

**PLEASANT VALLEY RECREATION AND PARK DISTRICT  
STAFF REPORT / AGENDA REPORT**

**TO:** FINANCE COMMITTEE

**FROM:** MARY OTTEN, GENERAL MANAGER  
By: Jessica A. Puckett, CPRP, Administrative Analyst

**DATE:** April 20, 2022

**SUBJECT:** Draft Review of Cost of Service Analysis for the 2021-2022 Fee Study and Cost Recovery Analysis

**SUMMARY**

Staff has been working with consulting firm, ClearSource Financial Consulting to conduct a comprehensive fee-based cost analysis and cost recovery study since November 2021. Capital and operating budgets have been analyzed to determine the true cost of services provided by the District to the community as a basis for creating a cost recovery policy and methodology.

**BACKGROUND**

The current Fee Schedule was last studied and updated in FY 2017-2018. After conducting a formal RFP process for bids, the Board awarded a contract to conduct a user fees and cost recovery policy analysis or study to ClearSource Financial Consulting on November 6, 2021. The goal of the study is to develop a cost recovery model and policy that provides a framework for future planning, budgeting, pricing and resource allocation for the District's parks and recreational services. ClearSource has been meeting with District staff to review, analyze, and evaluate current and previous years' operating and capital budgets to determine what it costs the District to provide various services and what, if any, cost recovery has occurred for all services.

**ANALYSIS**

District staff has been meeting with ClearSource over the last five months to review budgets as well as programming and operations to evaluate facility usage, staff labor allocations, and cost recovery estimates. ClearSource has used all of this data and feedback to create a preliminary cost of service analysis to be used as the basis for creating a cost recovery methodology and policy for the District to implement. Staff is seeking feedback and guidance from the Finance Committee in this next step to crafting a new policy and methodology to our user fees and pricing rationale.

**FISCAL IMPACT**

There is currently no fiscal impact associated with this action.

**STRATEGIC PLAN COMPLIANCE**

Meets 2021-2026 Strategic Plan Goal 1.1: Review costs, revenues, and subsidies for program and rentals through strategies:

**1.1.A:** “Conduct a comprehensive Fee Study and Cost Recovery Analysis exploring funding opportunities and apolicies including but not limited to program fees, discounts, cost recovery methods, tournaments, community service organization fees and fees received from the rental of District parks and recreational facilities.”

**1.1.B:** “Develop sustainable funding sources for implementation of the Strategic Plan, deferred maintenance, priority projects, and on-going operations.”

**RECOMMENDATION**

It is recommended that the Finance Committee provide feedback and guidance on the draft cost of service analysis and cost recovery policy development presentation by ClearSource Financial Consulting.

**ATTACHMENTS**

No attachments.