events are attended by more than a million people annually.

THPRD functions as a Special Purpose Public Service District (i.e. special district) whose areas of responsibility have been determined through a legislative act. Property taxes are the primary source of funding for the district. The current tax rate as of 2015 is \$1.3073 per \$1,000 assessed value. Residents living in THPRD's service area are referred to as in-district residents. These are the people whose property taxes provide the primary funding for THPRD operations.

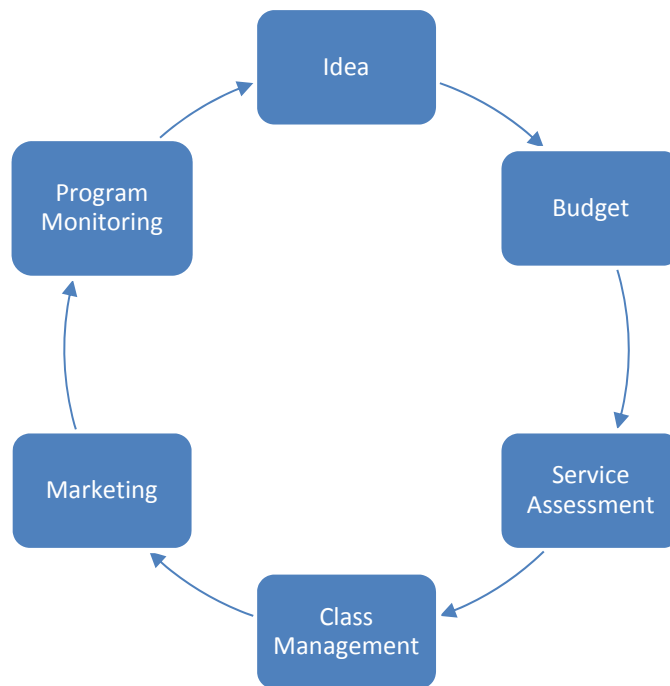
Residents who live outside the THPRD service area are referred to as out-of district residents. These residents pay additional amounts to utilize fee-based activities in lieu of the property tax revenues not received by THPRD.

3.0 Program Development and Service Assessment

Over time, recreation offerings have evolved into being all things to all people. In order to become more efficient and economically sustainable, the district conducts evaluations of its programs and services. The district currently offers a wide variety of programs to people of all ages, backgrounds, and abilities. Utilizing a service assessment matrix, each department will determine which programs are core to the district's mission and which are desirable, but should be offered at competitive rates. Through this assessment, the types of recreation programs currently provided will change, as will the quantity and variety of offerings. Programs will focus on those that utilize resources most efficiently and meet community needs.

The Program Functional Plan lays the groundwork for continuously assessing and reviewing THPRD recreational programming. This will help to ensure that a balanced set of programs and services with central management oversight are being offered that meet the needs and interests of the community. It will also support THPRD's mission and financial sustainability goals. Traditionally, community need and support has been for programs in recreation, natural resources, aquatics, sports, and tennis. Current program evaluations and new program proposals will be reviewed on an ongoing basis utilizing strategies to assist staff in making programming decisions, and in developing a diverse offering of services and programs.

3.1 Program Delivery Model



A program delivery model is a systematic and consistent approach for program development, delivery, and monitoring and includes the following:

- Idea: Program inception or idea is generated by staff or the community, current industry trends and/or during program monitoring (Section 3.4).
- Budget: Allocation of district resources. Planning begins in November and involves several steps, including identifying the category of service (See Appendix B) and cost recovery goals. Any new funding request requires approval of a business plan.
- Services Assessment: A tool to determine market position, fit and financial viability (Section 3.2).
- Class Management: Development of the class, which includes a lesson plan, program goals, category of service, program fee/calculation sheet (Section 7.0-7.5).
- Marketing: Development of the Activities Guide and other promotional material.
- Program Monitoring: Monitors success of programs and includes several components, including: class evaluations, program observation forms (Section 3.3), satisfaction surveys, registration monitoring, cancellation practices, and wait list monitoring (Section 3.4).

3.2 Service Delivery Monitoring

At the most basic level, service delivery levels will be monitored through registrations, event participation, and facility usage. Furthermore, program contact hours will be used to ensure that the goals of providing a variety of programs for various user groups, in addition to meeting

cost recovery goals, are met. Success will be measured by program attendance, evaluations, program observations, cancellations, and wait lists. Additionally, success will be evaluated by maintaining the number of program contact hours for each program area each year.

Goal

Staff will target areas of service that are specific to the unique needs of individual communities throughout the district and review services to ensure responsiveness to each unique service area and their socio-economic conditions.

Core Strategies

- On an annual basis, staff will use the Service Assessment tool (See Appendix F) to determine THPRD’s recreation program position in the market relative to appropriate fit, financial viability, taxpayer support, and market strength.
- On a quarterly basis, staff will monitor all new programs for success and financial viability.
- Staff will assess registration and program revenue for new programs allowing at most three terms to achieve minimums and ongoing success.
- Staff will cancel and/or replace all programs that fail to meet minimums after three terms.

See Appendix C for instructions on how to use the matrix and its application for program development, assessment and prioritization.

Services Assessment Matrix <small>© 2009 GreenPlay LLC and GP RED</small>		Financial Capacity Economically Viable		Financial Capacity Not Economically Viable	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
Good Fit	Strong Market Position	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	"Core Service" 6
	Weak Market Position	Divest 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
Poor Fit	Divest				9

Fit is the degree to which a service aligns with the agency's values and vision, reflecting the community's interests. If a service aligns with the agency's values and vision, and contributes to the overall enhancement of the community, it is classified as a "good fit", if not, the service is considered a "poor fit."

Financial Capacity is the degree to which a service (including a program, facility or land asset) is currently, or potentially, attractive as an investment of current and future resources to an agency from an economic perspective.

Market Position is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency's effectiveness, quality, credibility, and market share dominance.

Alternative Coverage is the extent to which like or similar services are provided in the service area to meet customer demand and need.

At the most basic level, the Public Sector Services Assessment Matrix offers the following strategies to assist THPRD in filling programming gaps and initiating changes to achieve sustainable program offerings:

1. Define the real costs of offering a program and set fees that cover expenses. Develop a systematic process for the divestment of services to mitigate resource loss. Divestment could mean no longer offering a specific service at a specific location, repurposing a facility space, or elimination of a service altogether.
2. Determine how best to provide services with available resources, including partnerships and collaboration, and allocate resources (funding and staffing) appropriately within program areas.
3. Strengthen market position of high performing services through program outcome planning and marketing efforts. Develop consistent strategies to deal with waiting lists on services which are at, or near capacity, and are determined to advance the market position.
4. Utilize the service assessment matrix annually to review service offerings and ensure responsiveness to community input and financial sustainability targets.

3.3 Services Quality Monitoring

THPRD works toward continuous improvement of programs and services. Tools to monitor quality include systematic observations of classes, the use of participant satisfaction surveys, adapting to current trends for continual improvement, as well as a survey of the public's future interests will be conducted every 3-5 years as the functional plan is updated. It is a thoughtful

and rational process where assumptions are tested in order to determine not only what actions work, but why, and how to improve them.

Our success monitoring framework:

1. Assess existing program/service experience. Utilize program satisfaction surveys to gauge patron satisfaction compared to their expectations.
2. Determine what is missing in the desired experience. Determine what actions could be implemented to address factors contributing to desired conditions.
3. Take planned action. Make changes.
4. Monitor, analyze and evaluate results. Identify changes over time and compare to desired conditions. Analyze and evaluate monitoring results.
5. Modify actions accordingly.
6. Repeat process quarterly.

3.4 Success Monitoring

This plan will identify methods to make monitoring efforts more comprehensive, integrated, and efficient by focusing success monitoring on programming and the effectiveness of service assessment and cost recovery. There are three levels of monitoring success including the ongoing review of service delivery (how much), service quality (how well), and what evidence of community impact are seen (do our programs matter).

In addition, actively managing class enrollment levels can provide options for residents to pursue the program of their choosing, while allowing staff to manage the resources of the facility at an optimal level. Minimum enrollment number, cancellations and waitlist information. The following outlines the processes staff will follow to ensure classes are monitored and actively managed:

- Two weeks from the start of a class, programmers will evaluate the status of all classes to make a decision to promote, combine classes, or cancel. At this time, staff begins to monitor wait lists to see if additional classes can be added from wait lists.
- Any class that has little to no registration will be canceled. However, when patrons are called with a class cancellation notice, alternative options will be made available to attempt to transfer them into another program.
- Low enrollment classes - staff will either combine with the same class at another time if possible or staff will attempt to promote the class through marketing mechanisms including Facebook, the THPRD website, or emailing past participants. Staff will also contact enrolled participants to let them know their class could be canceled to see if they could provide additional participants for the program. Lastly other facilities will be contacted to see if they have a wait list for a similar program.
- Some exceptions include well established programs with a history of late enrollment or new classes. These classes will be canceled three business days prior to the class starting.
- Many classes and activities have a very strong following and fill quickly on registration day or within a few days of registration. This can create long wait lists that can potentially become a barrier for residents to participate in programs that they desire.

The active management of wait-lists can provide not only options for residents to pursue the program of their choosing, but allows staff to manage the resources of the facility at an optimal level.

4.0 Access for All Programming

All aspects of diversity are important when effectively programming recreational activities in our community. THPRD strives to be responsive to the needs of our residents by effectively communicating with our patrons. Previous work with Portland State University gave suggestions to help improve programming for diverse communities and further outreach in the future will continue the conversation to make the necessary changes to provide equitable opportunities for recreation. The vision statement for our diversity program is:

“We provide all individuals the opportunity to play, learn, and explore, and all employees and volunteers the opportunity to further the district's mission. We do this by removing barriers to participation, fostering an inclusive culture, and offering programs that celebrate the district's diverse population.”

4.1 Diversity

Population shifts have profound ramifications for the district. If we are to be successful in fulfilling our mission of serving all within our boundaries, we will need to address changes in several categories:

- Programming: Create affordable classes better targeted to the interests of our multicultural residents.
- Engagement: To be certain THPRD hears the opinions and values of all cultures in our service area, encourage all populations to serve on advisory committees, volunteer in planning and implementing programs and special events, and marketing programs to specific audiences.
- Communications: Determine the most effective means to communicate and market our services to all cultures

4.2 Americans with Disabilities Act

THPRD does not discriminate on the basis of disability in the admission to, access to, or operations of its programs, services, or activities. THPRD does not discriminate on the basis of disability in its hiring or employment practices. THPRD will provide reasonable accommodations to a qualified applicant or employee with a disability.

4.3 Specialized Recreation

Despite progress in social attitudes, people with disabilities continue to experience stigma and exclusion, as well as social and economic marginalization. The need for inclusive, accessible programs for children and adults with disabilities far outpaces available services.

THPRD provides Inclusion Services and Specialized Recreation Programs. The vision statement for Inclusion Services and Specialized Recreation is:

“Tualatin Hills Park & Recreation District promotes the power of choice to enhance the quality of life for individuals of all abilities. We do this by providing diverse, accessible recreation in an environment that promotes dignity, success and fun.”

4.4 Mobile Programs

Mobile programs are currently being used to meet our overarching mission. The objective of mobile programs is to provide opportunities for the community who are unable to attend programs and activities held at our facilities due to obstacles such as proximity, cost, transportation, and registration requirements.

Current outreach programs include the following:

Rec Mobile (2)

Nature Mobile (1)

Wellness on Wheels (1)

4.5 Scholarships

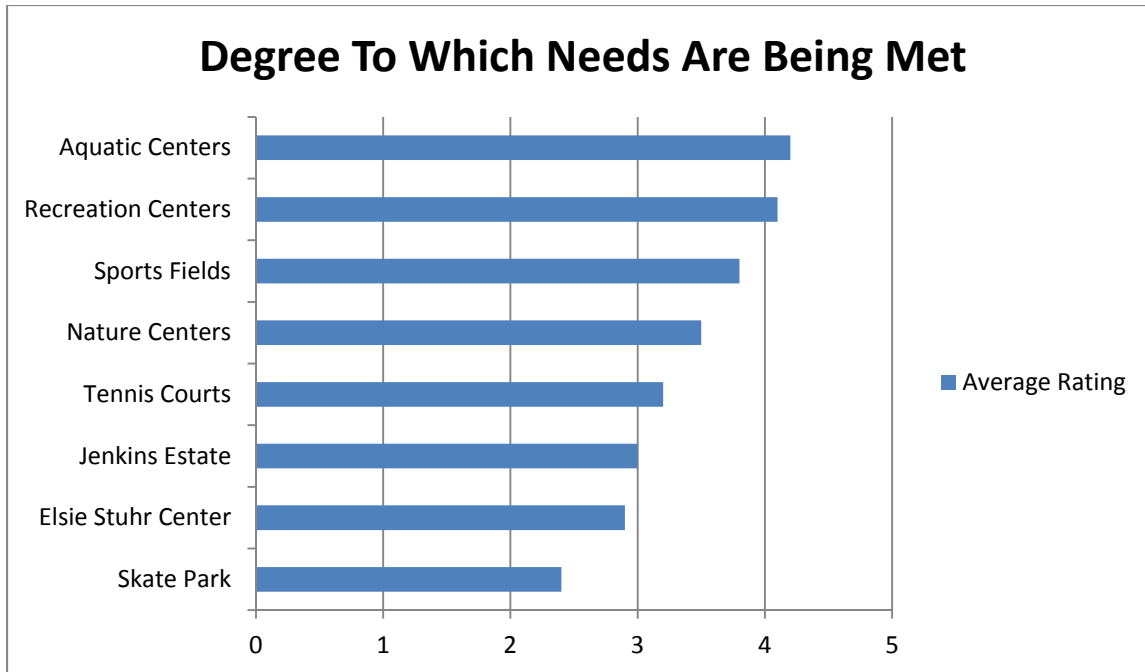
The district will make accommodations for low income individuals and families by providing financial assistance through the district scholarship program. Please refer to District Compiled Policies Chapter 6, Finance, for further information.

5.0 Existing Facilities

As noted in section 2.1, in November 2012, RRC Associates, Inc. performed a survey to gather public feedback on THPRD services.

Per the survey, THPRD received positive ratings about access to its indoor facilities. Program expansion priorities included swimming, fitness, and wellness, which require indoor space. A common theme throughout all indoor facilities was that they are all very clean and well maintained. Many of the facilities are aging and are “well loved.” Staff clearly take pride in the facilities they are entrusted to operate and it is reflected in the level of care provided for the buildings and grounds. Facilities use and planning are two functions included in this plan.

In the 2012 survey (see graphic below), the public identified the degree to which needs are being met with the level of current facilities on a scale to 1-5, with 1 being not at all important, 5 being very important, and 3 being neutral.



5.1 Facilities Use

Annually, THPRD staff will collect and review facility use data. This review will assist staff in prioritizing and planning the use of existing facilities. Based on data, THPRD will be better equipped to make decisions about allocating space according to the program and service priorities for the coming year. Such allocations will also inform the prioritization of maintenance and improvement of existing facilities.

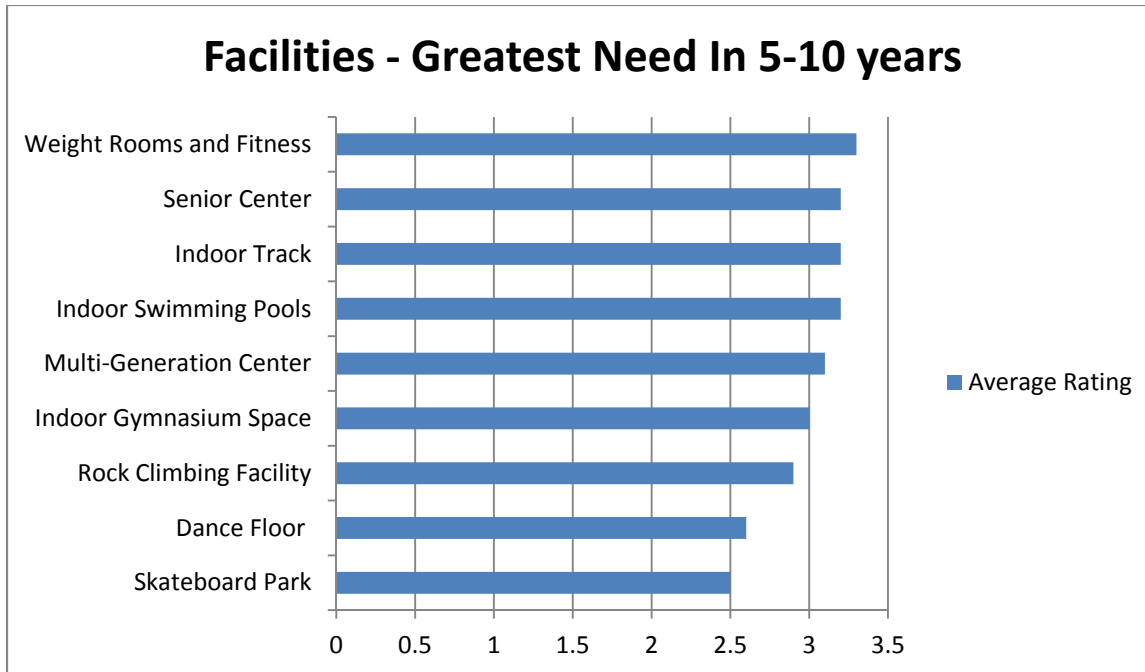
5.2 Program and Facilities Planning

Peak and off-peak times for our facilities should be considered. Staff will take into account the following:

- Are there programs that should be divested, thereby freeing up space that could be used by a high demand program?
- Is there additional space to program our high demand core programming during peak times?
- Can a facility be adapted to house additional remolded/modified programs?
- Peak programming when developing a new facility.
- Opportunities for partnerships and collaboration.

5.3 Future Facilities

In the 2012 survey (see graphic below), the public was asked their opinion about the greatest need for future facilities, amenities and services over the next five to ten years, with 1 being not at all important, 5 being very important, and 3 being neutral.



When facilities are expanded and/or new facilities are constructed, it will be imperative for THPRD to consider input from the public. However, staff expertise and knowledge should help drive some of the decisions to ensure that any facility additions or changes will meet the programming needs of that community. It should be noted that any future facility will not be one dimensional in programming and will instead focus on being a multigenerational and multiuse facility.

6.0 Staffing

THPRD programming staff will strive to attract, train and retain quality employees with a focus on creating a high-performing and diverse workforce. In addition, THPRD will strive to support a healthy work-life balanced environment, while insuring compliance with federal, state and local employment regulations. In support of this, THPRD will promote diversity in the workforce, provide professional skill development and continuing education opportunities for staff, while also providing management and performance reviews.

Human Resources will recruit from the community we serve to better represent the community. To ensure we are attracting the best local talent available, we will need to increase recruitment and hiring to ensure our staff, for all positions (including managerial and supervisory roles) is representative of the diverse population we serve.

6.1 Volunteers

Volunteers play a role in supporting THPRD programming. The volunteer program aims to expand opportunities for involvement in THPRD, and to strengthen volunteerism in our agency and community, for the benefit of the individual, the district, and the community as a whole.

The THPRD Volunteer Services Program is committed to involving a diverse group of citizens in supporting their community.

Since 2002, THPRD Volunteer Services has existed in support of these goals:

1. To support an effective relationship between paid staff and our volunteers.
2. To provide an opportunity for a meaningful experience for volunteers.
3. To supplement and expand THPRD programs and services.
4. To strengthen involvement and ownership by citizens of their park system.

THPRD will continue to encourage and recognize the important role of program and community volunteers in meeting needs. For volunteer policies and procedures please refer to the Department of Programs and Special Activities.

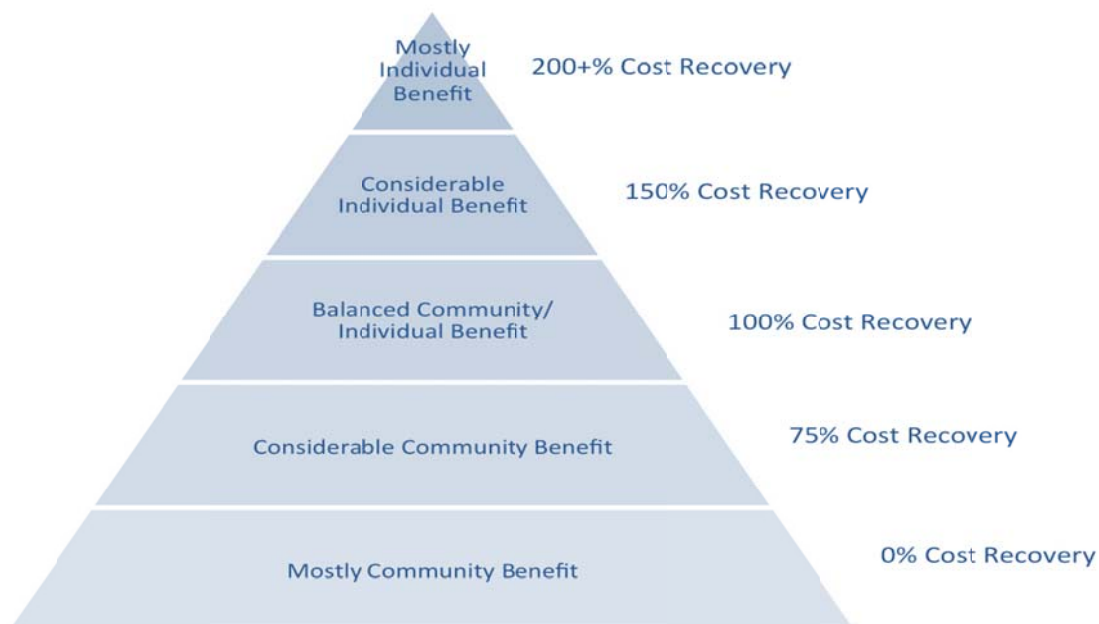
7.0 Cost Recovery/Fees

Another goal of THPRD is to create a balanced cost recovery model that identifies and establishes financial accountability and sustainability goals, while equally supporting the core values, vision, and mission of the district and the community it serves. As community need grows and evolves, the district will continue to approach the allocation of taxpayer funds thoughtfully and responsibly in an effort to maintain the quality standards established for our programs and services.

By focusing on community benefit, we have established a cost recovery and pricing model that meets our core values as stewards of the public dollar and as a quality service provider.

7.1 Methodology

Pyramid Methodology is used to sort categories of service and determine cost recovery targets. The pyramid details cost recovery and subsidy goals corresponding with the benefit received by the community as a whole.



- Tier I: target 0% cost recovery -mostly community benefit
 - Tier II: target 75% cost recovery -considerable community benefit
 - Tier III: target 100% cost recovery -balanced individual and community benefit
 - Tier IV: target 150% cost recovery -considerable individual benefit
 - Tier V: target 200% cost recovery -mostly individual benefit
- See Appendix D for full Cost Recovery Pyramid.

7.2 Tier Reclassification

There may be an occasion where staff or the community feel that a program or activity should be moved from its current tier location to another. A request for a tier reclassification will need to follow these steps:

- Service Assessment Matrix results
- Current cost recovery achievements
- Justification of community benefit
- Submission to superintendent
- Public notification and feedback
- Management approval

7.3 Pricing Methodology

Program pricing methodology is based on the value/cost of service provision, market conditions, demand, industry trends and cost recovery targets.

- Cost recovery pricing: a fee based on cost recovery goals within market pricing ranges.
- Market pricing: a fee based on demand for a service and what the market will bear.
- Competitive pricing: a fee based on what similar service providers or competitors are charging.
- Arbitrary pricing: a fee that ignores market conditions and cost recovery goals based on a general provision to meet budget goals. This applies when goals for cost recovery are not required but the service can sustain a fee.

7.4 Financial Sustainability

Program prices are set based on cost recovery goals which are established in order to achieve financial sustainability. When cost recovery targets require a price to be at a level where they are no longer affordable to the user, cost control measures, as well as alternate funding options must be explored. Alternate funding sources can include:

- Grants
- Partnerships
- Donations
- Collaborations
- Volunteer contributions

7.5 Program Fees (Class Calculation Sheet See Appendix E)

Class Fee Calculation Sheets are used to determine class fees based on all direct and in-direct costs.

- Per hour program fees are developed based on the category of service classification within each tier of the pyramid and all direct expenditures associated with the program.
- Fees include staff cost, services and supplies, and contractor percentages.
- Each program will be allocated a facility use cost, if applicable.
- Fees are established on a minimum enrollment number.

7.6 Out of District Fees

The purpose of this policy is to ensure THPRD charges fair and equitable fees for participation in district programs and for use of district facilities by in-district residents and out-of-district users. The district will establish fees for out-of-district users of district services that are equitable with fees for district residents recognizing the contribution made by district residents through property taxes.

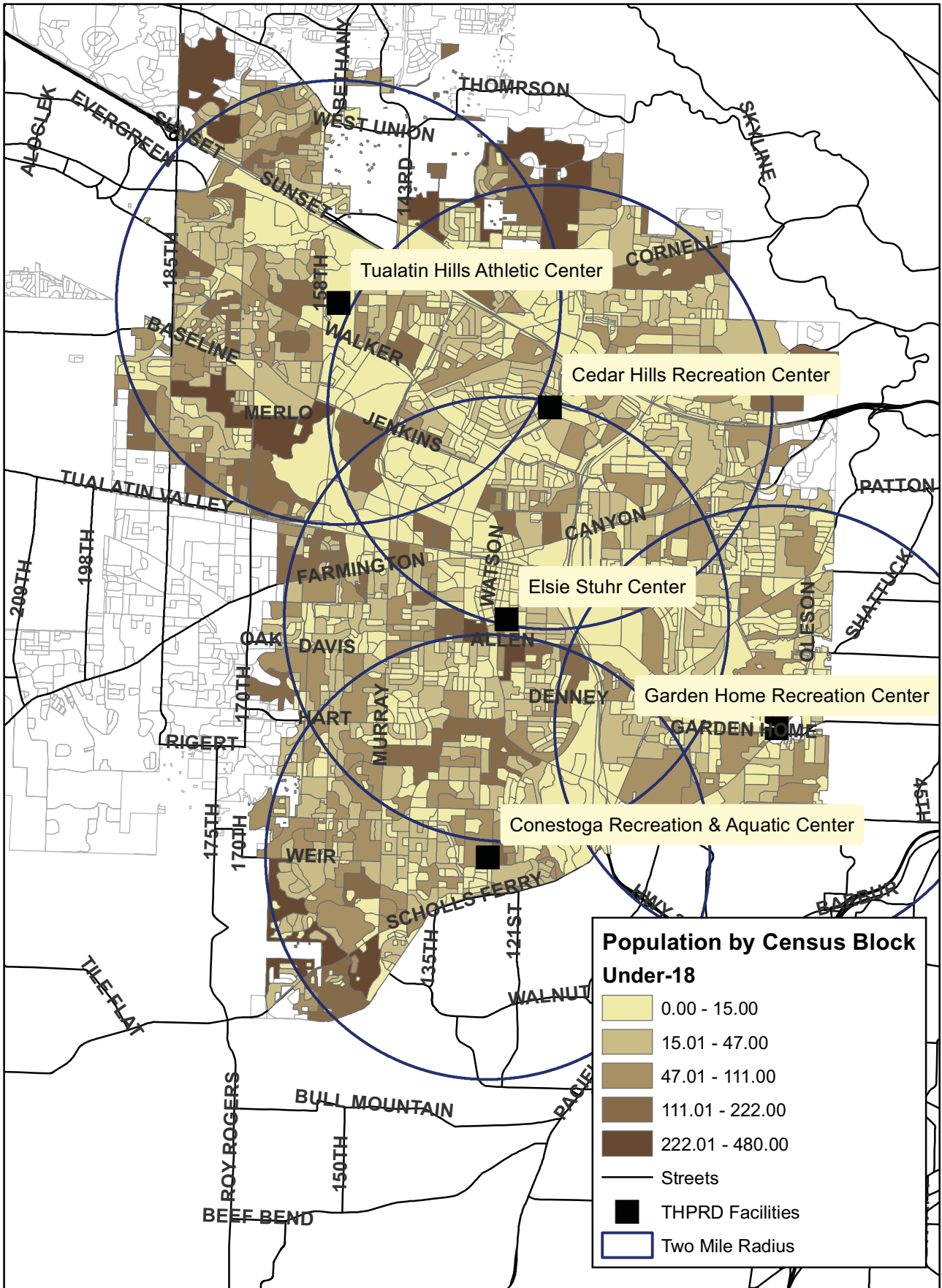
Please refer to District Compiled Policies Chapter 6, Finance, and district administrative procedures 3.01.05, Out-of-district Fees, for further information.

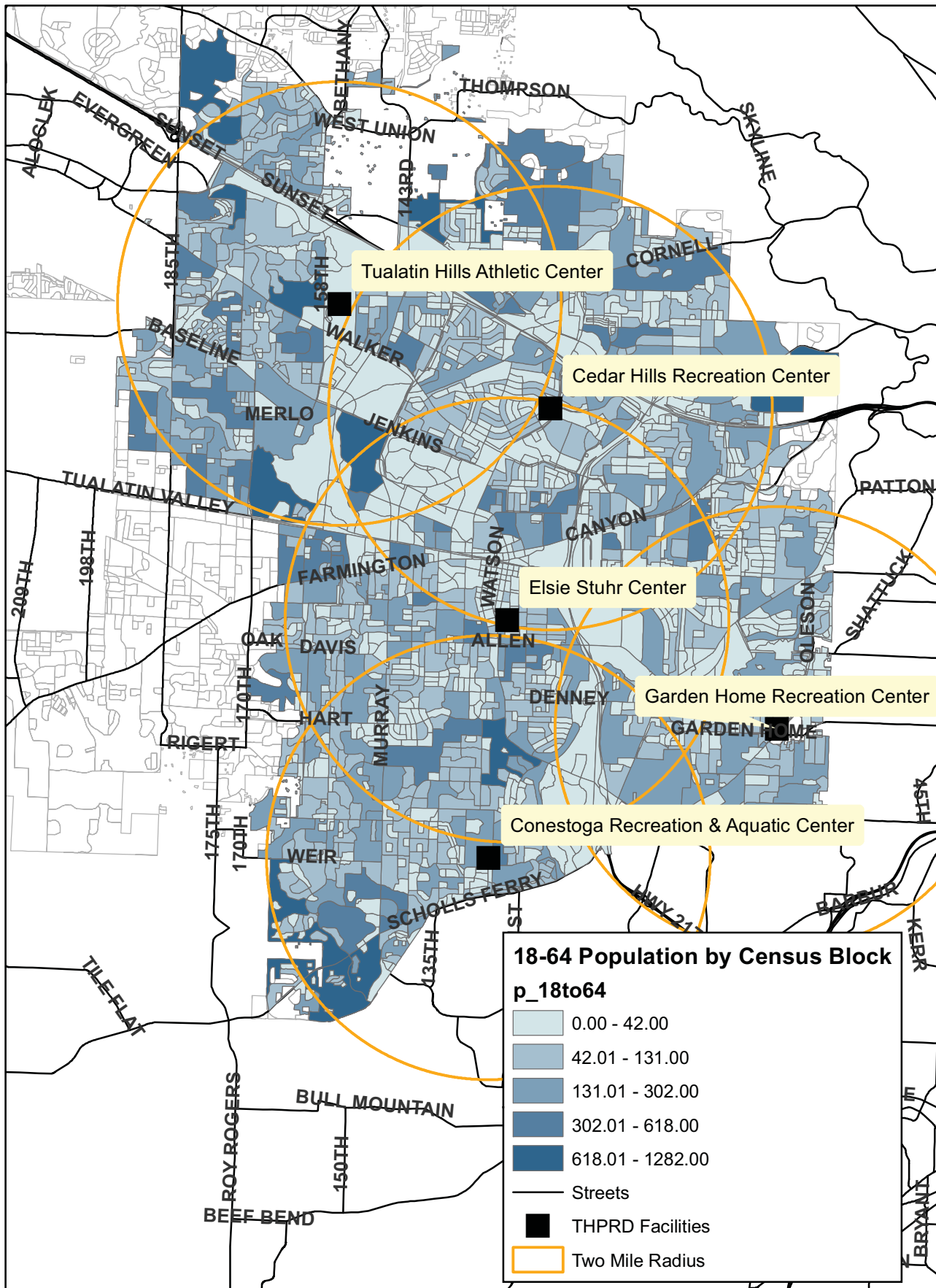
7.7 Discounts

The district will establish appropriate fee discounts for selected groups. Only in-district residents will be eligible for fee discounts, and only one discount may be applied to each fee.

Please refer to District Compiled Policies Chapter 6, Finance, and district administrative procedures 3.01.04, Fee Discounts, for further information.

Appendix A





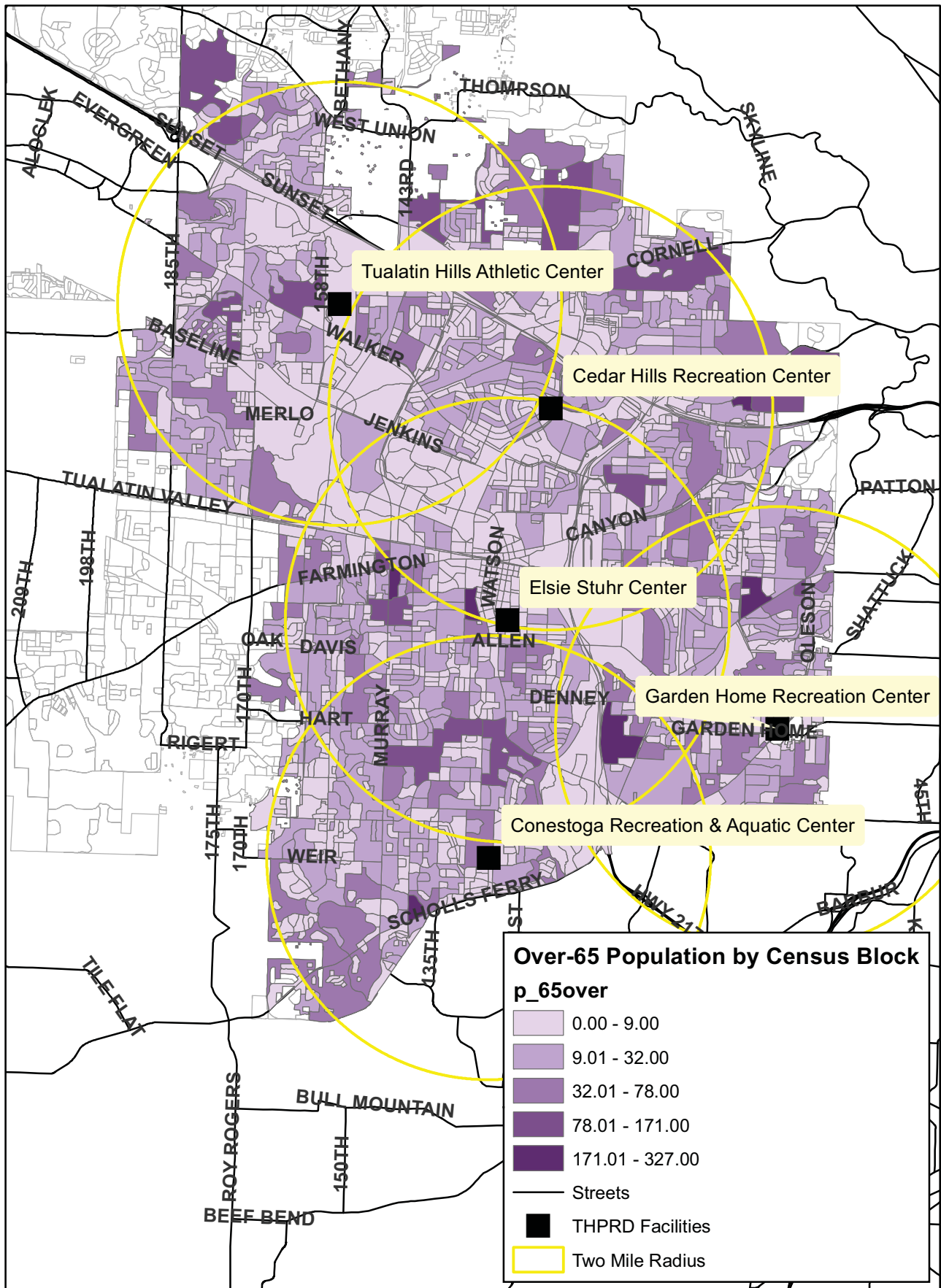
Tualatin Hills Athletic Center

Cedar Hills Recreation Center

Elsie Stuhr Center

Garden Home Recreation Center

Conestoga Recreation & Aquatic Center



Categories of Service

Prior to confirming the placement of services on the pyramid from the previous cost/benefit analysis, and sorting each new service onto the pyramid, the Project Team was responsible for refining the existing, and creating additional Categories of Services, including definitions and examples. These **thirty-one** categories of services and their definitions are summarized below.

THPRD'S CATEGORIES OF SERVICE

TIER 5: MOSTLY INDIVIDUAL BENEFIT

Concession and Vending – Food and beverage for individual use or consumption.

Merchandise – Items for individual or team use (examples: Logo clothing, tennis balls, memorial benches, bricks and trees, etc.).

Private/Semi-Private Lessons – Lessons arranged for one to three students with a specific instructor and/or time.

Rentals /Exclusive Use – Private – Rentals for exclusive use of spaces and facilities (examples: room rental, lap lane, fields, gyms, basketball or tennis courts, and entire facility, or picnic shelter, community garden which are only available for private rentals, etc.) on a one-time or one season basis by an individual, group, or business by a private individual, group, non-profit or for-profit business.

Tenant Leases – Long-term rentals for exclusive use of spaces and facilities for ongoing or multiple time-periods by a private individual, group, non-profit, or for-profit business (examples: communication and utility leases and easements, preschool, Portland Timbers, private residential residences or surplus property, etc.).

Equipment Rentals – Various agency-owned equipment available to renters (examples: banquet chairs/tables, audio/video equipment, tennis ball machines, stage, etc.).

Trips – Day, overnight, and extended trips that provide opportunities for participants to visit selected destinations outside of THPRD facilities and parks (examples: Elsie Stuhr Center excursions, outdoor recreation trips, specialized recreation trips, etc.).

Organized Parties – Includes a rental of space as well as an organized and monitored activity by staff; may or may not include food, cake, entertainment, and favors, catering and other planning functions (examples: swim birthday parties, nature birthday parties, weddings, baptisms, etc.).

Permitted Services – Allowable non-exclusive use permitted services for filming/photography rights, parking, concession/vending cart operations, alcohol, special events by others, etc.

Professional Services – Facility and program management or scheduling services provided by agency through contract to outside groups or other agencies (examples: mobile senior fitness programs to residential facilities, private residence tree trimming, church site maintenance, cooperative service agreements, etc.).

TIER 4: CONSIDERABLE INDIVIDUAL BENEFIT

Classes, Workshops and Clinics – Competitive – Same as above, with a focus on competitive activities; has a pre-requisite for participation or is try-out based (examples: tennis tournament prep program, etc.).

Specialized Activities – Targeted, individualized group activities led by THPRD staff, requiring advanced scheduling that are typically offered on a one-time or limited basis, or center specific one-time events (examples: school group activities or field trip, scout programs, home school activities, Bugfest, Fall Festival, Big Truck Day, Fun Run/Walk, Twilight Track, disc golf, bocce, Chocolate Fantasy, Junk in Your Trunk, etc.).

Drop-In Childcare/Babysitting – Drop-in on-site child care for participants using THPRD facilities and/or programs.

Leagues/Tournaments Restricted – Scheduled multi-game restricted sporting events for various age groups that are organized and/or managed by THPRD, may or may not be officiated and/or judged, and may or may not be scored, providing an individual or a team experience for participants with the intent to play a game/match-format or to compete (examples: open tennis, ASA sanctioned softball, etc.).

TIER 3: BALANCED COMMUNITY/INDIVIDUAL BENEFIT

Classes, Workshops, and Clinics – Intermediate/Advanced – Same as above, with a focus on intermediate/advanced progressive activities; has a pre-requisite for participation (examples: pre-competitive swim, specific skill refinement, tennis hit groups, lifeguard training, Splash Recreational Swim Team, etc.).

Rentals/Exclusive Use – Associate – Exclusive use of spaces and facilities (examples: room rental, lap lane, fields, gyms, basketball or tennis courts, entire facility, etc.) by a non-profit group on a one-time or on-going basis to groups identified as having common interests with the agency and may or may not have a formal agreement (examples: YMCA, THPRD inter-governmental agencies, Beaverton School District, NAC/CPO, etc.).

Rentals/Exclusive Use – Affiliates – Exclusive use of spaces and facilities (examples: room rental, lap lane, fields, gyms, basketball or tennis courts, entire facility, etc.) by a non-profit group on a one-time or on-going basis to groups identified as having aligned interests with the agency, fulfills a core service in lieu of the agency, serves primarily District residents, and has a formal agreement (examples: THPRD aquatic clubs, THPRD sports clubs, Foundations/Advisory Committees/Friends Groups, West Portland Boxing, etc.).

Leagues/Tournament Unrestricted – Scheduled multi-game sporting events for participants of multi-skill levels and various age groups that are organized and/or managed by THPRD, may or may not be officiated and/or judged, and may or may not be scored, providing an individual or a team experience for participants with the intent to play a game/match-format or to compete on a recreational level (examples: entry level tennis, volleyball, softball, basketball, Middle School track and cross-country, etc.).

Preschool – Structured curriculum-based licensed or license exempt education and enrichment programs for children 2.5-5 years old that prepare them for kindergarten. Programs may or may not include full day childcare and are managed and delivered by THPRD.

Camps/Before and After School Care – Non-licensed recreational and child care camps, school break programs, and after school programs with a social, child care and/or recreational focus which may include field trips, rather than specific instructional or skills programs. (examples: Winter or Spring Breaks, Summer Full-day Camp, non-contact school days, Nature and Sports Camp, etc.).

Community Service Program/Internship – Services that support educational or repayment requirements (example: court-ordered restitution, service learning requirements, college degree required internships, etc.).

Therapeutic/Adapted/Special Recreation Services – Specialized non-mandated on-site leisure drop-in opportunities and classes for people with disabilities designed and managed to be specific to the physical, cognitive, social, and affective needs of these populations. These are not unified programs, nor are they reasonable accommodations required as inclusionary services (examples: Camp Rivendale and TR drop-in programs, specialized aquatics, etc.).

Social Services – Services that are offered by agency to provide a social, wellness, or safety benefit that do not fit into other traditional park and recreation instructional, special event and/or athletics offerings (examples: tax preparation services, senior meal programs, flu shots, toenail and foot care, literacy, blood pressure clinic, AARP driving course, support groups, etc.).

Social Clubs – THPRD recognized, regularly scheduled, recurring, THPRD or self-managed group interest meetings and get-togethers (examples: Stuhr Book Group, Texas Hold-em, Chess, Bridge, potluck, etc.).

TIER 2: CONSIDERABLE COMMUNITY BENEFIT

Monitored Facility Usage – Drop-in use of a facility/activity that is non-instructed, and is actively monitored by agency staff/volunteer supervision. (examples: drop-in gym, drop-in swimming, weight room, billiards/cards, computer lab, tennis center courts, nature center, etc.).

Classes, Workshops, and Clinics – Introductory/Multi-Level – No pre-requisite for participation, entry level group recreational and/or instructional programs and activities for all ages (examples: learn to swim, beginning-level classes, multi-level fitness, nature and environment, arts and crafts, general interest, rec mobile, nature mobile, nature days, etc.).

Volunteer Program – Internal management of opportunities for individuals or groups to donate their time and effort to a structured or scheduled experience (examples: park watch, coaches, LITE, Junior Lifeguards, trail maintenance, education or events, Friends Groups, etc.).

TIER 1: MOSTLY COMMUNITY BENEFIT

Community-wide Events – Community-wide events that are not center specific, run by THPRD, typically offered on an annual basis that may or may not require registration (examples: Party in the Park, Concerts, Sunday Trailways, Farmer’s Market, Groovin on the Green, etc.).

Open Park Usage – Use of a park/activity that is non-registered and non-instructed, and is not actively monitored by agency staff/volunteer supervision. (examples: trail, playgrounds, park, self-guided tours, outdoor sport courts, disk golf, skate park, dog park, etc.).

Inclusion Services – Provides for reasonable accommodation and programs to any Department activity, park, and/or facility providing leisure opportunities to people with disabilities. Inclusion services are intended to comply with the Americans with Disabilities Act (ADA federal mandate).

Support Services – Services and facilities that are provided by the staff and volunteers that support the administration, operations, and/or general agency operations that are not allocated as direct expenses (examples: information technology, finance and accounting services, human resources, district-wide marketing, planning and development, internal trainings, Board Appointed Advisory Committee, risk management services, director and assistant directors offices, etc.).

THPRD's Categories of Service Key:

- 1 Concession and Vending**
- 2 Merchandise**
- 3 Classes, Workshops and Clinics - Beginning/Multi-Level**
- 4 Classes, Workshops and Clinics - Intermediate/Advanced**
- 5 Classes, Workshops and Clinics - Competitive**
- 6 Private/Semi-Private Lessons**
- 7 Rentals/Exclusive Use - Private**
- 8 Rentals/Exclusive Use - Associates**
- 9 Rentals/Exclusive Use - Affiliates**
- 10 Tenant Leases**
- 11 Equipment Rentals**
- 12 Non-Monitored Park/Facility Usage**
- 13 Monitored Park/Facility Usage**
- 14 Trips**
- 15 Organized Parties**
- 16 Tournaments and Leagues**
- 17 Specialized Activities**
- 18 Community-wide Events**
- 19 Preschool**
- 20 Camps/Before and After School Care**
- 21 Drop-In Childcare/Babysitting**
- 22 Professional Services**
- 23 Permitted Services**
- 24 Volunteer Program**
- 25 Community Service Program**
- 26 Inclusion Services**
- 27 Therapeutic/Adapted/Special Recreation Services**
- 28 Social Services**
- 29 Social Clubs**
- 30 Support Services**

Assign a number to each budget line item. Wages and benefits carried under the Planning and Supervision budget section are usually considered Support Services (#30) unless directly attributable elsewhere (ex. Park Rangers).

Appendix C

The Public Sector Service Assessment

Based on the MacMillan Matrix for Competitive Analysis of Programs, the Public Sector Services Assessment Matrix is an extraordinarily valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The Public Sector Agency Services Assessment Matrix is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

The Public Sector Agency Service Assessment Matrix assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

Q: Is the agency the best or most appropriate organization to provide the service?

Q: Is market competition good for the citizenry?

Q: Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?

Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?

Services Assessment Matrix <small>© 2009 GreenPlay LLC and GP RED</small>		Financial Capacity Economically Viable		Financial Capacity Not Economically Viable	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
Good Fit	Strong Market Position	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	"Core Service" 5
	Weak Market Position	Divest 3	Invest Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
Poor Fit	Divest				9

Directions for Public Sector Agency Services Assessment Matrix

In order to determine where a new or existing program lies on the Services Assessment Matrix, the following steps are followed:

- 1) Determine whether or not the program is a good fit with THPRD's mission and guiding principles.
- 2) Determine whether or not the program is economically viable.
- 3) Determine the market position of the program.
- 4) Determine whether or not there is alternative coverage.

Depending on where a program lies on the Matrix, determines the direction of the program or program idea: advance market position, affirm market position, complementary develop the program, invest in the program, collaborate with others to offer the program, or divest the program altogether.

Fit

Fit is the degree to which a service aligns with the agency's values and vision, reflecting the community's interests. If a service aligns with the agency's values, vision and guiding principles, and contributes to the overall enhancement of the community, it is classified as good fit; if not, the service is considered a poor fit. In order for a program to be considered a good fit, it must answer yes to four of the following six questions below. If it does not answer yes to at least four questions below, it is considered a poor fit and should not be pursued.

- Does the program work to enhance healthy and active lifestyles?
- Does the program connect people to nature, parks, and recreational programming?
- Does the program champion diversity and reach new audiences and underserved communities?
- Will the program be a quality sports and recreation program for all ages, backgrounds, and abilities?
- Will the program meet outlined cost recovery goals?
- Does the program have public interest or support?

Financial Capacity

Financial Capacity is the degree to which a service (including a program, facility or land asset is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.

In order for a program to be classified as economically viable, it must answer yes to four of the following seven questions. If it does not answer yes to at least four of the questions below, it is considered not economically viable.

- Does the service have the capacity to sustain itself (break even) independent of General Fund or taxpayer subsidy/support?

- Can the service reasonably generate at least 50% from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants and/or volunteer contributions for this service?
- Can the service reasonably generate at least 25% of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service's target market?
- Can the user self-direct or operate/maintain the service without agency support?

Market Position

Market Position is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency's effectiveness, quality, credibility, and market share dominance.

In order for a program to be classified as strong market position, it must answer yes to five of the following nine questions. If it does not answer yes to at least five of the questions below, it is considered weak market position.

- Does the agency have the adequate resources necessary to effectively operate and maintain the service?
- Is the service provided at a convenient or good location in relation to the target market?
- Does the agency have a superior track record of quality service delivery?
- Does the agency currently own a large share of the target market currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers? (e.g., "Is there a consistent waiting list for the service?")
- Can you clearly define the community, individual, environmental and/or economic benefits realized as a result of the service?
- Does agency staff have superior technical skills needed for quality service delivery?
- Does the agency have the ability to conduct necessary research, pre and post participation assessments, and/or properly monitor and evaluate service performance therefore justifying the agency's continued provision of the service? (Benchmarking performance or impact to community issues, values, or vision)
- Are marketing efforts and resources effective in reaching and engaging the target market?

Alternative Coverage

Alternative Coverage is the extent to which like or similar services are provided in the service area to meet customer demand and need. If there are no other large (significant), or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as "low coverage." Otherwise, coverage is "high."

Unfair Competition

It has become somewhat challenging to draw a line of demarcation between those services that are recognized to be the prerogative of the private sector and those thought to be the responsibility of the public sector. Overlap of service production and provision are common. A continuing problem today is the lack of clarification between what sector should be producing or providing which services, therefore, developing boundaries. What is needed is the reshaping of how public and private sector agencies work independent of each other or together in a more effective way, becoming complementary rather than duplicative.

Service lines are blurred due to a variety of factors. Whether it is due to the emergence of new services, not offered before, in response to customer demand, or reduced availability of public funds and therefore greater dependence on revenue generation, these blurred lines sometimes result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from the resource advantages the public sector has over the private sector including but not limited to immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars.

Recommended Provision Strategies – Defined (numbers refer to graphic above)

Affirm Market Position (1) – a number of (or one significant) alternative provider(s) exists yet the service has financial capacity and the agency is in a strong market position to provide the service to customers or the community. Affirming market position includes efforts to capture more of the market and investigating the merits of competitive pricing strategies. This includes investment of resources to realize a financial return on investment. Typically, these services have the ability to generate excess revenue.

Advance Market Position (2) – a smaller number or no alternative providers exist to provide the service, the service has financial capacity and the agency is in a strong market position to provide the service. Due primarily to the fact that there are fewer if any alternative providers, advancing market position of the service is a logical operational strategy. This includes efforts to capture more of the market, investigating the merits of market pricing, and various outreach efforts. Also, this service may be an excess revenue generator by increasing volume.

Divestment (3, 4, 7, 8, 9) – the agency has determined that the service does not fit with the agency's values and vision, and/or the agency has determined it is in a weak market position with little or no opportunity to strengthen its position. Further, the agency deems the service to be contrary to the agency's interest in the responsible use of resources, therefore, the agency is positioned to consider divestment of the service.

Investment (4) – investment of resources is the agency's best course of action as the service is a good fit with values and vision, and an opportunity exists to strengthen the agency's current weak market position in the marketplace.

Complementary Development (5) – the service is a good fit, a number of (or one significant) alternative provider(s) exists which provide the service, the agency is in a strong market position to provide the service, yet it does not have financial capacity to the agency. “Complementary development” encourages planning efforts that lead to complementary service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number or like services of alternative providers, demand and need exists justifying the service’s continued place in the market.

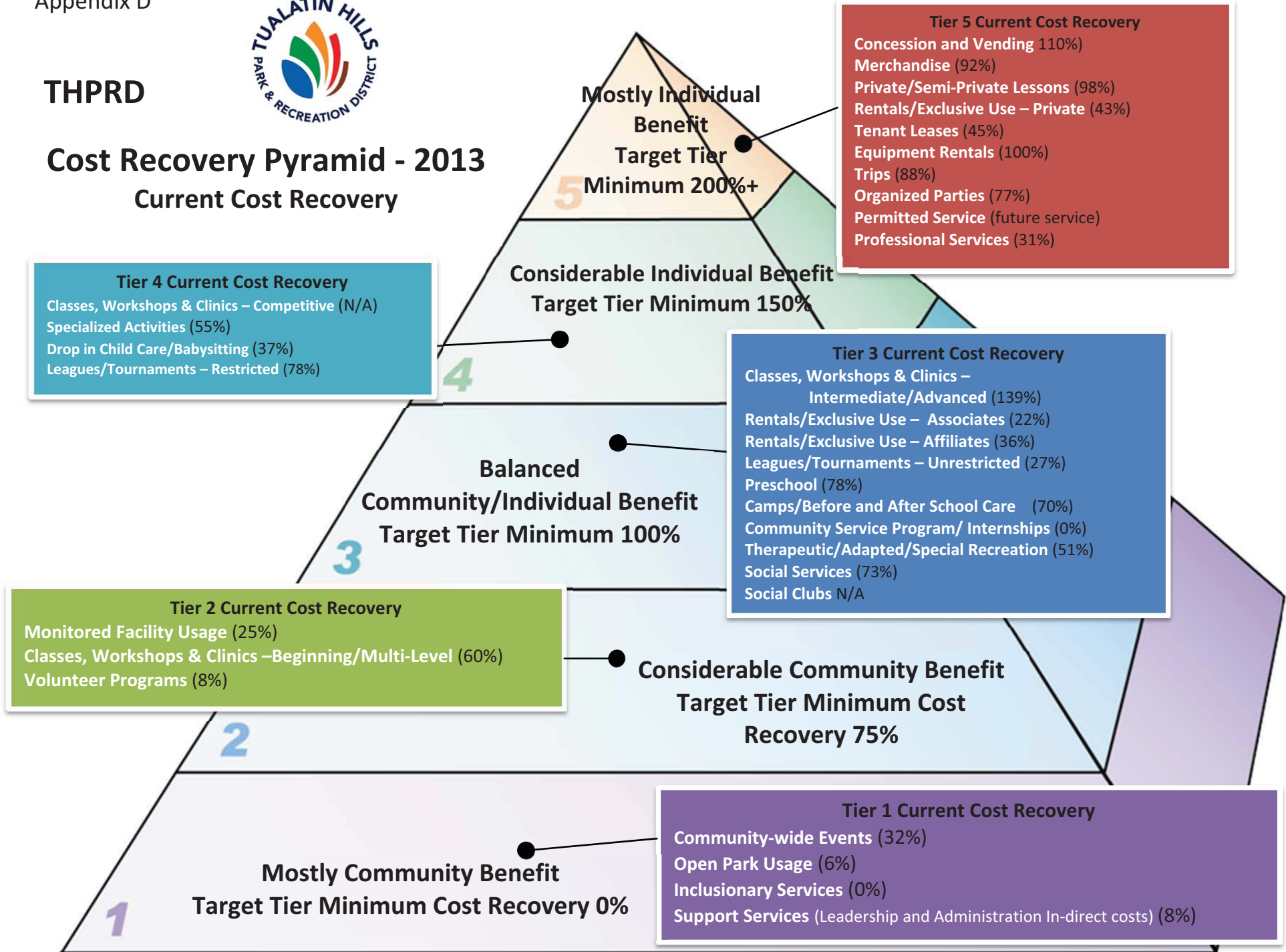
Collaboration (4, 7, 8) – the agency determines that the service can be enhanced or improved through the development of a collaborative effort as the agency’s current market position is weak. Collaborations (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly utilizing agency resources are recommended.

Core Service (6) – these services fit with the agency’s values and vision, there are few if any alternative providers, yet the agency is in a strong market position to provide the service. However, the agency does not have the financial capacity to sustain the service outside of General Fund support and the service is deemed to not be economically viable. These services are “core” to satisfying the agency’s values and vision typically benefiting all community members, or are seen as essential to the lives of under-served populations.



THPRD

Cost Recovery Pyramid - 2013
Current Cost Recovery



Appendix E

Tualatin Hills Park & Recreation District Instructional Camp Fee (Proposed Recreation Calculation Form)

Class Title:		Swim, Preschool 1-2			
Instructor:					
Class Minimum:	3	Class Maximum:	20		
A) Class Hours	9	X	0.500	=	4.500
	sessions		hrs/session		class hours
B) Class Prep-Lead Instructor	9	X	0.000	=	0.000
	sessions		hrs/session		prep hours
B-1) Class Prep-Staff Instructor	0	X	0.000	=	0.000
	sessions		hrs/session		prep hours
C) Contact Hours	4.500	X	3	=	13.500
	class hour		class minimum		contact hours
D) Instructor Wages	21.50				
	Per Hour				
Number of Instructors	1	X	21.50	=	21.50
E) Staff Wages	0.00				
	Per Hour				
Number of Staff	0	X	0.00	=	0
F) Instructor Cost:	4.500	+	0.000	X	21.50
G) Staff Cost:	4.500	+	0.000	X	0
H) Total base staff/instructor Cost:					\$ 96.75
I) Direct Cost Load	96.75	X	\$1.33 Instructor P/R taxes&supplies		\$ 128.68
J-1) Department Administration	13.500	X	\$ 3.75	=	\$ 50.63
J-2) Facility Cost	13.500	X	\$ 1.95	=	\$ 26.33
K) Other Direct Costs (i.e. bus rental, driver, admission fees, etc.)					\$ 0.00
L) Total cost Instruction	128.68	+	76.96	+	0.00
M) Total Fee/Student	205.64	/	3	=	\$ 68.55
	per class cost		class minimum		in-district fee/person
--Tier (Category of Service)[%]					% 75
--Total Fee/Student [refined]					\$ 51.41
N) Fee/Class Session	51.41	\$ /	4.5	=	\$ 11.42
			class hours		Fee/class hour

Fee Increase Cap Calculation		Total Class Fee % Cap	
Previous Class	21.00	54.00	
	\$ instruction wages	Previous fee/student (include prep cost but not student misc fees).	
	0.00	5.00	
	\$ Staff wages	\$ Previous # class hours (do not include prep hours)	
	3 (Minimum)	10.80	OR
			11.02
			last year fee, or more
Proposed Class	21.50	11.42	
	\$ Instructor wages	\$ Proposed fee/Camp hr.	
	0.00		
	\$ Staff Wages		
Percent Change	2.38	-81.69	
	%	%	
Fee % Cap	2.38	15	17.38
	%Instructor wage inc	% Fee cap	%

O) Fee/Class Capped at 15% increase plus instructional wage increase	\$ 11.02	X	117.38	%	=	\$ 12.94
P) Fee/class/session-lower of K or L (Use current fee if it exceeds K but is less than L)					=	\$ 11.42
Q) Subtotal Fee/student	\$ 11.42	X	4.500	=	\$ 51.39	
R) Total Fee/Student					=	\$ 51.39
*** Adjusted annually per the adopted budget					ROUND:	\$ 51.00
+++ Adjusted annually- unit costs/hour per the LTFP						
NOTE- Greyed boxes require manual input	Supply Fees if Necessary				=	\$ 0.00

Glossary of Terms and Definitions

Advisory Committees: These groups are created by and members appointed by the District Board to provide recommendations to the District Board pertaining to specified operational and/or planning functions. Membership may include District Board members, staff members, and/or citizens. These groups are long-standing advisory groups.

Alternative Funding: Other ways to improve cost recovery in addition to user fees and charges. May include grants, sponsorships, volunteer programs, cell tower fees, rental house fees, gifts, and other miscellaneous income categories, etc.

Alternative Coverage: Is the extent to which like or similar services are provided in the service area to meet customer demand and need.

Arbitrary Pricing: A fee that ignores market conditions and cost recovery goals based on a general provision to meet budget goals. This applies when goals for cost recovery are not required but the service can sustain a fee.

Attendance: Attendance is measuring the total number of times that a participant attends the class. It's also the total number of spectators and participants in a *tournament*, festival or event, or total number of visitors at a rental function or meeting. It measures the users and non-users at a program or event.

Benefit: The degree to which programs and services positively impact the public.

Business Plan: A method for requesting new budget funding, A plan to accomplish a set goal (a priority goal identified by the Board of Directors). A description of the "idea" including resources needed and leveraged funds and how the plan will accomplish the goal.

Category of Service: It is the descriptions of the service we are provide and used as classify what tier of service the program is. This is coded into the budget and class calculation sheets.

Comprehensive Plan: A guiding document which included goals, visions, and level of service recommendations to meet the parks and recreation needs of the District for the next five years. Updated July 2014.

Competitive Pricing: A fee based on what similar service providers or competitors are charging.

Class Fee Calculation Sheets: Sheets in class management system where hours and supplies are entered and the per user fee of the class is created.

Class Management System: THPRD's internal operating system for program registration and drop-in programs.

Contact Hours: Number of hours of contact with patrons. Standard contact hour assumptions are used in budget worksheets for like activities.

Cost Recovery: The degree to which the cost (direct and/or indirect) of facilities, services, and programs is supported by user fees and/or other designated funding mechanism such as grants, partnerships, volunteer services etc., versus tax subsidies.

Cost: Cost is defined as all expenditures associated with an activity or service. Price or fee is the amount charged to the customer for the activity or service. **Direct Cost:** Includes all of the specific, identifiable expenses (fixed and variable) associated with providing a service, or operating and maintaining a facility, space, or program. These expenses would not exist without the program or service and often increase exponentially.

Fit: The degree to which a service aligns with the agency's values and vision, reflecting the community's interests.

Financial Capacity: Is the degree to which a service (including a program, facility or land asset) is currently, or potentially, attractive as an investment of current and future resources to an agency from an economic perspective.

For-Profit/Private Group: A group that does not have an IRS status that exempts it from paying taxes.

Full-Time Benefited Employee: A regular employee who works at least 40 hours per week on a regularly scheduled basis. Full-Time Benefited Employees are eligible for the benefits package, are eligible for transfer or promotion to other regular positions within THPRD, and are eligible for other rights applicable to regular employment.

Indirect Cost: Please refer to the Direct and Indirect Costs document.

Low Enrollment: When a registered program does not reach minimum requirements set by class calculation sheets.

Market Position: Is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency's effectiveness, quality, credibility, and market share dominance.

Market Pricing: A fee based on demand for a service and what the market will bear.

Market Rate Fee: Fee based on demand for a service or facility. The market rate is determined by identifying all providers of an identical service (e.g. private sector providers, other special districts or municipalities, etc.), and setting the fee at the highest level the market will bear.

Minimum Service Level: The lowest "acceptable" service level at facilities; a function of maintenance levels, staffing levels, types and numbers of amenities available (picnic sites, nature trails, restrooms, recreation centers, etc.), types and numbers of additional program offerings, quality of customer service, etc.)

Community Needs Assessment: method of gaining community input on direction of future programming

Out of District: A person whose primary residence is outside of THPRD's service area/boundary and does not meet the residency test in any way.

Off-Peak: Period of least demand for services and programs.

Patron/Participant/Guest/User/Visitor: Persons who use facilities and/or services, visit parks, and/or participate in programs and activities.

Participation: Participation refers to the number of those who are enrolled in a program, workshop, activity, or event. They are the doers or users, the enrollees, or the class attendees.

Peak: Period of highest demand for services and programs. Peak and off-peak categorizations may vary for services and programs within a facility or park. For example, in a park, day use may be highest during the same time period in which demand for interpretive programs is low.

Program: Activities and special events offered by THPRD at various locations with specific participant purposes such as education, skill development, socialization, or health.

Program Attendance: Attendance is measuring the total number of times that a participant attends the class this does not include spectators.

Pyramid Methodology: The pyramid details cost recovery and subsidy goals corresponding with the benefit received by the community as a whole.

In District Resident: Currently defined as those who live within THPRD boundary and/or own property within the district boundary and pay annual property taxes to THPRD.

Scholarship): The scholarship or fee reduction policy is intended to provide recreation and leisure opportunities at a reduced rate to citizens of the agency with economic need. Ability to pay should not be a factor for participation.

Service Assessment Matrix: Based on the MacMillan Matrix for Competitive Analysis of Programs, the Public Sector Services Assessment Matrix is based on the assumption that duplication of existing comparable services among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. Developed by Greenplay IIc.

Subsidy: Funding through taxes or other mechanisms that is used to financially support programs or services provided to users and participants. Subsidy dollars provide for the program or service costs (direct and/or indirect) that are not covered by user or participant fees, or other forms of alternative funding. This is the community's investment.

Wait List: A list created when a class has reach capacity for participants who would like to register for that program.