

**MOORPARK CITY COUNCIL
AGENDA REPORT**

TO: Honorable City Council

FROM: Jeremy Laurentowski, Parks and Recreation Director *SL*

DATE: November 5, 2015 (Meeting of November 18, 2015)

SUBJECT: Consider Recreation Programs Cost Recovery Summary
Fiscal Year 2014-2015

BACKGROUND

On January 18, 2012, the City Council approved the Recreation Programs and Services Cost Recovery Policy (Policy.) The Policy defines costs, revenue sources, program categories, and recovery levels. Costs currently reported include direct costs (costs charged to the programs' line item budget and part-time staff costs) and indirect costs (full-time staff costs and overhead costs such as facility use and general department supplies.)

Each program offered by the Recreation Division is assigned a program category, based on factors including type, purpose, and program structure. Program categories are each placed into a recovery level. There are five recovery levels, ranging from level 1 (high subsidy) to level 5 (minimal subsidy). The Policy establishes both the minimum cost recovery and target cost recovery requirements for each program category. Both the minimum and target amounts are noted in the cost recovery summaries in this report.

Programs are expected to reach their minimum recovery goal within a period not to exceed one year. Programs that are unable to meet the minimum cost recovery will be reviewed for consideration of appropriate action, including restructuring or eliminating the program. The City Manager is also authorized to exclude individual programs from the requirements of the Policy.

The Policy requires an annual reporting to the Parks and Recreation Commission and Moorpark City Council on Recreation Programs, and whether those programs met their cost recovery goals. Attached for reference is the Cost Recovery Policy, which establishes minimum and target cost recovery percentages for recreation programs.

DISCUSSION

This report serves as a financial summary of Recreation Division programs for the fiscal year 2014-2015. The seasons included are Summer 2014, Fall 2014, Winter 2015, and Spring 2015. Included in this report are financial summaries for each program, including comparison figures from the prior two fiscal years; a summary listing of programs based on their status of meeting cost recovery goals; and staff recommended action plans for those programs not meeting their minimum recovery goals.

The report was presented to the Parks and Recreation Commission on November 2, 2015 to provide feedback on the report. The Commission discussed the need for increased collaboration with the schools, including in-school presentations, as a means to improve awareness of recreation programming available to the community. The Commission also recommended gathering information from other park and recreation agencies, increasing marketing, and using social media.

Although Teen Band Events met the minimum cost recovery requirement, the Commission agreed with staff's recommendation to discontinue these events due to the large amount of staff time required to plan the events relative to attendance at the events. Additionally, there appears to be a decline in the number teen bands in the area and less interest in these types of events.

Cost Recovery Goal Summaries

| Programs meeting target cost recovery goal | Programs meeting minimum cost recovery goal | Programs not meeting minimum cost recovery goal |
|---|--|---|
| 3 rd of July Fireworks Extravaganza | Halloween Fest N Films Breakfast with Santa Easter Egg Hunt Community Yard Sale Adult Basketball League Youth Basketball League Teen Band Events Moorpark Arts Festival | Moorpark Has Talent General Teen Events Camp Moorpark Recreation Classes Adult Softball League Adult Soccer League |

Financial and Cost Recovery Summaries for Recreation Programs

3rd of July Fireworks Extravaganza

Thursday, 7/3/14 from 4:00 to 9:30 p.m. at AVCP. Admission \$5.00.

| Fireworks Extravaganza Financial Summary | | FY 13/14 | FY 12/13 |
|---|------------------|------------------|------------------|
| Participation | 11,700 | 11,300 | 12,100 |
| Revenue | \$63,133 | \$60,430 | \$53,494 |
| Direct Costs | \$49,236 | \$49,593 | \$40,317 |
| Indirect Costs | | | |
| F/T Staff | \$18,803 | \$14,623 | \$14,499 |
| Overhead Costs | \$1,881 | \$1,663 | \$1,693 |
| Total Costs | \$69,920 | \$65,879 | \$56,509 |
| Gross Profit / (Loss) | \$13,897 | \$10,837 | \$13,177 |
| Net Profit / (Loss) | (\$6,787) | (\$5,449) | (\$3,015) |

Cost Recovery summary (Category: Community Event)

| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
|---|------------------|----------------|---------------|
| Percent Direct Costs Recovered: | 100% | 25% | 100% |
| Percent Division Indirect Costs Recovered | 67% | 0% | 25% |
| Minimum Recovery Met: | Yes | | |
| Target Recovery Met: | Yes | | |

Halloween Fest N' Films (formerly Trick or Treat Village)

Saturday, 10/25/14 from 5:00-10:00 p.m. at AVRC. Free Movie, Game/Attraction Tickets 10 for \$5.00.

| Halloween Event Financial Summary | | FY 13/14 | FY 12/13 |
|--|------------------|------------------|------------------|
| Participation | 300 | 350 | 575 |
| Revenue | \$4,605 | \$1,656 | \$1,725 |
| Direct Costs | \$2,952 | \$2,654 | \$2,124 |
| Indirect Costs | | | |
| F/T Staff | \$7,226 | \$6,794 | \$5,965 |
| Overhead Costs | \$891 | \$488 | \$611 |
| Total Costs | \$11,069 | \$9,936 | \$8,700 |
| Gross Profit / (Loss) | \$1,653 | (\$998) | (\$399) |
| Net Profit / (Loss) | (\$6,464) | (\$8,280) | (\$6,975) |

Cost Recovery summary (Category: Special Event):

| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
|---|------------------|----------------|---------------|
| Percent Direct Costs Recovered: | 100% | 50% | 100% |
| Percent Division Indirect Costs Recovered | 20% | 0% | 50% |

Minimum Recovery Met: **Yes**
 Target Recovery Met: **No**

Breakfast with Santa

Saturday, 12/20/14 from 8:00 a.m. to 12:00 noon at AVRC. Registration fee \$10.00.

| Breakfast with Santa Financial Summary | | <i>FY 13/14</i> | <i>FY 12/13</i> |
|---|------------------|------------------|------------------|
| Enrollments | 199 | 199 | 116 |
| Revenue | \$1,920 | \$1,960 | \$1,268 |
| Direct Costs | \$2,089 | \$1,400 | \$1,592 |
| Indirect Costs | | | |
| F/T Staff | \$3,485 | \$3,032 | \$3,056 |
| Overhead Costs | \$394 | \$170 | \$257 |
| Total Costs | \$5,968 | \$4,602 | \$4,906 |
| Gross Profit / (Loss) | (\$169) | \$560 | (\$324) |
| Net Profit / (Loss) | (\$4,048) | (\$2,642) | (\$3,637) |

Cost Recovery summary (Category: Special Event):

| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
|---|------------------|----------------|---------------|
| Percent Direct Costs Recovered: | 92% | 50% | 100% |
| Percent Division Indirect Costs Recovered | 0% | 0% | 50% |
| Minimum Recovery Met: | Yes | | |
| Target Recovery Met: | No | | |

Easter Egg Hunt

Saturday, 4/5/15 from 10:00 a.m. to 1:00 p.m. at AVCP. Admission \$5.00/\$10.00.

| Easter Egg Hunt Financial Summary | | <i>FY 13/14</i> | <i>FY 12/13</i> |
|--|------------------|------------------|------------------|
| Attendance | 1,250 | 1,350 | 1260 |
| Revenue | \$3,376 | \$3,720 | \$3,355 |
| Direct Costs | \$2,693 | \$3,013 | \$2,103 |
| Indirect Costs | | | |
| F/T Staff | \$4,366 | \$3,328 | \$3,173 |
| Overhead Costs | \$375 | \$267 | \$390 |
| Total Costs | \$7,435 | \$6,608 | \$5,666 |
| Gross Profit / (Loss) | \$683 | \$707 | \$1,252 |
| Net Profit / (Loss) | (\$4,058) | (\$2,888) | (\$2,311) |

Cost Recovery summary (Category: Special Event)

| | | | |
|---|------------------|----------------|---------------|
| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
| Percent Direct Costs Recovered: | 100% | 50% | 100% |
| Percent Division Indirect Costs Recovered | 14% | 0% | 50% |
| Minimum Recovery Met: | Yes | | |
| Target Recovery Met: | No | | |

Moorpark Has Talent

Friday, 3/20/15 at 7:00 p.m. at HSAC. Performer entry fee \$10.00; show admission \$10.00/\$12.00.

| Moorpark Has Talent Financial Summary | | <i>FY 13/14</i> | <i>FY 12/13</i> |
|--|------------------|------------------|-----------------|
| Attendance | 258 | 274 | 212 |
| Revenue | \$3,744 | \$3,954 | \$4,881 |
| Direct Costs | \$1,915 | \$1,471 | \$1,710 |
| Indirect Costs | | | |
| <i>F/T Staff</i> | \$4,585 | \$4,331 | \$3,479 |
| <i>Overhead Costs</i> | \$274 | \$208 | \$454 |
| Total Costs | \$6,774 | \$6,010 | \$5,643 |
| Gross Profit / (Loss) | \$1,829 | \$2,483 | \$3,171 |
| Net Profit / (Loss) | (\$3,030) | (\$2,056) | (\$762) |

Cost Recovery summary (Category: Other Event)

| | | | |
|---|------------------|----------------|---------------|
| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
| Percent Direct Costs Recovered: | 100% | 100% | 100% |
| Percent Division Indirect Costs Recovered | 38% | 100% | 100% |
| Minimum Recovery Met: | No | | |
| Target Recovery Met: | No | | |

Moorpark Arts Festival

Saturday, 4/18/15 from 10:00 a.m. to 4:00 p.m. on High Street. Free admission.

| Moorpark Arts Festival Financial Summary | | <i>FY 13/14</i> | <i>FY 12/13</i> |
|---|-------------------|------------------|-------------------|
| Attendance | 1,835 | 2,000 | 3,500 |
| Revenue | \$2,195 | \$2,900 | \$1,700 |
| Direct Costs | \$2,901 | \$3,749 | \$2,645 |
| Indirect Costs | | | |
| <i>F/T Staff</i> | \$9,160 | \$5,910 | \$8,377 |
| <i>Overhead Costs</i> | \$775 | \$610 | \$826 |
| Total Costs | \$12,836 | \$10,269 | \$11,848 |
| Gross Profit / (Loss) | (\$706) | (\$849) | (\$945) |
| Net Profit / (Loss) | (\$10,641) | (\$7,369) | (\$10,148) |

Cost Recovery summary (Category: Community Event)

| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
|---|------------------|----------------|---------------|
| Percent Direct Costs Recovered: | 76% | 25% | 100% |
| Percent Division Indirect Costs Recovered | 0% | 0% | 25% |
| Minimum Recovery Met: | Yes | | |
| Target Recovery Met: | No | | |

Community Yard Sale

Saturday, 5/30/2015 from 8:00 to 11:00 a.m. in Parking lot "D" of AVCP. Free Admission for buyers, \$15 per space for sellers.

| Community Yard Sale Financial Summary | | <i>FY 13/14</i> | <i>FY 12/13</i> |
|--|------------------|-----------------|-----------------|
| Participants | 934 | Not Offered | Not Offered |
| Revenue | \$630 | | |
| Direct Costs | \$816 | | |
| Indirect Costs | | | |
| <i>F/T Staff</i> | \$2,267 | | |
| <i>Overhead Costs</i> | \$189 | | |
| Total Costs | \$3,272 | | |
| Gross Profit / (Loss) | (\$186) | | |
| Net Profit / (Loss) | (\$2,642) | | |

Cost Recovery summary (Category: Community Event)

| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
|---|------------------|----------------|---------------|
| Percent Direct Costs Recovered: | 77% | 50% | 100% |
| Percent Division Indirect Costs Recovered | 0% | 0% | 50% |
| Minimum Recovery Met: | Yes | | |
| Target Recovery Met: | No | | |

General Teen Events

Cupcake Challenge: 6/20/14 from 6:30-9:30 p.m. at AVRC. Entry fee \$10.00 per team (up to 4 people).

Cake Master Bake Off: 8/15/15 from 6:30-9:30 p.m. at AVRC. Cancelled.

The Underground: 9/13/14 from 6:00-9:00 p.m. at AVRC. Admission \$5.00.

Teen volunteer Day: 9/20/15 from 10:00 a.m. to 2:00 p.m. at AVRC. Free

Cupcake Challenge: 10/04/15 from 6:00-9:00 p.m. at AVRC. Entry fee \$10.00 per team (up to 4 people).

The Pizza Challenge: 11/22/14. Cancelled.

The Underground: 12/13/14 from 6:00-9:00 p.m. at AVRC. Admission \$5.00.

Letters to the Troops: 12/17/14 from 3:00-5:00 p.m. at AVRC. Free.

Open Mic Night: 1/10/15 from 6:00-9:00 p.m. at AVRC. Admission \$5.00.

Recycle Greeting Cards: 1/21/15 from 3:00-5:00 p.m. at AVRC. Free

Cupcake Challenge: 2/06/15 from 6:00-9:00 p.m. at AVRC. Entry fee \$10.00 per team (up to 4 people).

Game Night: 2/21/15 from 6:00-9:00 p.m. at AVRC. Admission \$5.00.

Kite Day: Saturday, 3/7/15 from 1:00-4:00 p.m. at AVRC. Registration \$5.00.

Game Night: Saturday, 4/11/14 from 6:00-9:00 p.m. at AVRC. Admission \$5.00.

Cupcake Challenge: Saturday, 5/09/13 from 6:00-9:00 p.m. at AVRC. Entry fee \$10.00 per team (up to 4 people).

| General Teen Event Financial Summaries | Summer 2014 | Fall 2014 | Winter 14/15 | Spring 2015 | FY 14/15 | FY 13/14 | FY 12/13 |
|--|-------------|-----------|--------------|-------------|------------|------------|------------|
| Participation (Total) | 9 | 72 | 111 | 36 | 228 | 159 | 197 |
| Revenue | \$20 | \$135 | \$211 | \$130 | \$496 | \$451 | \$694 |
| Direct Costs | \$99 | \$325 | \$651 | \$286 | \$1,361 | \$840 | \$2,168 |
| Indirect Costs | | | | | | | |
| F/T Staff | \$4,342 | \$6,510 | \$6,510 | \$6,512 | \$23,874 | \$17,155 | \$8,850 |
| Overhead Costs | \$455 | \$764 | \$861 | \$715 | \$2,795 | \$2,139 | \$2,202 |
| Total Costs | \$4,896 | \$7,599 | \$8,022 | \$7,613 | \$28,130 | \$20,134 | \$13,220 |
| Gross Profit / (Loss) | (\$79) | (\$190) | (\$440) | (\$156) | (\$865) | (\$389) | (\$1,474) |
| Net Profit / (Loss) | (\$4,876) | (\$7,464) | (\$7,811) | (\$7,383) | (\$27,534) | (\$19,683) | (\$12,525) |

Cost Recovery summary (Category: Special Event)

| | Recovered | Minimum | Target |
|---|-----------|---------|--------|
| Percent Direct Costs Recovered: | 36% | 50% | 100% |
| Percent Division Indirect Costs Recovered | 0% | 0% | 50% |
| Minimum Recovery Met: | No | | |
| Target Recovery Met: | No | | |

Teen Band Events

Band Jam: 7/19/14 at AVRC from 7:00-10:00 p.m. Admission \$5.00.

| Band Events | FY 14/15 | FY 13/14 | FY 12/13 |
|-----------------------|----------|----------|----------|
| Participation (Total) | 41 | 100 | 267 |
| Revenue | \$95 | \$142 | \$760 |
| Direct Costs | \$117 | \$455 | \$804 |
| Indirect Costs | | | |
| F/T Staff | \$2,171 | \$2,185 | \$2,901 |
| Overhead Costs | \$244 | \$286 | \$678 |

| | | | |
|----------------------------|------------------|------------------|------------------|
| Total Costs | \$2,532 | \$2,926 | \$4,383 |
| Gross Profit / (Loss) | (\$22) | (\$313) | (\$44) |
| Net Profit / (Loss) | (\$2,437) | (\$2,784) | (\$3,623) |

Cost Recovery summary (Category: Special Event)

| | | | |
|---|------------------|----------------|---------------|
| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
| Percent Direct Costs Recovered: | 81% | 50% | 100% |
| Percent Division Indirect Costs Recovered | 0% | 0% | 50% |
| Minimum Recovery Met: | Yes | | |
| Target Recovery Met: | No | | |

Recreation Classes

Summer 2014: June through August

Fall 2014: September through November

Winter 2015: December through February

Spring 2015: March through May

| Recreation Classes Financial Summary | Summer 2014 | Fall 2014 | Winter 14/2015 | Spring 2015 | Total FY 14-15 | FY 13/14 | FY 12/13 |
|--------------------------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| Classes Offered | 153 | 116 | 93 | 117 | 479 | 467 | 485 |
| Classes Run | 98 | 63 | 69 | 73 | 303 | 265 | 300 |
| Classes Canceled | 55 | 53 | 24 | 44 | 176 | 202 | 185 |
| Cancellation Rate | 35.9% | 45.7% | 26% | 38% | 36.4% | 43.25% | 38% |
| Enrollments | 565 | 557 | 475 | 565 | 2162 | 2028 | 2479 |
| Revenue | \$45,675 | \$59,692 | \$55,983 | \$60,861 | \$222,211 | \$210,734 | \$236,485 |
| Direct Costs | \$31,869 | \$41,916 | \$39,836 | \$42,465 | \$156,086 | \$151,883 | \$165,082 |
| Indirect Costs | | | | | | | |
| <i>F/T Staff</i> | \$19,031 | \$19,031 | \$19,031 | \$19,031 | \$76,124 | \$81,364 | \$64,924 |
| <i>Overhead Costs</i> | \$4,501 | \$5,756 | \$6,063 | \$5,283 | \$21,603 | \$18,885 | 419,892 |
| Total Costs | \$55,400 | \$66,702 | \$64,929 | \$66,778 | \$253,809 | \$252,132 | \$249,898 |
| Gross Profit / (Loss) | \$13,806 | \$17,776 | \$16,147 | \$18,396 | \$66,125 | \$58,851 | \$71,403 |
| Net Profit / (Loss) | (\$9,726) | (\$7,011) | (\$8,947) | (\$5,918) | (\$31,602) | (\$41,398) | (\$13,413) |

Cost Recovery summary (Category: Recreation Classes):

| | | | |
|---|------------------|----------------|---------------|
| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
| Percent Direct Costs Recovered: | 100% | 100% | 100% |
| Percent Division Indirect Costs Recovered | 68% | 75% | 100% |
| Minimum Recovery Met: | No | | |
| Target Recovery Met: | No | | |

Camp Moorpark

Summer Camp: Monday through Friday, 6/12/14 through 8/19/14 from 7:00 a.m. to 6:00 p.m. at AVRC. Daily registration fees \$23.00-\$46.00; annual registration fees \$25.00-\$35.00; theme park pass \$100.00.

Adventure Camp: Ages 10 to 14

Camp Moorpark: Ages 4 years 9 months to 12

Fall Camp: 9/5/13, 10/13/14, 11/10/14, and Monday through Wednesday 11/24/14 to 11/26/14 from 8:00 a.m. to 6:00 p.m. at AVRC. Daily registration \$28.00-\$36.00; annual registration fees \$25.00-\$35.00 (if did not attend summer 2014.)

Winter Camp: Monday through Thursday 12/22/2014 to 12/24/2014 and 12/29/2014 to 12/31/2014, 1/26/15, and 2/13/15 from 8:00 a.m. to 6:00 p.m. at AVRC. Daily registration fees \$28.00-\$36.00; annual registration fee \$25.00-35.00 (if did not attend summer 2014.)

Spring Camp: 3/16/15, 3/30/15 through 4/3/15, 4/06/15, and 5/01/15, from 8:00 a.m. to 6:00 p.m. at AVRC. Daily registration fees \$28.00 - \$36.00; annual registration fee \$35.00 (if did not attend summer 2014.)

| Camp Moorpark Financial Summary | Summer 2014 | Fall 2014 | Winter 14/15 | Spring 2015 | Total FY 14/15 | FY 13/14 | FY 12/13 |
|---------------------------------|-------------|-----------|--------------|-------------|----------------|------------|-----------|
| Participants (unduplicated) | 210 | 48 | 64 | 65 | 387 | 433 | 429 |
| Total Enrollments | 3,831 | 123 | 228 | 286 | 4,468 | 5,786 | 7,159 |
| Average Daily Attendance | 81.5 | 20.5 | 28.5 | 35.8 | 41.6 | 48.8 | 59.5 |
| Revenue | \$132,396 | \$3,768 | \$6,745 | \$8,672 | \$151,581 | \$185,339 | \$221,715 |
| Direct Costs | \$120,498 | \$1,815 | \$3,117 | \$3,678 | \$129,108 | \$120,307 | \$147,018 |
| Indirect Costs | | | | | | | |
| F/T Staff | \$61,810 | \$3,648 | \$4,634 | \$3,952 | \$74,044 | \$86,385 | \$62,840 |
| Overhead Costs | \$16,412 | \$809 | \$1,305 | \$1,284 | \$19,810 | \$20,402 | \$20,458 |
| Total Costs | \$215,132 | \$6,271 | \$9,055 | \$8,914 | \$239,372 | \$227,097 | \$230,316 |
| Gross Profit / (Loss) | \$11,898 | \$1,953 | \$3,628 | \$4,994 | \$22,473 | \$65,032 | \$74,697 |
| Net Profit / (Loss) | (\$66,324) | (\$2,504) | (\$2,311) | (\$242) | (\$71,291) | (\$41,755) | (\$8,601) |

Cost Recovery summary (Category: Day Camps):

| | Recovered | Minimum | Target |
|---|-----------|---------|--------|
| Percent Direct Costs Recovered: | 100% | 100% | 100% |
| Percent Division Indirect Costs Recovered | 24% | 50% | 75% |
| Minimum Recovery Met: | No | | |
| Target Recovery Met: | No | | |

Adult Softball Leagues

Summer 2014: Thursdays and Fridays, games at AVCP and PHP. Registration fee \$425.00.

Fall 2014: Thursdays and Fridays, games at AVCP and PHP. Registration fee \$425.00.

Spring 2015: Thursdays and Fridays, games at AVCP and PHP. Registration fee \$425.00.

| Adult Softball | Summer 2014 | Fall 2014 | Spring 2015 | Total FY 14/15 | FY 13/14 | FY 12/13 |
|----------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|
| Teams | 22 | 22 | 21 | 65 | 67 | 81 |
| Players | 398 | 373 | 298 | 1,069 | 1112 | 1125 |
| Revenue | \$9,350 | \$9,350 | \$8,925 | \$27,625 | \$27,913 | \$33,236 |
| Direct Costs | \$4,133 | \$4,790 | \$4,862 | \$13,785 | \$14,928 | \$15,209 |
| Indirect Costs | | | | | | |
| <i>F/T Staff</i> | \$4,066 | \$3,946 | \$3,946 | \$11,958 | \$11,808 | \$12,339 |
| <i>Overhead Costs</i> | \$2,862 | \$4,318 | \$3,607 | \$10,787 | \$9,519 | \$11,850 |
| Total Costs | \$11,061 | \$13,054 | \$12,415 | \$36,530 | \$36,256 | \$39,398 |
| Gross Profit / (Loss) | \$5,217 | \$4,560 | \$4,063 | \$13,840 | \$18,027 | \$19,807 |
| Net Profit / (Loss) | (\$1,711) | (\$3,704) | (\$3,490) | (\$8,905) | (\$6,162) | \$4,549 |

Cost Recovery summary (Category: Adult Sports Programs):

| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
|---|------------------|----------------|---------------|
| Percent Direct Costs Recovered: | 100% | 100% | 100% |
| Percent Division Indirect Costs Recovered | 61% | 75% | 100% |
| Minimum Recovery Met: | No | | |
| Target Recovery Met: | No | | |

Adult Basketball Leagues

Summer 2014: Mondays and Thursdays, games at AVRC. Registration fee \$375.00.

Fall 2014: Mondays and Thursdays, games at AVRC. Registration fee \$375.00.

Winter 2014/15: Mondays and Thursdays, games at AVRC. Registration fee \$325.00.

Spring 2015: Mondays and Thursdays, games at AVRC. Registration fee \$375.00.

| Adult Basketball | Summer 2014 | Fall 2014 | Winter 2015 | Spring 2015 | Total FY 14/15 | FY 13/14 | FY 12/13 |
|------------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|
| Teams | 14 | 12 | 14 | 14 | 54 | 50 | 56 |
| Players | 130 | 104 | 132 | 144 | 510 | 474 | 431 |
| Revenue | \$5,250 | \$4,500 | \$4,550 | \$5,250 | \$19,550 | \$17,310 | \$19,650 |
| Direct Costs | \$1,452 | \$1,341 | \$1,160 | \$1,439 | \$5,392 | \$8,109 | \$10,478 |
| Indirect Costs | | | | | | | |
| <i>F/T Staff</i> | \$2,674 | \$2,674 | \$2,674 | \$2,674 | \$10,696 | \$10,600 | \$9,856 |

| | | | | | | | |
|----------------------------|----------------|------------------|------------------|----------------|------------------|------------------|------------------|
| <i>Overhead Costs</i> | \$2,048 | \$1,753 | \$1,756 | \$2,046 | \$7,603 | \$5,599 | \$6,675 |
| Total Costs | \$6,174 | \$5,768 | \$5,589 | \$6,159 | \$23,690 | \$24,309 | \$27,010 |
| Gross Profit / (Loss) | \$3,798 | \$3,159 | \$3,390 | \$3,811 | \$14,158 | \$9,201 | \$9,172 |
| Net Profit / (Loss) | (\$924) | (\$1,268) | (\$1,039) | (\$909) | (\$4,140) | (\$6,998) | (\$7,359) |

Cost Recovery summary (Category: Adult Sports Programs):

| | | | |
|---|------------------|----------------|---------------|
| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
| Percent Direct Costs Recovered: | 100% | 100% | 100% |
| Percent Division Indirect Costs Recovered | 77% | 75% | 100% |
| Minimum Recovery Met: | Yes | | |
| Target Recovery Met: | No | | |

Adult Soccer Leagues

Summer 2014: Tuesdays and Wednesdays, games at AVCP Registration fee \$340.00.

Fall 2014: Tuesdays and Wednesdays, games at AVCP. Registration fee \$350.00.

Winter 2015: Futsal, canceled due to low enrollment.

Spring 2015: Tuesdays and Wednesdays, games at AVCP. Registration fee \$350.00.

| Adult Soccer | Summer 2014 | Fall 2014 | Winter 2014/15 | Spring 2015 | Total FY 14/15 | FY 13/14 | FY 12/13 |
|----------------------------|--------------------|------------------|-----------------------|--------------------|-----------------------|------------------|------------------|
| Teams | 18 | 12 | N/A | 11 | 41 | 54 | 51 |
| Players | 292 | 167 | | 150 | 609 | 755 | 718 |
| Revenue | \$6,140 | \$4,080 | | \$3,850 | \$10,470 | \$18,540 | \$19,505 |
| Direct Costs | \$2,719 | \$2,403 | | \$2,228 | \$7,350 | \$8,357 | \$10,077 |
| Indirect Costs | | | | | | | |
| <i>F/T Staff</i> | \$3,214 | \$3,214 | | \$3,214 | \$9,642 | \$10,442 | \$10,625 |
| <i>Overhead Costs</i> | \$1,368 | \$2,369 | | \$1,858 | \$5,595 | \$5,481 | \$6,667 |
| Total Costs | \$7,301 | \$7,968 | | \$7,300 | \$22,569 | \$24,281 | \$28,069 |
| Gross Profit / (Loss) | \$3,421 | \$1,677 | | \$1,622 | \$6,720 | \$10,183 | \$9,428 |
| Net Profit / (Loss) | (\$1,161) | (\$3,906) | | (\$3,450) | (\$8,517) | (\$5,740) | (\$7,864) |

Cost Recovery summary (Category: Adult Sports Programs):

| | | | |
|---|------------------|----------------|---------------|
| | <u>Recovered</u> | <u>Minimum</u> | <u>Target</u> |
| Percent Direct Costs Recovered: | 100% | 100% | 100% |
| Percent Division Indirect Costs Recovered | 44% | 75% | 100% |
| Minimum Recovery Met: | No | | |
| Target Recovery Met: | No | | |

Youth Basketball League

Summer 2014: Saturdays games with weekly practices 6/28/14 to 8/23/14, games at AVRC. Registration fee \$69.00/ \$79.00.

Fall 2014: Saturdays games with weekly practices 10/04/14 to 11/22/14, games at AVRC. Registration fee \$69.00/ \$79.00.

Winter 2014/15: Saturdays games with weekly practices 1/10/15 to 2/28/15, games at AVRC. Registration fee \$69.00/ \$79.00.

Spring 2015: Saturdays games with weekly practices 4/11/15 to 5/30/15, games at AVRC. Registration fee \$69.00/ \$79.00.

| Youth Basketball | Summer 2014 | Fall 2014 | Winter 2015 | Spring 2015 | Total FY 14/15 | FY 13/14 | FY 12/13 |
|-----------------------|-------------|-----------|-------------|-------------|----------------|------------|-----------|
| Enrollments | 108 | 103 | 175 | 156 | 542 | 544 | 557 |
| Revenue | \$8,762 | \$8,328 | \$12,635 | \$11,484 | \$41,209 | \$40,488 | \$39,950 |
| Direct Costs | \$4,404 | \$4,159 | \$6,413 | \$5,768 | \$20,744 | \$18,911 | \$18,603 |
| Indirect Costs | | | | | | | |
| F/T Staff | \$4,377 | \$4,398 | \$4,374 | \$4,374 | \$17,523 | \$19,695 | \$15,212 |
| Overhead Costs | \$3,507 | \$3,342 | \$4,315 | \$4,154 | \$15,318 | \$13,794 | \$15,247 |
| Total Costs | \$12,288 | \$11,899 | \$15,102 | \$14,296 | \$53,585 | \$52,399 | \$49,062 |
| Gross Profit / (Loss) | \$4,358 | \$4,169 | \$6,222 | \$5,716 | \$20,465 | \$21,577 | \$21,347 |
| Net Profit / (Loss) | (\$3,526) | (\$3,571) | (\$2,467) | (\$2,812) | (\$12,376) | (\$11,912) | (\$9,112) |

Cost Recovery summary (Category: Youth Sports Programs):

| | Recovered | Minimum | Target |
|---|-----------|---------|--------|
| Percent Direct Costs Recovered: | 100% | 100% | 100% |
| Percent Division Indirect Costs Recovered | 62% | 50% | 75% |
| Minimum Recovery Met: | Yes | | |
| Target Recovery Met: | No | | |

Staff Recommended Actions for Programs Not Meeting Minimum Cost Recovery Goals

Moorpark Has Talent

The event is held at the High Street Arts Center, and helps promote that venue. It continues to receive positive response from event participants and attendees. This event is currently categorized as "Other Event" because it requires participants to register and audition in advance, the venue limits the number of public that can attend the final show, and substantial financial prizes are distributed to winners. The prizes are provided by the Moorpark Foundation for the Arts (Foundation). This program has not been able to meet its minimum cost recovery for the past four years. Staff is evaluating ways to improve cost recovery and a possible greater role by the Foundation.

Teen Band and General Teen Events

Providing recreation programming to the City’s teen population is a priority for the City. These events are categorized as “Special Event” and are required to recoup at least 50% of direct costs. For the previous three fiscal years, teen band events have met the minimum cost recovery requirement, but due to declining interest and participation, staff recommends discontinuing those events. General Teen Events met the minimum recovery last fiscal year, but not this year. Additionally, attendance at these events has been stagnant. In order to meet the changing trends with within the teen population, staff recommends increasing the “Volunteer Days” programming, and “Job Training” classes due to the requirements placed on teens from their school environment to achieve a specific amount of volunteer hours in order to graduate, and to support their interest in entering the work place.

Recreation Classes

This is the second year the program has not met its minimum cost recovery requirement. The program did not meet its minimum recovery requirement due to a decline in enrollment. Staff recommends increasing program promotion, eliminating poorly performing classes, and researching and implementing new and trending class ideas in order to increase enrollment and revenue. Based on current trends related to health and fitness, staff recommends transitioning to exercise based classes and those that promote healthier lifestyles. Staff also recommends increasing the partnerships and collaboration with local businesses to broaden options for unique and interesting classes and to generate interest from the local community.

Camp Moorpark

This program was unable to meet the minimum recovery requirement due to a decline in attendance during the summer season. The recreation division was short-staffed during the latter part of the fiscal year and summer camp was not scheduled or promoted sufficiently to generate the participation that was needed to meet the minimum recovery. Staff could have done a better job on some aspects of preplanning, hiring and training. However, Winter Camp met the minimum cost recovery requirement and Spring Camp met the target cost recovery requirement. Average daily attendance (ADA) figures for Summer 2015 were above 2014, but attendance needs to be improved in order to regain the average numbers from prior years. Similar to the recreation classes, staff intends to research current trends in recreation and will develop a new schedule for the summer camp program in 2016 in order to keep the program innovative and attractive to both parents and children. Staff also recommends increasing promotion, outreach, collaboration with the school district and the Library.

| Summer Camp Year | ADA –Total Program | ADA- Camp Moorpark | ADA- Adventure Camp |
|------------------|--------------------|--------------------|---------------------|
| 2015 | 95.3 | 76.4 | 18.9 |
| 2014 | 81.5 | 68.7 | 12.7 |
| 2013 | 114.8 | 92.6 | 22.2 |
| 2012 | 114.2 | 92.9 | 21.3 |
| 2011 | 117.7 | 93.5 | 24.2 |
| 2010 | 98.4 | 78.8 | 19.6 |

Adult Softball League

The softball basketball league has not been able to meet its minimum cost recovery requirement for the past two years. This is primarily due to a decline in team enrollment. Staff recommends increasing promotion of the league, offering new divisions or tournaments to increase interest in the program, and continuing cost cutting measures that have already been implemented.

Adult Soccer League

This league has not been able to meet its minimum cost recovery requirement for the last three years. As with the other adult sports leagues, declining team enrollment and the subsequent reduction in revenue are the primary factors. This year the league had 41 teams participating; a total of 60 teams (52 7-on-7 and 8 futsal) are needed in order for the program to meet its minimum recovery goal. Futsal was canceled this year due to low enrollment which accounts for a portion of the reduction in revenue. Staff recommendations are the same as for the other adult sports leagues; increasing promotion for the league, as well as researching and implementing new divisions or activities that will increase interest in the league. Staff recommends eliminating the adult soccer league in FY 16/17 if the minimum cost recovery is not met in FY 15/16.

STAFF RECOMMENDATION

Receive and file report.

Attachment 1 – Recreation Programs and Services Cost Recovery Policy