

Strategic Financial and Operational Management: Your First Objective

**2018 Florida Recreation and Parks Association
Annual Conference**

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The Woodlands Township
The Woodlands, Texas*

Is your job like Shark Tank??



Is your job like ~~Sharon~~ ~~Frank~~??



Why resist!!!!!!!



Session Objectives

- Identify the benefits of using financial management tools
- Determine the functions and the role of a business and operational plan.
- Detail various financial models to assist in making decisions



Then



Then



Now



Now



Now.....

If it looks like a business, and acts like a business why are we not running it like a business.....with a plan

Background Information

Who is facing these issues??

- Reduced funding/tax fatigue
- Substantial Cuts or Growth
- Growing demand
- Sustainability of demand
- *Lack of understanding of the marketplace*
- *Lack of understanding of consumers needs*



*Are we relevant
to the market?*

Background Information

*Strategic Financial
Operational
Management- The
process of creating a
picture of what a
program, facility,
service unit will be.*



The plan describes the Who, What, When, Where, Why, How and How Much that make the “concept” improve or come alive.

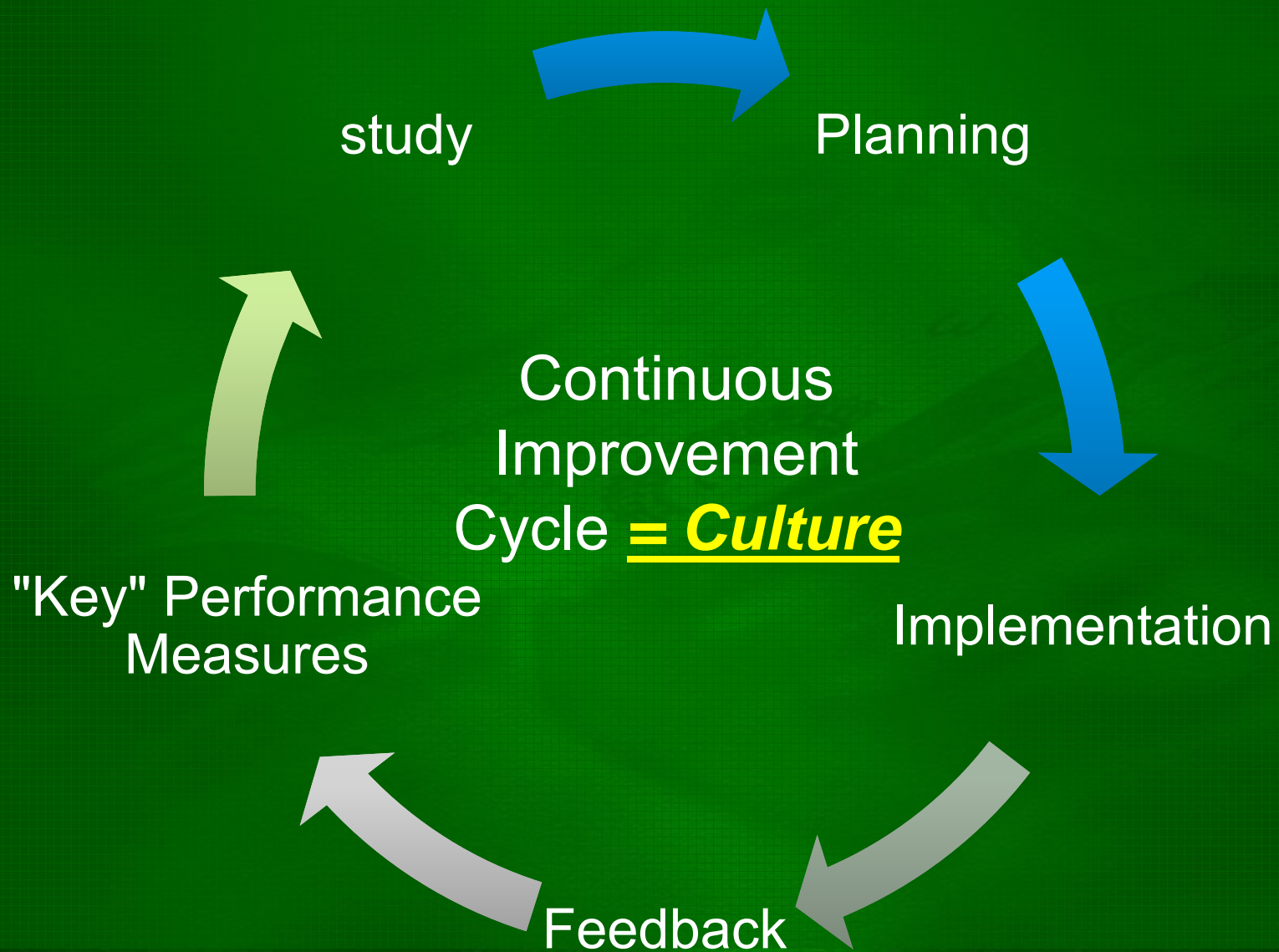
Background Information

Why the need for *Strategic Financial Operational Management*?

- Planning hierarchy
- Transparency on assigned people and resources
- Continuous Improvement Process
- Increase customer/
- employee satisfaction
- Source for decisions
- “Burden of proof” for Councils



Plan Elements

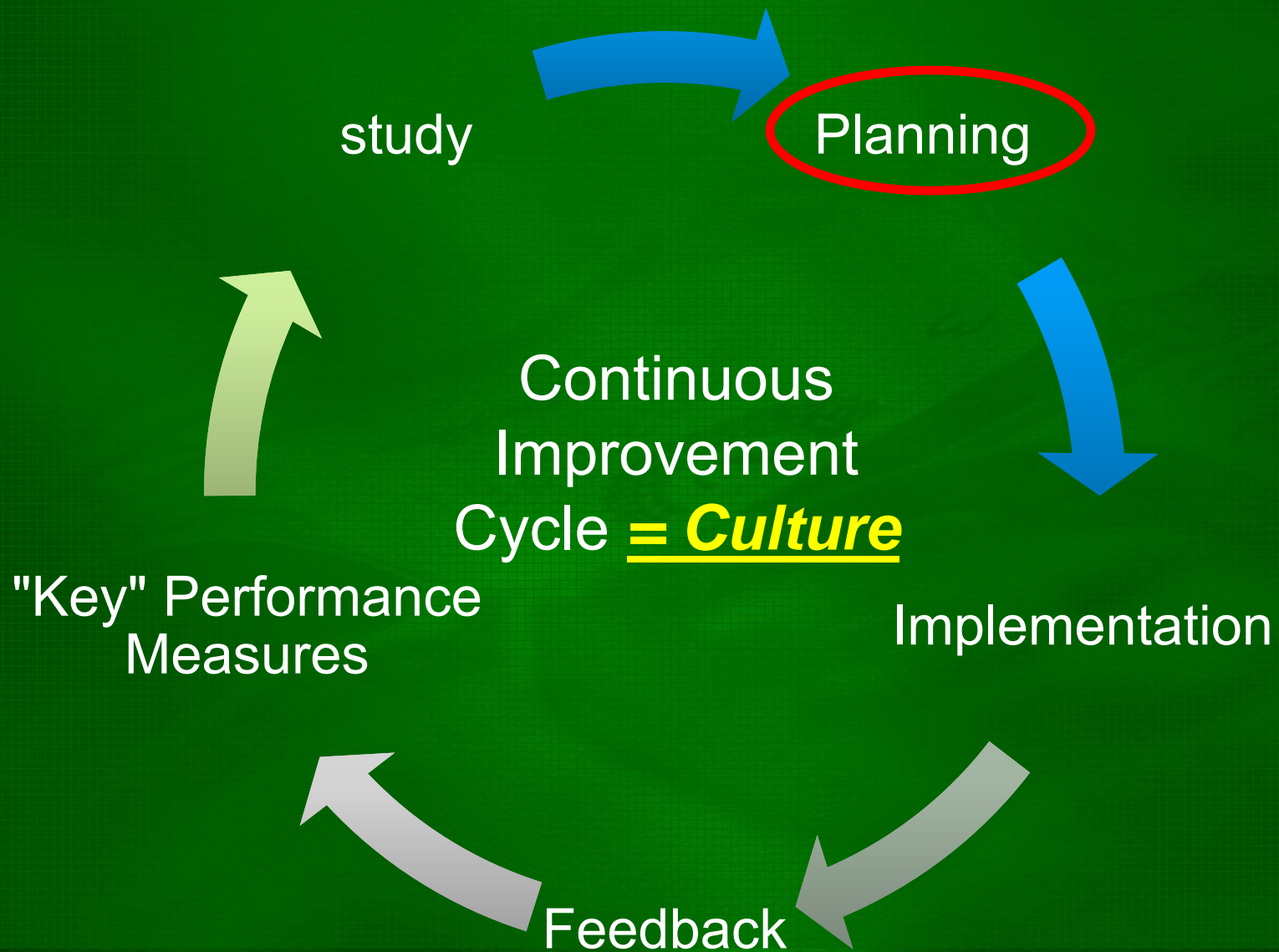


Plan Elements

Change of Culture????



Plan Elements



Goals.....

- What do you hope to accomplish?
- What questions do you wish to answer?
- Why are you doing this?
- Are these linked to your Master and Strategic Plans?
- *What should be the driving force behind the goals?*



Goals

New Recreation Center

The Woodlands Township Board of Directors received information from the public, especially Creekside Park residents on the need for the YMCA facility to continue to serve the community with recreation programs and services due to the Y's decision to close the facility. To prepare information for the Board, the Parks and Recreation Department undertook a business and operational plan process which included reviewing the following:

- Inventory the current YMCA facility and determine if it could meet unmet Township needs
- Identify Township uses of the facility.
- Review market place, demographics and competition in the local area that produce recreation programs and services.
- Develop a conceptual cost analysis for the Township to own and operate the facility as a The Woodlands Township Creekside Park Center
- Identify the correct staff organizational paradigm to operate the facility
- Develop a plan to operate the facility on a cost neutral basis

Goals

What are the common themes?

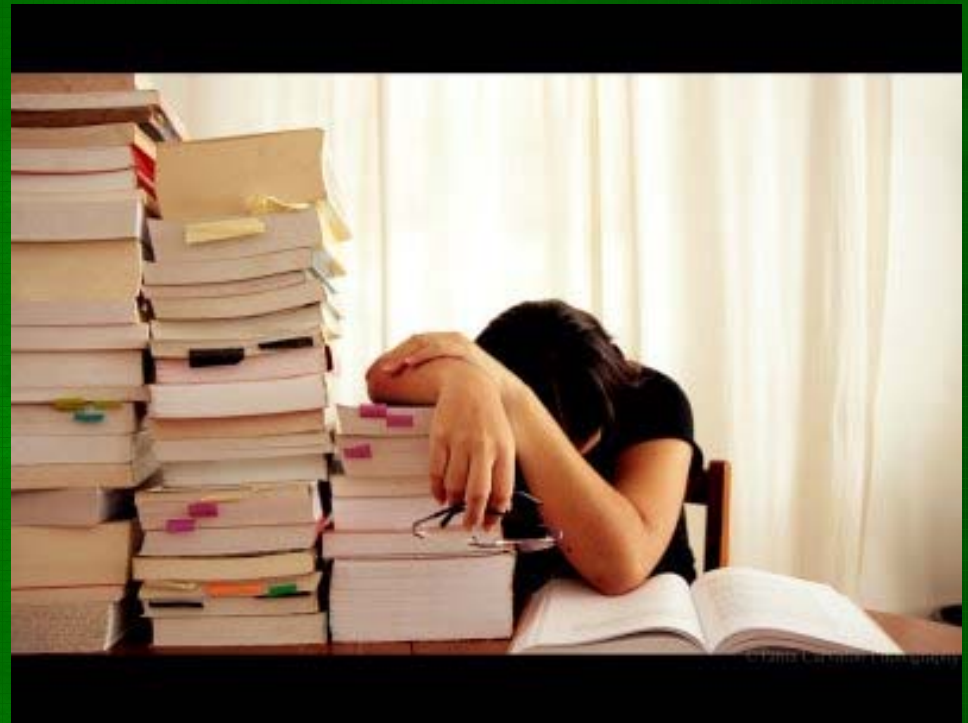
Adventure Course

The goals of the plan are as follows:

- Review market place, demographics and competition in the local area that produce a similar experience/service (adventure courses, experiential activities, enterprise recreation)
- Identify multiple organization paradigms and cost to operate the facility (staff/contractor)
- Develop a cost analysis including revenue projections for the *"Adventure Course at The Recreation Center at Rob Fleming Park"*
- Create a marketing plan for the facility that leverages traditional, new media and social networking to communicate benefits of the of the Adventure Course
- Identify a facility name that is appealing to various market segments and is keeping within Woodlands standards
- Develop a plan to operate the facility on a cost neutral basis

Study.....

- What should we study?
 - Agency
 - Competition
 - Market
 - Marketplace
 - Environmental and social factors
 - *Other????*



More study.....Internal Analysis

- SWOT Analysis
- Management Team
- Facility Identification
- Maintenance Levels
- Programs
- Fees and Charges
- Utilities
- Repair and Maintenance
- Staffing Levels
- Service Levels
- Technology
- What business are we in?



More study.....SWOT

PARKS AND RECREATION DEPARTMENT

Recreation Opportunities and Services

SWOT EXERCISE			
Strengths	Weaknesses	Opportunities	Threats
The department operates its facilities to allow staff to provide quality services to the community.	There are inadequate resources and internal support to maintain the quality and good condition of existing and new facilities.	There is opportunity for external funding (sponsorship, donations, etc.) for programs and events.	The demand for programs and services from outside agencies is overwhelming facilities such as sports fields.
The department has dedicated and hard-working staff with enthusiasm and experience to go the extra mile.	The significant number of part-time employees requires time for training and supervision by the full-time staff.	Integrating the multigenerational concept within other agencies and organizations can showcase the Parks and Recreation Department's successes, networking opportunities, and partnerships.	The increasing number of requests for co-sponsorships or event support from outside agencies and other City departments is stretching current resources beyond their limits.
The staff provides quality customer service to patrons and participants using our facilities.	The availability to register online for programs, etc. is limited until procedures and technical infrastructure are in place.	Staff is able to use outside facilities to hold programs for the City.	The department is taking on additional responsibilities with limited resources.
Quality programs, classes, and special events are offered at an affordable fee.	The City's internal work order process delays the response time for repair to recreation facilities.	Creating non-resident user fees, in conjunction with resident discounts, provide an opportunity to generate additional revenue.	The safety and security of patrons and staff at facilities and events are growing concerns.
Staff is committed to citizens to provide balance and accessible park and recreation amenities.	Recreation staff, with a wide span of control, find it challenging to effectively supervise several hundred part-time employees.	Communicating with other parks and recreation agencies can accommodate the waiting list for all recreational services.	Clark County School District is constantly changing the track break schedules, causing difficulty in programming supplies and scheduling staff.

More study...Staff Time and Cost

	Allocation by %							
	Recreation Programs	Boat House	A. Programs	Tennis	Athletics	Race	A. Ops	Other
Recreation Superintendent	25.00%		10.00%	25.00%	10.00%	5.00%	10.00%	15.00%
Receptionist	30.00%		10.00%		10.00%		10.00%	40.00%
Receptionist	30.00%			50.00%				20.00%
Receptionist	10.00%						80.00%	10.00%
Program Coordinator-Recreation	100.00%							
Recreation Specialist	100.00%							
Camp Leader seasonal	100.00%							
Recreation Aid	80.00%						10.00%	10.00%
Recreation Aid	80.00%						10.00%	10.00%
Program Coordinator-Recreation	20.00%			15.00%	50.00%			15.00%
Recreation Specialist	20.00%			15.00%	50.00%			15.00%
Recreation Aid	20.00%			15.00%	45.00%		10.00%	10.00%
Recreation Aid	20.00%			15.00%	45.00%		10.00%	10.00%
Program Coordinator-Aquatics			100.00%					
Recreation Specialist			100.00%					
Swim Coach seasonal			100.00%					
Swim Team Clerk seasonal			100.00%					
Learn to Swim Coord seasonal			100.00%					
Water Safety Instructors			100.00%					
Program Coordinator-Boat House		100.00%						
Recreation Aid		100.00%						
Recreation Aid		100.00%						
	\$231,073.45	\$91,485.00	\$168,173.30	\$53,934.90	\$78,962.00	\$4,480.05	\$33,472.70	\$50,594.60

More study...Staff Time and Cost

	Recreation	Boat House	Aquatics Pro	Tennis	Athletic	Races	Aquatics Ops	Other
Total Expenses	\$614,820.24	\$109,712.61	\$260,870.15	\$359,719.90	\$143,379.46	\$205,196.78	\$84,195.57	\$111,109.58
Total Revenue	\$557,053.87	\$180,530.66	\$298,708.23	\$382,381.50	\$95,467.00	\$335,052.99	\$0.00	\$333,202.84
P/L	-\$57,766.37	\$70,818.05	\$37,838.08	\$22,661.60	-\$47,912.46	\$129,856.21	-\$84,195.57	\$222,093.26

	2009	2010	2011	2012	2013	2010-2012 Change
Expenses						
Boat House Equipment	\$4,862.48	\$1,500.00	\$747.70	\$1,490.00	\$1,400	
Program/Equipment Rental	\$1,375.00				\$1,016	
Marketing/Programs	\$13,614.00					
Program/Marketing	\$4,994.00	\$4,128.00	\$9,605.00	\$17,210.28	\$835.20	
Concessions	\$1,812.00	\$2,116.00	\$1,774.30	\$2,419.92	\$23,912.08	
Salaries w/benefits	\$55,063.00	\$71,898.98	\$87,744.52	\$86,781.80		
Total	\$81,720.48	\$79,642.98	\$99,871.52	\$107,902.00	\$27,163.28	35.48%
Revenues						
Program	\$175.00	\$1,291.00	\$3,215.00	\$6,410.00	\$1,013	
Concessions	\$2,565.00	\$3,454.00	\$3,553.00	\$5,458.10	\$679.32	
Kayak Rentals	\$65,547.00	\$100,455.00	\$133,589.00	\$168,662.56	\$55,979.15	
Total	\$68,287.00	\$105,200.00	\$140,357.00	\$180,530.66	\$57,671.47	
Net	(\$13,433.48)	\$25,557.02	\$40,485.48	\$72,628.66	\$30,508.19	184.18%
Total Rentals	4195	6093	7083	9370	3427 YTD	53.78%

More study.....Marketplace



GROWTH TRENDS
ESTIMATED NUMBERS IN UNITED STATES & CANADA

	<06	07	08	09	10	11	12	13	14	15
ZIPLINE/ CANOPY TOUR	18	23	43	72	147	234	380	480	515	580
AERIAL TREKKING	9	12	15	19	31	60	85	125	180	252
ZIP RIDE	4	5	6	10	18	29	70	120	200	325

* Figures are based on information pulled from www.ciplinenirvana.com and personal market research. Margin of error is estimated at 15-25%

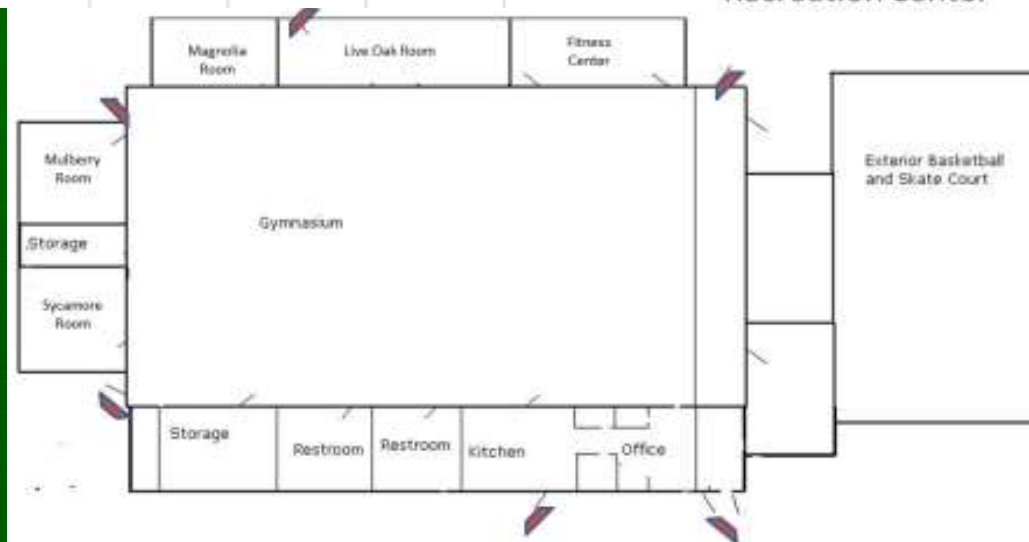
Where in the product life cycle are your activities and events??

More study.....Facility Audit

2010-2012 Average				
REVISED	Days Reserved	Hours Reserved	Usage Day	Usage Hours
Sycamore Room	209.6667	576	67.20%	16.78%
Magnolia Room	187.6667	497.25	60.15%	14.49%
Gym	316	1655.64	101.28%	48.24%
Live Oak A & B	262.6667	924.2633	84.19%	26.93%
Mulberry Room	58.33333	211.5	18.70%	6.16%
Live Oak A	2.333333	12.64	0.75%	0.37%
Live Oak B	12	35.30667	3.85%	1.03%

2013-2015 Average				
REVISED	Days Reserved	Hours Reserved	Usage Day	Usage Hours
Sycamore Room	219.6667	803.4167	78.77%	23.53%
Magnolia Room	151.3333	777.2233	53.11%	19.01%
Gym	279.6667	2035.333	99.53%	55.35%
Live Oak A & B	199.3333	909.2267	67.31%	20.10%
Mulberry Room	84	381.6667	30.61%	9.98%
Live Oak A	8.333333	83.83333	5.03%	4.33%
Live Oak B	11.33333	96.83333	5.85%	4.55%

Recreation Center



More study.....Facility Audit

Overall, Northshore Park and Lake Woodlands is viewed as the prime location for rowing and a boat house in the community due to the length of the lake, limited current, positive wind direction, and parking space availability. There are limitations to the Lake as the width of the lake is a challenge to host larger and longer regattas in addition to the overall lack of parking at this park, unless neighbor parking is agreed to per event. Other lakes in the community do not have the needed length or width required for competitive rowing, thus Lake Woodlands is the only feasible lake in the community to house rowing and the requisite boat house.



More study.....Facility Audit

Center Name	Facility / Equipment Type	Facility / Equipment / Instructor Name(Number)	Days Available	Hours Available	Hours Reserved	Usage By Hour
Alden Bridge Park	TWA Courts	Alden Bridge Tennis 1 (ABTN1)	365	4,380.00	1,740.25	39.73%
Alden Bridge Park	TWA Courts	Alden Bridge Tennis 2 (ABTN2)	365	4,380.00	1,666.00	38.04%
Alden Bridge Park	TWA Courts	Alden Bridge Tennis 3 (ABTN3)	365	4,380.00	1,659.00	37.88%
Windvale Park	TWA Courts	Windvale Tennis 2 (WVTN2)	365	4,380.00	85.50	1.95%
Forestgate Park	TWA Courts	Forestgate Tennis Court 1 (FGTN1)	365	4,380.00	1,145.50	26.15%
Forestgate Park	TWA Courts	Forestgate Tennis Court 2 (FGTN2)	365	4,380.00	347.50	7.93%
Cranebrook Park	TWA Courts	Cranebrook Tennis 1 (CBTN1)	365	4,380.00	1,047.17	23.91%
Cranebrook Park	TWA Courts	Cranebrook Tennis 2 (CBTN2)	365	4,380.00	389.67	8.90%
Pepperdale Park	TWA Courts	Pepperdale Tennis Courts ()	365	4,380.00	1,199.00	27.37%
Pepperdale Park	TWA Courts	Pepperdale Basketball Court	365	4,380.00	6.00	0.14%
Terramont Park	TWA Courts	Terramont Tennis 1 (TERMTN1)	365	4,380.00	1,000.25	22.84%
Terramont Park	TWA Courts	Terramont Tennis 2 (TERMTN2)	365	4,380.00	309.50	7.07%
May Valley Park	TWA Courts	May Valley Tennis 1 (MVTEN1)	365	4,380.00	258.50	5.90%
May Valley Park	TWA Courts	May Valley Tennis 2 (MVTEN2)	365	4,380.00	246.50	5.63%
Tupelo Park	TWA Courts	Tupelo Tennis 1 (TUPTN1)	365	4,380.00	1,343.25	30.67%
Tupelo Park	TWA Courts	Tupelo Tennis 2 (TUPTN2)	365	4,380.00	175.25	4.00%
Timarron Park	TWA Courts	Timarron Tennis Court #1	365	4,380.00	720.00	16.44%
Timarron Park	TWA Courts	Timarron Tennis Court #2	365	4,380.00	114.00	2.60%
Avalon Park	WCA Courts	Avalon Tennis Court 1 (AVTN1)	365	4,380.00	445.19	10.16%
Avalon Park	WCA Courts	Avalon Tennis Court 2 (AVTN2)	365	4,380.00	333.69	7.62%
Wendtwoods Park	TWA Courts	WendtwoodsTennis 1 (WWTN1)	365	4,380.00	160.00	3.65%
Wendtwoods Park	TWA Courts	WendtwoodsTennis 2 (WWTN2)	365	4,380.00	129.00	2.95%
					Average	24.22%

More study.....Facility Audit

Center Name	Facility / Equipment Type	Facility / Equipment / Instructor Name(Number)	Days Available	Hours Available	Hours Reserved	Usage By Hour
Alden Bridge Park	TWA Courts	Alden Bridge Tennis 1 (ABTN1)	365	4,380.00	3,336.50	76.18%
Alden Bridge Park	TWA Courts	Alden Bridge Tennis 2 (ABTN2)	365	4,380.00	3,253.50	74.28%
Alden Bridge Park	TWA Courts	Alden Bridge Tennis 3 (ABTN3)	365	4,380.00	2,998.50	68.46%
Alden Bridge Park	TWA Courts	Alden Bridge Tennis 4 (ABTN4)	365	4,380.00	2,962.00	67.63%
Bear Branch Park	WCA Courts	Bear Branch Tennis 1 (BBTN1)	365	4,380.00	2,704.25	61.74%
Bear Branch Park	WCA Courts	Bear Branch Tennis 2 (BBTN2)	365	4,380.00	2,666.50	60.88%
Bear Branch Park	WCA Courts	Bear Branch Tennis 3 (BBTN3)	365	4,380.00	2,049.00	46.78%
Bear Branch Park	WCA Courts	Bear Branch Tennis 4 (BBTN4)	365	4,380.00	2,011.75	45.93%
Bear Branch Park	WCA Courts	Bear Branch Tennis 5 (BBTN5)	365	4,380.00	1,740.25	39.73%
Bear Branch Park	WCA Courts	Bear Branch Tennis 6 (BBTN5)	365	4,380.00	1,666.00	38.04%
Bear Branch Park	WCA Courts	Bear Branch Tennis 7 (BBTN5)	365	4,380.00	1,659.00	37.88%

What does this facility data tell us?

More study... Facility Audit

conclusion

In 2014, the fitness room had a total of 2,921 entries with a total of 153 total unique members. To date (9/22/15), there have been a total of 2,622 uses by 189 members. It should be noted that the majority of these users are either one time or monthly users, 12.6% and 35% respectively, and only 23% of the memberships are yearly. Furthermore, to ensure the facility remains up to date, the fitness center needs two (2) new working door key pads and a replacement bike and treadmill. These items will total over \$6,000.

2014 Fitness Room Budget

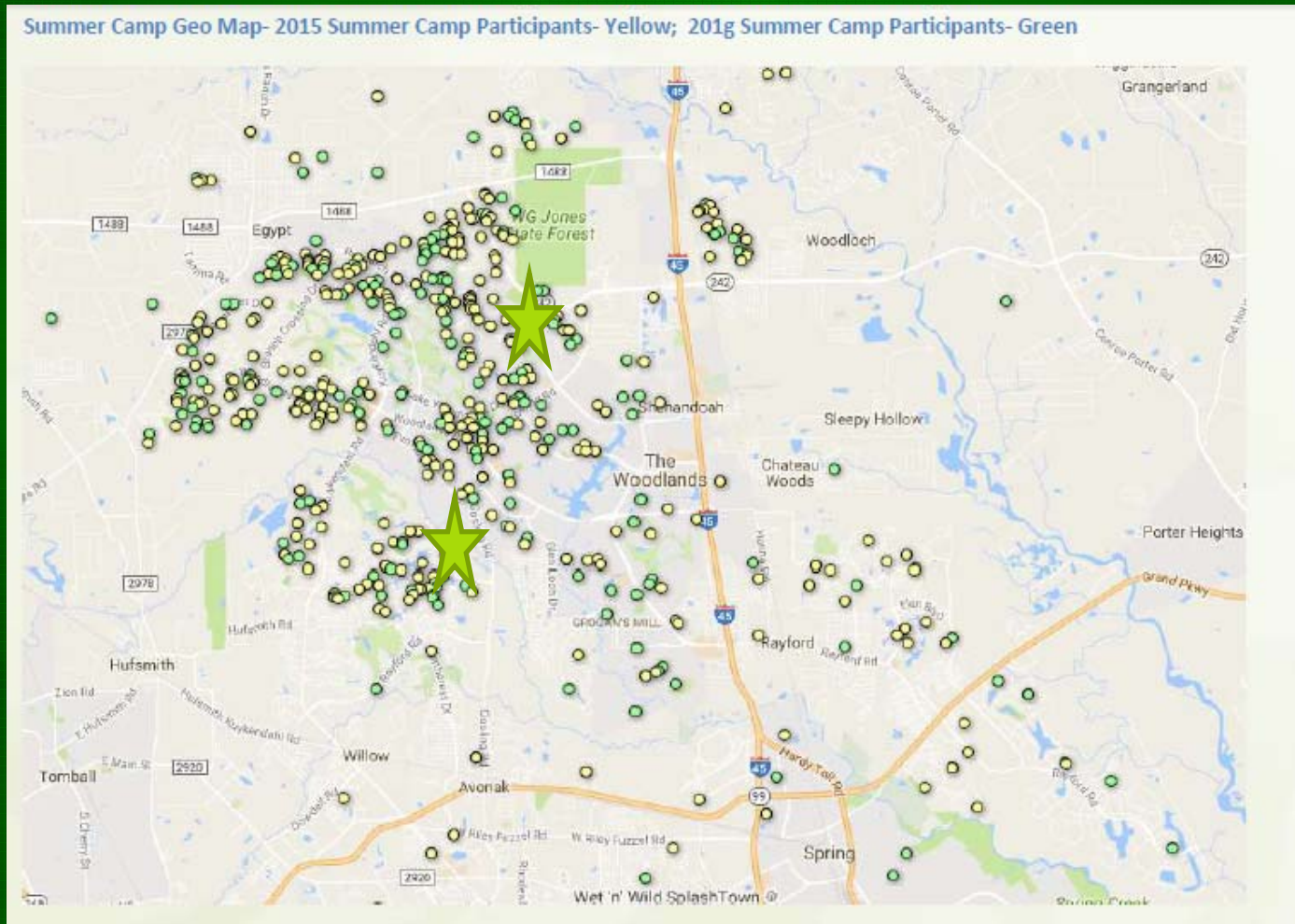
Fitness Room									
Income				Expenses					
Package	Rate	Sold	Total	Description	Invoice	Fee	Quantity	Total	GL Code
Drop in	\$ 6.00	24	\$ 144.00	Comcast Cable	N/A	\$ 85.23	12	\$ 1,022.76	GL - 100-330-5499-0000-10
1 month	\$ 20.00	66	\$ 1,385.00	Quarterly Maint. 1st	63589	\$ 195.00	1	\$ 195.00	GL - 100-330-5499-0000-10
6 month	\$ 60.00	34	\$ 3,240.00	Exer-Tech Maint.	64663	\$ 673.00	1	\$ 673.00	GL - 100-330-5499-0000-10
1 year	\$ 120.00	9	\$ 1,080.00	Exer-Tech Maint.	64672	\$ 1,662.54	1	\$ 1,662.54	GL - 100-330-5499-0000-10
Senior Pass (1 year)	\$ 80.00	36	\$ 2,880.00	Quarterly Maint. 2nd	64921	\$ 195.00	1	\$ 195.00	GL - 100-330-5499-0000-10
Non-Res. 6 month	\$ 120.00	0	\$ -	Exer-Tech Maint.	63262	\$ 1,108.05	1	\$ 1,108.05	GL - 100-330-5499-0000-10
Non-Res. 1 year	\$ 220.00	0	\$ -	Quarterly Maint. 3rd	66439	\$ 195.00	1	\$ 195.00	GL - 100-330-5499-0000-10
Replacement Pass	\$ 5.00	6	\$ 30.00	Quarterly Maint. 4th	66469	\$ 195.00	1	\$ 195.00	GL - 100-330-5499-0000-10
Totals:		189	\$ 8,759.00						
GL - 100-330-4106-3612-10									
Cost Recovery:	\$ 3,512.65			Totals:				\$ 5,246.35	

More study.....Market Analysis

- Demographics
- Psychographics
- Who is our target market?
- How large is the market?
- What are the trends in the market?
- How do you see the market evolving?

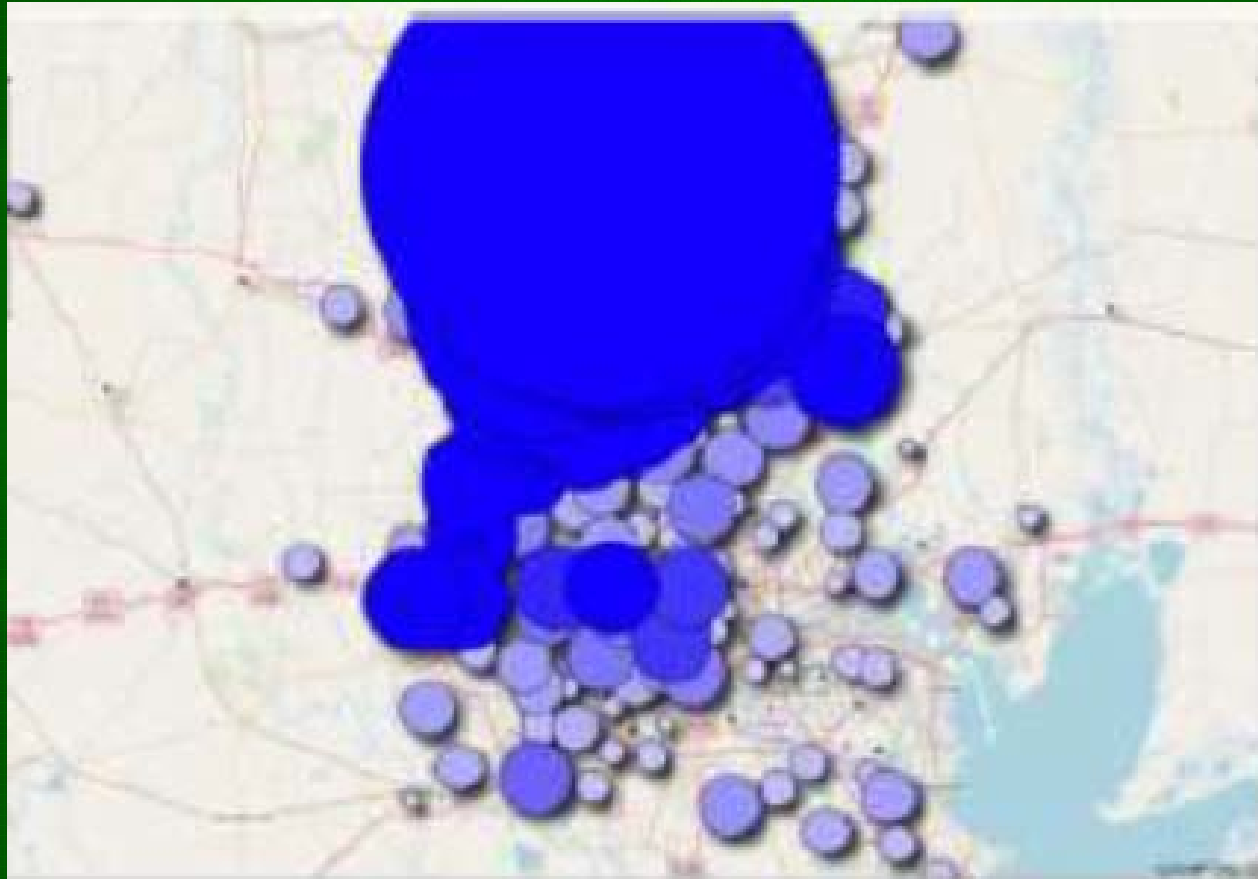


More study.....Market Analysis- Geo Mapping



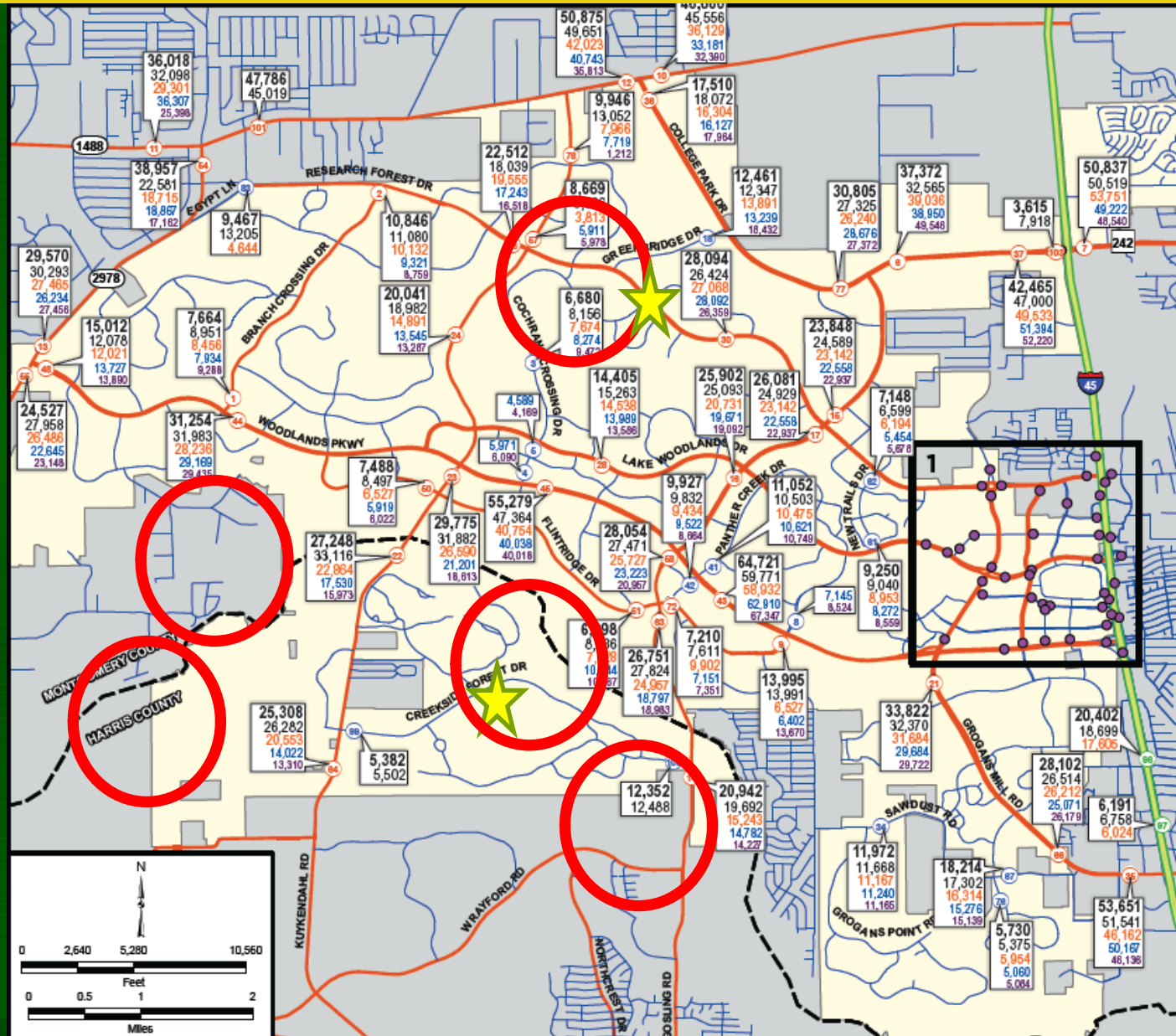
This will reveal how far people are willing to come for your programs!!!!

More study.....Market Analysis- Heat Maps



This will reveal how far people are willing to come for your programs!!!!

More study.....Market Analysis- Traffic Counts



More study.....Market Analysis- Commercial Retail Data

Creekside Park Village Green

THE WOODLANDS, TX

AREA DEMOGRAPHICS

POPULATION	1-Mile	3-Mile	5-Mile
2015	4,050	41,180	127,751
2020 Projected	4,706	47,659	143,606

NUMBER OF HOUSEHOLDS

2015	1,355	14,251	44,666
2020 Projected	1,575	16,449	50,227

MEDIAN AGE

2015	34.3	37.4	38.0
2020 Projected	35.0	38.0	38.4

AVERAGE HH INCOME

2015	\$126,095	\$130,584	\$134,721
2020 Projected	\$140,710	\$151,881	\$157,409

MEDIAN HH INCOME

2015	\$96,982	\$100,919	\$100,762
2020 Projected	\$107,585	\$114,689	\$115,798

% INCOME OVER \$75K

2015	61.9%	63.9%	63.3%
2020 Projected	68.6%	71.5%	71.1%

% INCOME OVER \$100K

2015	48.4%	50.5%	50.4%
2020 Projected	54.8%	59.0%	59.2%

Source: Experian



Market Analysis-Demographics

Population	Total	100,670
	Persons Per Household	2.65
	Occupied Dwellings	38,028
Adult Ages	Median Age	39.5
	Total Adults	74,218
	18-24	9%
	25-34	13%
	35-44	22%
	45-64	25%
	55-64	18%
	65-74	7%
	75+	6%
Children	Households with Children	41.1
	Total Children	26,452
	Under 5	23%
	5-9	30%
	10-14	32%
	15-14	15%

*The Woodlands Texas Demographics- January 1, 2012-The Woodlands Development Company.

Market Analysis

Boat House

From the above table above and from other information the following information can be extrapolated from this data:

- The average household income in The Woodlands is over \$100,000.
- Over 50% of residents have a Bachelor's degree or higher. Generally speaking individuals with higher education levels have a higher consumption of recreational services.
- 73.2% of the households in The Woodlands have children with 87% of those households having children under than 14.
- 53% of the adults in The Woodlands are between the ages of 35-64, traditional family raising years.
- ESRI, from the Consumer Expenditure Surveys, Bureau of Labor Statistics, reports that within a 5 mile radius of I-45 and Woodlands Parkway consumer spending on entertainment and recreation totals \$5,236 per family in 2006.

ort titled "The Active Outdoor Recreation Economy" produced by the Outdoor Industry Foundation it found ive outdoor recreation was a \$73 Billion contributor to all economy of the United States and supported over 6.5 jobs. In the United States there are approximately 24

million paddlesports enthusiasts and 7% of residents in the "West South Central" area which included Texas participate in paddlesports. This translates to 1.6 million participants in the state of Texas, 315,000 in the Greater Houston area and 6,160 active paddlers in The Woodlands. The report indicates that overall in the United States more Americans paddle than play



soccer (17 million for soccer), fly fish (14.7 million), backpack (13.5 million), or cross country ski (10 million). Other paddlesport data includes:

- 15% growth in Canoeing between 2001 and 2006
- 45% growth in Kayaking between 2001 and 2006
- Demographics for readers of the Paddler include*
 - Median Household Income of \$87,000, with 36% having an HHI of over \$100,000
 - 38% having children
 - 84% having graduated college with 35% having an advanced degree
 - \$867 spent yearly on paddling equipment.

(* Source Paddler Magazine- 2008 Media Kit)

More study.....Competition

- Any there any competing entities?
- What are their service levels?
- What are their niche markets?
- What are comparable fees and charges?
- Are their customers satisfied?
- Can you be your own competition?



*Differentiation= Quality,
Expertise, Speed/Level of
Service*

More study.....Competition

- Memberships, fees and charges



- **Location**
 - 19133 David Memorial Drive
- **Hours of Operation**
 - Varies by season
- **Facilities**
 - Olympic sized pool- short and long course
 - Diving well
- **Programs & Services Offered**
 - Open swim
 - High school swimming
 - Club water polo
 - TWST swimming
 - Masters swimming
 - Limited direct provision of programs
 - Local, state, regional and national level swim meets
- **Target Market**
 - School District
 - Aquatic Community
- **Funding Mechanism**
 - Taxes and lane rentals

More study.....Competition

Below is a synopsis of all of the providers of recreation services in this study. The purpose of this matrix is to understand better what agencies provide what services and where there are potential holes in services and if the current programming mix of Recreation Division should remain.

	Fitness	Youth Sports Leagues	Adult Sports Leagues	Sport Specific Training	Youth Enrichment	Adult Enrichment	Seniors	Outdoor	Aquatics	Tennis	Community Events	Arts Culture	Facility Rental
Woodlands Recreation Center	X		X	X	X	X		X		X	X	X	X
YMCA	X	X							X				
Villa Sports	X		X		X				X				
Gold's Magnolia/The Woodlands	X												
Anytime Fitness/ The Woodlands	X												
24 Hour Fitness	X												
Legends	X		X	X									X
CISD-Natatorium									X				
FINS									X				
Aqua-Tots									X				
Woodlands Country Club	X									X			
The Club	X								X	X			
Churches	X		X		X	X							
Curves	X												
Koko FitClub	X												
Lone Star College			X							X			
Interfaith							X						
Friendship Center						X							
Children's Museum					X							X	
Cynthia Woods Mitchell Pavilion											X	X	
Market Street											X		

Study.....Competition

<u>Tennis</u>	Group Lessons	Semi Private	Private
Township	\$ 50.00	\$ 75.00	\$ 100.00
Country Club	\$ 75.00	\$ 100.00	\$ 125.00
Villa	\$ 60.00	\$ 80.00	\$ 95.00
Legends	\$ 25.00	\$ 50.00	\$ 75.00

Always remember.....

***Differentiation= Quality, Expertise,
Speed/Level of Service***

Study..Competition

*Differentiation= Quality, Expertise,
Speed/Level of Service*

Community	Information	Rate
Bellaire	50 and under=\$150, 51 to 75-\$200, 76 and up- \$250	\$200.00
Lubbock	1-50=\$100, 51-75=\$125, 76-100=\$150, 101-125=\$175, 125+-\$200	\$125.00
Sweetwater	\$20 admin fee, \$20 per hour for each guard	\$180.00
Round Rock	up to 100 people- \$100 per hour for residents	\$200.00
Georgetown	up to 40 people=\$75, 41-76=\$90, 77-102=\$105	\$180.00
Cedar Park	Residents \$100 per hour for first 30 guests, \$25 per hour each add 30 guest	\$250.00
Pflugerville	Resident: Under 100 people= \$100 per hour	\$200.00
Longview	\$40 per hour plus \$10 per lifeguard	\$160.00
Bryan	\$100 per hour, non resident add \$15 per hour	\$200.00
Miller	\$20 admin fee, \$20 per hour for each guard	\$180.00
Plano	1-90 people with two guards=\$75 per hour, then \$25 per hour for each guard	\$250.00
Conroe	\$100 per hour, non resident add \$15 per hour	\$200.00
Denton	Up to 100 people=\$90 per hour	\$180.00
First Colony	\$25/hour rental fee \$17.50 per hour per guard	\$190.00
Friendswood	\$25 per hour rental fee and \$8.00 per hour per guard	\$134.00

More study....*where do I get this info*



- Chamber of Commerce
- Council of Governments
- Community Development
- NRPA/Athletic Business
- Sporting Goods Manufacturers Association
- Parks and Rec Business, Aquatics International

More study.....Information Gathering

- Focus Group-
Boat House
 - SWOT Analysis of Facility
 - Developed Themes
 - Prioritized the Issues
 - Provided first hand information versus second hand information



Key Point- Invited representatives from Hospitality, Paddlesports, Retail, CVB, the Developer, etc.

Conclusions

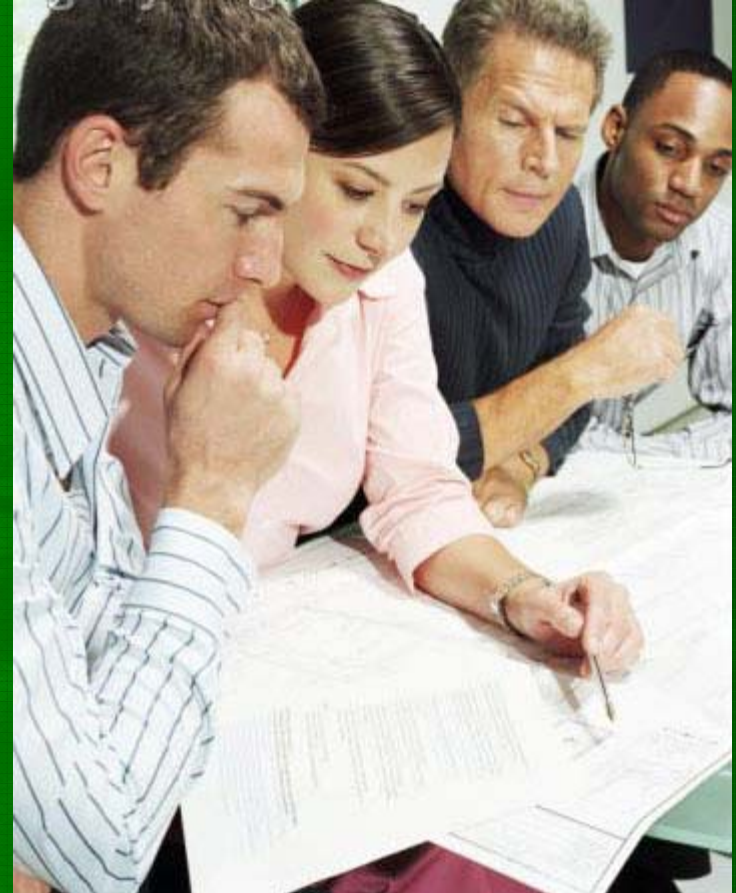
This section is an attempt to capture the information developed in the analysis of the market, competition, current programs, current organization, staffing analysis, SWOT analysis and financial performance. From these conclusions, recommendations will be developed and an operational plan initiated.

- The overall market in The Woodlands is robust for recreation services and will continue as the area continues its growth.
- The Recreation Division should focus itself on core programs and find niches that are being underserved or not served at all by other commercial and non-profit recreation providers.
- Day Camps, Boat House, tennis, races and aquatics are proving to be the highest netting line items for the Recreation Division.
- Summer Camp (in-house and contracted) has shown tremendous growth from 2012-2015. Further evaluation of the best use of space is needed as these programs continue to grow.
- Between 2010-2012, there was an increase in providers in the areas of youth and adult sports with the additional facilities opening in the community (Woodlands Soccer City, VillaSport, Legends, Sports Culture etc.). However, between 2010 and 2015, some of these have closed down (Woodlands Soccer City, PJ's and Sports Culture). This decrease in facilities in conjunction with the addition to the all-weather turf fields at Bear Branch, Alden Bridge and Gosling Sports Complex projects our soccer leagues to increase in 2015-2017. The softball leagues are projected to grow along with the basketball leagues revival in coordination with the new addition of the Recreation Center Gym floor.
- There is an increased need in community for indoor rental space. Recreation can focus on increasing daytime rentals and weekend rentals when space is available. The development of a covered space may warrant a review to provide a low cost "indoor" space for the community.
- There is continued competition in the areas of fitness programming with a variety of choices in the community. However, the Recreation Center is not viewed as a market leader in this area, especially the fitness center.
- Review methods in which to work in partnership with the growth programs in the community (Texas Rush, The Woodlands Lacrosse community, The Woodlands Rugby Community, etc.) for introductory programs and services.
- Limited competition in the area of tennis programming with only The Woodlands Country Club and The Club offering these services. The Woodlands Township is the only provider of this service with a non-club atmosphere and this program area has grown tremendously over the course of the past five (5) years.

What did
you find
out from all
of this
studying??

Planning

- Goals
- Long term, mid term, short term
- Programming vs. business
- Capital and Maintenance
- Marketing
- Financial Forecasting
- Key Strategies
- Impact to existing services
- NO WAG's



Planning.....Key Strategies

E. Recreation Programs

a. Short Term

i. Cost Management

1. Review facility and administrative costs associated with the operation of the recreation programs and review ways to reduce these costs.

ii. Fee Management-

The Woodlands Township Recreation Division and Recreation Center Operational Review and Plan

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1. Review and revise the nonresident fee program. Currently, nonresident fees are generally \$5-\$10 per person extra per program. Increasing this fee to \$10-\$15 may result in an additional \$10,000 per year (2,000 nonresident registrations per year x \$5 per year).
2. Increase prices on programs that have not had fee increases in the past year. Benchmark fees and services provided with market (tennis programs, swim programs, general recreation programs).
3. Memorialize the revenue sharing plan with contractors, i.e. Standard Operating Procedure- inside Woodlands Recreation Center is 60%/40%, use of a park is 70%/30%, etc.
4. Eliminate programs that are not producing positive revenue
5. Review all in house programs to ensure programs are recovering 130% of the program direct expenses when setting program fees.

Planning.....Key Strategies

c. Long Term-

i. Planning

1. Establish a Summer Camp Plan to identify how to increase the number of program participants, which includes but is not limited to a second location.
2. Revise the 2013 Recreation Division and Recreation Center Review and Plan on a biannual basis.

The Woodlands Township Recreation Division and Recreation Center Operational Review and Plan

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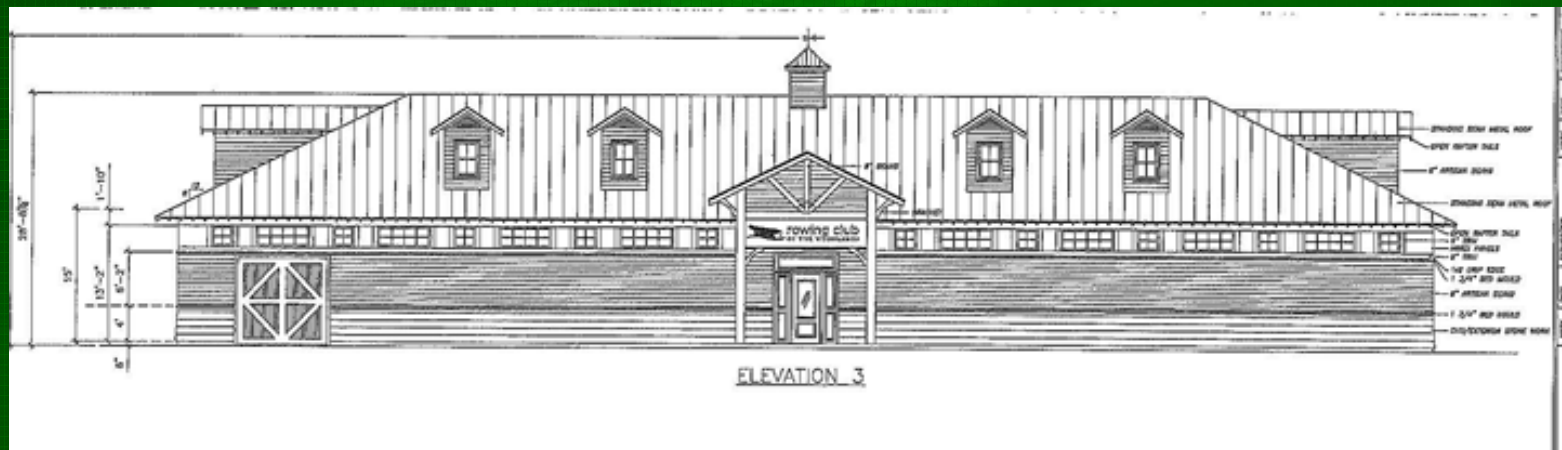
ii. Facility

1. Identify costs to re-paint the facility, renovate restrooms, provide for additional natural light, establish a family friendly waiting area and modify the facility to address current needs- *Estimated cost-\$80,000*

iii. Marketing

1. Work in conjunction with Community Relations to establish a social media presence for the Parks and Recreation Department, specifically the Recreation Division.
2. Work in conjunction with Information Technology to review the current mobile application for The Township improve the Recreation Divisions presence.
3. Identify a lead person in the Recreation Division to work with Community Relations to spearhead marketing efforts (email, flyers, Action Guide, etc).
4. Actively identify gate keepers for the Divisions users (doctors, dentist, etc) who will display the Action Guide in their offices or place of business.

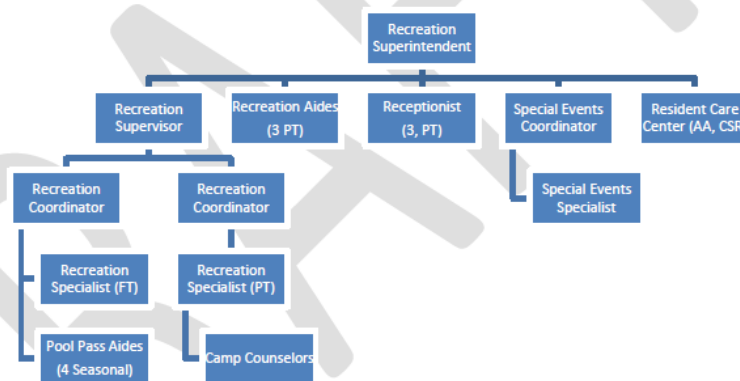
Strengths	Weakness
<ul style="list-style-type: none"> • Addresses immediate need • Lowest capital cost • Lowest operational • Minimal cost to operate facility. • Maintains basic footprint in the park 	<ul style="list-style-type: none"> • Only meets Club's need • Limited public benefit • Identification of an acceptable rent/lease rate



Planning.....Staffing Analysis

F. Organizational-Staffing

- a. Currently, the Recreation Division is overseen by the Recreation Superintendent position. At this time, that position is vacant, which caused the Township to review the need for this position or are there other methods in which to manage the current service level in another manner. Job descriptions for the Recreation Superintendent, Recreation Coordinator and Recreation Specialist are attached in **Appendix G**.
- i. Option A merges the current Development and Recreation Divisions together. The Development Manager would be eliminated, however a Recreation Supervisor position would be created to provide supervision and oversight of the Recreation Center. The challenges of this model are of span of control and knowledge base as the Recreation Superintendent would need to provide management oversight at two customer service locations, and have a knowledge base that ranges from camps, to tennis to competitive races. Finding a person with this knowledge base and passion to lead these programs would also present a challenge. Costs savings are estimated to be \$10,000-\$15,000 per year and are mainly derived the changes in staff.



Marketing

- Market Niche Identification
- Promotional Strategies
- Marketing Tactics
- Technological – Website Design & Content
- Costs



Marketing- Who are our markets??

Recreation Center and first understanding of how the facility could be used for programs and services:

- *Township Residents*- First and foremost we want to serve Township Residents. While the Center is open to all residents, it is our understanding that the majority of residents want to travel to the nearest center, thus marketing of programs and services may be focused somewhat on residents from Creekside Park, Indian Springs, and Panther Creek. A sub-market of the Township Residents would be the specific program areas: Youth, Adult, Fitness, Camps, etc.
- *Rentals*- Marketing to individuals who want a high quality facility and who wish to take advantage of other facilities nearby (Rob Fleming Lodge, Rob Fleming Aquatic Center, George Mitchell Nature Preserve)
- *Nature Enthusiast*- The goal with this market would be create an image or context of how they would receive a natural experience by using the programs, services or facilities at this Recreation Center. This may include creating unique nature related brands or images for programs offered at this center to connote the experience. Furthermore, the facility sits on the Spring Creek Greenway which affords an opportunity to marketing and advertising materials that facilitate the natural experience.
- *Scout Groups*- The Center was built and an outdoor center thus leveraging the current assets with the Scouting community maybe warranted. Group emails, direct email to scout leaders, meeting with the Tall Timbers Council, etc.

Marketing-Advertising Plan

Release Date	Date	Market	Medium	Message	Units	Cost
3/7/2017	TBD	Township Residents	CSP Meeting	Status Update/Communication with Residents	1	\$0.00
3/6/2017	Monday	Township Residents	Park Signs- One Week	Coming Soon Signs at Rob F, Lake P, Timarron, Tupelo, Village Green, WW	6	\$200.00
3/8/2017	Wednesday	Township Residents	Villager Ad-1/8 page	Soft Opening/Spring Break Programs	1	\$750.00
3/8/2017	Wednesday	Township Residents	Social Media	Soft Opening/Spring Break Programs	1	\$0.00
3/8/2017	Wednesday	Township Residents	Parks and Recreation Blog	Soft Opening/Spring Break Programs	1	\$0.00
3/8/2017	Wednesday	Township Residents	Press Release	Soft Opening/Spring Break Programs	1	\$0.00
3/9/2017	Thursday	Residents-Fitness	Social Media	Fitness Room- Pass Sale Starting	1	\$0.00
3/9/2017	Thursday	Residents-Fitness	Parks and Recreation Blog	Fitness Room- Pass Sale Starting	1	\$0.00
3/10/2017	Friday	Township Residents	Talk of The Town	Soft Opening	1	\$0.00
3/10/2017	Friday	Township Residents	Talk of The Town	Fitness Room- Pass Sale Starting	1	\$0.00
3/13/2016	Monday	Township Residents	Park Signs- One Week	Coming Soon Signs at Hullwood, Spincaster, Pondera, Jagged Ridge, Wildcreek	6	\$0.00
3/13/2017	Monday	Rental	Rental "Rack Card"	Rental Rates at Facility	1000	\$250.00
3/13/2017	Monday	Rental	Email "Blast"	Email with Rack Card Info to past facility renters	1	\$0.00
3/13/2017	Monday	Rental	Email "Blast"	Email with Rack Card Info to HS Groups	1	\$0.00
3/13/2017	Monday	Rental	Email "Blast"	Email with Rack Card Info to Community Groups	1	\$0.00
3/13/2017	Monday	Rental	Email "Blast"	Email with Rack Card Info to HOA groups	1	\$0.00
3/13/2017	Monday	Scouts	Email "Blast"	Email with information on facility to Woodlands Troops	1	\$0.00
3/13/2017	Monday	Scouts	Email "Blast"	Email with information on facility to Race Directors	1	\$0.00
3/13/2017	Monday	Rental	Open House	Open House- CVB/Local Hotels		
3/16/2017	Wednesday	All	Open House	Open House-Show off facility/program awareness	1	\$0.00
3/20/2017	Monday	Township Residents	Park Signs- One Week	Coming Soon Signs at Kayak Ridge, Paloma Point, Footbridge, Aquatics Center, Hamlin Lakes, Camelila Park	6	\$0.00
3/22/2017	Wednesday	Township Residents	Villager Ad-1/8 page	Soft Opening	1	\$750.00
3/22/2017	Wednesday	Township Residents	Social Media	Soft Opening	1	\$0.00
3/22/2017	Wednesday	Township Residents	Talk of The Town	Soft Opening	1	\$0.00
3/22/2017	Wednesday	Township Residents	Parks and Recreation Blog	Soft Opening	1	\$0.00

Financial Analysis

- Realistic projections
- Exercise prudence
- Expenses
- Profit & Loss Projections
- Cash Flow Projections
- Return on Investments



Financial Analysis- Impacts

- Community's
 - Growth
 - Contraction
- CPI
- Economic Climate
- Willingness to pay
- Elasticity of Service
- Past/industry average
- Market Position
- *Other????*



Financial

So.....I have been tasked with developing a financial and operational plan for an Adventure Course???



Financial

Adventure Center- How many DAYS will I be open???

Peak Season- May- August		4
Days- S-S		7
Weeks		4.33
	Op Days	121.24
Off Peak Season- September-April		8
Days- S-S- Off Tuesday/Wed		5
Weeks		4.33
		173.2
Holiday Breaks		6
Thanksgiving- Add 1 Day		
Christmas- -Add 3 Days		
Spring Break- Add 2 Days		
	Total Op Days	300.44

Financial

Adventure Center- How many HOURS will I be open???

	Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total		
	52	52	20	21	51	52	52	300		
	10 a- 6 pm	10 a- 6 pm	10 a- 6 pm	10 a- 6 pm	10 a- 6 pm	10 a- 8 pm	10 a- 8 pm			
	8	8	8	8	8	10	10			
1 Op Hours	416	416	160	168	408	520	520	2608		

Financial

Adventure Center- How many STAFF HOURS will I need???

		Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total					
		52	52	20	21	51	52	52	300					
		10 a- 6 pm	10 a- 6 pm	10 a- 6 pm	10 a- 6 pm	10 a- 6 pm	10 a- 8 pm	10 a- 8 pm						
		8	8	8	8	8	10	10						
Op Hours		416	416	160	168	408	520	520	2608					
	Pay Grade								Hours Per Week	Weeks	Total Hours	Rate	Benefits	Total
Coordinator	108	8	8			8	8	8	40	52	2080		138%	\$65,516.88
Lead Rec Aide 1	204	5	5	5	5			5	25	52	1300	\$14.68	131%	\$25,000.04
Rec Aide 2	202	5	5	5	5				20	52	1040	\$12.83	131%	\$17,479.59
Rec Aide 3	202	5	5	5	5				20	52	1040	\$12.83	131%	\$17,479.59
Rec Aide 4	202		5	5	5	5			20	52	1040	\$12.83	131%	\$17,479.59
Rec Aide 5	202			5	5	5	5		20	52	1040	\$12.83	131%	\$17,479.59
Rec Aide 6	202			5	5	5	5		20	52	1040	\$12.83	131%	\$17,479.59
Rec Aide 7	202	5				5	5	5	20	52	1040	\$12.83	131%	\$17,479.59
Rec Aide 8	202						5	5	10	52	520	\$12.83	131%	\$8,739.80
Rec Aide 9	202						5	5	10	52	520	\$12.83	131%	\$8,739.80
Total Staff		5	5	6	6	5	6	5			10660		Total Salaries	\$212,874.06
									FTE Count		5.125			

Financial

Adventure Center- What other expenses will I have???

		2018	2019	2020	2021	2022			
Salaries		\$212,874.06	\$218,195.92	\$223,650.81	\$229,242.08	\$234,973.14		2.25% Increase Per Year	
Training/Certification		\$4,000.00	\$4,200.00	\$4,410.00	\$4,630.50	\$4,862.03		5% increase per year	
Marketing		\$25,000.00	\$26,250.00	\$27,562.50	\$25,000.00	\$22,500.00		5% increase per year 3rd Year- Flat	
Active/Credit Cards		\$11,080.00	\$11,634.00	\$12,215.70	\$12,826.49	\$13,467.81		5% increase per year	
Equip (Ropes, Harness)		\$10,000.00	\$10,500.00	\$11,025.00	\$11,576.25	\$12,155.06		5% increase per year	
Repairs (Wood, Wires, Poles)		\$10,000.00	\$10,500.00	\$25,000.00	\$10,500.00	\$11,025.00		5% increase per year	
Concessions		\$1,935.00	\$2,031.75	\$2,133.34	\$2,240.00	\$2,352.00		5% increase per year	
Uniforms (10 staff)		\$2,000.00	\$2,100.00	\$2,205.00	\$2,315.25	\$2,431.01		5% increase per year	
Training-Coordinator		\$1,000.00	\$1,050.00	\$1,102.50	\$1,157.63	\$1,215.51		5% increase per year	
	Total	\$277,889.06	\$286,461.67	\$309,304.85	\$299,488.20	\$304,981.56		\$277,000.00	

Financial

Fee structuring- willingness to pay????

Fee	Total Users-Passes	Total Users Groups/Parties	Total Uses	Daily Uses	Yearly P/L	Per Customer Revenue	Marketing Cost Per Customer
\$45 adult/\$40 child	6,972	2,562	9,537	32	\$5,109	\$43.74	\$2.62
\$40 adult/\$35 child	7,904	3,490	11,394	38	\$20,836	\$37.99	\$2.19
\$35 adult/\$30 child	9,124	4815	13,936	46	\$28,613	\$31.61	\$1.79

Financial

Adventure Center- Ok...I need to bring in
REVENUE.... Factored on a cost neutral
basis.....

	Unit Cost	2018 Units	2018	2019 Units	2019	2020 Units	2020	2021 Units	2021	2022 Units	2022		
Day Passes-Over 18	\$40	11.58	\$463.15	11.94	\$477.44	12.89	\$515.51	13.53	\$541.28	14.21	\$568.35		
Day Passes-Under 18	\$30	15.44	\$463.15	15.91	\$477.44	17.18	\$515.51	18.04	\$541.28	18.94	\$568.35		
Annual Passes	\$160	100	\$53.33	105	\$56	110.25	\$58.80	115.7625	\$61.74	121.550625	\$64.83	5% Growth	
Birthday Parties	\$300	121	\$121.00	127.05	\$127.05	133.40	\$133.40	140.0726	\$140.07	\$140.07	\$140.07	5% Growth	
Concessions	\$2.50	\$2,026.27	\$16.89		\$17.73		\$18.62		\$19.55		\$20.52	5% Growth	
Total Daily Rev			\$1,117.52		\$1,155.65		\$1,241.84		\$1,303.93		\$1,362.12		

Financial

Adventure Center- Profit/Loss?????

		\$2,018.00	2019	2020	2021	2022
Daily	P/L Margin	\$191.22	\$200.78	\$210.82	\$221.36	\$225.42
Yearly	P/L Margin	\$57,365.69	\$60,233.97	\$63,245.67	\$66,407.95	\$67,627.26
	P/L Margin	1.206433766	1.210268869	1.20447681	1.204476809	1.19831541

Financial Analysis

Revenue Forecast

Event	Option 1: With Sport Court Surface			Option 2: Plexi Pave			Option 3- Cement Surface		
	Cost Per Player/Team	# of Participants	Yearly Revenue	Cost Per Player/Team	# of Participants	Yearly Revenue	Cost Per Player/Team	# of Participants	Yearly Revenue
Drop-In Play	\$8 per player	30 per week (40 weeks)	\$9,600	\$5 per player	20 per week (40 weeks)	\$4,000	\$3 per player	15 per week (40 weeks)	\$1,800
Rink Reservations W/Lights	\$65 per hour	5 reservations per week (40 weeks)	\$13,000	\$35 per hour	5 reservations per week (40 weeks)	\$7,000	\$30 per hour	5 reservations per week (40 weeks)	\$6,000
Rink Reservations	\$50 per hour	5 reservations per week (40 weeks)	\$10,000	\$20 per hour	5 reservations per week (40 weeks)	\$5,000	\$15 per hour	5 reservations per week (40 weeks)	\$3,000
Camps/Clinics	Varies	50 per year	\$3,000	Varies	50 per year	\$3,000	Varies	50 per year	\$1,200
Group Lessons	\$100 per person	120 students Per year	\$4,800	\$100 per person	120 students Per year	\$4,800	\$100 per person	120 students Per year	\$4,800
Tournaments (Hockey/Soccer)	Varies	4 tournaments Per year	\$1,600	Varies	4 tournaments Per year	\$1,600	Varies	4 tournaments Per year	\$600
			\$42,000			\$25,400			\$17,400

****Revenue is based off of 40 week year due to the holiday seasons****

****Prices are based off of other In-Line Hockey facilities located in Texas****

Financial Analysis

In-Line Hockey Rink Plan

	Sport Court	Plexi-Pave	Cement
Facility Revenue	\$42,000	25,400	\$17,400
Facility Expenses	\$12,712.80	\$12,712.80	\$12,712.80
Net Profit/Loss	\$29,287.20	\$12,687.20	\$4,687.20
Rink Costs	\$68,498	\$38,358	\$26,385
ROI	2.33	3.02	5.63

Staffing and Implementation

- Key Staff
 - Credentials
- Board/Council/Admin Ownership of Plan
- “Leadership of Plan”
- Decision Making
- Transparency of Plan/Actions



Feedback

- Staff
- Residents
- Customers
- Board
- Users
- How is this information used and processed
- How is the information used in the Cycle

***If you can't measure it,
you can't manage it."***
Peter Drucker

Feedback

[SURVEY PREVIEW MODE] Sunny Dayz Summer Camp 2010 survey - Windows Internet Explorer

http://www.surveymonkey.com/s.aspx?PREVIEW_MODE=DO_NOT_USE_THIS_LINK_FOR_COLLECTION&sm=5Xt4T8mmNxz%2bUkY8dPhs%2bz

File Edit View Favorites Tools Help

Links Customize Links Free Hotmail Windows Windows Marketplace Options Windows Media

Not At All

Comments

3. On a scale of 1 to 5 please rate the following items:

	N/A	1 - Poor	2	3 - Average	4	5 - Excellent
Drop Off Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Recieved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Week's Theme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pool Time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location/Facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Counselor Attentiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pick Up Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Done Internet | Protected Mode: Off 100%

Key Performance Measures

- Cost Recovery
 - Department- 100%
 - Facility-100%
- Users Per Day
 - TBD- Depends on approved fee structure
- Cost to acquire a customer
 - TBD- depends on approved fee structure
- Market Segmentation Percentages (from zip code analysis)
 - 30% Non-Township Residents
 - 15% Groups (not Summer Camps)
 - 15% Summer Camps
 - 15% Township Residents
 - 10% Visitors
 - 10% Teens (not with a group)
 - 5% Corporate
- Percentage of repeat customers
 - 20%
- Cost to acquire a customer
 - Less than \$2.50
- Average Revenue Per Customer
 - TBD- depends on the approved fee structure

Key Performance Measures

Class/program Name	Course Type	Core Service Area	# of times offered	Classes Cancelled	Cancel Rate	Total Enrolled	Min Enrollment	Average class size	Class Length (Hours)	Meeting Times	Class Fee	Cost Per Hour
3 yr old dance - Dance Club	Monthly	Preschool	15	10	66.67%	50	8	10	1	4	\$65.00	\$16.25
4 yr old dance - Dance Club	Monthly	Preschool	15	5	33.33%	79	8	7.9	1	4	\$65.00	\$16.25
Soccer 4 tots 3yr olds	Monthly	Preschool	6	2	33.33%	30	4	7.5	0.66	4	\$55.00	\$20.83
Soccer 4 Tots 4 & 5 yr olds	Monthly	Preschool	4	2	50.00%	24	4	12	0.66	4	\$55.00	\$20.83
Waterway Wednesdays	Once a month	Preschool	5	1	20.00%	27	4	6.75	1	1	\$12.00	\$12.00
Funny Bunny Story-time	1 day	Preschool	2	2	100.00%	0	4	0	1	1	\$15.00	\$15.00
Preschool Power Up	Monthly	Preschool	1	1	100.00%	0	4	0	1.5	8	\$150.00	\$12.50
Little Artists	6 weeks	Preschool	1	0	0.00%	16	4	12	1	6	\$60.00	\$10.00
Preschool Drop-in Programs	1 day	Preschool	5	2	40.00%	19	4	6.3	0.75	3	\$12.00	\$5.33
Mommy and Me Twinkle Toes	Monthly	Preschool	2	0	0.00%	16	6	8	0.75	8	\$110.00	\$18.33
Jazzy Jems	Monthly	Preschool	10	0	0.00%	60	4	6	1	4	\$80.00	\$20.00
Kids and Clowns - Preschool	4 weeks	Preschool	2	2	100.00%	0	4	0	1.5	4	\$65.00	\$10.83
Junior Explorers	1 day	Preschool	3	2	66.67%	5	4	5	1	1	\$15.00	\$15.00
Storytime	5 weeks	Preschool	1	1	100.00%	0	4	0	0.75	5	\$60.00	\$16.00
Playball	Monthly	Preschool	6	6	100.00%	0	4	0	0.5	4	\$60.00	\$30.00
Tiny Tots Golf	Monthly	Preschool	2	0	0.00%	15	4	7.5	0.75	4	\$80.00	\$26.67
Hot Shots	6 weeks	Preschool	2	0	0.00%	19	4	9.5	0.66	6	\$65.00	\$16.41
Fury Mini Sluggers	4 weeks	Preschool	2	0	0.00%	15	4	7.5	1	4	\$55.00	\$13.75

Summary

It should be noted that there are challenges with the former operation of the Y and conversion of that operation to a Township model. The fitness area, including child care, does not meet the needs of the market thus the market that would use this facility using the Y model (hours, care, etc.) is not large enough to recover its cost. In addition, there dollars would need to be allocated, above the purchase price, for facility renovation including but not limited to: renovations to add program space, light fixture changes, fixtures, furniture and equipment (FFE) and fitness equipment. A full listing of these capital expenses is outlined in the report. The following 2017 budget amendment would be necessary with funding provided by a transfer from the Parks and Recreation Projects Fund:

- Parks and Recreation Department- Additional Operating Expenses- \$556,784- including the new employee positions.
- Increase Recreation Program Revenue by \$347,880
- Information Technology Department- Additional Computer Support-\$11,000
- Non-Departmental- Additional Copier-\$7,200
- Capital Asset Request- Creekside Park Facility Development \$500,000

A pro forma for the facility was developed and identifies cost recovery over the next five years (2017-2021) between 100%-111%, which is inclusive of all cost and revenues of the entire Recreation Division.

2nd Phase- Production Extension

Attachment B-Other Services Market and Fee Analysis

Bike Rentals			Type of Bike	Helmet	Hourly	4 hours	Per Day	2 Days	1 week	1 month
West End Bikes	Houston, TX	http://www.westendbikes.com/servprod/rentals.html	Mountain/Road/Hybrid				\$35.00	\$65.00	\$140.00	\$325.00
Houston Cycle Center	Houston, TX	http://www.rentabikenow.com/store?loc=houstoncycling	Road	\$4 per day			\$35.00			
Bike Barn	Houston, TX	http://bikebarn.com/about/rental-pg1393.htm	Road				\$45.00		\$295.00	
Big Shell Bikes	Port Aransas, TX	http://bigshellbikes.com/articles/rental-information-pg69	Beach Cruiser		\$9.00	\$15.00	\$24.00			
Big Shell Bikes	Port Aransas, TX	http://bigshellbikes.com/articles/rental-information-pg69	3 Speed Bike		\$12.00	\$20.00	\$43.00			
Sunny Day Bikes	Seaside, FL	https://www.sunnydaysbikes.com/projects/1/2/8/5/12857	Beach Cruiser				\$25.00			
Sunny Day Bikes	Seaside, FL	https://www.sunnydaysbikes.com/projects/1/2/8/5/12857	Boys/Girls 24 Inch Beach Cruiser				\$20.00			
Sunny Day Bikes	Seaside, FL	https://www.sunnydaysbikes.com/projects/1/2/8/5/12857	Boys 12/16 inch bike				\$10.00			
Eco Ez Riders	The Woodlands, TX	http://www.ecoezriders.com/	Electric/Bicycle				\$79.00			
		Average					\$29.63	Did not include Eco Ez Rider-ou		
SUP			Per day	1/2 Day	Per hour	3 hours	Add hour			
Just for Fun	Lake Conroe, TX	http://jfflakeconroe.com/price-list	\$125.00	\$75.00	\$25.00					
Main Beach Surf Shop	Wainscott, NY	http://mainbeach.com/stand-up/sup-rentals/	\$100.00	\$75.00						
SUP ATX	Austin, TX	http://www.supatx.com/rentals/	\$37.50		\$17.50					
		http://www.mockayaks.com/prices-i-57.html?OBNSid=426d83d7cd1e045f3729e44e92169cf5			\$17.50					
MOC Kayaks*	Austin, TX				\$17.50					
Rio SUP	Dallas, TX	http://riosup.com/sup-rentals-dallas/	\$100.00	\$80.00	\$30.00	\$30.00				
Lake Travis SUP	Austin, TX	http://laketravissup.com/Lessons-Rentals.html		\$50.00	\$20.00		\$15.00			
		http://www.rowingdock.com/rentals/stand-up-paddle-board/			\$15.00					
Rowing Dock	Austin, TX				\$15.00					
Boardhouse Surf	Port Aransas, TX	http://www.boardhousesurfshop.com/rentals.php	\$35.00							
Grandpappy Point	Denison, TX	http://www.grandpappy.com/rental.asp	\$80.00	\$40.00	\$20.00					
Kitty Hawk Water Sport	Nags Head, NC	http://www.kittyhawkwatersports.com/rentals/sup-rental	\$50.00		\$30.00					
Mission Bay Sportcenter	San Diego, CA	http://www.missionbaysportcenter.com/PaddleBoard.asp	\$60.00	\$45.00	\$15.00					
City of Tempe	Tempe, AZ	http://boats4rent.com/tempe-town-lake/tempe-boat-rental-rates/			\$20.00					
		Average	\$73.44	\$60.83	\$21.00					
Paddleboat			1/2 hour	1 Hour	4 hours	All Day				
Rowing Dock	Austin, TX	http://www.rowingdock.com/rentals/paddle-boats/		\$15						
		http://www.lake-grapevine.com/kayak-paddle-boat-rentals/		\$20	\$50					
Lake Grapevine	Grapevine, TX			\$20	\$50					
Fun Time Rentals	Corpus Christi, TX	http://funtimerental.tripod.com/	\$10	\$15						
		http://www.bethycreek.com/livingston-boat-rental-storage.html		\$10		\$35				
Bethy Creek Resort	Riverside, TX			\$10		\$35				
Hermann Park	Houston, TX	http://www.hermannpark.org/railroad.php	\$9							
		http://www.wetandwildrentals.co/kayaks-paddle-boats-rentals.html		\$10	\$30	\$50				
Wet and Wild	Lewisville, TX			\$10	\$30	\$50				
Lighthouse Resort	Lake Texoma, TX	http://lighthouseresort.com/marina/rentals/		\$25						
		http://www.missionbaysportcenter.com/WaterBee200.aspx		\$17	\$55	\$55				
Mission Bay Sportcent	San Diego, CA			\$17	\$55	\$55				
City of Tempe	Tempe, AZ	http://boats4rent.com/tempe-town-lake/tempe-boat-rental-rates/		\$15						
		Average		\$15.88	\$45	\$47				
Sailboat			Boat Type	Per Hour	2 hours	4 hours	Day	Ex. Hour		
Lighthouse Resort	Lake Texoma, TX	http://lighthouseresort.com/marina/rentals/	Hobie Bravo	\$40						
Lighthouse Resort	Lake Texoma, TX	http://lighthouseresort.com/marina/rentals/	Hobie Wave	\$50						
Watersports at Hilton	Houston, TX		Hobie Bravo							
Kitty Hawk Water Sport	Nags Head, NC	http://www.kittyhawkwatersports.com/rentals/sup-rental	Hobie Bravo	\$45				25		
Kitty Hawk Water Sport	Nags Head, NC	http://www.kittyhawkwatersports.com/rentals/sup-rental	Hobie Wave	\$55				30		
Outer Banks Watersport	North Carolina	http://outerbankswatersports.net/store/Outer-Banks-Hobie	Hobie Wave		\$55	\$95	\$125			
Brown's	Guntersville, AL	http://www.sailbrownscreek.com/Sailboat%20and%20Kay	Hobie Bravo	\$20						
Mariner Sailing School	Alexandria, VA	http://www.saildc.com/boat-rentals/14-sunfish/	14" Sunfish-Weekday		35	60	100			
Mariner Sailing School	Alexandria, VA	http://www.saildc.com/boat-rentals/14-sunfish/	14" Sunfish-Weekend		30	54	90			
		Average		\$42	\$40	\$70	\$105	\$28		

2nd Phase- Production Extension

Attachment C- Cost Recovery Projections-Additional Services

Service	Units	Lifespan	Capital Cost	Facility Mod.	Total Capita	Hour	Est. % of Use	4 Hours	Est. % of Us	8 Hours	Est. % of Use
Bike	10	3 Years	\$500.00	\$0.00	\$5,000.00	\$10.00	50%	\$30.00	40%	\$50.00	10%
SUP	10	3 Years	\$1,000.00	\$0.00	\$10,000.00	\$20.00	60%	\$60.00	30%	\$90.00	10%
Paddle	10	3 Years	\$1,800.00	\$30,000.00	\$48,000.00	\$15.00	60%	\$45.00	30%	\$70.00	10%
Sail	5	3 Years	\$6,000.00	\$30,000.00	\$60,000.00	\$40.00	20%	\$70.00	50%	\$125.00	30%
Kayak-Single	20	3 Years	\$600.00	\$0.00	\$12,000.00	\$15	66%	\$20.00	34%		
Kayak-Tandem	22	3 Years	\$900.00	\$0.00	\$19,800.00	\$20	66%	\$25.00	34%		
Service	Op Days-Year	Hours per	Total Hours Per	100% Capacity	Perceived	Perceived	Est. Revenue	ROI			
Bike	281	8	22480	\$494,560.00	Medium	0.04	\$19,887.75	0.25			
SUP	281	8	22480	\$876,720.00	High	0.06	\$51,637.86	0.19			
Paddle	281	8	22480	\$663,160.00	Low	0.02	\$14,061.39	3.41			
Sail	281	8	11240	\$904,820.00	Low	0.02	\$19,185.45	3.13			
Kayak-Single	281	8	44960	\$750,832.00							
Kayak-Tandem	281	8	49456	\$1,073,195.20							
Rentals	Single	Tandem	Kayak Capacity	94416.00							
8300	3071	5229	Kayak Demand	11122.00							
Hours				11.78%							
1	2026.86	3451.14	High (.5)	5.89%							
2	2088.28	3555.72	Med (.34)	4.01%							
	Total Hours	11122	Low (.18)	2.12%							

Final Thoughts.....

- Be credible and informative
- Do your homework; Know your market and competitors
- Highlight risks and steps to overcome the risks
- Clear and Concise
- Easy to View/Layout
- Provide all facts
even negative
- Conclusions-Statements must be supported by facts



Remember the Tank!!!!



What does this look like in action?

AWESOM

2017

\$36,000?

Day	Amount	People
Day 1	\$3938	490 people
Day 2	\$5098	627 people
Day 3	\$4620	542 people
Day 4	\$7175	863 people
Day 5	\$5412	637 people
Day 6	\$7235	881 people
grand total	\$33,478	Total People: 4,040

Ashley:
Joseph:
Michael

Thank you!!!!

If you have more questions or comments, contact me at:

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