

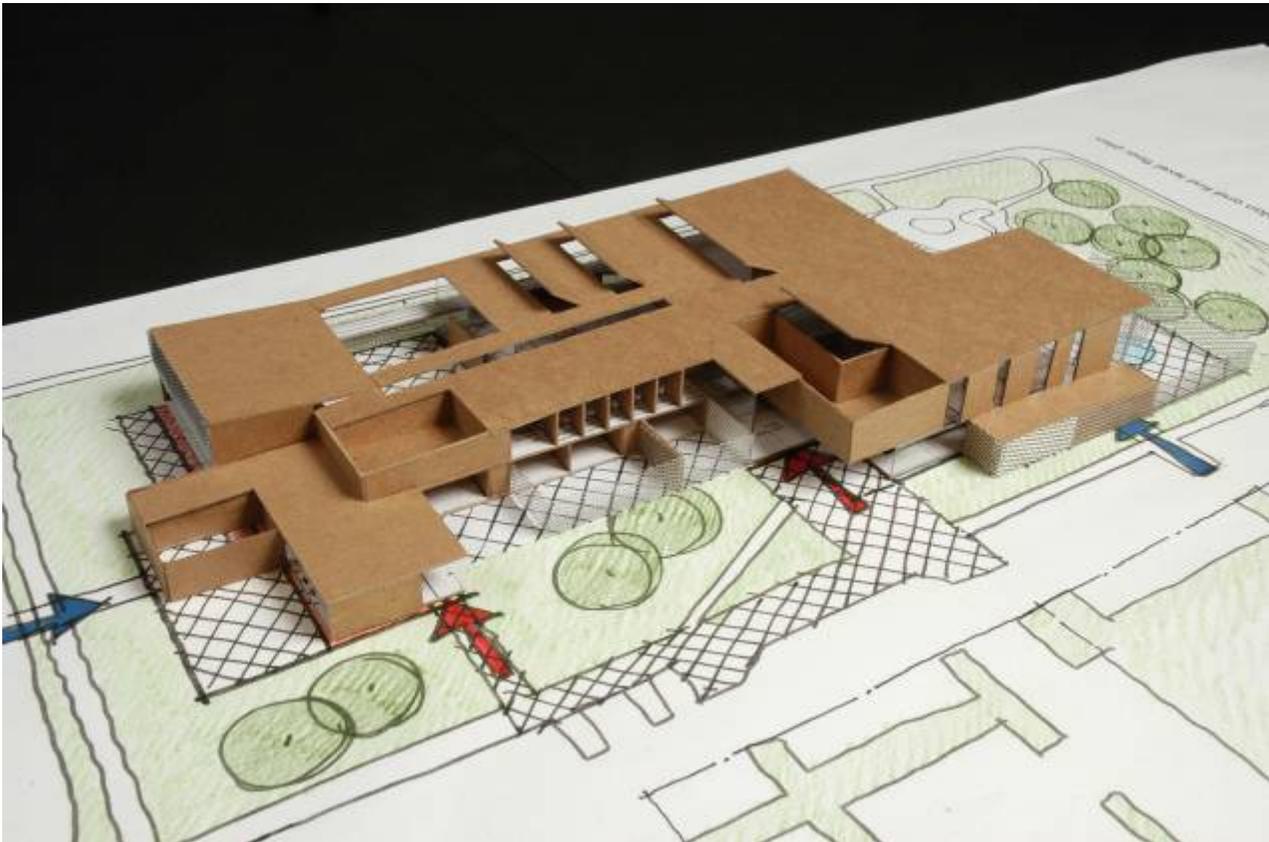


# Burien

*Washington, USA*

## *Community Recreation Center*

### *BUSINESS PLAN*





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*The Burien Community Recreation Center Master Plan and the operational Business Plan was completed in partnership between Opsis Architecture and GreenPlay, LLC.*

January 14, 2008

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## Executive Summary

The City of Burien, Washington has the unique opportunity to fund and operate a new Community Recreation Center. The operational annual subsidy in year one is estimated to be <\$1,259,455> - of which almost <\$767,000> is current subsidy transferred to the new facility (see operational pro-forma in **Appendix A**).

The Community Recreation Center exists to primarily serve Burien residents as their multi-generational leisure and recreation center. The facility's secondary role will function as a regional recreation attraction, especially for the Southwest King County area. The City hopes that as a result of building this facility, as well as the implementation of the Master Plan and Business Plan, this facility can also contribute to it's the revitalization and economic development. The primary service area is the City of Burien with a 3.5 mile radius which includes the City of Burien, potential annexation areas and neighboring communities with a 2007 population estimate of 110,187.

***Vision:** The Burien Parks, Recreation and Cultural Services Department's purpose is to enrich and inspire our community through quality experiences, people and places.*

***Mission:** The Burien Parks, Recreation and Cultural Services Department will promote a healthy, livable community with opportunities for physical activity as well as personal and cultural enrichment.*

***Facility Vision:** The Burien Community Recreation Center, "where the community comes together", unites the City through a celebration of the cultural diversity and multi-generational flavor of an active and passive recreational experience with a variety of amenities and programs.*

## Benefits Analysis

If the City of Burien community wants to expand its economic base, using the existing resources that are associated with the current facilities as well as developing this new facility, while maintaining its high quality of life, then establishing a strong community market is necessary for the City.

**Recreational Use** - There are considerable positive economic impacts to the community that could be gained through the construction of the new facility. Recreational space components include a large Community/Rental Hall , Leisure Swim Pool, Therapy Warm Water Pool, Cardio-Fitness/Weight Room, Aerobics/Dance Studio, Gymnasium, Party Rental Rooms, and Multi-Purpose/Meeting areas. Add a Senior Lounge and Youth/Teen Hangout Room, Community Living Area/Lobby, and integrated Technology Nodes, and it's understandable how this facility becomes the City's key social and gathering center.

The facility is estimated to average 297 daily individual admissions resulting in over 105,000 users per year with a typical bather load of 90-115. Peak time load is anticipated to be 175-250. These attendance figures do not include other recreation class program registrants, rentals, spectators and special event attendance.

**Special Events, Tournaments and Rentals-** A direct positive economic impact of the Community Recreation Center may be anticipated through special events, tournaments and rentals from out-of-town event participants and spectators, and even family visitors of residents, making use of community services, food and beverage venues, night clubs/bars, retail shopping, lodging, and private and commercial transportation.

**Local Employment-** Another economic benefit of the facility is employment. It is anticipated that wages and associated benefits for full and part time staff for this facility could be well over \$1 million for the center (*see operational pro-forma in Appendix A.*)

### Cost Analysis

Table 1 highlights the facility amenities and operational pro-forma.

**Table 1: Facility Highlights**

Option	Phase II
<b>Facility Amenities</b>	<p><b>Program and rental spaces:</b> multi-cultural/community room (divisible by 3), caterer’s/teaching kitchen, arts and crafts room, 2 multi-purpose/party/meeting rooms, preschool rooms and aerobics/dance room</p> <p><b>Drop-in and additional rental spaces:</b> cardiovascular and weight room, child watch, walk/jog track, gymnasium, indoor leisure pool and therapy pool</p> <p><b>Community social spaces:</b> adult/senior lounge, youth/teen hangout room, community living room/lobby, technology (nodes sprinkled throughout the building), deli/juice cart with café’ seating and vending</p> <p><b>Operational spaces:</b> locker rooms, administration offices, guest relations, lifeguard office/first aid, storage and mechanical</p>
<b>Square Footage</b>	65,900 sq. ft.
<b>Revenues</b>	\$721,741
<b>Expenses</b>	\$1,981,196
<b>Cost Recovery %</b>	36%
<b>Per Sq. Ft. Operating Costs</b>	\$30/sq. ft.
<b>NET SUBSIDY</b>	<\$1,259,455>

### Operational Recommendations

The following operational recommendations should begin immediately and be tackled as the City moves forward to establish phases for funding, design and construction:

- Establish a 501 (c)(3) Foundation to help create new grant funded programming opportunities, and mitigate and address any future decrease in operational funding.
- Create a marketing plan.
- Create a Cost Recovery Philosophy and Policy using the Pyramid Methodology.
- Review all rental agreements and pricing structures.
- Review all contracts to be sure that the rights and best interests of the City of Burien are incorporated into the documents.
- Create a fee waiver policy that is objective, equitable and manageable.
- Track usage to maximize all revenue opportunities.
- Consider fundraising or corporate donations to underwrite the subsidized free waivers.
- Continue different rental fee categories for private, non-profit, city resident, and non-resident user groups.
- Complete quarterly financial and participation summaries for all programs.
- Create partnership and sponsorship policies.





## *Introduction and Background*

### **Community Recreation Center Master Plan Development**

The City of Burien is young, having incorporated in 1993. In 2005 the City commissioned a Program and Facilities Plan. The recommendations and capital estimates from that Plan and the financial considerations and operating assumptions needed further validation through comprehensive planning efforts and a public involvement process. The City postponed implementation of the Plan and focused on creating a department-wide guiding document for long term strategic planning.

In 2006 the City of Burien adopted the Parks, Recreation and Open Space (PROS) Plan which was an update to the 2000 plan. The vision, goals and policies created by the plan were intended to supplement previous planning efforts to ensure a comprehensive level of service for the community.

***Vision:** Burien Parks, Recreation and Cultural Services create exceptional programs and places for inspiration, enrichment and celebration.*

***Mission:** We enhance the community by providing and promoting diverse, safe, well-maintained parks, facilities, recreation and cultural opportunities for all.*

The PROS Plan was based, in part, on the results of a statistically valid random survey mailed to 1,500 households in Burien. The Executive Summary of this survey is included as **Appendix B**. The survey's goal was to determine how city parks and recreation programs are currently being used and what priority facilities and programs will be needed in the future. The results of the random sample of 301 households had a 95% level of confidence with a precision of at least +/-5.6%. These results along with the guiding strategic PROS Plan and an extensive public input process are the basis for this Community Recreation Center Master Plan and Business Plan.

### **Project Background and History**

Housed in a 1950s-era elementary school, the current Burien Community Recreation Center was formerly known as the Chelsea Elementary School which closed in 1976. It was sold to King County in 1982 and operated as the Highline Community Recreation Center for several years until it was taken over by the City of Burien following incorporation. The new recreation center, which will replace the current buildings on the same site, is intended to meet the changing needs of the Burien community. Burien officials are planning a public vote in the fall of 2008 on a bond measure for construction of the new facility. Design will take about a year so if the bond initiative passes it's anticipated that construction would begin in late 2009 or early 2010 with grand opening in 2011.



#### **Previous Findings - 2005 Program and Facilities Plan:**

- Existing facilities are inadequate, outdated, operationally inefficient and need to be replaced

- Consideration for facility as a regional attractor
- Utilize branch library site for Senior / Community Activity Center
- Incremental facility development scenario (3-phases of development)
- Utilize partnerships where possible to increase capacity
- Cultural and performing arts need to thrive in Burien
- Burien will experience ongoing challenges and changes, especially relative to the annexation issue

#### **Previous Findings - 2006 PROS Plan:**

- Reinforced need for indoor recreation facility
- Most important indoor recreation facilities include: walking and jogging track, indoor swim instructional and fitness pool, aerobics, fitness, and dance area, theater or space for performing arts, senior adult program space, weight and cardiovascular equipment area, and indoor therapy pool
- Most important recreation programs include: outdoor concerts and festivals, swim instruction and water fitness, health and fitness programs, social services for seniors, youth and families, and leisure pool drop-in programs

#### **Current Planning Assumptions:**

- Serve the specific needs of Burien as program priority
- Expand demographic study to include broader service area, which is 3.5 miles from radius of City's center
- Include the senior center and community gathering space in comprehensive multi-generational facility
- Provide critical mass with initial construction
- Provide Arts and Culture focus in downtown Burien with proximity to the Town Square
- Locate facility on current Burien Community Recreation Center Site
- Reconsider phased development scenario
- Plan for future expansion and potential land acquisition
- Develop a site specific concept design

### **Project Goals**

- Replace the existing Burien Community Recreation Center and Senior Center with a multi-generational facility that serves people of all ages and abilities
- Offer a wide range of activities that promote social interaction, culture, wellness, and recreation for all age groups
- Create a multi-use facility through flexible scheduling and programs that respond to the changing interests and growth of Burien
- Reinforce a "civic campus" to serve the recreation and community needs with connectivity to Dottie Harper Park, the existing Burien Library, and the Town Square
- Reflect a character and identity that captures the qualities and spirit of Burien
- Provide a strong relationship between indoor and outdoor spaces that share similar values and goals

## Project Vision

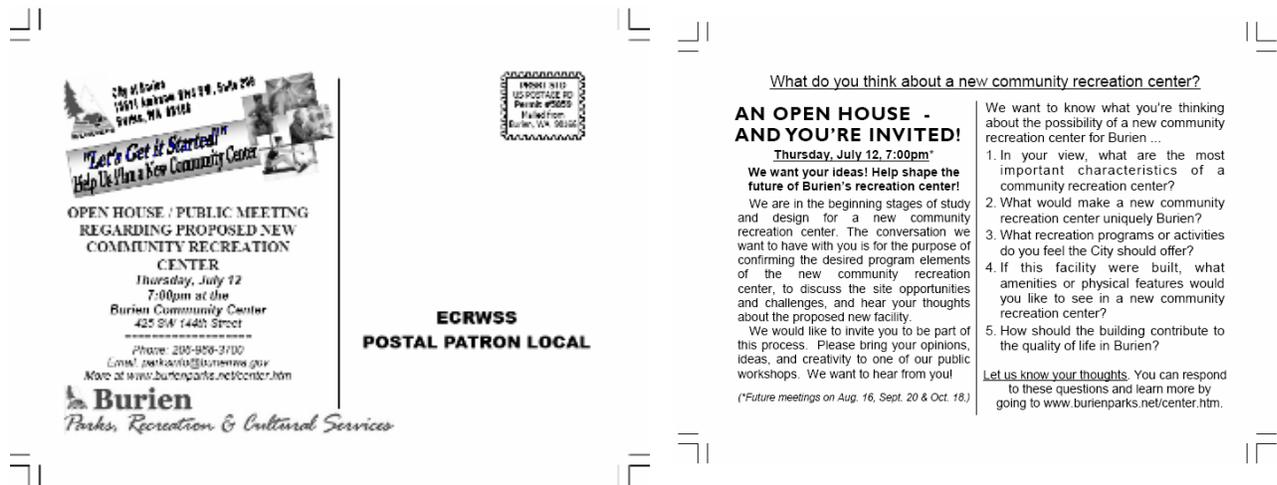
The project vision seeks to:

- Integrate green design practices into the building and site design
- Develop financial and programming partnerships with private and public providers
- Create a facility design that can be efficiently operated and maintained while providing outstanding service to its users
- Provide a facility plan that is financially feasible, affordable, and sustainable
- Include an implementation plan and expansion strategy
- Complement but not duplicate services available to the community

## Public Involvement Process

During the month of June 2007, the City launched a public involvement campaign to engage the community in gathering input on a new Community Recreation Center. Press releases were sent to local newspapers, flyers (in English and Spanish) were distributed, and postcards were mailed to citizens. See Figure 1 for the Sample Postcard, **Figure 2** and **Figure 3** for the English and Spanish Versions of the flyers.

Figure 1: Sample Postcard



A Planning Committee consisting of nine members was constituted by City Council to function as part of the team for this Master Planning Process. Applicants were desired who had a broad understanding of community needs, community institutions, systems, and services that are related to community recreation center operations. Committee members were not confined to represent current services or activities, but to more broadly represent the full range of possible services that are typically offered through municipal community and recreation centers. The Planning Committee was asked to review demographic and facility data, examine future trends that will impact this facility, engage the community in dialogue regarding the future direction of the building replacement, formulate options to address facility needs, and present recommendations to the Parks and Recreation Board and City Council. The group was also encouraged to serve (although were not required) as those who would assume a leadership role in a future capital campaign.

Figure 2: Flyer - English Version



Questions? Call 206-886-3700.

**Burien**  
Parks, Recreation & Cultural Services

What do you think about a new community recreation center?  
We want to know what your thoughts and ideas are about the possibility of a new community recreation center for Burien ...

Question:	Your thoughts:
1. In your view, what are the most important characteristics of a community recreation center?	
2. What would make a new community recreation center uniquely Burien?	
3. What recreation programs or activities do you feel the City should offer?	
4. If this facility were built what amenities or physical features would you like to see in a new community recreation center?	
5. How should the building contribute to the quality of life in Burien?	

Yes, I would like to kept informed about plans for the new community recreation center ...

Name \_\_\_\_\_ Please mail or drop off at  
Address \_\_\_\_\_ Burien Community Center  
425 SW 144th Street  
Burien, WA 98166-1545  
E-MAIL Address \_\_\_\_\_ You can also let us know your  
thoughts online. Go to ...  
Phone \_\_\_\_\_ www.burienparks.net/center.htm

An online self administered survey (in English and Spanish) was linked to the City’s website as an additional source of information gathering (45 participants). Stakeholder focus group meetings (58) and community open houses (139) were conducted. Emails (3) and questionnaires (4) from the public as well as input from the staff (22) were also included. Over the six month planning process over 271 citizens participated in the information gathering and public input process. See **Appendix C** for a summary of comments and the on-line survey results.

Figure 3: Flyer - Spanish Version

 ¿Preguntas? Call 206.966.0700

**Que Piensas acerca del Nuevo Centro Comunitario de Burien?**  
Queremos saber si tienes alguna idea que podamos tomar en cuenta acerca del nuevo centro...

Pregunta:	Tu Opinion:
1. Según Ud., ¿cuáles son las características más importantes que tenga un centro comunitario recreativo?	
2. ¿Qué haría que el nuevo centro recreativo fuera único o diferente?	
3. ¿Cuáles programas o actividades recreativos piensa Ud. que la ciudad debe ofrecer a la gente?	
4. Si se construye este centro comunitario ¿Cuáles servicios o características de diseño le gustaría ver ahí?	
5. ¿Cómo debe contribuir el edificio a la calidad de vida en Burien?	

Si, me gustaría mantenerme informado de lo que pasa con el centro comunitario ...

Nombre: \_\_\_\_\_ Favor de enviar a:  
 Dirección: \_\_\_\_\_ Burien Community Center  
 425 SW 144th Street  
 Burien, WA 98166-1545  
 Como Electrónico: \_\_\_\_\_ También puede mandar su opinión  
 Teléfono: \_\_\_\_\_ en línea:  
 www.burienparks.net/center.htm

¿Que piensas de un nuevo centro de recreación comunitario?

**Junta Comunitaria**  
**Para revisar la propuesta del Nuevo Centro de Recreación Comunitario**  
 Jueves, 20 de Septiembre a las 7:00pm  
 En el Centro Comunitario de Burien  
 425 SW 144th Street

En el internet:  
[www.burienparks.net/center.htm](http://www.burienparks.net/center.htm)

**"Trabajemos juntos"**  
 Ayudenos a planear el Nuevo Centro Comunitario

**UD. ESTA INVITADO**

**Descubra los Beneficios de los Parques de Recreación!**

**Conozca mas del Nuevo Centro De recreación de Burien**  
 Tenemos considerados varios modelos de como será el nuevo edificio, los retos y las oportunidades del programa, También escuchamos sus sugerencias. Venga y conozca lo Que la gente opinó acerca de los diseños Del nuevo centro comunitario



The team of consultants worked with the community to determine the needed and desired facility components based on public input, gap analysis, cost recovery and budgetary goals, and validated by previous analysis and survey work. The following page shows a copy of the June 26<sup>th</sup> press release advertising public involvement and announcing the first public meeting on July 12, 2007. The team also worked with staff to evaluate current facilities and programs, in addition to desired future activities. As a result, a determination of the viability of the facility has been made in consideration of the current uses and the capability to handle the anticipated future facility and program use.

Based on the assessment, a design alternative with the proposed components and amenities along with corresponding staged capital investments were developed for review by the City. During the design charrette process, design concepts were developed and finalized. Phasing and capital and operating funding viability were included in the methodology for the business plan.

Upon completion of the public involvement process, the Community Recreation Center Master Plan research, and selection of a final viable design, the team prepared a final business plan with operational cost estimates and implementation strategies.

FOR IMMEDIATE RELEASE

June 26, 2007

For information contact: Michael Lafreniere (206-988-3703)

### **BURIEN SEEKING INPUT ON NEW COMMUNITY RECREATION CENTER**

(Burien, WA) – The City of Burien is seeking public input on plans for a new community recreation center. A public workshop will be held at 7:00pm on Thursday, July 12 at the Burien Community Recreation Center (located at 425 SW 144 Street) to discuss the project and to learn what features are of interest to Burien’s citizens. Additional follow-up workshops for the public will be held on September 20 and October 18. The feedback from these workshops, along with input from focus groups and stakeholders, will be used by the City to develop preliminary plans for a new community recreation center. The new facility would replace and be built on the site of the existing Burien Community Recreation Center. Director of Parks and Recreation, Michael Lafreniere said that this planning process will follow through with citizen recommendations made to the City Council in 2005. “It’s been a step-by-step process, and so I’m excited that we’re finally getting around to coming up with some concepts and designs,” said Lafreniere. “Participants will be asked a variety of questions to assess their views regarding the recreation needs of the community, and issues that should be addressed in the Community Recreation Center Master Plan. With public processes such as these, there are never wrong answers, so everybody is encouraged to be open and freely express their thoughts.” In addition to the public meeting planned for the evening of July 12, participants are needed for future focus groups and stakeholder meetings. These would include residents, partner agency/organization representatives, business community representatives, and users of the facility and its services. Participants will be asked how the future facility should meet the needs of the community, and what features, amenities, services and programs are desired in the new facility. If citizens are interested in participating in these focus groups and stakeholder meetings, they are encouraged to contact the Burien Parks Department. Some of the questions being considered by the City and its planning consultants include:

- What would make the community recreation center uniquely Burien?
- How should the building contribute to the quality of life in Burien?
- What should the financial guiding principles be?
- What should the functional requirements of the building be?
- What populations should be served in the building?
- What are the recreation program needs of the community?
- Who are the potential partners in the community?
- What are the important characteristics of a new community recreation center?

In addition to the public workshops, interested citizens may provide their thoughts online and learn more at the project website, [www.burienparks.net/center.htm](http://www.burienparks.net/center.htm). The public can also contact Burien Parks & Recreation at 206-988-3700.

cc: Burien City Council

P-I, South Bureau

Discover Burien

Highline Times

King County/Burien Public Library

City Website: [www.burienwa.gov](http://www.burienwa.gov)

Burien Staff

Puget Sound Business Journal

SeaLatino

Seattle Times

Burien Post Office

Educated assumptions have been made throughout this plan based on input from staff, and the technical and architectural consultants. While this plan reflects many operating protocols typically incorporated across the nation, it is very reflective of the current practices and desires of the City of Burien. For example, in recent years, it has become necessary to hire full time staff versus regular part time status staff to increase quality and retention. It is important to note that there are many variables that can be considered and adjusted, if desired, to achieve varying outcomes for visits and expected levels of subsidies

or revenues. Some of these variables include:

- changes in building program, design and programmed uses
- marketing targets to increase participation
- attention to and inclusion of alternative funding
- identified cost recovery goals that may change over time
- hours and holiday closures of the facility
- changes in staffing levels
- changes in fees and charges

The operational budget planning for this facility provides for a fairly lean budget, a conservative approach to projecting revenues and is based on a basic understanding of the conceptual project and the best information available regarding the market area and current practices of the City. The estimates are made in 2007 dollars. There is no guarantee that the estimates and projections will be met as there are many variables that cannot be accurately determined during this conceptual planning stage, or are subject to change during the actual design and implementation process.

Revenue projections are based on the space components included in the facility, the demographics of the local service area, the current status of alternative providers in the service area and a comparison to other facilities in Washington, and around the country, with similar components. Actual figures will vary based on the final design of the facility and the activity spaces included, any changes in the market at the time of opening, the designated facility operating philosophy, the aggressiveness of fees and charges and use policies adopted, and the type of marketing effort undertaken to attract potential users to the facility.

Expenditures estimates are based on the type and size of the activity and support spaces in the center, and the anticipated hours of operation. Where possible and available, calculations were based on actual practice or methodology, and other expenses were estimated based on experience at similar facilities.

## **Facility Operating Efficiencies and Opportunities**

The existing Community Recreation Center is an old elementary school which has two separate buildings in very poor shape. Staff has maximized programming opportunities and keeps the facility functional, but the buildings show their age. It is recommended that the best investment for the City is to tear down the two community center buildings and build a facility with new technologies, energy efficient materials, and mechanical systems as opposed to a major renovation and retrofit. Opportunities to improve level of service include:

- American with Disabilities Act compliance
- Building Code compliance
- Fire Code compliance
- Operational efficiencies
- Safer operations with a controlled and monitored point of access
- Combined facility offering a wide-range of drop-in and programmed activities
- Multi-generational facility

- Multi-cultural facility
- Non-dedicated and shared spaces allow for flexible programming responding to the needs and desires of the users
- Facility design promotes healthy aging, active lifestyles, socialization and gathering

## Current Trends

### Facilities

#### *National Trends*

Regarding recreation facilities, the following national trends are relevant to the City of Burien. The current national trend is toward a “one-stop” facility to serve all ages. Large, multipurpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery. Amenities that are becoming “typical” as opposed to alternative include:

- Multi-purpose, large regional centers (65,000 to 125,000+ sq. ft.) for all ages/abilities with all amenities in one place. This design saves on staff costs, encourages retention and participation, and saves on operating expenses due to economies of scale.
- Leisure and therapeutic pools
- Interactive game rooms
- Regional playground for all ages of youth
- Partnerships with private providers or other government agencies
- Indoor walking tracks
- Themed décor

Amenities that are still considered “alternative” but increasing in popularity:

- Climbing walls
- Indoor Soccer
- Cultural art facilities
- Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED). A recent survey of recreation industry professionals, conducted by BCA Architects, indicated that 52% of the recreation-industry survey respondents said they were willing to pay more for green design knowing that it would significantly reduce or eliminate the negative impact of buildings on the environment and occupants.

### Aging

#### *National Trends*

The following are trends related to the aging population in the United States:

- America is aging and it is estimated that by 2010, the median age will be 37 years, and by 2030 the median age will be 39 years. The current life expectancy at birth in the United States is 77.9 years.
- There is a growing body of evidence that indicates that aging has more to do with lifestyles and health behaviors than genetics.
- Seniors control more than 70 percent of the disposable income and have more than \$1.6 trillion in spending power, according to Packaged Facts, a division of MarketResearch.com, which publishes market intelligence on several consumer industries.

- Seniors also are the fastest growing segment of health club memberships, according to the International Health, Racquet and Sportsclub Association (IHRSA).
- The top three sports activities for persons 65 years and older in 2004 were: exercise walking, exercising with equipment, and swimming according to the National Sporting Goods Association (NSGA) survey.

Baby Boomers are adults born between 1946 and 1964. This generation makes up approximately 25% of the total population in the United States. The following are trends of this generation:

- According to IHRSA data for 2003, 91% of Boomers feel the need to take measures to ensure their future health and Boomers claim 37.6% of all health club memberships.
- Eighty percent of Boomers in a study by American Association of Retired Persons (AARP) believe they will continue to work either full- or part-time into their retirement years.

### **Ethnic and Racial Diversity**

#### *Washington Trends*

The 2003 Community Profile for the City of Burien indicates that since 1990, the proportion of minorities has increased from 11% to 26% in the general population which was more than the county average, but less than the South Central King County average. There was an even greater change in the Burien public schools where the proportion of minorities changed from 26% in 1992 to 47% in 2002. Additionally:

- In 2000 19% of the general population spoke a language other than English at home.
- Spanish is the most common language other than English spoken in Burien.
- 20% of Burien's public school students are Hispanic, 14% are Asian/Pacific Islanders, and 11% are Black.

### **Hispanic Populations**

#### *National Trends*

A 2006 effort by UCLA Anderson School of Management Applied Management Research Program and funded by the Outdoor Industry Foundation surveyed the Hispanic population to gather information regarding Hispanics and outdoor industry. They learned:

- Running/jogging (48%) and weightlifting/ gym (23%) ranked as the most popular physical activities for Hispanics.
- Football (13%) and basketball (11%) ranked as the top two favorite sports, followed by running, walking, soccer and swimming.
- In terms of actual participation, basketball ranked number one (27%), and exercising ranked second (20%).

### **Youth**

#### *National Trends*

- Top Reasons Kids Say "No" to Drugs (ages 9 - 17): Sports, 30%; Hobbies, 16%; Family and Friends, 14%; Arts, 12%, and Music, 11% (White House Office of National Drug Control).
- Over half of teens surveyed (54%) said they wouldn't spend so much screen time if they had other things to do. The same number indicated they wished there were

more community or neighborhood based programs and two-thirds said they'd participate, if they were available (Penn, Schoen & Bertrand).

## **Athletic Recreation**

### *National Trends*

The National Sporting Goods Association Survey on sports participation found that the top five activities are: walking, swimming, bicycle riding, hiking, and fishing. Additionally, the following active, organized, or skill development activities still remain popular: field sports, skateboarding and inline skating, golf, aerobic exercise and working out, yoga, Tai Chi, Pilates, and Martial Arts.

### *Aquatics*

#### *National Trends*

According to the National Sporting Goods Association, swimming ranked second in terms of participation in 2005. Outdoor pools in Washington are only open for a few months out of the year. There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities like "spray grounds" are becoming increasingly popular as well.



## **Recreation and Culture Trends**

### *Washington Trends*

The Washington State Population Survey (WSPS) in 2006 asked questions pertaining to recreational and cultural activities. The activities included: Performance (music, drama, or dance), sporting events, park/historic site, zoo/fair/amusement park, museum/art gallery (including cultural centers, interpretive centers), recreational (includes community and private gyms, health clubs, tennis courts, etc.), and library. They learned:

- Fifty-one percent of respondents reported participating in performance events, 51% in sporting events, 50% had visited a museum or art gallery, and 46% had participated in a recreational activity one or more times in the last year. Ten percent of those who participated in recreational activity participated 100 or more times.
- In Western Washington 46.6% of respondents reported participating in recreational activity (2.2% higher than Eastern Washington), and 53.2% reported attending a performance (8.8% higher than Eastern Washington).
- By region, King County residents reported the highest participation rates in performance activities and sporting events. In King County, 63% of respondents reported attending a performance, 58% a sporting event, and 51% reported participating in recreational activity (the highest reported percentage).
- King County residents were more likely to report having gone to a museum or art gallery and reported the highest rate of usage of libraries than any other region.

### *National Trends*

- Those with incomes less than \$29,999 enjoy arts/craft fairs and festivals. Individuals with income levels between \$30,000 and \$74,999 enjoy art museums, galleries, arts/craft fairs, festivals, and historic sites. More than 50% of those with incomes over \$75,000 visit historic sites. (2007 Statistical Abstract)
- Attendance at the traditional performing arts events has steadily increased between 2000 and 2004 for all categories except opera and symphony/orchestra. (2007 Statistical Abstract)

### **Income**

#### *National Trends*

- Americans spend more than \$300 billion on recreation annually.
- The greater the household income, the more likely that members started a new recreational activity in the last year, and patronized public parks and recreation services.
- The most socially and politically active group in the United States is also the most recreationally active.

### **Recreation and Park Administration**

#### *National Trends*

- Level of subsidy for programs is lessening and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Agencies are hiring consultants for master planning, feasibility, and strategic/policy plans.
- Recreation programmers and administrators are being involved at the beginning of the planning process.
- Information technology allows for tracking and reporting.
- Pricing is often done by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.
- Organization is structured away from specific geographic units into agency-wide sections for athletics, youth/teen sports, seniors, facilities, parks, planning, etc.

### **Health and Obesity Trends in Burien and South King County**

The United Health Foundation has ranked Washington 15th in its 2006 State Health Rankings. It was 14<sup>th</sup> in 2005. The State’s biggest strengths include:

- low prevalence of smoking
- low occupational fatalities
- low infant mortality rate
- low premature death rate

Some of the challenges the State faces include:

- low per capita public health spending
- low immunization coverage

Source: <http://www.unitedhealthfoundation.org/ahr2006/states/Washington.html>

In a recent article from the Seattle PI, an internet news source, the obesity prevalence in Burien is more than 25%, one of the highest in King County. Relevant excerpts from the article on September 12, 2007, local section, regarding the University of Washington study is

provided in Figure 4.

Figure 4: Seattle PI Article - September 12, 2007

## Overweight? Blame your ZIP code

*Property value beats income and education as obesity predictor*  
By JENNIFER LANGSTON, P-I REPORTER

In 98103, one of Seattle's skinniest ZIP codes, a woman pedals barefoot in well-marked bike lanes along Linden Avenue North, her basket overflowing with fresh chard. The neighborhoods around Green Lake have P-patches, destination parks, crosswalks, corner groceries and one of the densest concentrations of farmers markets in the city. Those niceties account for some of the most sought-after real estate in Seattle and some of the city's least obese residents.

University of Washington researchers recently found wide disparities in obesity rates among King County ZIP codes. The rates range from less than 10 percent in parts of central Seattle and Bellevue to more than 25 percent in some south county neighborhoods.

The strongest predictor of obesity rates wasn't income or education but property values, the study found. Each additional \$100,000 in median home value for a ZIP code corresponded with a drop in obesity of 2 percentage points. It's further evidence, experts say, that weight isn't solely about individual behavior and that the environment you live in matters.

"If you have this mind-set that obesity has to do with the individual alone, then ZIP codes or areas really should not come into this. But they do, big-time," said Adam Drewnowski, director of the UW Center for Obesity Research.

### OBESITY RATES BY ZIP CODE

UW researchers have found that residential home values are one of the strongest predictors of obesity rates in King County, with affordable neighborhoods more likely to have higher obesity rates.

In the Seattle area, the median 2006 home sale price in ZIP codes with a less than 10 percent obesity rate averaged \$585,000, compared with \$319,000 for ZIP codes with obesity rates over 20 percent.

**Obesity prevalence**  
By ZIP code

- Less than 10%
- 10% to 14.9%
- 15% to 19.9%
- 20% to 24.9%
- More than 25%
- ZIP codes with too few respondents to gauge obesity

Sources: University of Washington Center for Obesity Research, King County Assessor's Office

SEATTLE P-I

The study, which used data from surveys of nearly 9,000 county residents over multiple years, suggests areas where public health agencies should focus, and what kinds of programs may be unlikely to work.

## Facility Mission and How It Ties To the Organizational Vision

The Community Recreation Center exists to serve the City and surrounding communities as a primary multi-generational, multi-cultural leisure and recreation center for the City. The City hopes that as a result of building this facility, and implementing the Business Plan, this can become a regional, as well as, City of Burien attraction. A vision for the facility was developed by the City which details the following elements:

- Values, beliefs, and mandates
- Core services
- Mission - what do you want to accomplish or where do you want to go?
- How do you describe the future?

Discussions to further refine the Vision as the reason the Department exists and the Mission as the targeted and attainable future condition for the community that lends itself to performance measures resulted in the following refined statements:

***Vision:** The Burien Parks, Recreation and Cultural Services Department's purpose is to enrich and inspire our community through quality experiences, people and places.*

***Mission:** The Burien Parks, Recreation and Cultural Services Department will promote a healthy, livable community with opportunities for physical activity as well as personal and cultural enrichment.*

***Facility Vision:** The Burien Community Recreation Center, "where the community comes together", unites the City through a celebration of the cultural diversity and multi-generational flavor of an active and passive recreational experience with a variety of amenities and programs.*

## Core Programs, Activities, Services and Resource Allocation

Using the Pyramid Methodology (see **Appendix D**) the consultant determined the core services and resource allocations based on desired cost recovery goals for the Community Recreation Center. It is suggested that the City consider creating an overall Cost Recovery Philosophy and Policy using the Pyramid Methodology.

The Pyramid Methodology is based on who benefits within the community:

- Highly Individual Benefit
- Mostly Individual Benefit
- More Individual/Some Community Benefit
- More Community/Some Individual Benefit
- Community Benefit - the Foundation

## User Fees to Offset Expenses

User fees are currently used to offset expenses. A new admission fee structure is used as the basis for the development of this Business Plan and Operational Pro-forma. Admission fees are based on typical market rates for comparable facilities in the Seattle/Tacoma Washington area. Fee-based classes at the facility are assumed to cover all direct costs and some may generate excess revenue over direct expenditures.

## City Residents vs. Non-resident Perspectives

An analysis of users of the current City programs and services reveals that roughly half of the users are not City residents. Therefore, a City of Burien resident and non-resident fee structure was used as the basis for the development of this Business Plan and Operational Pro-forma. There is not currently a resident and non-resident fee structure.

## City Business Definitions

Key business and financial concepts and terms were defined through several meetings. The complete list of definitions can be found in **Appendix E**. These definitions include direct and indirect costs, ability to pay, non-profit and for-profit use, refund policy, market-rate fees, peak and off peak usage, cost recovery, exclusive use, and many other concepts.



## Market Analysis

### City of Burien Demographics Analysis

This analysis uses figures from the 2000 US Census as well as projections from ESRI Business Information Solutions. Information on poverty was taken from the Community Profile [www.ci.burien.wa.us/parksrec/docs/Community\\_Profile.pdf](http://www.ci.burien.wa.us/parksrec/docs/Community_Profile.pdf). Published in 2003, the Community Profile report uses 2000 Census data for population and breakdowns. ESRI offers a more current look at Census data by calculating current year estimates, as well as five year projections for population and breakdowns. Additional demographic information, including information on annexation, was taken from the City of Burien's website ([www.ci.burien.wa.us](http://www.ci.burien.wa.us)) and the Community Profile Report.

The current 2007 population estimates used in this document vary slightly from the State of Washington Office of Financial Management's 2007 estimates and the 2006 King County Annual Growth Report. The population estimates from this source indicates a relative flat number from 2000 to 2007. The City of Burien's Community Development Director indicates that there were several potential explanations for the flat growth in the City:

- Fewer housing units due to third runway-related demolitions.
- Higher multi-family vacancy rates during that period. (Burien has a relatively high proportion of multi-family units that make up the housing stock.) This was probably related to the economic downturn.
- Relatively few new housing units created during that period.

The City expects to see population first decreasing and then increasing over the next few years:

- For the 2008 population estimate, there will be approximately 100 new single-family units currently under construction which will be offset by the partial loss of some of the 234-unit Lora Lake Apartments and additional homes removed for 3rd runway noise. Consequently, a population loss is projected for 2008.
- For 2009, they will have 124 new units in the Town Square project occupied, as well as other projects currently not yet applied for. The City is also reviewing plans for a 188 unit condo project near 136th and Ambaum that could be occupied starting in 2009 (although they're planning on phasing the project over 2 years or so).
- For 2010, they will have additional Town Square units as well as other development.

### Service Area and Population

The primary service area for this analysis will be the city residents and portions of the regional area. Also included is an extended service area, which is a 3.5 mile radius from city center and is intended to capture the currently unincorporated area and areas of the adjacent cities of Normandy Park, Sea-Tac, and Des Moines. All estimated 2007 populations, as well as projected population and demographic breakdowns by population are taken from ESRI Business Information Solutions for the City of Burien, the radii, King County, and the State. Population estimates for the annexation areas are provided by the City of Burien's website. The estimated 2007 population for the City of Burien is 32,722 and for the 3.5 mile radius from Burien's city center is 110,187. The King County Annual Growth Report estimated the 2006 population of the City of Burien as

31,080. The North Highline areas being considered for annexation have a total population of approximately 31,000. King County has an estimated 2007 population of 1,859,574, and Washington State of 6,516,384.

## **Population, Age Ranges, and Family Information**

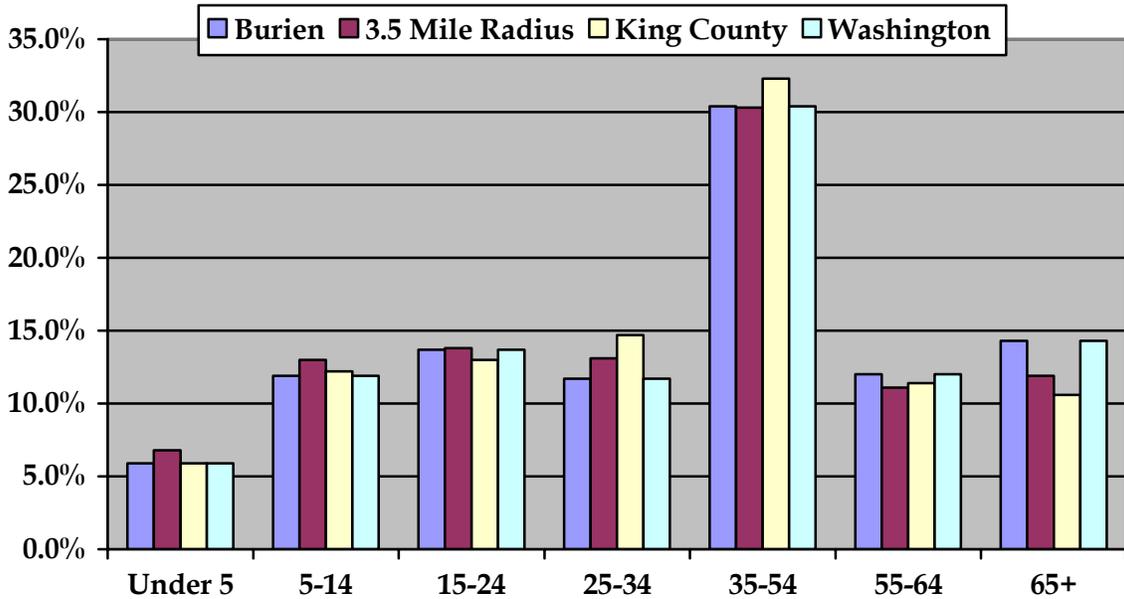
### *Age Distribution*

The following age breakdown is used to separate the population into age sensitive user groups and to retain the ability to adjust to future age sensitive trends. Percent of population distribution by age for the City of Burien, the 3.5 mile radius from Burien's city center, King County, and Washington State are shown in **Figure 5**.

- Under 5 years: This group represents users of preschool and tot programs and facilities, and as trails and open space users, are often in strollers. These individuals are the future participants in youth activities.
- 5 to 14 years: This group represents current youth program participants.
- 15 to 24 years: This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers.
- 25 to 34 years: This group represents involvement in adult programming with characteristics of beginning long-term relationships and establishing families.
- 35 to 54 years: This group represents users of a wide range of adult programming and park facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty nesters.
- 55 to 64 years: This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren.
- 65 years plus: Nationally, this group will be increasing dramatically. Current population projections suggest that this group will grow almost 70% in the next 13 years. Health, wellness, and social opportunities for this group should significantly impact the health of older adults. Recreation facilities and programs should serve as a significant link in the health care system. This group generally also ranges from very healthy, active seniors to more physically inactive seniors.



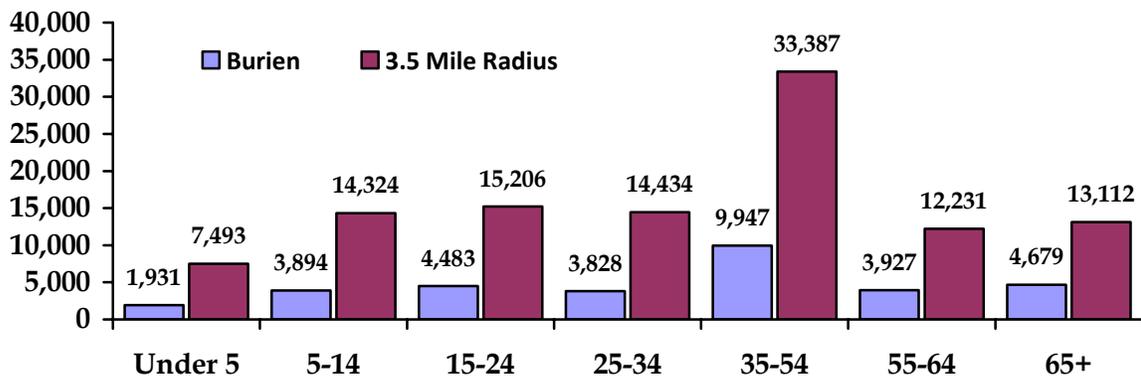
**Figure 5: 2007 Population Breakdown Percent of Total by Age- the City of Burien, 3.5 Mile Radius, King County, Washington**



Source: ESRI Business Information Solutions

Figure 6 shows the population statistics by age group for the City of Burien and the 3.5 mile service radius.

**Figure 6: 2007 Population Breakdowns by Age- the City of Burien, 3.5 Mile Radius**



Source: ESRI Business Information Solutions

**Population Comparisons**

The City of Burien, compared to the 3.5 mile radius including the unincorporated areas, has smaller populations in the younger age groups (age 0 - 35.) In the older age groups over 35 years, the City of Burien has larger populations. The 3.5 mile radius area compared with King County likewise has higher populations in the first three youngest age groups; however King County has higher populations in the 25 to 64 age groups and less in the 65 and older age group. Washington State compared with the City of Burien has very similar disbursement across the various age groups. The median age is highest for the City at 40.4, for the 3.5 mile radius area it is 37.4, for King County it is 37.5, and for Washington State it is 36.9.

**Gender (2007)**

According to ESRI Business Solutions, the 2007 population estimate for the City of Burien is 49.2% males and 50.8% females; the 3.5 mile radius is 50.3% males and 49.7% females. For King County the 2007 estimates are 49.9% males and 50.1% females. For the State of Washington they are 49.8% males and 50.2% females.

**Race/Ethnicity (2007)**

Statistics gathered from ESRI Business Solutions provide the race and ethnicity breakdown for Burien, the 3.5 mile radius from Burien’s city center, King County, and Washington. As shown in **Table 2**, the race with the largest population is White for all three regions. Comparing the City of Burien to the 3.5 mile radius from Burien’s center we see that the extended area includes more racial diversity. The Asian or Pacific Islander Alone category increases by 5.5% in the 3.5 mile radius, and the African American Alone category increases by 1.7%. The Some Other Race Alone category increases by 1.5%, and the White Alone category decreases by 10.0%.

**Table 2: Race/Ethnicity Comparisons for 2006**

<b>Race</b>	<b>Burien</b>	<b>3.5 mile radius</b>	<b>King County</b>	<b>Washington</b>
White Alone	72.4%	62.4%	72.9%	79.6%
African American Alone	5.4%	7.1%	5.7%	3.4%
American Indian Alone	1.2%	1.4%	0.9%	1.5%
Asian or Pacific Islander Alone	9.5%	15.0%	12.8%	6.6%
Some Other Race Alone	6.6%	8.1%	3.1%	4.6%
Two or More Races	4.9%	6.0%	4.6%	4.2%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Ethnicity</b>	<b>Burien</b>	<b>3.5 mile radius</b>	<b>King County</b>	<b>Washington</b>
Hispanic/Latino Origin (Any Race)*	13.2%	14.2%	6.8%	9.2%

Source: ESRI Business Information Solutions

\*Persons of Hispanic Origin may be of any race. This number reflects the percentage of the total population.

**Education**

According to ESRI Business Information Solutions and shown in **Table 3**, the City of Burien has higher percentages of residents with high school diplomas, some college and/or Associates degree’s compared with both the County and State, but lower percentages of residents with Bachelor’s or higher degrees. When considering the additional residents and the 3.5 mile radius area, the education levels decrease slightly in all areas. By including the additional area of the 3.5 mile radius, the overall percentage of residents with education levels above a high school diploma decreases by 4.5%.

**Table 3: Educational Attainment – 25 Years and Older (2000)**

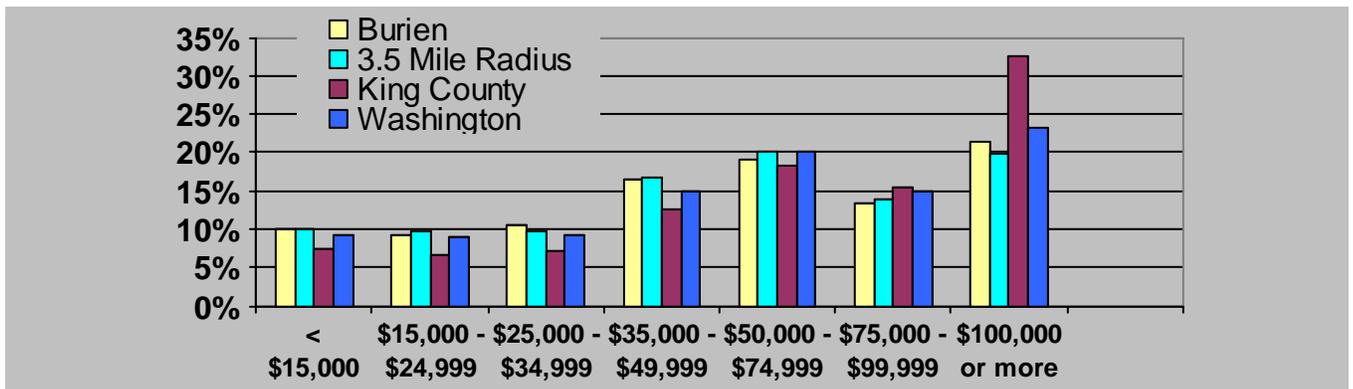
Level of Education Attained	The City of Burien	3.5 Mile Radius	King County	Washington
Less than 9 <sup>th</sup> Grade	4.8%	6.9%	3.4%	4.3%
9 <sup>th</sup> -12 <sup>th</sup> Grade, No Diploma	10.4%	11.6%	6.3%	8.6%
High School Graduate	27.2%	28.3%	19.2%	24.9%
Some College, No Diploma	28.0%	25.6%	23.6%	26.4%
Associate Degree	8.4%	7.8%	7.5%	8.0%
Bachelor’s Degree	15.5%	14.3%	26.6%	18.4%
Master’s/Prof/Doctorate	5.8%	5.5%	13.3%	9.3%

Source: ESRI Business Information Solutions

**Household Income**

According to ESRI Business Information Solutions, the estimated 2007 median household income for the City of Burien is \$53,995 and per capita income is \$30,380, both lower than County and State figures. The median household income for the 3.5 mile radius area is \$53,546 and per capita income is \$27,428. King County has a median household income of \$71,420 and per capita income of \$39,393. Washington has a median household income of \$59,060 and a per capita income of \$29,995. **Figure 7** shows the percent of households by income.

**Figure 7: Households by Income – the City of Burien, 3.5 Mile Radius, King County, Washington**



Source: ESRI Business Information Solutions

The highest percentage of households in the City of Burien earn more than \$100,000 annually (21.5%), which is slightly lower than the State (23.1%.) King County by comparison has a significantly higher percentage of households earning in the above \$100,000 category (32.5%.) The City of Burien proper has slightly lower percentages in the \$35,000- \$99,999 categories (1.7% lower) and slightly higher percentages in the \$100,000 or more category (1.6% higher) compared to the 3.5 mile radius of the City of Burien. Overall, the City of Burien and the 3.5 mile radius area have higher percentages in the lower income categories (less than \$49,999) than both the State and County.

**Household Size and Units**

The 2007 average household size in the City of Burien is 2.35 people; the average household size in the 3.5 mile radius from Burien’s center is 2.52. For Washington State the average size is 2.53 and in King County it is 2.37. **Table 4** shows that the City of Burien has lower percentages of owner occupied housing units compared to the County (2.4% lower) and the State (5.3% lower). Conversely, Burien has higher renter occupied housing units than the County (3.1% higher) and the State (8.4% higher). Burien has less vacant housing units than both the State and the County. There is little change when comparing Burien to the expanded area.

**Table 4: Housing Units (2007)**

Housing Units	Burien	3.5 Mile Radius	King County	Washington
Owner Occupied Housing Units	56.8%	56.9%	59.2%	62.1%
Renter Occupied Housing Units	38.3%	38.0%	35.2%	29.9%
Vacant Housing Units	4.8%	5.1%	5.6%	8.2%

Source: ESRI Business Information Solutions

**Poverty**

According to the *Community Profile, City of Burien*, the City has a higher percent of families and children in poverty than the county average. One out of six children under five lives in poverty, roughly 17% of all children. This is one of the highest poverty levels in the County which has an average of 10%. Only SeaTac and White Center at 21% have a higher rate of children under five below poverty level. **Table 5** and **Table 6** compare the poverty statistics for the County, the City of Burien, surrounding or nearby cities, and the State.

**Table 5: Percentage of Families below Poverty Level- 1990 and 2000**

	King County	Burien	Boulevard Park CDP	White Center CDP	Normandy Park	SeaTac	Des Moines	Tukwila	Seattle	Washington
<b>2000</b>	5%	7%	9%	12%	2%	10%	6%	9%	7%	7%
<b>1990</b>	5%	6%	14%	7%	1%	6%	5%	7%	7%	8%
<b>Percent Change</b>	5%	10%	-33%	68%	60%	63%	9%	19%	-6%	-7%

Source: Community Profile, City of Burien 2003 [www.ci.burien.wa.us/parksrec/docs/Community\\_Profile.pdf](http://www.ci.burien.wa.us/parksrec/docs/Community_Profile.pdf)

**Table 6: Percentage of Children under five below Poverty Level- 1990 and 2000**

	King County	Burien	Boulevard Park CDP	White Center CDP	Normandy Park	SeaTac	Des Moines	Tukwila	Seattle	Washington
2000	10%	16.6%	15%	21%	11%	21%	12%	14%	13%	15%
1990	11%	17.5%	32%	15%	4%	10%	15%	14%	16%	17%
Percent Change	-5%	-5%	-54%	37%	196%	106%	-23%	-2%	-21%	12%

Source: Community Profile, City of Burien 2003 [www.ci.burien.wa.us/parksrec/docs/Community\\_Profile.pdf](http://www.ci.burien.wa.us/parksrec/docs/Community_Profile.pdf)

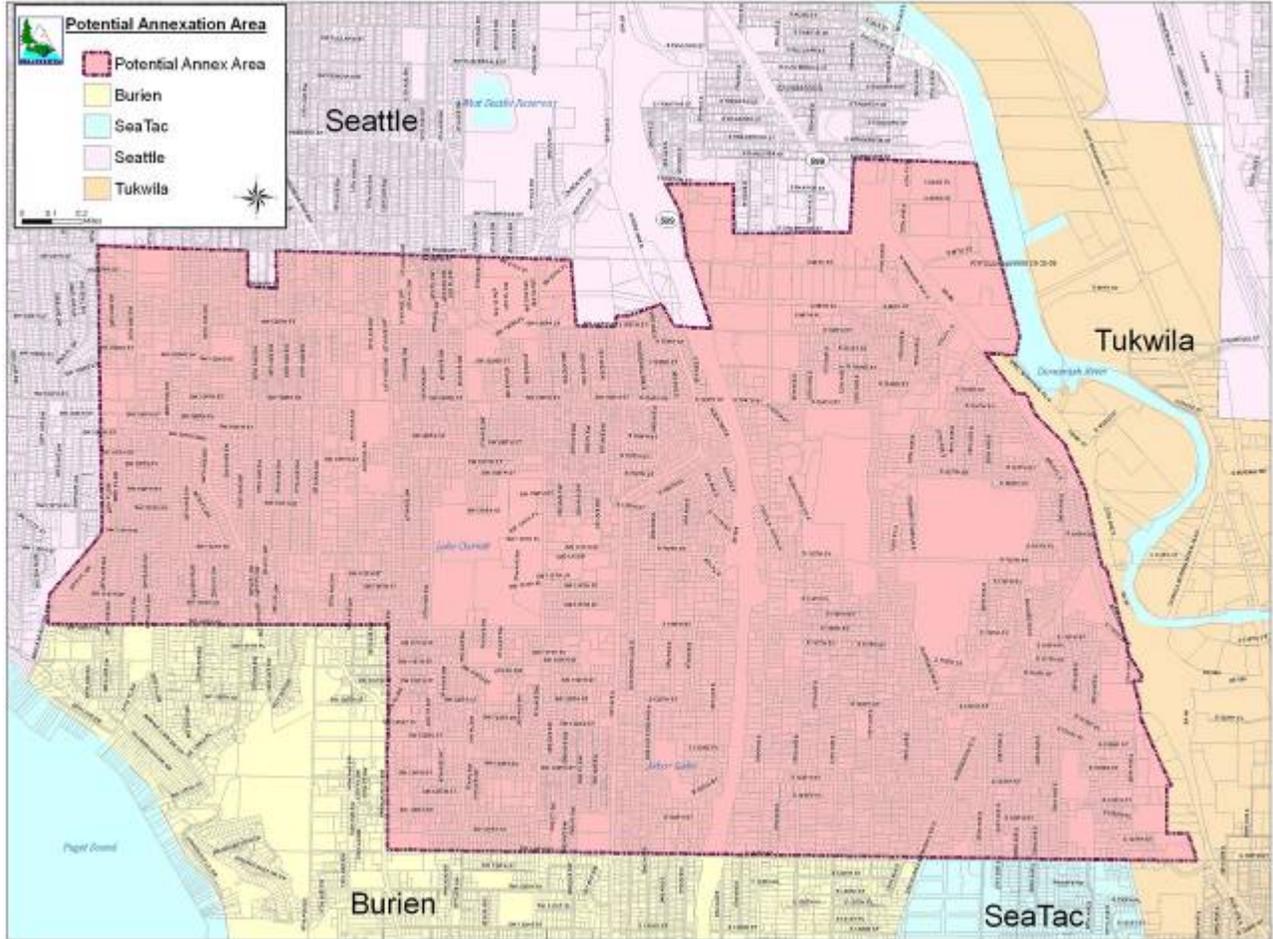
**Employment**

According to 2007 figures, 96.0% of the 16 and older population in the labor force is civilian employed in the City of Burien (94.5% for the 3.5 mile radius area), in King County the figure is 95.4%, and in the State the figure is 93.9% (ESRI Business Information Solutions.) According to 2007 estimates of the employed work force in the City of Burien, approximately 56.2% are engaged in white collar professions such as management, business, and financial and sales, and the balance of the work force is engaged in service (19.2%) and blue collar (27.6%) professions. Figures are within three percentage points of the 3.5 mile radius area in white collar, service, and blue collar professions. King County has a significantly higher percentage of people engaged in white collar occupations (68.6%) compared with Burien and its surrounding areas. The State figures for white collar occupations are approximately four percent higher than those for the City of Burien.

**Annexation**

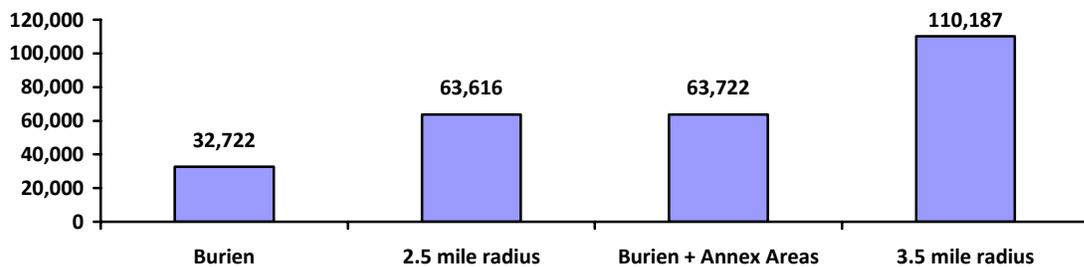
The proposed annexation is for all of the North Highline area. Annexation areas would include White Center, Boulevard Park, Beverly Park, Salmon Creek, North Shorewood, Top Hat, and South Park Industrial Area (map of this area is shown in **Figure 8**) Including these areas would add approximately 31,000 to the City’s population. A current snapshot of Burien, 1.5, 2.5, and 3.5 mile service radii from the city center, as well as the annexation areas is shown in **Figure 9**.

**Figure 8: City of Burien- Potential Annexation Area**



Source: City of Burien [http://www.ci.burien.wa.us/commndolpmnt/Annexation/full\\_annex\\_mapBIG.jpg](http://www.ci.burien.wa.us/commndolpmnt/Annexation/full_annex_mapBIG.jpg)

**Figure 9: 2007 Population estimates- the City of Burien, 2.5 mile radius, 3.5 mile radius, and the City of Burien plus Annex areas**



Source: ESRI Business Information Solutions, City of Burien  
<http://www.ci.burien.wa.us/commndolpmnt/Annexation/annexation.htm>

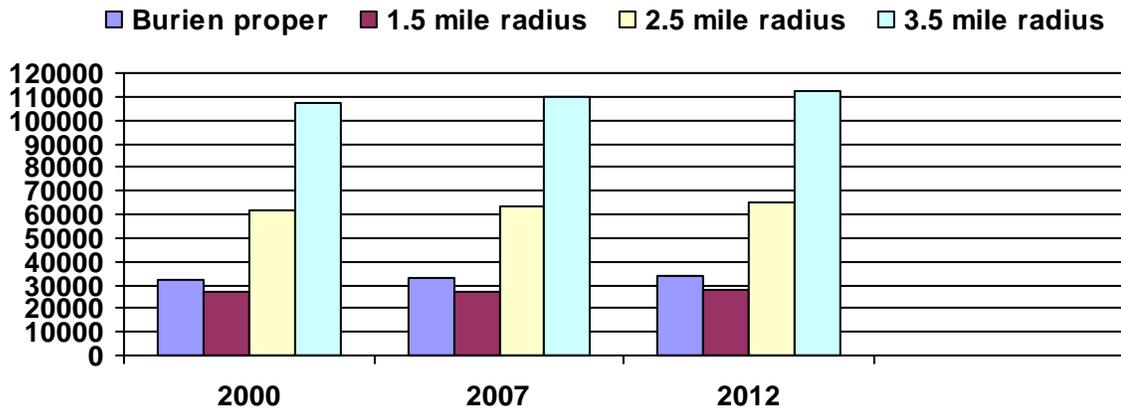
**Population Forecasts**

Although we can never know the future with certainty, it is helpful to make assumptions about it for economic reasons. 2000 populations are from the 2000 US Census. 2007 and

2012 projections were derived from ESRI Business Information Solutions. While the State of Washington projects a population increase of 1.37% over the next five years, the City of Burien and King County can expect more modest increases of .48% and .89% respectively.

To gain a perspective on the population for all areas in and around the City of Burien, the following figure shows 2000 Census data, current population estimates, projected 2012 population estimates for the City of Burien, and three incremental service radii from the center of Burien (1.5 mile, 2.5 mile, and 3.5 mile.) The service area of the 1.5 mile radius is expected to grow .48% from 2007 to 2012. This is the same estimate as the City of Burien. As the study area expands, the projected growth over the next five years decreases slightly (.46% for the 2.5 mile radius and .45% for the 3.5 mile radius). **Figure 10** and **Table 7** detail the projections.

**Figure 10: Population Comparisons- The City of Burien, 1.5 mile radius, 2.5 mile radius, 3.5 mile radius (2000, 2007, and 2012)**



Source: ESRI Business Information Solutions

**Table 7: Population Projections- The City of Burien, 3.5 Mile Radius, King County, Washington**

	2000	2007	2012	Percent Change 2000-07	Percent Change 2007-12
<b>Burien</b>	31,881	32,722	33,513	2.6%	2.4%
<b>1.5 Mile Radius</b>	26,757	27,458	28,123	2.6%	2.4%
<b>2.5 Mile Radius</b>	62,033	63,616	65,094	2.5%	2.3%
<b>3.5 Mile Radius</b>	107,639	110,187	112,671	2.3%	2.3%
<b>King County</b>	1,737,034	1,859,574	1,943,506	6.6%	4.3%
<b>Washington</b>	5,894,121	6,516,384	6,975,742	9.5%	6.6%

Source: ESRI Business Information Solutions

## Market Segmentation

This refers to the analysis of sub-markets within a greater market. A market segment is typically defined as divisions of the market or population into subgroups with similar motivations. For the purposes of this Master Plan and Business Plan the following market segments are identified:

- Frequent recreational users (typically residents of the City of Burien)
- Occasional recreational users (typically outside the current City boundary limits including residents in neighboring or surrounding communities within a 3.5 mile radius and perhaps farther)
- Visitors (typically those passing through or those attracted seasonally for vacationing or family visitors to residents, and local non-casino related tourists and visitors)

## Service Area

The primary service area is the City of Burien with a population of 32,722 and a secondary service area of a 3.5 mile radius from the Community Recreation Center which includes the City of Burien and neighboring communities for a total 2006 population estimate of 110,187 (*source: ESRI Business Information Solutions.*) The facility is intended to primarily serve the recreation needs of City residents while also serving the 3.5 mile geographical area from the city's center. The amenities selected for inclusion in the facility were chosen in response to the results of the public involvement process and was validated by the analysis and survey work the City previously conducted.

## Alternative Providers of Similar or Like Services and Comparative Analysis

While some alternative and complementary services exist within the service area, regional population growth forecast, the demand for multi-generational and multi-cultural community gathering space, indoor leisure aquatics and recreation facilities and the prevalence of the obesity epidemic demonstrates a continued need for all public, private and non-profit venues. Often existing providers are operating at or near capacity during peak operating hours.

The information is relevant in defining the facility and program components of a business plan and operational pro-forma. It also provides awareness of the alternative providers and their distinct differences, insight regarding the market opportunities in an area, how new facilities could provide services in an underserved market, and how partnerships and open communication with various agencies could help limit duplication of services.

While competition provides choice for the consumer it will be important for an agency to track program offerings at other facilities. This will help reduce potential duplication and/or over saturation of program offerings and identify where deficiencies are occurring in the market.

The closest leisure pool will be in SeaTac with the re-location of the YMCA. The rest of the indoor pools within seven miles of the Burien Community Recreation Center site are the old style box lap pools with deep water. Other pools in the area are outdoor seasonal pools that are provided through private homeowner associations.

**Table 8** lists the recreation, performing arts, dance studios, fitness and aquatics facilities by type in close proximity to the current Burien Community Recreation Center location. The map in **Appendix F** shows the locations for various alternative providers within the 3.5 mile radius service area.

**Table 8: Recreation Facilities in Close Proximity to the Burien Community Recreation Center**

<i>Aquatics Facilities</i>	<i>Facility Address</i>	<i>Miles From BCC</i>
Gregory Seahurst Swim & Tennis Club <a href="http://www.gregoryseahurst.com">http://www.gregoryseahurst.com</a> <b>Outdoor summer neighborhood membership facility; 300 families and 50 on wait list</b>	16700 19 <sup>th</sup> Ave SW Burien, WA	2.33
Evergreen Indoor Swim Pool (in North Highline) <a href="http://www.metrokc.gov/parks/pools/evergreen.html">http://www.metrokc.gov/parks/pools/evergreen.html</a> <b>Old Forward Thrust 25 yard lap pool</b>	606 SW 116 <sup>th</sup> Seattle, WA 98148	2.40
Highline Medical Center Therapy Pool (in Tukwila) <a href="#">Highline Medical Center - Aquatic Services</a> <b>Would consider closing if City built a therapy pool; would consider assisting in funding</b>	13050 Military Rd S Tukwila, WA 98168	3.20
Olympic View Swim & Tennis Club (in Normandy Park) <a href="http://www.olympicview.net">http://www.olympicview.net</a> <b>Outdoor summer neighborhood membership facility; 295 families; differing info regarding wait list</b>	Near 1500 SW Shorebrook Dr Normandy Park, WA	3.22
Tukwila Indoor Swim Pool (in Tukwila) <a href="http://www.ci.tukwila.wa.us/recreation/recpool.htm">http://www.ci.tukwila.wa.us/recreation/recpool.htm</a> <b>Old Forward Thrust 25 yard lap pool</b>	4414 S. 144 <sup>th</sup> Street Tukwila, WA 98168	3.73
Arbor Heights Swim & Tennis Club (in North Highline) <a href="http://www.ahhstc.com">http://www.ahhstc.com</a> <b>Outdoor summer neighborhood membership facility; 450 families and 350 on wait list</b>	11003 31 <sup>st</sup> SW Seattle, WA 98146	3.82
New Highline YMCA (under construction in SeaTac) <b>3 pools: spa, recreation pool, slide, 25 yard 4 lane lap</b>	3507 S. 188 <sup>th</sup> St SeaTac, WA	4.20
Mt. Rainier Indoor Swim Pool (in Des Moines) <a href="http://www.mtrainierpool.com/">http://www.mtrainierpool.com/</a> <b>Old Forward Thrust 25 yard lap pool</b>	22722 – 19 <sup>th</sup> Ave S Des Moines, WA	6.80
<i>Recreation/Health/Fitness Facilities</i>	<i>Facility Address</i>	<i>Miles From BCC</i>
Pro Fitness <a href="#">Pro Fitness</a>	14635 – 9 <sup>th</sup> Ave SW Burien, WA 98166	0.33
Simply Fit <a href="http://www.simply-fit.net/">http://www.simply-fit.net/</a>	14400 Ambaum Blvd SW, Suite M Burien, WA 98166	0.50

<i>Recreation/Health/Fitness Facilities</i>	<i>Facility Address</i>	<i>Miles From BCC</i>
Karuna Arts Yoga <a href="http://www.normandyparkyoga.com/index.htm">http://www.normandyparkyoga.com/index.htm</a>	819 SW 152nd Street, Burien, WA 98166	0.80
Highline Athletic Club <a href="http://www.highlineathleticclub.com/">http://www.highlineathleticclub.com/</a>	125 S 156 <sup>th</sup> Burien, WA 98148	1.07
SeaTac Community Recreation Center (City of SeaTac) <a href="http://www.ci.seatac.wa.us/park/nsppc.htm">http://www.ci.seatac.wa.us/park/nsppc.htm</a>	13735 – 24 <sup>th</sup> Ave S SeaTac, WA 98168	2.40
Curves <a href="http://www.curves.com">www.curves.com</a>	17824 – 1 <sup>st</sup> Ave S Burien, WA 98148	2.42
Current Highline YMCA (in Burien) <a href="http://www.seattleyymca.org/page.cfm?ID=0126">http://www.seattleyymca.org/page.cfm?ID=0126</a>	17874 Des Moines Memorial Drive Burien, WA 98148	2.60
Normandy Park Athletic Club <a href="http://www.normandyparkathletic.com">http://www.normandyparkathletic.com</a>	Near 19655 St S Normandy Park, WA	3.10
White Center Fieldhouse (King County Parks) <a href="http://www.metrokc.gov.parks">http://www.metrokc.gov.parks</a>	1321 SW 102 <sup>nd</sup> St Seattle, WA 98166	3.30
Jim Wiley Recreation Center (Southwest King County Boys & Girls Club) <a href="http://www.positiveplace.org/locations.htm#southwest">http://www.positiveplace.org/locations.htm#southwest</a>	9800 – 8 <sup>th</sup> Ave SW Seattle, WA 98106	4.10
New Highline YMCA (under construction) <b>spa, recreation pool with slide, lap 25 yard 4 lane,</b>	3507 S. 188 <sup>th</sup> St SeaTac, WA	4.20
Tukwila Community Recreation Center <a href="http://www.ci.tukwila.wa.us/recreation/rectcc.htm">http://www.ci.tukwila.wa.us/recreation/rectcc.htm</a>	12424 – 42 <sup>nd</sup> Ave South Tukwila, WA 98168	4.90
Des Moines Fieldhouse (City of Des Moines) <a href="http://66.175.4.144/dept/parks_rec/rentals/fieldhouse.html">http://66.175.4.144/dept/parks_rec/rentals/fieldhouse.html</a>	1000 S. 220 <sup>th</sup> St Des Moines, WA 98198	5.90

<i>Performing Arts/Dance Studios</i>	<i>Facility Address</i>	<i>Miles From BCC</i>
New City Dance <a href="http://www.newcitydance.com">www.newcitydance.com</a>	408 SW 153rd Burien, WA	0.60
Burien Dance Theater <a href="http://www.buriendancetheater.com">www.buriendancetheater.com</a>	250 SW 153rd Burien, WA	0.70
Highline Performing Arts Center <a href="http://www.hsd401.org/pac/">http://www.hsd401.org/pac/</a>	401 South 152nd Street Burien, WA	1.00
Momentum Dance Academy <a href="http://www.momentumdanceacademy.com">www.momentumdanceacademy.com</a>	15811 Ambaum Blvd SW, Suite B Burien, WA 98166	1.00

## Partnerships Opportunities

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. The following potential strategic alliance partnerships where missions run parallel and mutually beneficial relationships can be fostered may include:

- Highline YMCA
- Highline School District
- Highline Medical Center
- King County Boys and Girls Club
- Burien Kiwanis, Lions, Elks, Rotary and other service and civic organizations
- Southwest Chamber of Commerce and Discover Burien
- Seattle Southside Visitors Bureau
- Shorewood, Seahurst, and other homeowner associations
- Youth Sports Associations
- King County, neighboring cities and communities
- Private alternative providers, such as Highline Athletic Club
- Churches

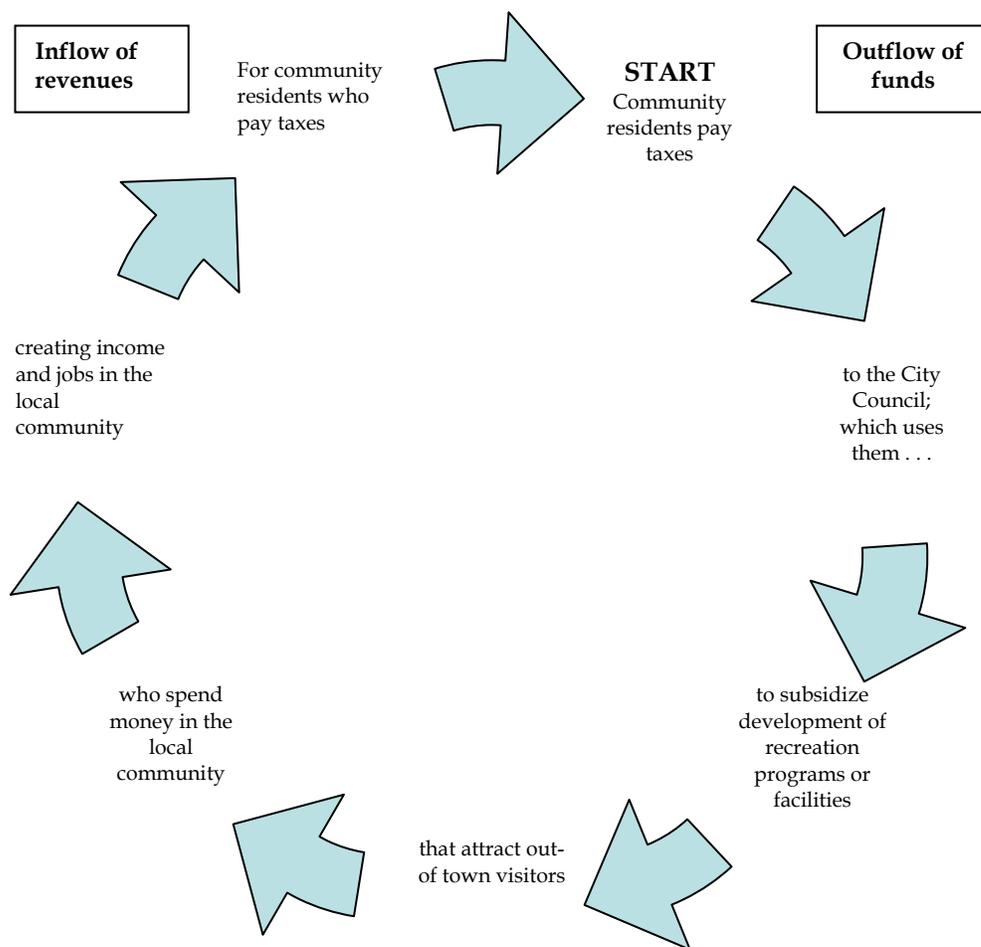




## Positive Economic Impacts

Economic impact is traditionally defined as the infusion of spending, not typically anticipated as a normal revenue stream from the immediate community; and as a direct positive result of the facility. This infusion of monies is often described in terms of overnight impact and daily impact. In his book *Financing and Acquiring Park and Recreation Resources*, Dr. John L. Crompton discusses the conceptual reasoning for developing economic balance sheets. The purpose of studying the economic impact of facilities is to measure the return to the residents. **Figure 11** illustrates the financial return concept.

**Figure 11: Conceptual Reasoning for Developing Economic Balance Sheets**



Source: Crompton, John L. 1999. *Repositioning the field to create a broader constituency. Financing and acquiring park and recreation resources*, pp. 116-119.

## Potential Economic Impact of the Community Recreation Center

A direct positive economic impact of the Community Recreation Center is anticipated through the creation of jobs, special events and rentals, admission and use fees, as well as through local users, event participants and spectators, and visitors, making use of community services, food and beverage venues, night clubs/bars, retail shopping, lodging, and private and commercial transportation. Indirect positive economic impact is also anticipated from this facility through attracting business location or relocation, attracting persons to move to or retire in the area, and enhancing real estate values.

## Expected Community Use

The City of Burien wants to expand its economic base by attracting new residents and businesses to the community. By replicating many of the existing resources that are associated with the current facilities as well as adding the amenities desired by the community, this new Community Recreation Center will play a vital role in the contribution to the City's high quality of life.

**Recreational Use** - There are considerable positive economic impacts to the community that could be gained through the construction of the new facility. The recreational components of a large multi-cultural room will serve as classrooms and rental opportunities. The arts and crafts room, multi-purpose/party/meeting rooms, preschool room and aerobics/dance room will be activity and program spaces. The cardiovascular/weight room, child watch, and an indoor leisure pool will be drop-in features that will all serve as a City-wide community recreation attraction. Add a senior lounge and youth/teen hangout room, community living room/lobby, technology (nodes sprinkled throughout the facility), entertainment room and game room and this facility becomes the city's key social center.

The facility is estimated to average 297 daily individual admissions resulting in over 105,000 users per year with a typical bather load of 90-115. Peak time load is anticipated to be 175-250. These attendance figures do not include program participants, rentals, spectators and special event attendance.

The following amenities will affect daily admissions and pass revenues:

- **Leisure Pool (with slide, zero depth entry, water play feature, vortex, lap lanes)** - typically 90-115 normal bather load and a 300 maximum bather capacity calculated on 15 sq. ft. per bather
- **Therapy Pool (with warmer water)** - 15-18 bather load
- **Cardiovascular Equipment and Weight Room**
- **Gymnasium** - also program driven

The following amenities are drop-in driven and will increase daily and frequent user admission revenues:

- **Child Watch (shares one of the preschool rooms)** - used at peak fitness times when Co-op Preschool is not in session
- **Walk/Jog Track (11 laps to 1 mile)**

The following amenities are rental or program driven and must provide a balance between scheduled activities which are desired by the community and rentals which provide a

strong supplemental revenue source:

- *Leisure and Therapy Pools* - for the Learn to Swim program, water fitness and rehabilitation programs
- *Gymnasium* - for athletic programs and large group activities
- *Community Hall* - for a variety of recreation programs and rentals
- *Commercial Kitchen* - for rentals and culinary instructional programs
- *Party/Rental Rooms* - for a variety of recreation programs
- *Multipurpose and Meeting Room* - for visual and fine arts and crafts
- *Co-op Preschool Rooms* - school-year coop preschool and Child Watch services
- *Aerobics/Dance Room* - for fitness and wellness, martial arts and dance programs

The following amenities are free and of community benefit. They are not anticipated as a revenue source:

- *Adult/Senior Lounge*
- *Youth/Teen Hangout*
- *Community Living Room/Lobby*
- *Technology (nodes sprinkled throughout the building)*
- *Entertainment Room*

The following amenity is providing ancillary revenue:

- Deli/Juice Cart with Café seating and Vending

**Special Events, Tournaments and Rentals-** A direct positive economic impact of the Community Recreation Center is anticipated through special events, tournaments and rentals from out of town event participants and spectators, and even family visitors of residents, making use of community services, food and beverage venues, night clubs/bars, retail shopping, lodging, and private and commercial transportation.

**Local Employment-** Another economic benefit of the facility is employment. It is anticipated that wages and associated benefits for full and part time staff for this facility could be well over \$1,145,000 (see operational pro-forma in **Appendix A.**)

**Users** - The local users will come from the residents of the City and within the described non-resident adjacent or regional communities. Local groups will also be large users of the facility and may consist of high school indoor athletic teams, school PE programs, non-profit and private youth/adult sports associations, senior citizen groups, organizations that serve persons with disabilities, corporations, health and medical service providers, public safety agencies, service clubs/civic organizations, Boy's and Girl's Club, pre-schools, home schools, child care providers, homeowners associations, churches, and day camps.

Regional use will also result from individual users, competitors, spectators, and visitors, as well as high schools, non-profit, and private sports organizations in the surrounding area.



# Operational and Financial Analysis

## Summary Community Recreation Center Budget

The opinion of probable estimated expenses and projected revenues are based on an understanding of the conceptual project and the best information available regarding the market area and current practices of the City. There can be no guarantee that the estimates and projections will be met, as there are many variables that cannot be accurately determined during this conceptual planning stage, and/or are subject to change during the actual design and implementation process. There are basic assumptions that lead to the projections. The estimated number of participants is based on current program offerings for similar venues and does not guarantee the availability of participants to meet projected revenues. **Table 9** illustrates the one year operational budget pro-forma and details are found in **Appendix A**. The five year pro-forma is also found in **Appendix A**.

The budget is calculated in 2007 figures, which includes both current and new costs for facility operations.

**Table 9: Budget Summary**

Budget Summary	Revenues - all sources	Operational expenses	Operating Cost per square foot	Subsidy/ investment	Cost Recovery
65,900 SF	\$721,741	\$1,981,196	\$30/ SF	<\$1,259,455>	36%

The budget summary includes a projection of an additional \$500,000 per year over subsidies currently allocated to the BCC that will be needed to sustain the facility's operations.

## Free Use or Reduced Fees for Programs and Admissions

The City has an equitable and consistently applied fee reduction or waiver policy for programs based on need. The same application process and eligibility criteria can be applied for admissions.

## Discounted Fees for Rentals

The City has a rental policy in place with fees that may need some adjustment to be consistent with the current market rate in similar communities.

What the City lacks is a structure for reduced rental fees. Just because an organization is a non-profit with 501 (c)(3) or 501 (c)(4) status does not mean that they should be subsidized by the taxpayers to underwrite the cost to host a public or private event. A sliding scale for rentals or private use should be developed for residents, non-profit organizations, non-residents, and for profit businesses. It is recommended that the City develop an objective and consensual *Cost Recovery Philosophy* which would assist in defining subsidy levels based on need.

All direct expenses (see **Cost of Services** section for a detailed list of direct expenses or costs) associated with the use of multi-purpose rooms, recreation components or facilities

should be counted as an expense to the renting organization. Whether or not these costs also include all indirect expenses (see **Cost of Services** section for a detailed list of indirect expenses or costs) or a percentage of indirect costs, or whether a for-profit business' rental rates should also create an excess source of revenue after all direct and indirect expenses is a matter of degree and discussion for the City.

## **Cost of Services**

The cost of operating a facility or providing a program and/or service is divided into direct and indirect expenses. The City of Burien defines direct and indirect costs as the following:

### **Direct Costs:**

Includes all the specific, identifiable expenses (fixed and variable) associated with operating a facility, providing a service or program. These expenses would not exist without the program or service and often increase exponentially. Direct costs include the following:

- Hourly or part time salaries for front desk, reception, registration, instructors, leaders, aides, field supervisors, officials, coaches
- Personnel benefits including FICA and Social Security, Worker's Compensation Insurance, Unemployment Insurance - calculated totaling 30% for full time and 13% for part time.
- Contractual services for coaches, officials, instructors, etc....
- Consumable equipment and supplies like balls, paper, clay and glazes, kiln firing, art supplies provided by instructor or agency, chalk
- Uniforms, tee shirts, for participants and staff
- Non-consumable equipment purchased only for the program that require periodic, continual replacement or are necessary for the start of the program like yoga mats, blocks, bouncy balls, low free weight, racquets and goggles
- Training specifically for the program or services, such as CPR and First Aid, on going or reimbursed training and certifications
- Transportation costs like van driver and mileage, parking, tolls, detailing, or rental of buses, taxis, metro, etc...
- Entry fees, tickets, admissions for participants and leaders/instructors
- Rental or professional fees for facilities, spaces, janitors, charge backs, etc...
- Equipment rental or repair for programs or facilities
- Printing
- Dues and memberships
- Food and beverage for consuming or resale
- Merchandise for resale
- Advertisement associated with a facility or specific program
- Utilities associated with the operations of a facility
- Any other costs associated or attributed specifically with the program or service
- Allocated cost for Administrative staff and proportionate benefits

### **Indirect Costs:**

Encompasses overhead (fixed and variable) including the administrative costs of the agency such as:

- Funding debt service

- Marketing and research
- Facility operating costs and utilities if not charged back to the program
- Administrative full-time employee salaries and benefits
- Temporary help for vacancies and absences
- Employment ads
- Office equipment and supplies
- Office furniture
- Maintenance of grounds, equipment and building
- Various other appropriated costs

These costs would exist without any of the specific programs and might also be attributed to facility operations (in which case they are direct expenses to the facility or park operations).

## Operating Assumptions for the Community Recreation Center

### Facility Floor Plan

The Business Plan's detailed annual operating budget and 5-year pro-forma includes the facility amenities in the building program described below.

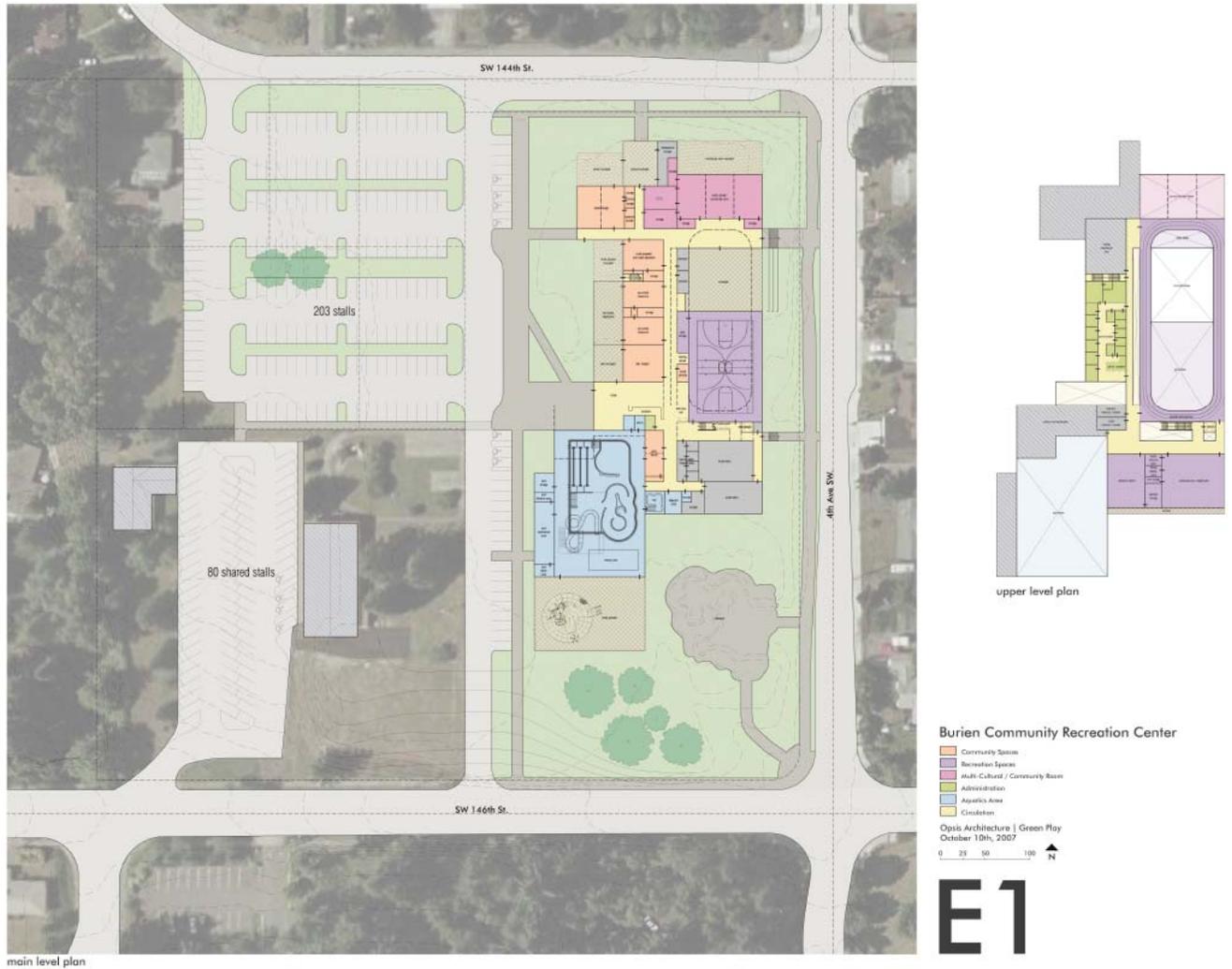


The building program includes 65,900 square feet of space with the following amenities:

- Leisure Pool (with slide, zero depth entry, water play feature, vortex, 3 lap lanes)
- Deck 4500 sq. ft. additional area
- Warm Water Therapy Pool - 800 sq. ft. (15-18 users)
- Hot Tub/Spa
- Cardiovascular Equipment
- Weight Room
- Health Resource Room
- Fitness Assessment Room
- Visiting/Social Services Office
- Child Watch
- Walk/Jog Track (11 laps to 1 mile)
- Gymnasium (50' x 84')
- Community Rental Hall (divisible by 3 with possible stage on one end)
- Commercial/Caterer's Kitchen
- Preschool Rooms
- Party /Meeting Rooms (2)
- Multi-purpose/ Arts Room
- Aerobics/ Dance Room
- Senior Lounge
- Youth/Teen Hangout
- Community Living Room/Lobby
- Technology (nodes sprinkled throughout facility)
- Deli/Juice Cart with Café' seating Vending

Figure 12 illustrates the conceptual floor plan.

Figure 12: Community Recreation Center Conceptual Floor Plan



### Hours of Operation

- 98.5 hours per week
- 5,000 hours per year
- Monday – Friday: 5:30 am – 10:00 pm
- Saturday: 8:00 am – 6:00 pm
- Sunday: Noon – 6:00 pm

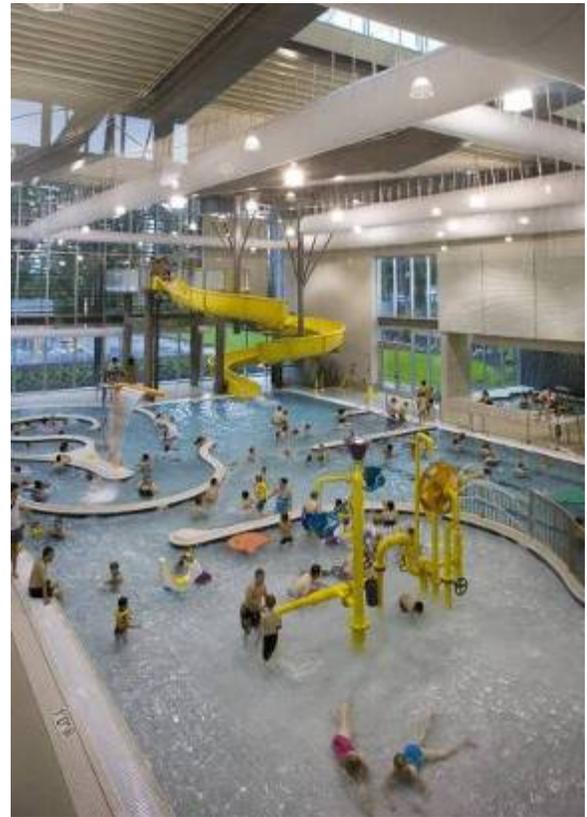
### Pool Operating Hours

Monday-Friday 5:30 am - 9:30 pm

Saturday: 8:30 am – 5:30 pm

Sunday: 12:30 pm – 5:30 pm

Daily operational hours do not reflect hours for rentals of meeting rooms, after hour activities, etc. These hours will be agreed upon time beyond hours open to the public. The facility is closed seven holidays and may also have reduced hours on the eves of some holidays. The center will also be closed seven days per year for annual maintenance and deep cleaning.



### City of Burien’s Recognized Holidays

- |                                      |                  |
|--------------------------------------|------------------|
| January 1                            | New Years Day    |
| Date varies                          | Easter           |
| Last Monday in May                   | Memorial Day     |
| July 4                               | Independence Day |
| 1 <sup>st</sup> Monday in September  | Labor Day        |
| 4 <sup>th</sup> Thursday in November | Thanksgiving     |
| December 25                          | Christmas Day    |

### Current Cost Recovery

The youth/family and the senior/adult divisions which include the operations costs for the current Burien Community Recreation Center buildings are currently subsidized <\$766,653>. This equates to 29% cost recovery. Taking the building, maintenance and other full time administration salaries out of the equation means the programs actually recover 76% of their direct costs (\$90,637 subsidy from the general fund).

### Operating Expenditures

Budget is calculated in 2007 figures

### Staffing Levels

- Although typical staffing levels may be different around the nation, the staffing levels have been adjusted to reflect the City of Burien’s practices
- In recent years, it has been the practice of the Department to hire full time staff versus regular part time status staff to increase the quality and retention
- Personnel is budgeted at almost 60% of the operating budget

- There will be two front desk employees on duty during open hours engaging in duties including but not limited to building monitoring, registrations, and department clerical assistance.
- Lifeguards schedules are based on peak and non-peak hours, bather loads, and amenities
- Lifeguard staffing at prime time - up to five guards depending on bather load; and at non-prime time - two guards for rotation (two to five lifeguards not inclusive of the Pool Manager or Aquatics Specialist which is scheduled for all open hours of operations)
- Instructional staff as necessary for the programs are assumed and reflected as direct cost of programs
- Child Watch or babysitting staff are assumed to cover the selected peak hours of operations
- Janitorial staff will set up and tear down the rooms, keep building clean and keep all equipment clean during the operational hours of the facility
- Most janitorial will be contracted with costs based on the current contract, with an adjustment made to accommodate the larger square footage of the new facility
- Overtime is required after 40 hours of work
- Full time staff receives two weeks annual vacation to start
- Full Staffing Plan

Full Time (includes current salary plus the benefits)

Administrative Allocation to the Community Recreation Center and Programs (% of total salary only)

PRC Department Director (40%)	\$52,864
PRC Maintenance Supervisor (20%)	\$16,221
PRC Recreation Manager (60%)	\$60,161

Existing Full Time Program and Facility Positions (includes current salary plus the benefits)

Recreation Supervisor (Youth and Family- current - 100%)	\$85,276
Recreation Supervisor (Senior and Adult - current - 100%)	\$85,276
Department Assistant (2 current - 50%)	\$44,155
Secretary / Receptionist (1 current -60%)	\$30,064
Recreation Specialist (Senior and Adult - current - 100%)	\$59,858
Recreation Specialists (1 position split 50% between 2 different divisional budgets Y/F and S/A - current - 100%)	\$63,848
Recreation Specialist (Youth and Family - current - 100%)	\$63,848
Program Assistant (Teen - current - 100%)	\$28,957
Custodian (1 current .425 FTE and supplements the custodial contractual services - 80%)	\$ 9,308

New Full Time Positions (benefits will be an additional 30%)

Facility Manager (Recreation Supervisor level)	New - 100%	\$68,000
Assistant Facility Manager (Recreation Specialist level)	New - 100%	\$45,000
Aquatic Manager (Recreation Supervisor level)	New - 100%	\$62,000
Assistant Aquatic Manager (Recreation Specialist level)	New - 100%	\$31,200
Pool Technician (.5 FTE)		\$20/hr

Head Guards (new - 2 FTE - \$12/hr. - 100%)	\$24,960 each
Life Guards (new - 4 FTE - \$10/hr. - 100%)	\$20,800 each

Intermittent Staff (part time, non-benefited)

Instructors (current allocation for programs)	\$84,056
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New Intermittent Staff hourly rates (part time, non-benefited)

Child Watch	\$12/hr
Front Desk	\$15/hr
Pool Manager	\$15/hr
Head Guards	\$12/hr
Lifeguards	\$10/hr
Pool Instructors/WSI (included in direct program costs)	\$10/hr
Personal Trainers	\$25/hr
Fitness Instructors	\$35/hr

- Full Time Benefits are calculated at 30% for new positions and include:
  - Retirement
  - Workers Comp
  - Social Security
  - Medicare
  - Unemployment
  - Liability Self Insurance
- The budget assumes ten new full time positions (or Full Time Equivalent - FTE) and one .5 FTE (Pool Technician).
- Intermittent staff benefits are calculated at 13% for new positions and include:
  - Workers Comp
  - Social Security
  - Medicare
  - Unemployment

**Facility and Equipment Expenses**

- Supplies are estimated at 14% of the operating budget and services are estimated 26% of the operating budget.
- Equipment Replacement Fund is included in the budget at 1% of expense budget to purchase replacement or new fitness equipment for the facility when necessary

**Utilities**

Utility Costs include:

- Electric
- Natural Gas
- Water/Sewer

Current Burien Community Recreation Center utility costs are calculated at \$1.56 per SF per year which is very low; however, the facility does not have a pool, locker rooms, HVAC, or high use. Therefore, based on typical facilities around the country and similar feasibility studies in Washington, the aquatic square footage is calculated at \$5.22/SF and the rest of the building is calculated at \$3.20/SF.

### Capital Improvement Needs

The Capital Improvement Funds are sinking funds transferred out after the actualization of the operating budget.

- Building and Improvements should be budgeted at 2% of operating budget
- Machinery and Equipment should be budgeted at 1% of operating budget

### Inflationary Factor

- Personnel, Supplies and Services are budgeted in 2007 dollars with no inflationary factor adjustment for date of opening
- 5 year Pro-forma is escalated 3% per year for expenses and 4% per year for revenues



### Admission Fee Assumptions

The Community Recreation Center includes “Pay to Play” facility admission components, free hangout and lounge community elements and separated programming spaces and functions.

- City Residents pay a discounted fee (**Table 10**)
- Pass holders can participate in self directed activities and must pay additionally for the classes
- There will be no contracts, initiation fees or registration fees associated with the passes
- Automatic debits or electronic transfers of funds (EFT) from checking accounts, savings accounts or credit cards will not be an option for the discounted annual passes; however, this can be an option for monthly passes
- Low income families pay a discounted rate. Currently, this applies to 7% of Burien’s population and 48% of the families enrolled in Burien’s public schools
- In light of broadening the definition to “Household” to accommodate the various immediate and extended family structures reflective of diverse cultural morays, changing demographics, and non-discrimination efforts, limiting the number of “Household” members appears to be financially necessary. Current best practices indicate that “Household” members would be those legally residing in the same household which includes among others: youth and adult dependents, extended family members, foster children, aging parents, co-habitation partners and roommates, etc... to reflect the variable definitions of families.

**Table 10: Suggested Admission Fee Structure**

Suggested Categories	Suggested Resident Admission Rate discounted	Suggested Non - Resident Admission Rate
<b>Daily Admission</b>		
Adult (18 - 64)	\$5.00	\$7.50
Tots (walking through 2 years)	free	\$1.00
Youth (3-17)/Senior (65+)*	\$3.00	\$4.50
Household (low-income)	\$7.00	\$12.00
Household (1 Adult/2 Child - Save \$1)	\$10.00	\$15.50
Additional Household Members	\$2.00	\$3.50
<b>Monthly Pass</b>	8 x per mo.	5 x per mo.
Adult	\$40	\$60
Youth/Senior *	\$24	\$36
Household	\$80	\$124
Additional Household Members	\$20	\$30
<b>Annual Pass</b>	50 visits/yr	50 visits/yr
Adult	\$250	\$375
Youth/Senior *	\$150	\$225
Household	\$500	\$775
Additional Household Members	\$75	\$125
<b>10 Punch - expire in 1 year</b>	10% discount	10% discount
Adult	\$45	\$67.50
Youth/Senior *	\$27	\$40.5
Household	n/a	n/a

*\* Note: National trends suggest raising the senior age to 62 or 65 years and older.*

**Rental Fees**

- Priorities for classrooms are for scheduled programs, then rentals
- Multi-Cultural/Community Rooms typically available for rental on Friday night, Saturday and Sunday
- Residents receive a discounted rate; there is also a non-profit and a non-resident/for-profit fee structure (**Table 11**)
- After normal operating hours rentals must add operating staff to monitor the facility plus all other direct costs (for example: lifeguards)

- After hour rentals will be a minimum of 2 hours
- All other fees are consistent with typical recreation center rental fees
- Partnered Tenants receive a discounted rate
- Birthday Parties are included as a separate program in the Aquatics Program budget

**Table 11: Suggested Facility Rental Fees**

Facility Rentals*	Suggested Resident Discount	Suggested For-Profit or Non-Resident	Suggested Non-Profit	Reservation/ Damage Deposit
Multi-purpose/Party Room	\$20/hr	\$30/hr	\$25/hr	\$50
Classroom	\$25/hr	\$35/hr	\$30/hr	\$50
Aerobics/Dance Room	\$40/hr	\$50/hr	\$45/hr	\$100
Multi-Cultural/Community Rooms (per room)	\$40/hr/room	\$50/hr/room	\$45/hr/room	\$50
Caterer’s Kitchen	\$35/hr	\$45/hr	\$40/hr	\$100
Lane Rentals	\$10/lane	\$15/lane	\$10/lane	n/a
Pool Section Rentals	\$25/hr	\$35/hr	\$50/hr	\$50
Pool Rental (2 hour session - 150 max participants)	\$250/session	\$300/session	\$350/session	\$100
Full Facility	\$750/hr	\$850/hr	\$800/hr	\$900

*\* Note: All spaces and rooms are only available for rental when not scheduled for the City of Burien Recreation Programs, or after normal hours of operation.*

**Tenant Leases**

- Deli/Juice Cart vendor will be leased space for \$150 per month as is consistent with current practices in Tukwila.
- Office space leases are calculated at \$15/SF/year (this lease rate is a typical per square foot costs found in the area)
- BCC current tenant leases are calculated as follows

Partnered Tenant	Current	Proposed
✓ Coop Preschool	\$3.96/SF/year	\$4/SF/year
✓ Burien Little Theater (BLT)	\$3.00/SF/year	\$4/SF/year

(BLT currently uses “Green House” on adjacent BCC property, auditorium, stage, dressing room, Studio 1, and Room 11. It is assumed that BLT will use the new facility for some dialogue rehearsals and/or performances not requiring a proscenium stage, full lighting grid, and/or specialized acoustical systems.

### **Child Watch**

- Child Watch (babysitting) is considered a loss leader for prime workout hours and fitness classes and is offered for \$2/hour on a space available basis at roughly 70% of direct costs

### **Pro-shop**

- Merchandise resale items revenue is calculated at 140% of direct costs

### **Programs**

- All Fitness are calculated to cover 337%
- Aquatics Lesson Program Revenues are calculated to cover 403% of direct costs
- Aquatics as a whole recovers 37% of all direct costs of a portion of the entire facility, but not of a stand alone aquatics facility
- All general program revenues are calculated at current 76% recovery of direct costs as provided by the City of Burien



## *Achieving Desired Results from the Business Plan and Operational Pro-forma*

Of course it is desirable to achieve or even exceed the projected results from the Business Plan and/or Operational Pro-Forma, but there are many factors which can contribute to the successful implementation of the plans. Many of these assumptions and contributing factors can be addressed for optimal performance before, during and after opening.

### **The Operational Pro-forma Projections**

In order to complete operational budget planning, assumptions must be made regarding a variety of projections. The typical projections use an approach to estimating expenses and projecting revenues which may either be moderately aggressive or conservative. Plans can be based on a basic understanding of the conceptual project, operational assumptions approved by the client and the best information available regarding the market area and current practices of the City. The estimates are made in 2007dollars.

While we utilize all techniques available to help with accuracy in creating projections, there are many variables that cannot be completely accurately determined during this conceptual planning stage, and/or are subject to change during the actual design and implementation process; therefore, there can be no guarantee that the estimates and projections will be met.

Additionally the number of participants is based on similar facilities in the Seattle/Tacoma Metropolitan Areas and does not guarantee the availability of participants to meet projected revenues.

Revenue projections are based on the square footage and design of components included in the facility, the demographics of the local service area, the current status of alternative providers in the service area, and a comparison to other facilities with similar components in Washington like those found in Tacoma, Kent and Federal Way and others from around the country. Actual figures will vary based on the final design of the facility and the activity spaces included, any changes in the market at the time of opening, the designated facility operating philosophy, the aggressiveness of fees and charges and use policies adopted, and the type of marketing effort undertaken to attract potential users to the facility.

Expenditures estimates are based on the type and size of the activity and support spaces in the center, and the anticipated hours of operation. Where possible and available, calculations are based on actual practice or methodology, and other expenses are estimated based on experience at similar facilities.

## Achieving the Goals of the Business Plan and Operational Pro-forma

For the facility to succeed, the City will need provide a sustained annual operational subsidy of an additional \$500,000 (in 2007 dollars) over currently-budgeted expenses allocated to the BCC.

In order to best actualize optimal operational and financial performance, the following concepts are recommended:

### 1. Monitor Performance

- **Create Performance Measures:** Performance measures are quantifiable evaluations of the organization's performance on a pre-determined set of criteria measured over time. The agreement upon standard performance measures allows the organization to judge its progress over time (internal benchmarking) and identify areas of strength and weakness.
- **Detail Specific Objectives:** These are action statements or tasks which define the measurable work accomplishments of an organization through the staff over a specific timeframe. They are directly related to the annual workplan, divisional business plan, the overall long range strategic plan or master plan, the mission, vision, core values and services for the agency or department. The accomplishment of these goals and objectives will affect the defined performance measures and the staff's performance evaluation.
- **Track the Usage**
  - **Capacity - Occupancy or Participation Rates:** The number of available spaces. Occupancy or Participation rates are the ratio of filled spaces to available spaces. Over- and under-capacity issues can be addressed by giving residents pre-registration priority, adjustments to the price based on peak or off-peak time or a market price differential.
  - **Participation Rates:** Participation refers to the number of those who are enrolled in a program, workshop, activity or event. They are the users, the enrollees or class attendees.
  - **Visitor Occasion:** The count of the number of people who use the organization's facilities each day throughout the year. This number will include multiple counts of a person who has repeat uses.
- **Benchmarking for a Snapshot:** External benchmarking is the study of a competitor's product or business practices in order to improve the performance of one's own company. This may include **Survey Benchmarking**, which compares your community to other like communities in survey responses, and/or **Administrative Benchmarking**, which analyzes how your agency compares to other like agencies in terms of budget, land holdings, staffing ratios, and other administrative factors.
- **Survey Users:** Conduct periodic surveys on how users get their information, satisfaction levels, other program desires, priorities and comments.
- **Comment Cards:** Provide opportunities for users to comment on issues and post the answers or results. Reward their willingness to offer feedback.

**2. Follow the Business Plan:** A business plan details how business will be conducted. It's a formal written planning document to communicate with members of a management

team, employees, customers or financial backers, often for a specific project or bond measure. It is ideal for seeking money from outside investors or lenders or for projects of mutual interest.

In general, the plan:

- supports the vision of the overall guiding plan
- is used for marketing and funding
- describes core services
- identifies core competencies
- includes benchmarks and performance measures
- includes an operational pro-forma

A business plan is the result of thoroughly investigating your industry, your market, your product, your financial situation, and your proposed organization. A business plan outline provides an organized system for researching the feasibility of your business. In addition to providing a game plan for directing and guiding your business, a completed business plan can provide a great tool for communicating your business to potential investors and banking institutions.

- 3. Reduce and Manage Direct Cost:** Direct cost includes all the specific, identifiable expenses (fixed and variable) associated with operating a facility, or providing a service or program. These expenses would not exist without the program or service and often increase exponentially. These are costs that could be covered through fees and charges.

#### 4. Review Fee Structures

- **Peak versus Off-Peak Pricing**
  - **Off-Peak:** Period of least demand for services and programs.
  - **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.
- **Price Differentials:** Offering variations of the price to a particular group, which may achieve more equitable and efficient service delivery. Different groups are charged different prices for the same service, even though there is no direct corresponding difference in the costs of providing the service to each of these groups. Price differentials can be based on resident (tax payer)/non-resident, age categories, location of facility, time or season, quantity of use, incentives, etc. The trend is to give residents a discount off the fee versus charging non-residents more.
  - **Resident versus Non-Resident Fees**
    - **Resident:** Often defined as those who pay taxes to and live within the service boundary of the city or district, own property, youth through age 18 years who attend local public school district and private schools, government employees, resident workers, active military, etc....
    - **Non-Resident:** Is a person whose primary residence is outside of the organization's service area and doesn't meet the residency test in any way.
  - **Low Income fees versus a Scholarship Policy**

- **Disabled**
- **Age Groups**
- **Seasonal Users**
- **Flexibility of Fees versus Too Many Options**
  - **Admission Fees:** Daily, Passes, Punch Cards, Coupon Books
  - **Passes:** Monthly Pass, 3-Month Pass, 6-Month Pass, Annual Pass, Seasonal, Summer Only, Disabled, Low Income
  - **Multiple in Group:** Individual, Couple, Household, Family, Plus add-ons, Corporate, Business,
  - **Age Groups:** Adult, Teen, Youth, Child, Senior
- **Memberships versus Passes**
  - **Membership:** This is a count of how many belong to a club or group. Membership is the number of people who have purchased a membership to a facility or program (also often used interchangeably to mean annual, semi-annual or monthly pass holders). Membership can be paid or unpaid.
  - **Passes:** Allow you to provide a discount for frequent users. This is a marketing strategy
- **Cost Recovery and Fees**
  - **Full Cost Recovery Fee:** The fee recovers the total cost of a service or program including all direct and all indirect costs, enabling the breakeven point to be reached. Full-cost recovery is often used as a strategy for services perceived as “private,” benefiting only users while offering no external benefits to the general community.
  - **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 (i.e. private sector providers, other municipalities, etc.), and setting the fee at the highest level the market will bear.
  - **Partial Overhead Cost Recovery Fee/Cost:** Fee recovers something less than full cost. This partial cost fee could be set at a percentage of direct costs, all direct costs, all direct costs plus a percentage of indirect costs, or some combination. The remaining portion of the costs will be subsidized.

## 5. Implement Effective Marketing or Service Communicating Techniques

- **Have a Marketing or Service Communication Plan, Review It and Follow It!**
- **Marketing of Service Communication Plan:** A marketing or service communication plan details the methods of promoting, advertising or communicating your programs and services to the public. It should also include methods for understanding your market and reaching them for input, as well as market research. It outlines the promotional tools and strategies employed by your agency or department and will discuss strategies for production and distribution of materials, standards, timelines, and expectations for materials.
- **Promote the Benefits:** The degree to which programs and services positively impact the public (individual and community), or in other words, the results of the programs and services. Are the individual and community better off, worse off, or unchanged as a result of programs and services?
- **Promote the Savings or Convenience:** Daily Admission or Monthly Passes offer convenience to the non-committed user. Household and Annual Passes and Punch

Cards offer financial savings for the frequent user. Punch Cards expiring in a year are also convenient for infrequent users. Coupon Books are convenient to those who might lose a punch card or pass like children using the center by themselves.

- **Benefit versus Value or Intent:** Benefit is defined as the advantage, use or outcome to a group or individual. Value is the judgment of worth or the degree of usefulness or importance placed on a service or activity by personal opinion. The intent or intention of a program is the purpose, aim or end.
  - **Value:** (perceived and real) Participant/user expectations of the worth and quality of a program or service based on the benefits received.
- **Focus on Current User Retention versus Attracting a New Non-User**
  - **Participant/Guest/User/Visitor:** Persons who use facilities and services, visit parks, and participate in programs and activities.
  - **Non-User:** Those who have never stepped into the parks, facilities, taken the programs or used the organization's facilities or services.
- **Empower Employees:** Allow the front line employees to solve customer complaints with get-in-free tokens, authority to offer credits and refunds, and make decisions in the best interest of customer retention and satisfaction.

## 6. Continually Improve the Customer Service Experience

- **Train Staff** - Provide ongoing customer service training including the use of available media, video taping, role playing, incentives, reward and recognition.
- **Define Minimum Service Level:** The "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.
- **Define Optimum Service Level:** The "best" program and facility service; 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.

## 7. Create User Friendly Policies

- **Scholarship/Fee Reduction Policy:** The scholarship or fee reduction policy is intended to provide an objective way 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. The agency will work directly with the appropriate social services agency to provide a means of identification of residents meeting eligibility requirements. Eligibility determination could be based on the HUD scale and income verification to determine eligibility. Depending upon the systems in place for identification of need, residents may be subsidized between a certain range of percentage or at more than one level depending upon need.
- **Refund Policy:** (A typical policy may include)
  - All programs take place rain or shine. Full refunds or credits for classes will be made automatically when:
    - classes have reached their maximum enrollments;
    - classes are canceled by the organization due to insufficient enrollment or other unforeseen reasons;
  - For any reason other than those noted above, pre-paid registrations:

- canceled at least (X number) days in advance are 100% refundable;
  - canceled less than (X number) days and more than (X number) days in advance are (X%) refundable;
  - canceled (X) days or less in advance are not refundable.
- Allow (X number) days for refund processing. Credit card charge refunds will be made directly to the charge card account.
- **Returned Check Policy:** Pursuant to policy, an assessment fee of (X dollar) will be charged for a returned check.

#### 8. Opening Variances which may Impact Performance

- **Seasonality of Opening:** If the facility has a high reliance on fitness and wellness amenities, programs and services, then a January opening is often desirable so that you can take advantage of New Year's resolutions. If the facility has a high reliance on leisure aquatics, camp and indoor playground amenities, programs and services, then a summer opening may help.
- **Operating Hours:** Are you open when peak use occurs? Should these be adjusted? Are you open too much or too little? Is there a 24/7 demand?

## Implementation Strategies

This plan is intended to be a multi-year Plan. The **Implementation Strategies** in **Table 12** indicate anticipated costs if completed using a consultant or staff time; and the timing is based on the start of implementation:

- Immediate: immediately or within one year
- Short-Term: within one-three years
- Long-term: within three-seven years
- Ongoing

**Table 12: Implementation Strategies Table**

Implementation Strategies	Timeline	Cost
Capital Funding	Immediate (2008-2009) Short term (2010)	Pass Bond and Design Construction - \$35 million
Operational Funding	Short term  Long term	\$1,259,455 annual subsidy (current facility budget subsidy is \$766,653; need an additional \$492,802 in year 1  Escalation %3/year expenses; 4%/yr revenue
Marketing Plan	Immediate Short term	Staff time; or \$7,500 - \$15,000 consultant
Resource Allocation and Cost Recovery Philosophy/Policy	Immediate Short term	Staff time; or \$25,000 consultant
Earned Income	Immediate Short term	Staff time; new full time position or contract
Organizational Needs	Immediate Short term	Staff time; or \$60,000 consultant
Performance Measurements	Ongoing	Staff time
Equipment Replacement	Ongoing	Staff time; establish sinking fund
Capital Improvement	Ongoing	Operating budget allocation - 1% to equipment, and 2% to building repairs and renovations.
Operational Recommendations	Ongoing	Staff time; or consultant costs TBD

## Implementation Priorities

- Establish a 501 (c)(3) Foundation to begin fundraising efforts; hire a grant writer to create new programming opportunities, and mitigate and any decrease in operational funding.
- Use the results of the Business Plan and Concept Design to solicit capital and operational partners.
- Investigate alternative funding sources:
  - Corporate Sponsorship (*see the sample Sponsorship agreement in Appendix G.*)
  - Key strategic partnerships (*see the sample Partnership agreement in Appendix H.*)
  - Investigate private grant and philanthropic agencies (*see relevant agencies in Appendix I.*)

## Marketing Strategies

As a City focused facility, the City of Burien should use the following steps to developing a marketing plan:

- Define goals and objectives
- Identify existing resources and attractions
- Build local support
- Analyze feasibility and impact
- Develop market segments
- Set long term and short term objectives
- Develop a marketing plan
- Hire media professionals
- Implement the plan, evaluate and monitor the results

Good sources of information include:

- Convention and Visitor's Bureau
- State offices of travel and tourism
- State economic development department

## Resource Allocation and Cost Recovery Philosophy

- Develop fee standards based on City or County residency versus non-City or non-County residency; for-profit and non-profit organizations; and prime and non-prime time fees structures.
- Create consistent rental and other fee waiver policies.
- Implement a **Cost Recovery Philosophy** and Policy using a standardized methodology and process such as the **Pyramid Methodology** (*see Appendix D.*)

## Earned Income Strategies

- Create the 501 (c)(3) foundation.
- Create partnership and sponsorship opportunities for both capital and operating expenses.
- Pursue deli/juice cart vendor leased space occupant consistent with the facility vision and mission.

## Organizational Needs

- Create facility operations and managements plans.

## Performance Measurements

- Benchmark operational performance overtime through the accurate tracking of participation, numbers of rentals, attendance figures, revenues, expenses and cost recovery.
- Monitor accurate projections with actual figures.
- Use computer technology to track information.

## Equipment Replacement Schedule

- Develop a 10-year equipment replacement schedule based on actual life cycle, annually funded through a sinking fund.

## Capital Improvement Plan

- Capital repair, renovation, and improvements should be annually funded through the operating budget.
- It is recommended that 1% of the operating budget be allocated to equipment, and 2% be allocated to building repairs and renovations.

## Additional Operational Recommendations

- Review all rental agreements and pricing structures. Use the **Pyramid Methodology** to determine resource allocations, use of tax subsidy, cost recovery philosophy and policy (*see sample policies in Appendix D.*)
- Review all contracts to be sure that the rights and best interests of the City of Burien are incorporated into the document.
- Create a fee waiver policy that is fair, equitable and manageable.
- Track usage to monitor lost revenues.
- Consider fundraising or corporate donations to underwrite the subsidized free waivers.
- A sliding scale for rentals or private use should be developed for residents, non-profit organizations, non-residents, and for profit businesses.
- Require that all “partnered” special events track participation, submit a pre-event marketing plan, estimated operating budget and projections, and submit an event report at the conclusion which indicates participation, actual operating budget, accounting for all revenues including alternative funding sources, net profit or loss and post event evaluation. This will aid the City in making difficult and critical decision regarding partnering in the future.
- Create partnership and sponsorship policies (*see sample policies in Appendix F and Appendix G.*)



## *Appendices*

Appendix A - Operational Pro-forma

Appendix B - Executive Summary of PROS Survey

Appendix C - Summary of Public Comments

Appendix D - Cost Recovery Pyramid Methodology

Appendix E - City of Burien Business and Financial Concept Definitions

Appendix F - Map of Alternative Providers

Appendix G - Sample Sponsorship Policy

Appendix H - Sample Partnership Policy

Appendix I - Private Grant and Philanthropic Agencies



## Appendix A - Operational Pro-forma

**Table 13: One-year Operating Budget - Expenses**

<b>Burien, WA - Operational Pro-Forma</b>						
<b>Assumptions:</b>						
Recreation Adult Daily Resident Fee:	\$5.00					
Recreation Adult Resident Annual Pass:	\$250					
Cost Recovery Goal:	40-50%					
7 Day/Wk Operations Schedule			<b>Hours</b>		<b>Percentage of Total Expenditures</b>	
Recreation Facility Hours of Operations - Weekdays:	M-F 5:03am to 10pm	16.5 hrs/ day x 5 days	82.5	<b>Personnel:</b>	60%	w/o capital expenditures
Recreation Facility Hours of Operations - Weekends:	Sat 8am-6pm; Sun Noon-6pm	10 Sat, 6 Sun	16	<b>Supplies:</b>	14%	w/o capital expenditures
Child Care Hours of Operation:	peak hours only			<b>Services:</b>	26%	w/o capital expenditures
Recreation Weekly Hours of Operation			98.5			
				<b>Plus Total Capital:</b>	3%	
<b>Expenditures:</b>						
	<u>Existing for comparison</u>	<u>Other comparison</u>	<u>Formula</u>		<u>Notes or Questions to be answered</u>	
Facility Size in Square Feet	65,900					
Description	Leisure Pool (with slide, zero depth entry, water play feature, vortex, 3 lap lanes); Warm Water Therapy Pool - 800 sq. ft.; Hot Tub/Spa; Cardiovascular Equipment/ Weight Room - 2500 sq. ft.; Fitness Assessment Room; Health Resource Room; Child Watch and Preschool Rooms; Visiting/Social Services Office; Walk/Jog Track - 5,000 sq. ft (11 Laps to 1 mile); Entertainment/Game areas; Multi-purpose Activity Court/Gymnasium - 6,600 sq. ft.; Multi-Cultural/Community Room (3-room divisible / 250 seats assembly, 16 round tables, 200 banquet - portable stage); Caterer's/Teaching Kitchen; Multipurpose/Party/Meeting Rooms (2); Arts and Crafts Room; Aerobics/Dance Room; Adult/Senior Lounge; Youth/Teen Hangout; Community Living Room/Lobby; Technology Nodes throughout; Deli/Juice Cart with Café Seating/Vending					
<b>Personnel Services</b>						
Full-time Rec Salaries					\$773,773	
Part-time Salaries					\$161,258	
Benefits					\$214,352	
<b>Subtotal Personnel</b>					<b>\$1,149,383</b>	
<b>Materials and Supplies</b>						
Operational Supplies					\$21,755	
Utilities and Maintenance Supplies					\$239,684	
Equipment Repair					\$6,600	
Aquatics Supplies					\$24,764	
<b>Subtotal Supplies</b>					<b>\$268,039</b>	
<b>Services</b>						
General Recreation					\$371,626	Provided by Burien
Fitness Classes					\$0	
Rec Contracted Services (bank card, printing, contracted services)					\$109,819	
Rec Marketing Expenses (advertising, dues, telephone, equipment rental)					\$24,625	
Aquatics Services					\$4,925	
<b>Subtotal Services</b>					<b>\$506,070</b>	
<b>Capital</b>						
Buildings & Improvements					\$38,470	
Machinery & Equipment					\$19,235	
<b>Subtotal Capital</b>					<b>\$57,705</b>	
<b>GRAND TOTAL EXPENDITURES</b>					<b>\$1,981,196</b>	
<b>Operating cost per square foot</b>					<b>\$30</b>	

**Table 14: One-year Operating Budget - Revenues and Net Cost Recovery**

Revenues:		The admission revenue is primarily reliant on the leisure pool, the aquatics program, and the fitness program.			
	Formula	Formula	Formula		Notes or Questions to be answered
<b>Drop-In Admission</b>					
	# Daily x fee	# punch cards	passes	Total	
Adult Resident/NR	\$16,080	\$7,290	\$75,960	\$99,330	
tot & Youth Resident/NR	\$4,872	\$486	\$3,708	\$9,066	
Senior Resident/NR	\$1,437	\$1,782	\$16,779	\$19,998	
Household Resident/NR	\$2,344	n/a	\$109,636	\$111,980	
Low Income Household Resident/NR	\$450	\$0	\$0	\$450	
<i>Sub Total Revenue by type</i>	<i>\$25,183</i>	<i>\$9,558</i>	<i>\$206,083</i>		
<b>Sub Total All Admission Revenue</b>				<b>\$240,824</b>	
<b>Notes or Questions to be answered</b>					
<b>Facility Operations</b>					
Admissions				\$240,824	
Additional admission revenue forecasted for PR position				\$0	Not included
Concessions/Vending				\$2,000	No expenses due to contractual arrangement
Commissions (lockers - n/a) equipment rental, video and other games)				\$1,500	
Facility Rentals				\$45,386	Includes rentals, current tenant leases with revised rates and deli/juice cart
Aquatics Rentals				\$3,650	
Aquatic Birthday Parties				\$10,725	From aquatics budget - re-survey market rates prior to opening
Child Watch	\$2 per child per hour	5 children per hour x 2 hours per day x 4 days per week x 50 weeks		\$4,000	
ID Sales				\$6,375	
Pro-shop Sales				\$1,680	40% mark-up
Advertising/Sponsorship				\$0	No advertisement/sponsorship revenues
Therapy Pool				\$0	No lease revenue allocated
<b>Operations revenue sub-total</b>				<b>\$316,140</b>	
<b>Programs</b>					
Aquatics Lessons				\$85,548	
Aquatics Water Exercise				\$10,725	
Fitness Totals				\$28,340	
General Recreation				\$280,989	Provided by Burien
<b>Program revenue sub-total</b>				<b>\$405,602</b>	
<b>GRAND TOTAL REVENUE</b>				<b>\$721,741</b>	
Surplus/(Deficit)				(\$1,259,455)	
<b>Revenue generated/square foot</b>				<b>\$11</b>	
<b>GRAND TOTAL SURPLUS/(DEFICIT) facility tax subsidy amount</b>					
<b>PROJECTED COST RECOVERY total collected through fees, charges &amp; alt. funds</b>				<b>36%</b>	<b>-\$492,802.29</b>
<b>Park and Recreation Department's Cost Recovery for 2007 is currently about &lt;\$766,653&gt; or 29%</b>					
<p><b>Please Note:</b> Estimated expenses and projected revenues are based on a basic understanding of the conceptual project and the best information available regarding the market area and current practices of the City. There is no guarantee that the estimates and projections will be met as there are many variables that cannot be accurately determined during this conceptual planning stage, and/or are subject to change during the actual design and implementation process. The estimated number of participants is based on current program offerings or similar venues and does not guarantee the availability of participants to meet projected revenues.</p>					

**Table 15: One-year Operating Budget - Details**

COMMUNITY CENTER BUDGET - DETAILS		
DESCRIPTION	EXPLANATION OF EXPENDITURE	TOTAL COST
<b>PERSONNEL -- FULL TIME</b>		<b>\$773,773</b>
(percentage of time devoted to the new center)		
-- PRC Department Director (40%)	Salaried	\$41,998
-- PRC Maintenance Supervisor (20%)	Salaried	\$11,405
-- PRC Recreation Manager (60%)	Salaried	\$44,706
-- Facility Manager (new - 100%)	Salaried	\$68,000
-- Recreation Supervisor, Youth and Facility-current - 100%	Salaried	\$61,344
-- Recreation Supervisor, Senior and Adult -current - 100%	Salaried	\$61,344
Department Assistant (2 current - 50%)	Salaried	\$31,084
Secretary/Receptionist (1 current - 60%)	Salaried	\$19,162
Recreation Specialist (Senior and Adult - current - 100%)	Salaried	\$42,958
Recreation Specialist (S & A, Y & F - current - 100%)	Salaried	\$49,524
Recreation Specialist (Y & F - current - 100%)	Salaried	\$49,525
Recreation Specialist (new Facility - 100%)	Salaried	\$45,000
Program Assistant (Teen - current - 100%)	Salaried	\$21,403
Aquatic Supervisor (new - 100%)	Salaried	\$62,000
Pool Manager (new - 100%)	Salaried	\$31,200
Aquatics Lifeguards and Head Guards (new - 100%)	Salaried	\$133,120
Custodial (contracted out)	See line item detail	\$0
Benefits for current employees	(from "Payroll Splits Worksheet")	\$152,492
Benefits for 10 new employees	calculated as 30% of salary	\$61,860
<b>BENEFITS FULL-TIME TOTAL</b>		<b>\$214,352</b>
<b>PERSONNEL -- PART TIME, NON-BENEFITED</b>		<b>\$161,258</b>
-- Child Watch	12.00/hr x 8 hrs/wk x 50 weeks	\$4,800
-- Front Desk	13.00/hr x 15 hrs/wk x 50 weeks	\$9,750
-- Pool Manager	15.00/hr x 20 hrs/wk x 50 weeks	\$15,000
-- Head Guards and Life Guards	refer to aquatic budget	\$71,268
-- Pool Instructors, WSI (included in direct program costs)	refer to aquatic budget	\$19,540
-- Personal Trainers	25.00/hr x 10 hrs/wk x 50 weeks	\$12,500
-- Fitness Instructors	Contracted services see Fitness program 35.00/hr	\$8,400
-- Pool Technician	20.00/hr x 20 hrs/wk x 50 weeks	\$20,000
Benefits for new and existing employees	calculated as 13% of wage	\$20,964
<b>BENEFITS PART-TIME TOTAL</b>		<b>\$20,964</b>

It is suggested that the City consider hiring full time Head Guards and Life Guards as there appears to be difficulty in the region to attract and retain these as part time positions.

<b>Operational Supplies</b>	<b>Information/Notes</b>	<b>Budget</b>
Postage	Flyers, promotions, mailings	\$2,000
Office Supplies	Printer ribbons, pads, pencils, pens, paper, etc.	\$4,000
Computer Supplies	Diskettes, toner, cartridges	\$1,200
Photographic	ID Cards(\$5.00 each)	\$2,735
Publications		\$0
Tools & Safety Equipment	Hand tools, masks, gloves, coveralls, face shields, etc.	\$2,000
Recreation Supplies	Fit balls, fitness equipment, mats, weight room supplies	\$5,000
Concession Supplies	Food, cooking utensils, paper products-\$50 K if not contracted	\$0
Pro Shop Supplies	Non-clothing center related items	\$1,200
Uniforms - full time	\$200 per FT person (less lifeguards/head guards) x 15 people	\$3,000
Uniforms - part time	\$20 per PT staff x 6 people	\$120
Parks Materials/Supplies	Signs, keys, locks, first aid, ice melt, rags, floor tape	\$500
<b>TOTAL</b>		<b>\$21,755</b>
<b>Services</b>	<b>Information/Notes</b>	<b>Budget</b>
Fitness Contracted Classes	NONE - each at 70% of revenue; no benefits	\$0
Credit Card Fees	Percent of each sale by credit card	\$5,000
Printing	Flyer - one page sheets etc.	\$1,400
Building Security	Alarm system	\$1,000
Contracted Services	HVAC, major maintenance problems - Minor handy person duties	\$31,000
Custodial	20300 sq. ft. current center costs 22k annually for custodial; to achieve a higher LOS in the 65,900 sq. ft. facility, it is expected that custodial costs will be threefold what they are currently.	\$71,419
<b>TOTAL</b>		<b>\$109,819</b>
<b>Marketing</b>	<b>Information/Notes</b>	<b>Budget</b>
Advertising	Promotions, newspaper ads, radio ads, special events,	\$5,000
Dues and Conferences	NRPA (manager), state membership (4), meetings	\$4,000
Aquatic Training	See aquatics workbook	\$2,465
Telephone	phones (\$4200/yr) , cell phones (4 - \$2400), pager (day custodian - \$60), IT charge back \$2500/yr	\$9,160
Aquatics Cell Phone	See aquatics workbook	\$1,000
Equipment Rental		\$3,000
<b>TOTAL</b>		<b>\$24,625</b>
<b>Utilities and Maintenance Supplies</b>	<b>Information/Notes</b>	<b>Budget</b>
Utilities (Aquatics space)	Electric, Heating, Natural Gas, Water/Sewer calculated at \$5.22 sf for Aquatic space. 5.22 x 13090 sf of Aquatic space=	\$68,330
Utilities (Rest of building)	Electric, Heating, Natural Gas, Water/Sewer calculated at \$3.20 sf for the rest of the building. 3.20 x 52810 sf=	\$168,992
Trash Removal	Trash, recycling dumpsters -- \$100/month average	\$1,200
Custodial Supplies	Cleaning solutions, cleaning equipment, paper products,	\$15,000
Building Maintenance - Allocation	Hardware, plumbing, carpentry, drywall, fasteners, pest control, etc.	\$5,000
Grounds Maintenance	Mulch, fertilizers, plantings, flowers, weed control	\$1,000
<b>TOTAL</b>		<b>\$239,684</b>
<b>Equipment Repair</b>	<b>Information/Notes</b>	<b>Budget</b>
Computer Oper/Main	Repair and parts for computers, server, printers, CLASS	\$4,600
Parks Equipment Repair	Repair of recreation equipment, weight room	\$1,000
Minor Equipment Repair	Repair of office equipment	\$1,000
Capital Replacement Fund	Money set aside for future renovations and replacements	\$0
<b>TOTAL</b>		<b>\$6,600</b>
<b>GRAND TOTAL</b>		<b>\$402,483</b>

### Annual Pass Revenue

Pass Type	# of Passes per year	Average use of facility	Total annual visits per	Fee	Revenue
Rates = drop-in fee X # of visits/yr		times per week	membership type		
Based on 50 visit per year cost					
Annual Youth RES	9	3	1215	\$ 150.00	\$ 1,350.00
Annual Youth NR	6	3	810	\$ 225.00	\$ 1,350.00
Annual Adult RES	126	3	17010	\$ 250.00	\$ 31,500.00
Annual Adult NR	84	3	11340	\$ 375.00	\$ 31,500.00
Annual Senior RES	43	3	5805	\$ 150.00	\$ 6,450.00
Annual Senior NR	29	3	3915	\$ 225.00	\$ 6,525.00
Household RES	90	3	30739.5	\$ 500.00	\$ 45,000.00
Household NR	60	3	20493	\$ 775.00	\$ 46,500.00
<i>Household size for Burien = 2.35 (2000 Census)</i>					
<b>Sub-Total</b>	<b>447</b>		<b>91327.5</b>		<b>\$ 170,175.00</b>
Monthly Youth RES	21	8	168	\$ 24.00	\$ 504.00
Monthly Youth NR	14	8	112	\$ 36.00	\$ 504.00
Monthly Adult RES	162	8	1296	\$ 40.00	\$ 6,480.00
Monthly Adult NR	108	8	864	\$ 60.00	\$ 6,480.00
Monthly Senior RES	79	8	632	\$ 24.00	\$ 1,896.00
Monthly Senior NR	53	8	424	\$ 36.00	\$ 1,908.00
Monthly Household RES	112	8	2266.88	\$ 80.00	\$ 8,960.00
Monthly Household NR	74	8	1497.76	\$ 124.00	\$ 9,176.00
<b>Sub-Total</b>	<b>623</b>		<b>7260.64</b>		<b>\$ 35,908.00</b>
<b>Total</b>	<b>1070</b>		<b>98588.14</b>		
<b>Total Pass Revenue</b>					<b>\$ 206,083.00</b>

**Punch Card Revenue (expires 1 yr from date of purchase)**

Type	Number Sold	Punches	Total	Fee	Revenue
	per year	per pass	Visits		
		<b>save approx. 1 free visit</b>			
10 - Youth RES	9	10	90	\$ 27.00	\$ 243.00
10 - Youth NR	6	10	60	\$ 40.50	\$ 243.00
10 - Adult RES	81	10	810	\$ 45.00	\$ 3,645.00
10 - Adult NR	54	10	540	\$ 67.50	\$ 3,645.00
10 - Senior RES	33	10	330	\$ 27.00	\$ 891.00
10 - Senior NR	22	10	220	\$ 40.50	\$ 891.00
<b>Total</b>	<b>205</b>		<b>2050</b>		
		<b>Total Punch card Revenue</b>			<b>\$ 9,558.00</b>

**Drop-In Revenue Generation**

Type	Units	Fee	Revenue		
Adult Resident	1608	\$ 5.00	\$ 8,040		
Adult Non-Resident	1072	\$ 7.50	\$ 8,040		
Tot Resident (walking to 2 yrs)		Free	\$ -		
Tot Non-Resident	6	\$ 1.00	\$ 12		
Youth Resident (3 to 17 yrs)	810	\$ 3.00	\$ 2,430		
Youth Non-Resident	540	\$ 4.50	\$ 2,430		
Household Low Income Resident (1 adult, 2 child)	30	\$ 7.00	\$ 210		
Household Low Income Non-Resident (1 adult, 2 child)	20	\$ 12.00	\$ 240		
Household Resident (1 adult/2 youth; save \$1)	115	\$ 10.00	\$ 1,150		
Household Non-Resident	77	\$ 15.50	\$ 1,194		
Senior Resident (60+)	239	\$ 3.00	\$ 717		
Senior Non-Resident	160	\$ 4.50	\$ 720		
Special Group per child/youth	0	\$ -	\$ -	<b>Total visits</b>	<b>105,315</b>
Special Group per adult/supervisor	0	\$ -	\$ -	<b>Per day visits (355 days of operations)</b>	<b>297</b>
	<b>4677</b>		<b>\$ 25,183</b>		

Rental Fees						
Type	Formulas					
New Rentals	Average hours/week	Number of rooms	Resident rate/hour	Weeks per year	Annual Revenue	
Multi-purpose/Party Room (2) Non-birthday parties (these are in the aquatics budget)	4	2	\$20	30	\$4,800	
Classroom	4	1	\$25	25	\$2,500	
Aerobics/Dance Room	2	1	\$40	20	\$1,600	
Multi-Cultural Community Rooms (3 - 1000 sq. ft. each)	4	2	\$40	30	\$9,600	BLT can use all 3 rooms 20 weeks /year
Caterer's Kitchen	4	1	\$35	30	\$4,200	
Full Facility	4	1	\$750	4	\$12,000	
Current Non-Profit BCC Tenants			suggested sq. ft. cost/yr	room sq. ft.		
Coop Preschool	1 room	12 months	\$4	900	\$3,600	<b>Coop Annual Total</b>
	1 room	9 months	\$4	900	\$2,700	
Para los Niños	re-locating		\$4	0	\$0	n/a
BLT - 1 room - 16 weeks per year - unit cost is \$4000 per room for 12 months	use 4 months - 7 days/week for 16 wks out of the yr. Total: 112 days		\$4	1000	\$1,333	<b>BLT Annual Total</b>
BLT - 2 rooms - Dress Rehearsal weeks - 4 days per week for 4 weeks/yr & Performances 3 days/wk for 16 weeks per year	Total: 64 days		\$4	2000	\$1,403	<b>\$2,736</b>
Leased Vendor Space			cost per month	# of months		
Deli/Juice Cart			\$150	11	\$1,650	
					<b>Rental Revenue Total</b>	<b>\$45,386</b>

Program Name: Photo ID Cards				
Revenue				
ID Type	# cards per person	# of cards per year	Fee	Revenue
Resident	1	765	\$ 5	\$ 3,825.00
Non-Resident	1	510	\$ 5	\$ 2,550.00
*ID's expire every 2 years; 2nd year revenue will be halved.			<b>Total ID Cards:</b>	<b>1275</b>
			<b>Total Revenue</b>	<b>\$ 6,375.00</b>
Expenditures				
Materials and Supplies:				
Item	Cost/Unit	Number of Units	Notes	Amount
ID card printer ribbons (full color, 5 panel overlay, #FG81733) use 1 per week; closed 2 weeks per year	\$ 75.00	15	Cost of ribbon is \$75.00 each; Vendor is ID Edge	\$ 1,125.00
ID Cleaning Cards (cleaning cards \$5.00 for a box of 10)	\$ 5.00	2		\$ 10.00
(I.D. cards - blank 30 mil ultra card #FG81754) (1 box = 1000 cards = \$100.00) 1 boxes/month	\$ 400.00	4	Cost of ribbon is \$75.00 each; Vendor is ID Edge	\$ 1,600.00
<b>Total Materials &amp; Supplies</b>			<b>Sub Total</b>	<b>\$ 2,735.00</b>
Services and Charges:				
Service	Notes			Amount
Printer maintenance/ Repairs - Increase of budget due to expensive maintenance repair costs.				\$ 1,000.00
<b>Total Services &amp; Charges</b>			<b>Sub Total</b>	<b>\$ 1,000.00</b>
			<b>Total Program Expenses</b>	<b>\$ 3,735.00</b>
<b>Net Program Revenue (Revenue minus Expense)</b>				<b>\$2,640.00</b>
Program expenses do not include indirect costs such as labor				

**Table 16: Five-year Pro-forma**

<u>Burien, WA</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
<b>EXPENSES</b>	<b>Assumes 3% escalation per year</b>				
Personnel	\$ 1,149,383	\$ 1,183,864	\$ 1,219,380	\$ 1,255,962	\$ 1,293,641
Supplies	\$ 268,039	\$ 276,080	\$ 284,363	\$ 292,893	\$ 301,680
Services	\$ 506,070	\$ 521,252	\$ 536,889	\$ 552,996	\$ 569,586
Capital	\$ 57,705	\$ 59,436	\$ 61,219	\$ 63,056	\$ 64,947
<b>TOTAL EXPENSES</b>	\$ 1,981,196	\$ 2,040,632	\$ 2,101,851	\$ 2,164,907	\$ 2,229,854
<b>REVENUES</b>	<b>Assumes 4% escalation per year</b>				
Admission/Passes	\$ 240,824	\$ 250,456	\$ 260,475	\$ 270,894	\$ 281,729
Concession/Vending	\$ 2,000	\$ 2,080	\$ 2,163	\$ 2,250	\$ 2,340
Commissions	\$ 1,500	\$ 1,560	\$ 1,622	\$ 1,687	\$ 1,755
Facility Rentals	\$ 45,386	\$ 47,202	\$ 49,090	\$ 51,053	\$ 53,095
Aquatic Rentals	\$ 3,650	\$ 3,796	\$ 3,948	\$ 4,106	\$ 4,270
Birthday Partys	\$ 10,725	\$ 11,154	\$ 11,600	\$ 12,064	\$ 12,547
Child Watch	\$ 4,000	\$ 4,160	\$ 4,326	\$ 4,499	\$ 4,679
ID Sales	\$ 6,375	\$ 6,630	\$ 6,895	\$ 7,171	\$ 7,458
Proshop Sales	\$ 1,680	\$ 1,747	\$ 1,817	\$ 1,890	\$ 1,965
Advertisement/Sponsorship	\$ -	\$ -	\$ -	\$ -	\$ -
Therapy Pool	\$ -	\$ -	\$ -	\$ -	\$ -
Aquatics Program	\$ 96,273	\$ 100,123	\$ 104,128	\$ 108,293	\$ 112,625
Fitness Program	\$ 28,340	\$ 29,474	\$ 30,653	\$ 31,879	\$ 33,154
General Recreation	\$ 280,989	\$ 292,229	\$ 303,918	\$ 316,074	\$ 328,717
<b>TOTAL REVENUE</b>	\$ 721,741	\$ 750,611	\$ 780,635	\$ 811,861	\$ 844,335
<b>NET</b>	\$ (1,259,455)	\$ (1,290,022)	\$ (1,321,216)	\$ (1,353,046)	\$ (1,385,519)
<b>COST RECOVERY</b>	36%	37%	37%	38%	38%
<b>Based on 2007 Figures</b>					



## Appendix B - Executive Summary of PROS Survey

### **Community Attitude and Interest Survey** **Executive Summary of Citizen Survey Results**

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#### **Overview of the Methodology**

The City of Burien conducted a Community Attitude and Interest Survey during January and February of 2006 to learn more about how Burien citizens use the City's parks, recreational facilities and programs. Information gained from the survey will be used to assist the City of Burien in updating its Parks, Recreation and Open Space Plan. The survey was designed to obtain statistically valid results from households throughout the City of Burien. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of Burien officials, as well as members of the Susan Black and Associates project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In January 2006, surveys were mailed to a random sample of 1,500 households in the City of Burien. Approximately three days after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone, either to encourage completion of the mailed survey or to administer the survey by phone.

The goal was to obtain a total of at least 300 completed surveys. This goal was accomplished, with a total of 301 surveys having been completed. The results of the random sample of 301 households have a 95% level of confidence with a precision of at least +/-5.6%.

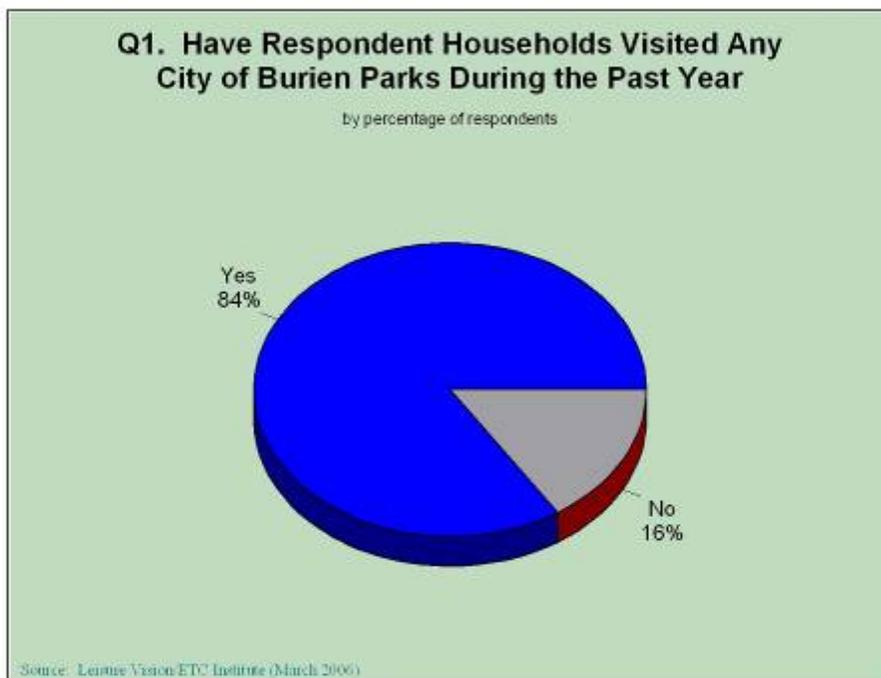
The following pages summarize major survey findings:

Executive Summary - 1

### *Visitation of Parks During the Past Year*

Respondents were asked if they or members of their household have visited any City of Burien parks during the past year. The following summarizes key findings:

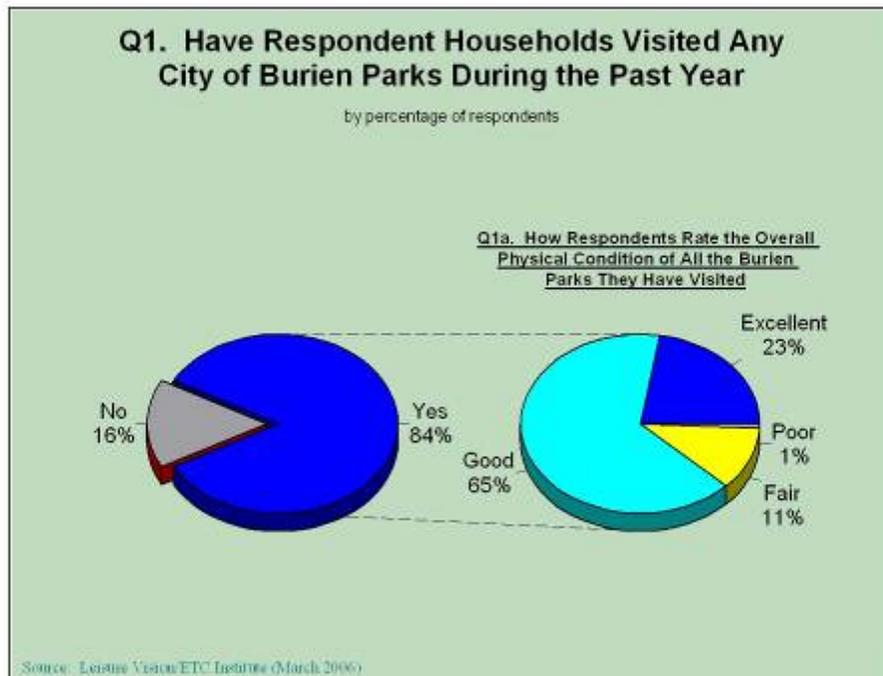
- **Eighty-four percent (84%) of respondent households have visited City of Burien parks during the past year.**



### *Physical Condition of Parks*

Respondent households that have visited City of Burien parks during the past year were asked to rate the physical condition of all the parks they have visited. The following summarizes key findings:

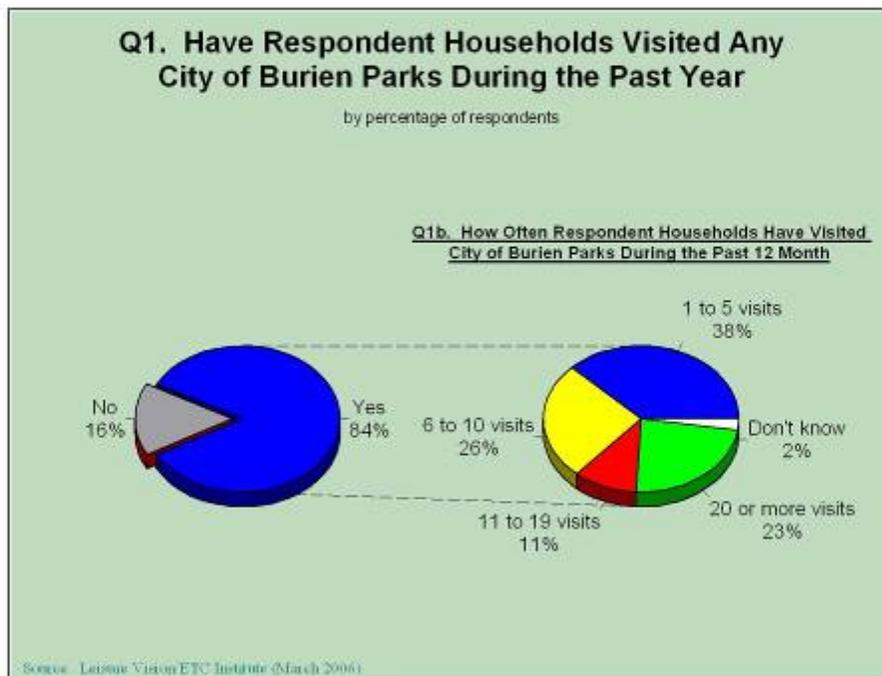
- **Of the 84% of respondents that have visited City of Burien parks during the past year, 88% rated the physical condition of all the parks they have visited as either excellent (23%) or good (65%).** An additional 11% of respondents rated the parks as fair, and only 1% rated them as poor.



### *Frequency of Visits to Parks*

Respondent households that have visited City of Burien parks during the past year were asked to indicate approximately how often they and members of their household have visited parks during that time. The following summarizes key findings:

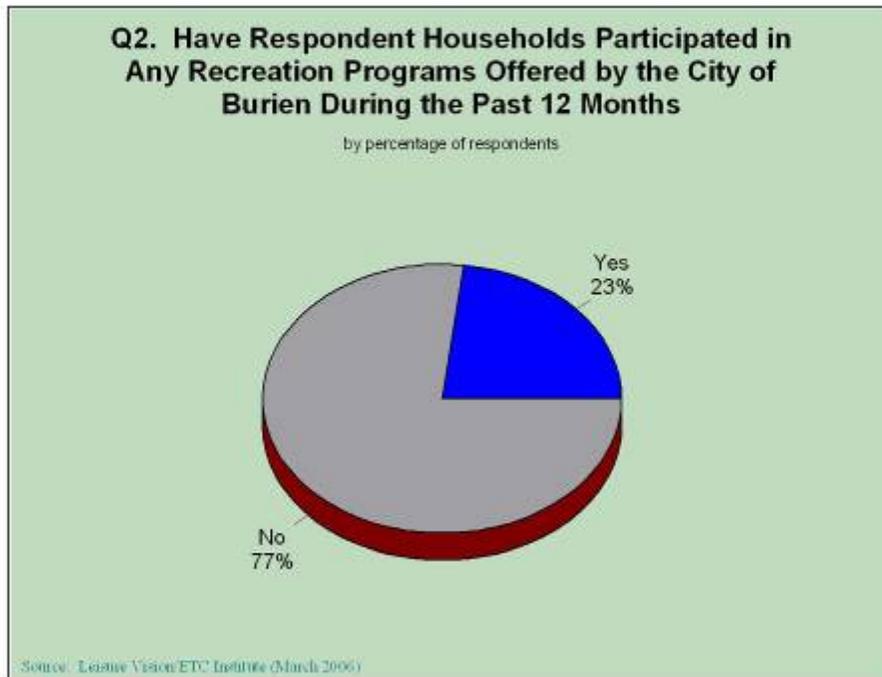
- **Of the 84% of respondents that have visited City of Burien parks during the past year, 60% have made at least 6 visits to parks during that time.** An additional 38% of respondents have made 1-5 visits to parks during the past year, and 2% indicated “don’t know”.



### ***Participation in Recreation Programs***

Respondents were asked if they or other members of their household have participated in any recreation programs offered by the City of Burien during the past 12 months. The following summarizes key findings:

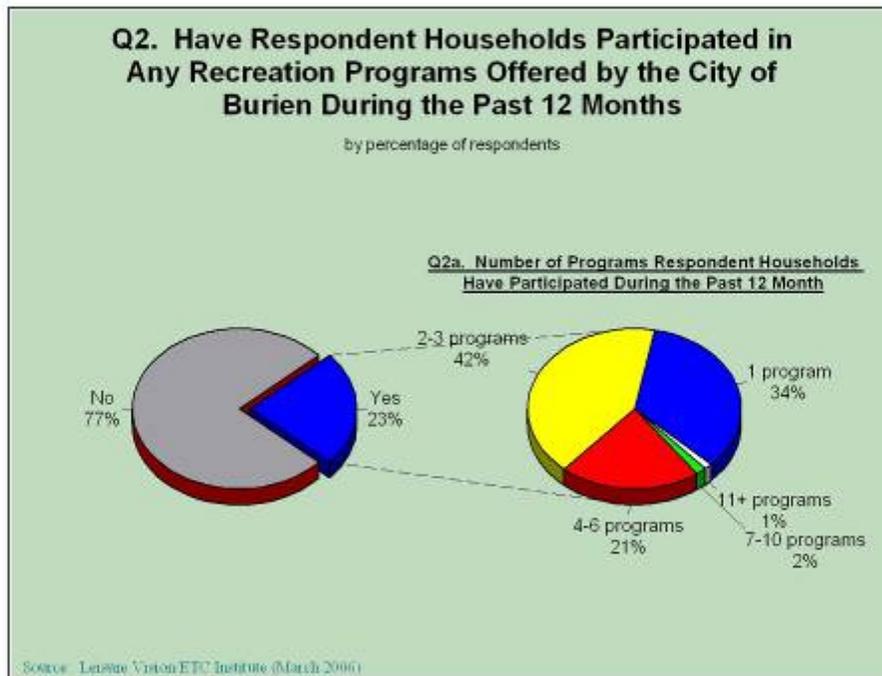
- **Twenty-three percent (23%) of respondent households have participated in recreation programs offered by the City of Burien during the past year.**



## Quality of Recreation Programs

Respondent households that have participated in recreation programs offered by the City of Burien during the past 12 months were asked to indicate how many different programs they have participated in during that time. The following summarizes key findings:

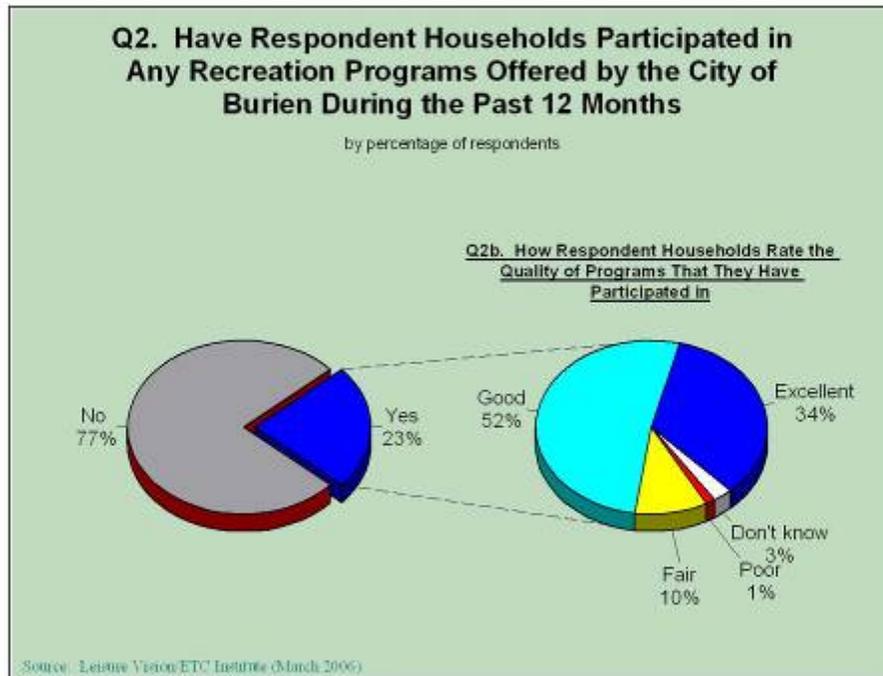
- **Of the 23% of respondents that have participated in City of Burien recreation programs during the past 12 months, 63% have participated in 2-6 programs during that time.** An additional 34% of respondents have participated in 1 program during the past 12 months, 2% have participated in 7-10 programs, and 1% have participated in 11 or more programs.



## Quality of Burien Recreation Programs

Respondent households that have participated in recreation programs offered by the City of Burien during the past 12 months were asked to rate the quality of the programs they have participated in. The following summarizes key findings:

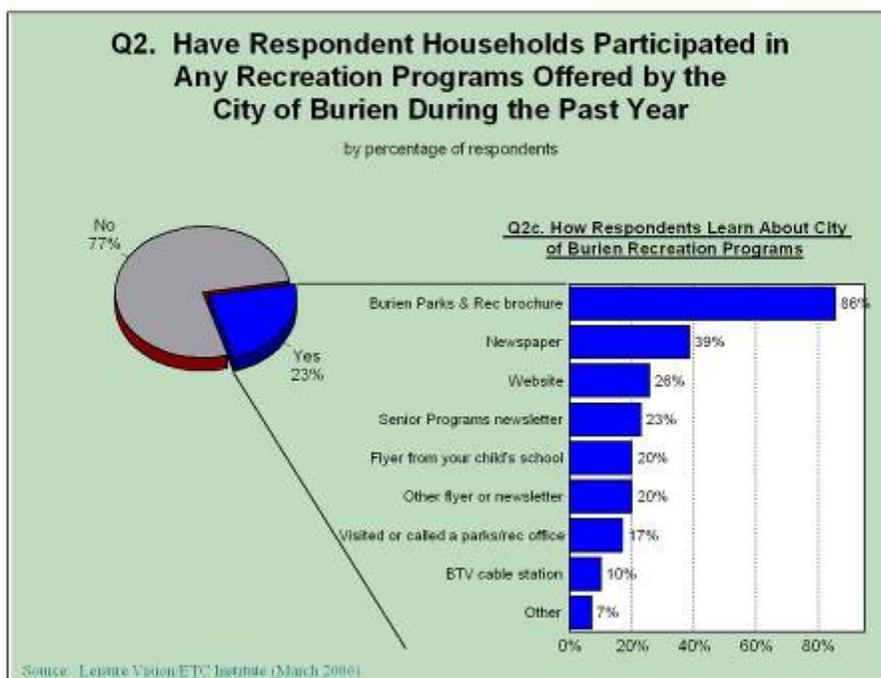
- **Of the 21% of respondents that have participated in City of Burien recreation programs during the past 12 months, 86% rated the programs as excellent (34%) or good (52%).** In addition, 10% of respondents rated the programs as fair, and only 1% rated them as poor



## Ways Respondents Learn About Recreation Programs

From a list of eight options, respondent households that have participated in recreation programs offered by the City of Burien during the past 12 months were asked to indicate all of the ways they have learned about the programs. The following summarizes key findings:

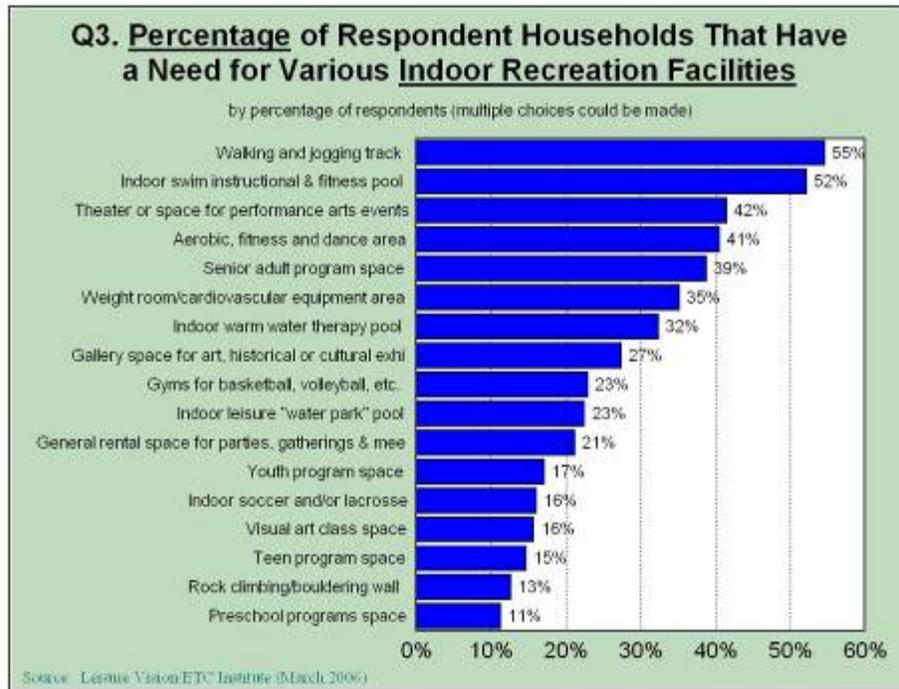
- **The Burien Parks and Recreation brochure (86%) is by a wide margin the most frequently mentioned way that respondents have learned about City of Burien programs.** There are two other ways that over 25% of respondents have learned about programs, including: newspaper (39%), and website (26%).



### ***Need for Indoor Recreation Facilities***

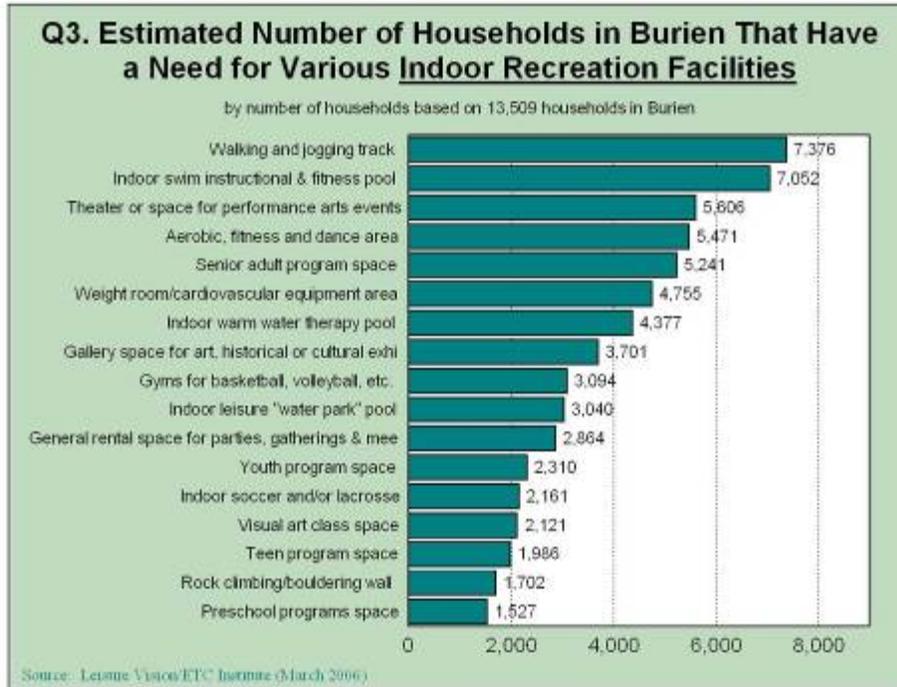
From a list of 17 various indoor recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. The following summarizes key findings:

- **Four of the 17 indoor recreation facilities had over 40% of respondent households indicate they have a need for them.** These four facilities include: walking and jogging track (55%), indoor swim instructional and fitness pool (52%), theater or space for performance arts events (42%), and aerobic fitness and dance area (41%).



### ***Need For Indoor Recreation Facilities in Burien***

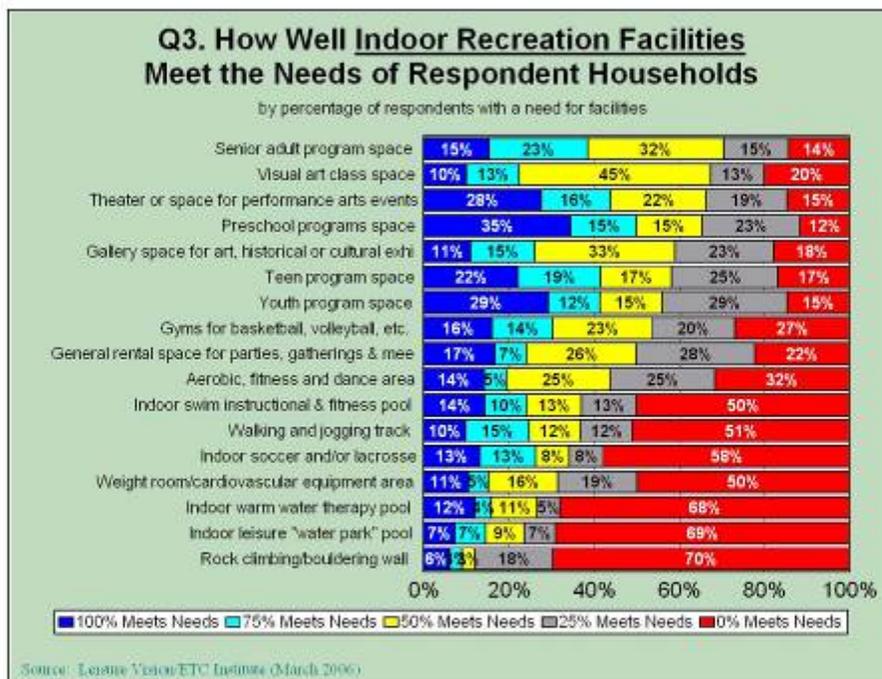
From the list of 17 indoor recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in the City of Burien that have a need for various indoor recreation facilities, based on 13,509 households in the City.



### How Well Indoor Recreation Facilities Meet Needs

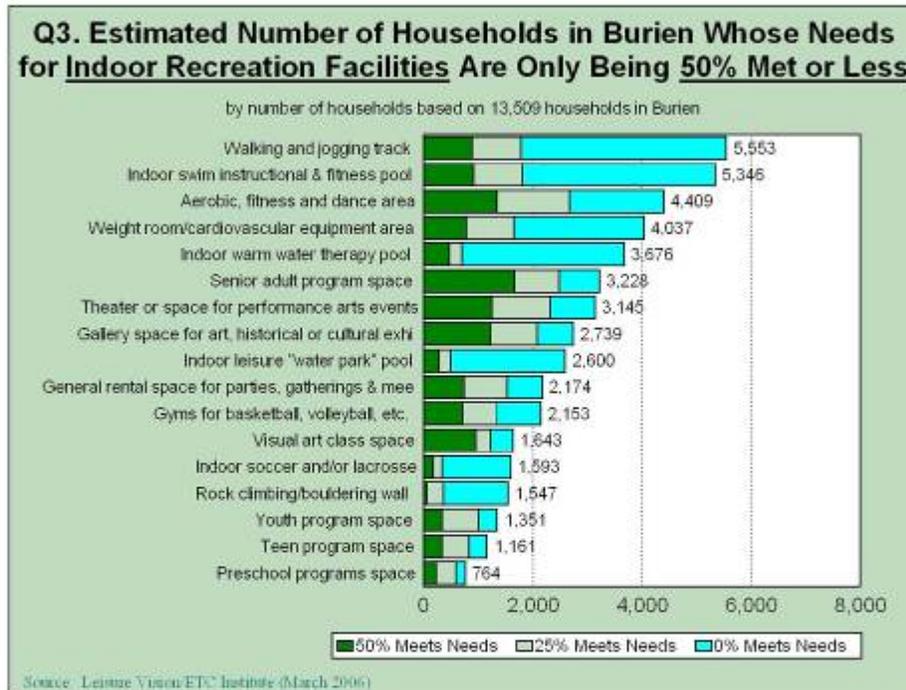
From the list of 17 indoor recreation facilities, respondent households that have a need for facilities were asked to indicate how well those facilities meet their needs. The following summarizes key findings:

- For all 17 facilities, less than 40% of respondents indicated the facility 100% meets the needs of their household.



***Burien Households with Their Indoor Facility Needs Being 50% Met or Less***

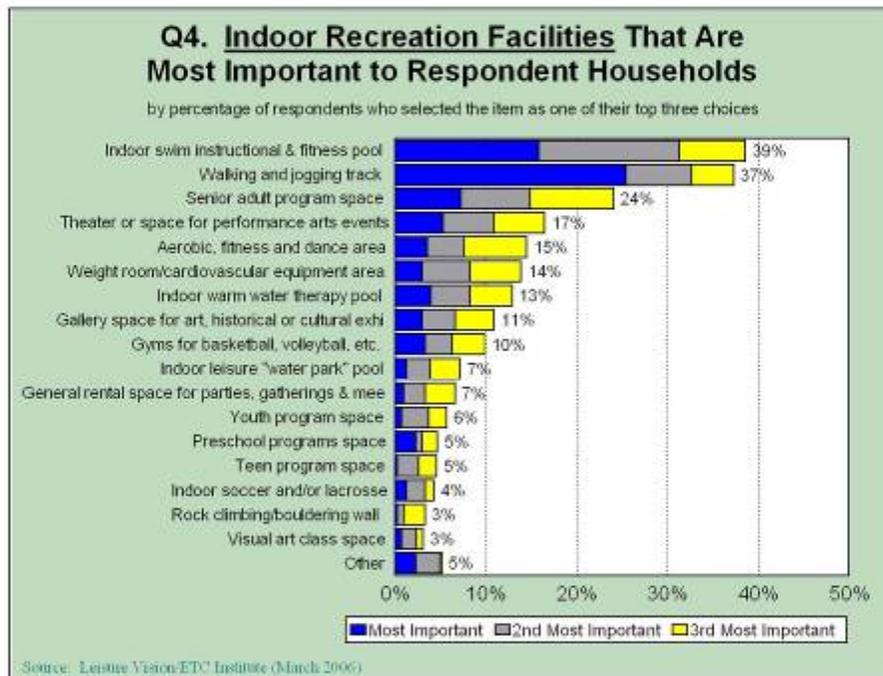
From the list of 17 indoor recreation facilities, respondent households that have a need for facilities were asked to indicate how well those facilities meet their needs. The graph below shows the estimated number of households in the City of Burien whose needs for facilities are only being 50% met or less, based on 13,509 households in the City.



### ***Most Important Indoor Recreation Facilities***

From the list of 17 indoor recreation facilities, respondents were asked to select the three that are most important to them and members of their household. The following summarizes key findings:

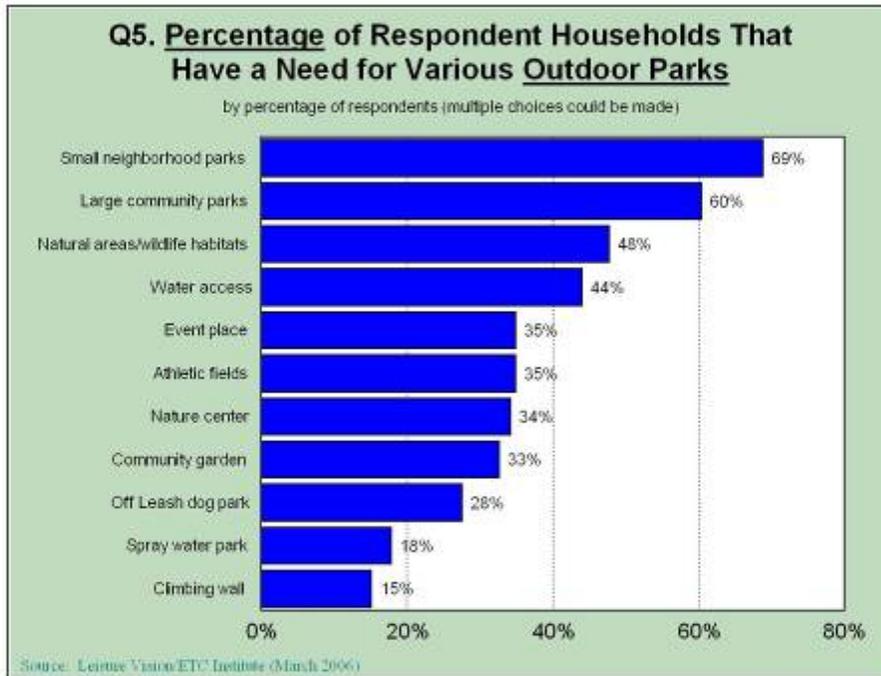
- Indoor swim instructional and fitness pool (39%) had the highest percentage of respondents select it as one of the three most important facilities.** There are two other facilities that over 20% of respondents selected as one of the three most important, including: walking and jogging track (37%) and senior adult program space (24%). It should also be noted that walking and jogging track had the highest percentage of respondents select it as their first choice as the most important facility.



### ***Need for Outdoor Parks***

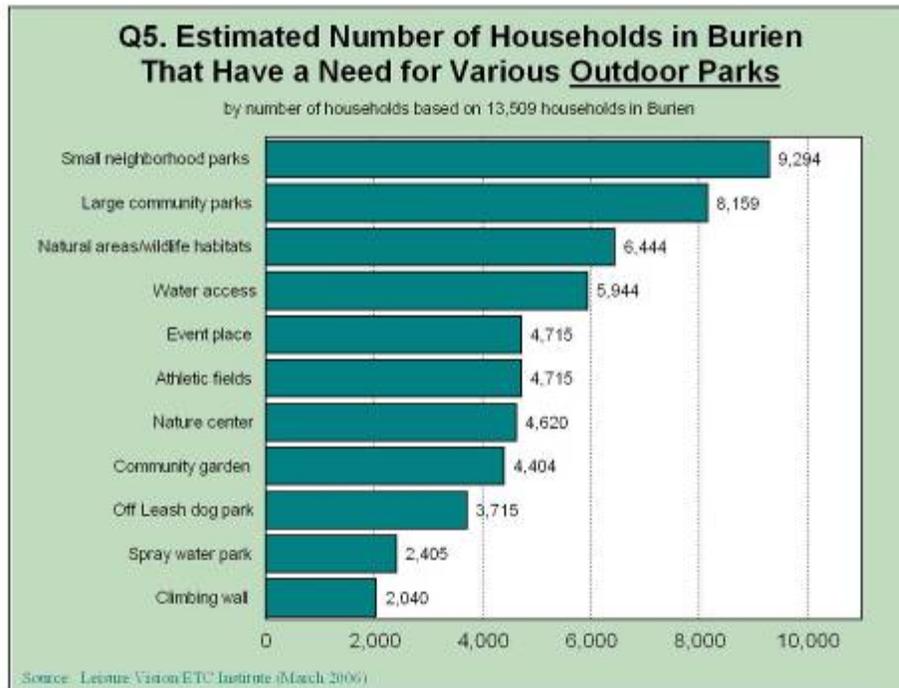
From a list of 11 outdoor parks, respondents were asked to indicate which ones they and members of their household have a need for. The following summarizes key findings:

- **Four of the 11 outdoor parks had over 40% of respondent households indicate they have a need for them.** These four parks include: small neighborhood parks (69%), large community parks (60%), natural areas/wildlife habitats (48%), and water access (44%).



### ***Need For Outdoor Parks in Burien***

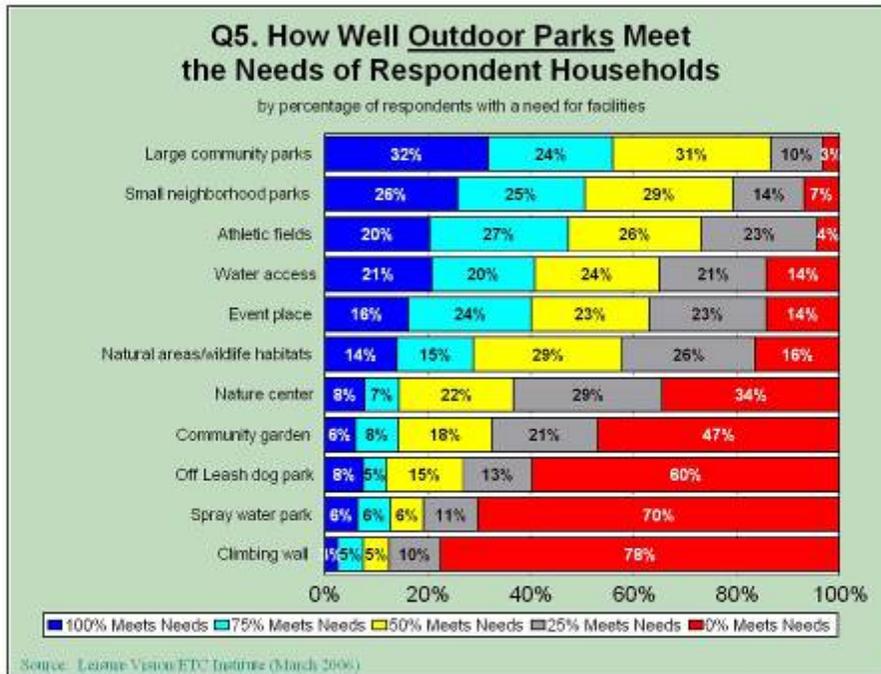
From the list of 11 outdoor parks, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in the City of Burien that have a need for various parks, based on 13,509 households in the City.



### ***How Well Outdoor Parks Meet Needs***

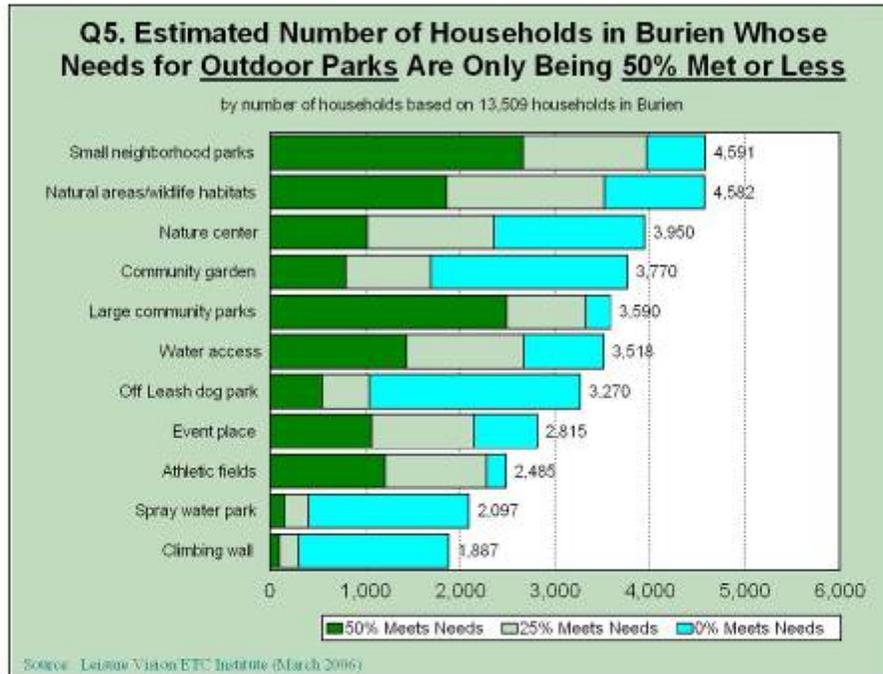
From the list of 11 outdoor parks, respondent households that have a need for parks were asked to indicate how well those parks meet their needs. The following summarizes key findings:

- For all 11 parks, less than 35% of respondents indicated the program 100% meets the needs of their household.



***Burien Households with Their Outdoor Park Needs Being 50% Met or Less***

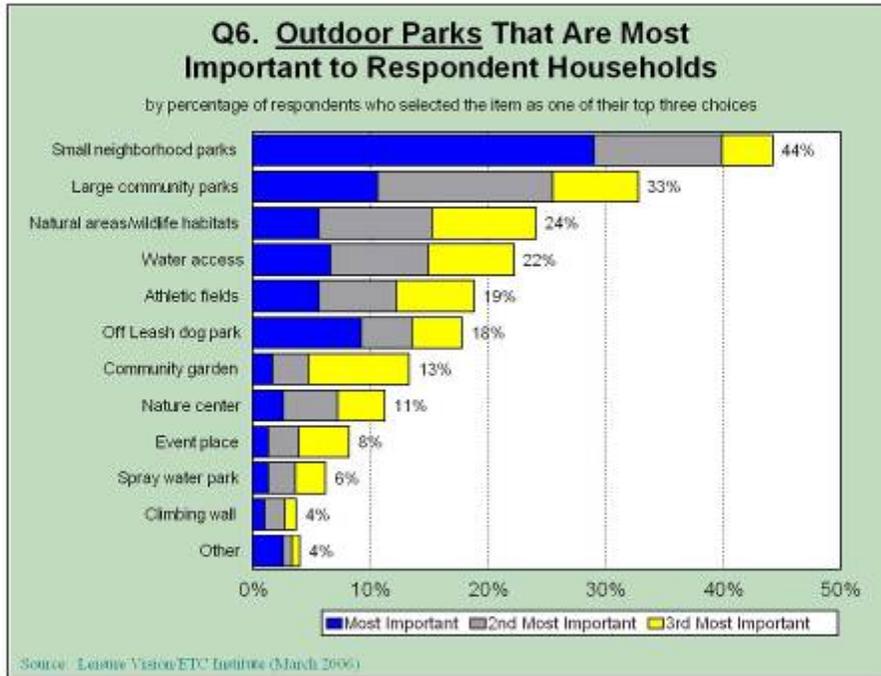
From the list of 11 outdoor parks, respondent households that have a need for parks were asked to indicate how well those parks meet their needs. The graph below shows the estimated number of households in the City of Burien whose needs for parks are only being 50% met or less, based on 13,509 households in the City.



### ***Most Important Outdoor Parks***

From the list of 11 outdoor parks, respondents were asked to select the three that are most important to them and members of their household. The following summarizes key findings:

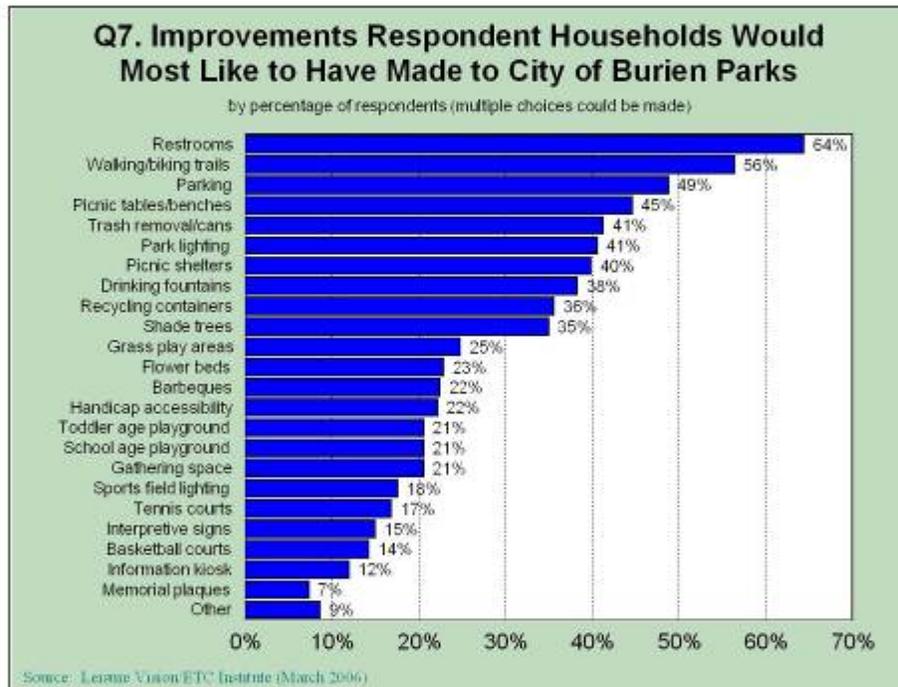
- **Small neighborhood parks (44%) had the highest percentage of respondents select it as one of the three most important parks.** There are three other parks that over 20% of respondents selected as one of the three most important, including: large community parks (33%), natural areas/wildlife habitats (24%), and water access (22%). It should also be noted that small neighborhood parks had the highest percentage of respondents select it as their first choice as the most important park.



### *Potential Improvements to City of Burien Parks*

From a list of 23 various improvements that could be made to City of Burien parks, respondents were asked to indicate all of the improvements they would like to have made to the parks. The following summarizes key findings:

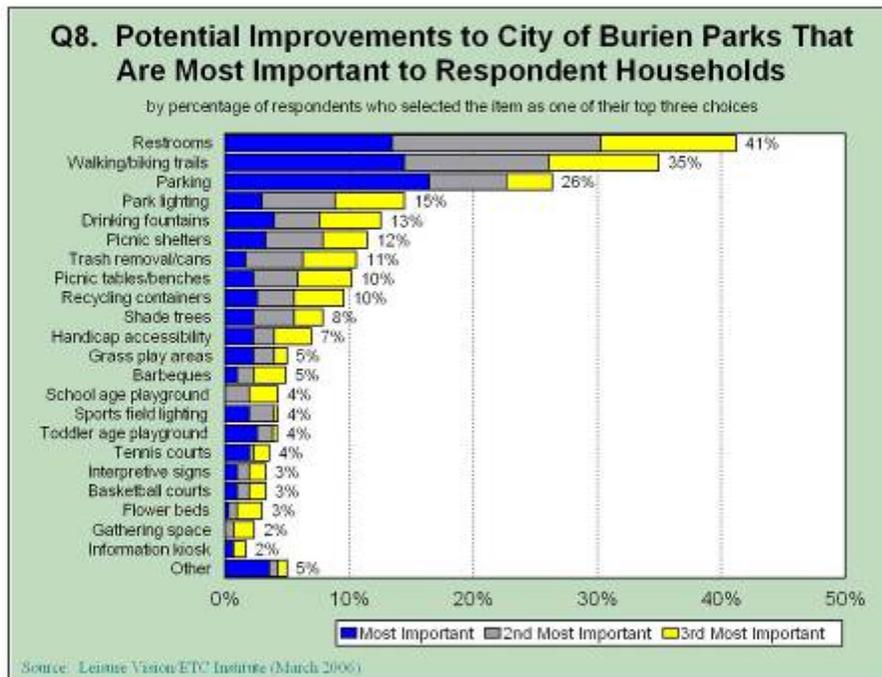
- **The improvements that respondents would most like to have made to City of Burien parks include: restrooms (64%), walking/biking trails (56%), parking (49%), and picnic tables/benches (45%).**



### ***Most Important Potential Improvements to City of Burien Parks***

From the list of 23 various improvements that could be made to City of Burien parks, respondents were asked to indicate the three improvements that are most important to their household. The following summarizes key findings:

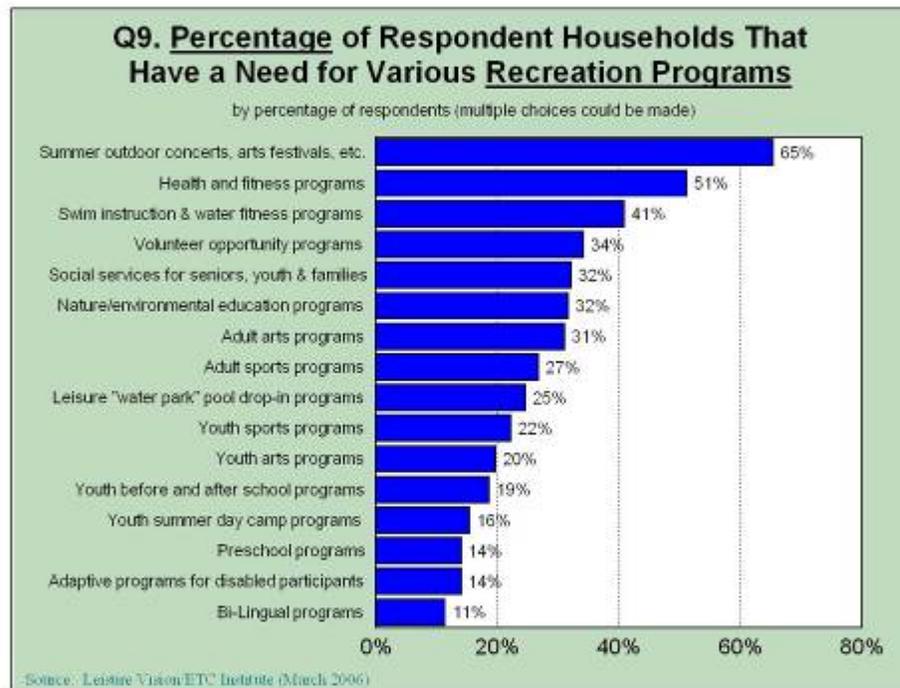
- **The improvements that the highest percentage of respondents selected as one of the three most important include: restrooms (41%), walking/biking trails (35%), and parking (26%).** It should also be noted that improvements to parking had the highest percentage of respondents select it as their first choice as the most important improvement.



### Need for Recreation Programs

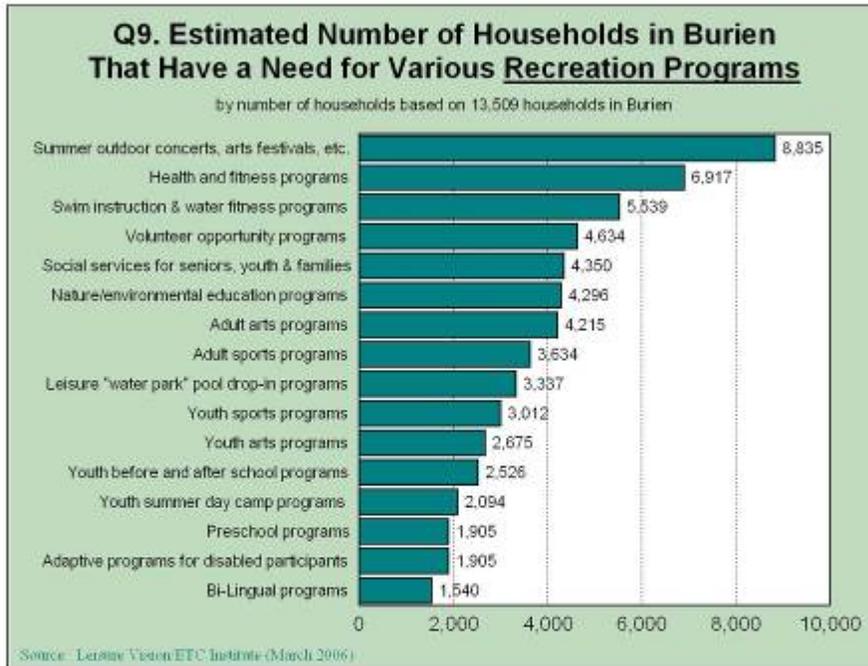
From a list of 16 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. The following summarizes key findings:

- **Three of the 16 recreation programs had over 40% of respondent households indicate they have a need for them.** These three programs include: summer outdoor concerts, arts festivals, etc. (65%), health and fitness programs (51%), and swim instruction and water fitness programs (41%).



### ***Need For Recreation Programs in Burien***

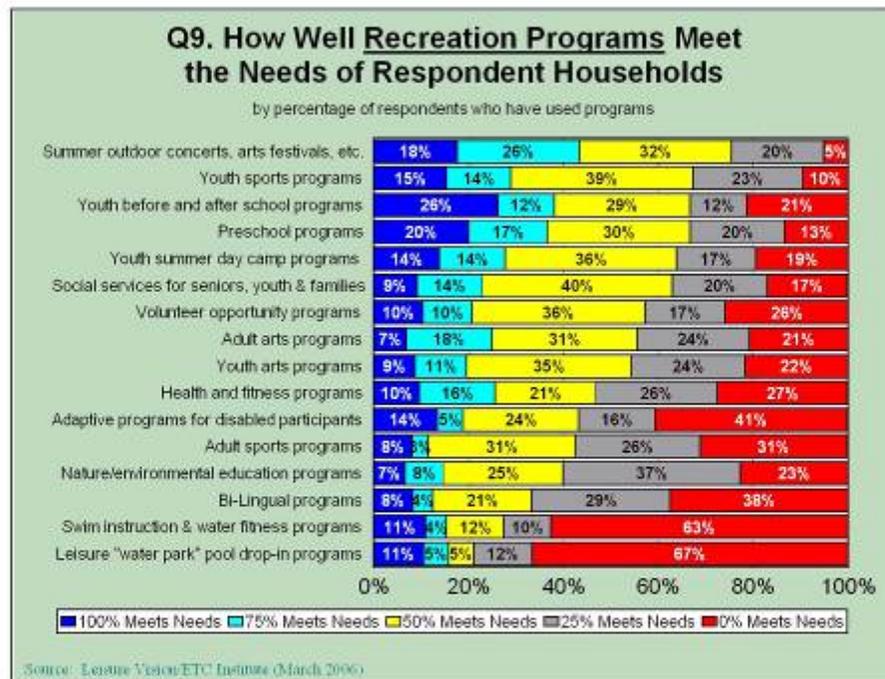
From the list of 16 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in the City of Burien that have a need for various programs, based on 13,509 households in the City.



## How Well Recreation Programs Meet Needs

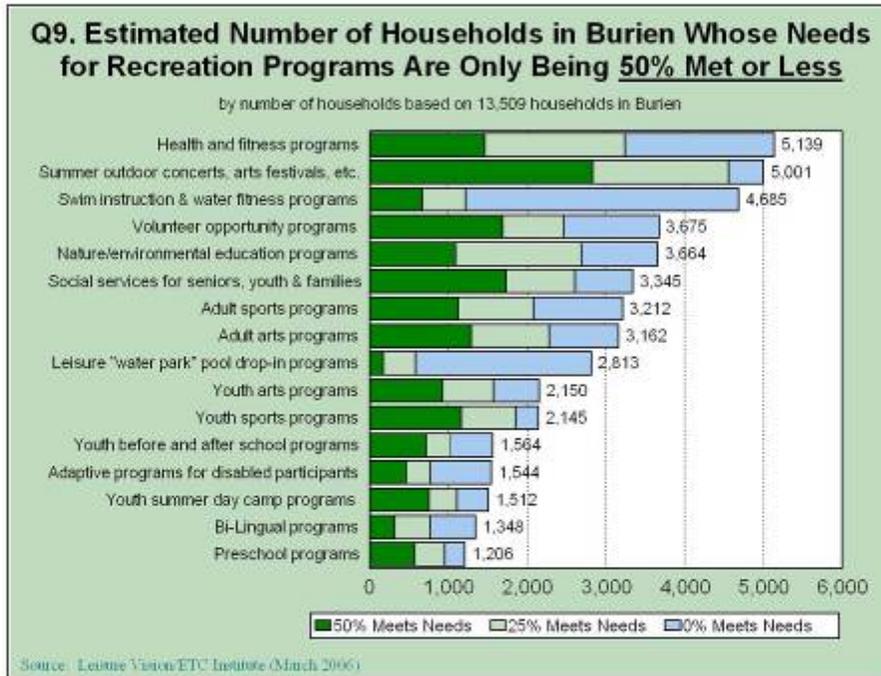
From the list of 16 recreation programs, respondent households that have a need for programs were asked to indicate how well those programs meet their needs. The following summarizes key findings:

- For all 16 programs, less than 30% of respondents indicated the program 100% meets the needs of their household.



***Burien Households with Their Program Needs Being 50% Met or Less***

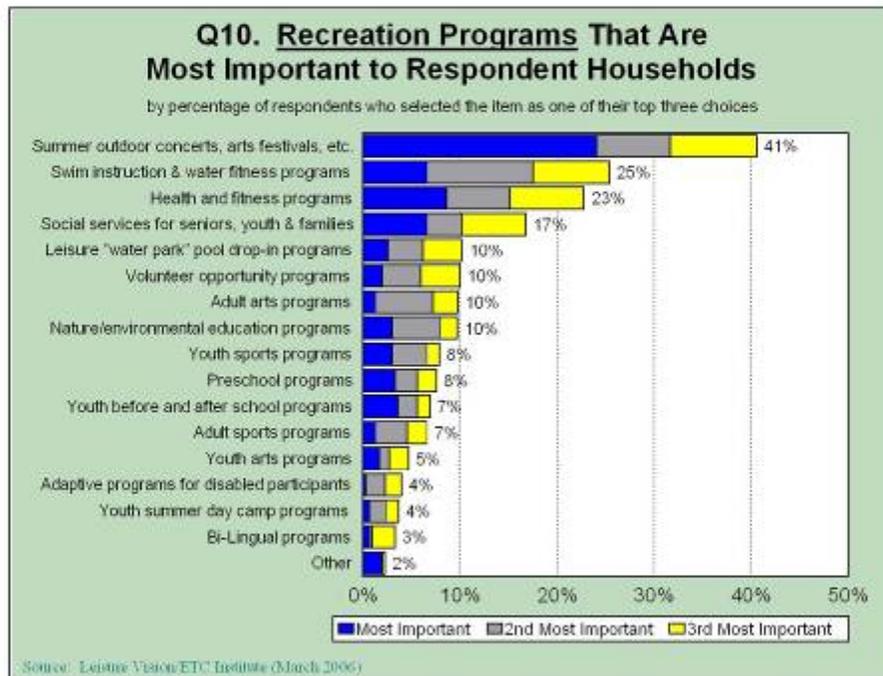
From the list of 16 recreation programs, respondent households that have a need for programs were asked to indicate how well those programs meet their needs. The graph below shows the estimated number of households in the City of Burien whose needs for programs are only being 50% met or less, based on 13,509 households in the City.



### ***Most Important Recreation Programs***

From the list of 16 recreation programs, respondents were asked to select the three that are most important to them and members of their household. The following summarizes key findings:

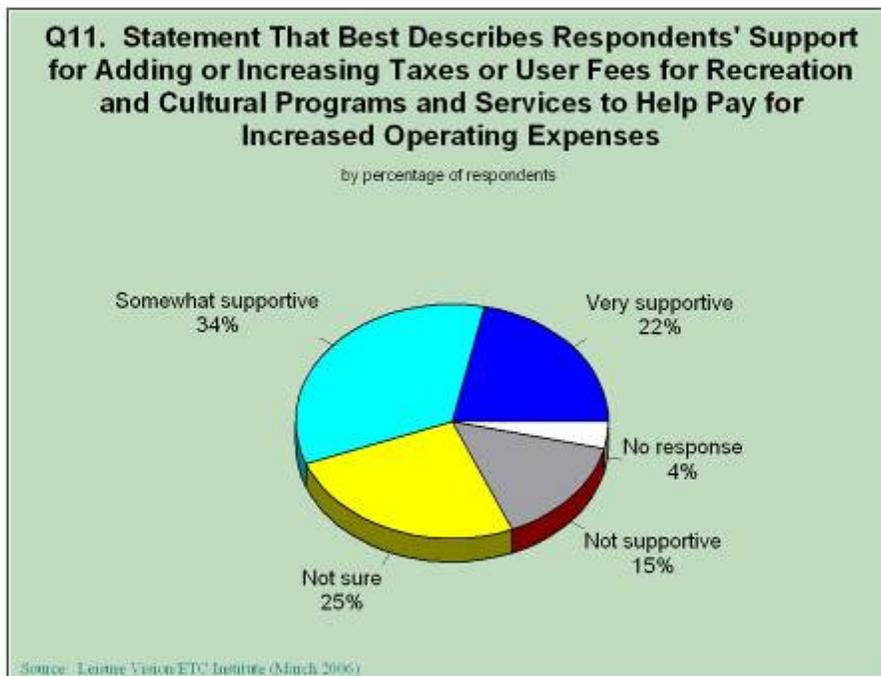
- **Summer outdoor concerts, arts festivals, etc. (41%) had the highest percentage of respondents select it as one of the three most important programs.** There are two other programs that over 20% of respondents selected as one of the three most important, including: swim instruction and water fitness programs (25%) and health and fitness programs (23%). It should also be noted that summer outdoor concerts, arts festivals, etc. had the highest percentage of respondents select it as their first choice as the most important program.



### ***Level of Support for Increased Taxes or User Fees for Programs and Services***

Respondents were asked to indicate their level of support for adding or increasing taxes or user fees for the recreation and cultural programs and services they use to help pay for increased operating expenses. The following summarizes key findings:

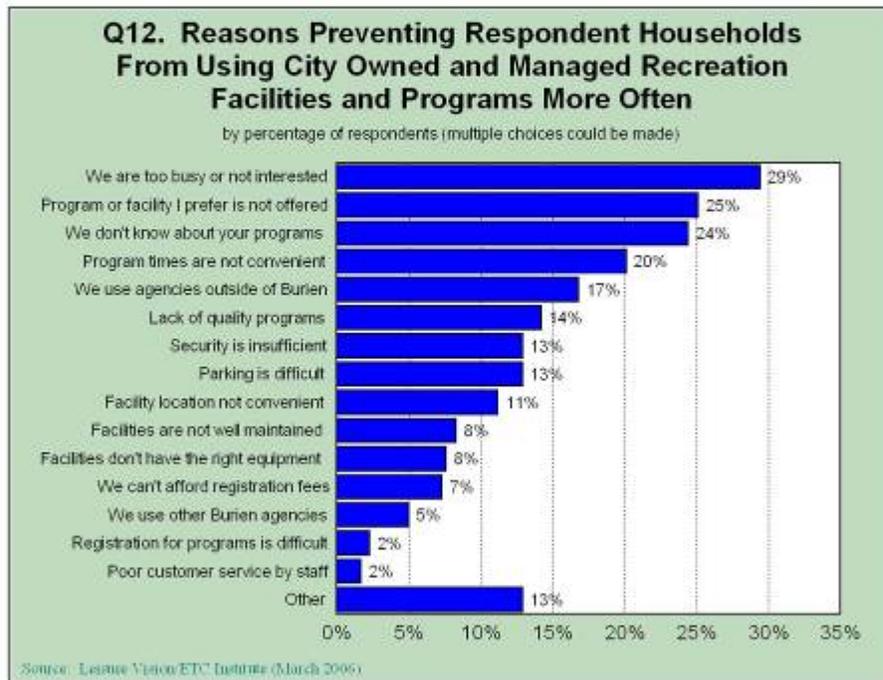
- **Fifty-six percent (56%) of respondents indicated being either very supportive (22%) or somewhat supportive (34%) of paying increased taxes or user fees.** An additional 15% of respondents are not supportive, 25% indicated “not sure”, and 4% did not provide a response.



### *Reasons Preventing the Use of Facilities and Programs More Often*

From a list of 15 reasons, respondents were asked to select all of the ones that prevent them and members of their household from using City owned and managed recreation facilities and programs more often. The following summarizes key findings:

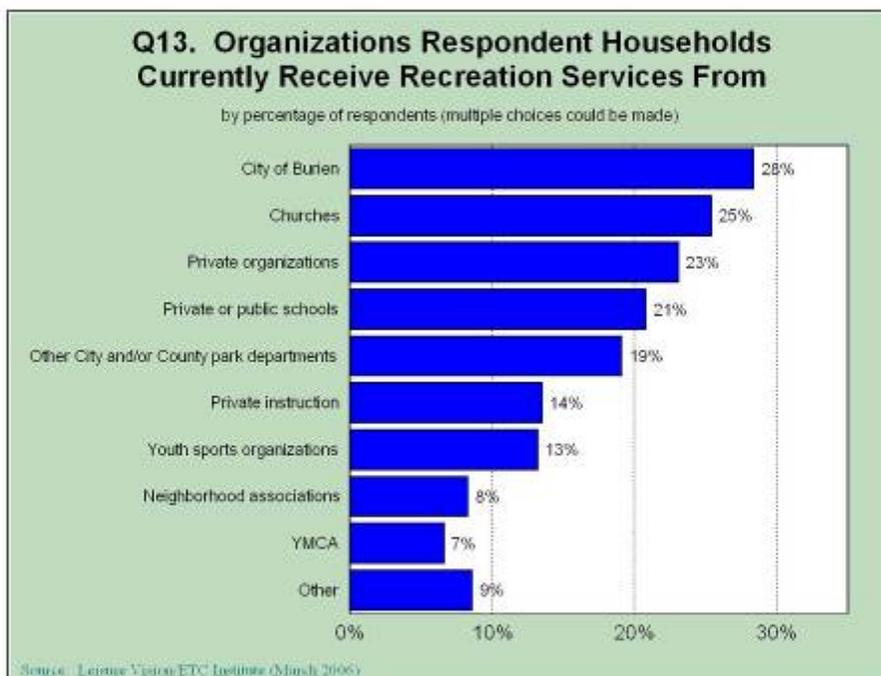
- **“We are too busy or not interested” (29%) is the reason preventing the highest percentage of respondent households from using City owned and managed recreation facilities and programs more often.** The other most frequently mentioned reasons preventing respondents from using facilities and programs more often include: “program or facility I prefer is not offered” (25%), “we don’t know about your programs” (24%) and “program times are not convenient” (20%).



### ***Organizations Respondents Currently Receive Recreation Services From***

From a list of nine options, respondent households were asked to select all of the organizations they currently receive recreation services from. The following summarizes key findings:

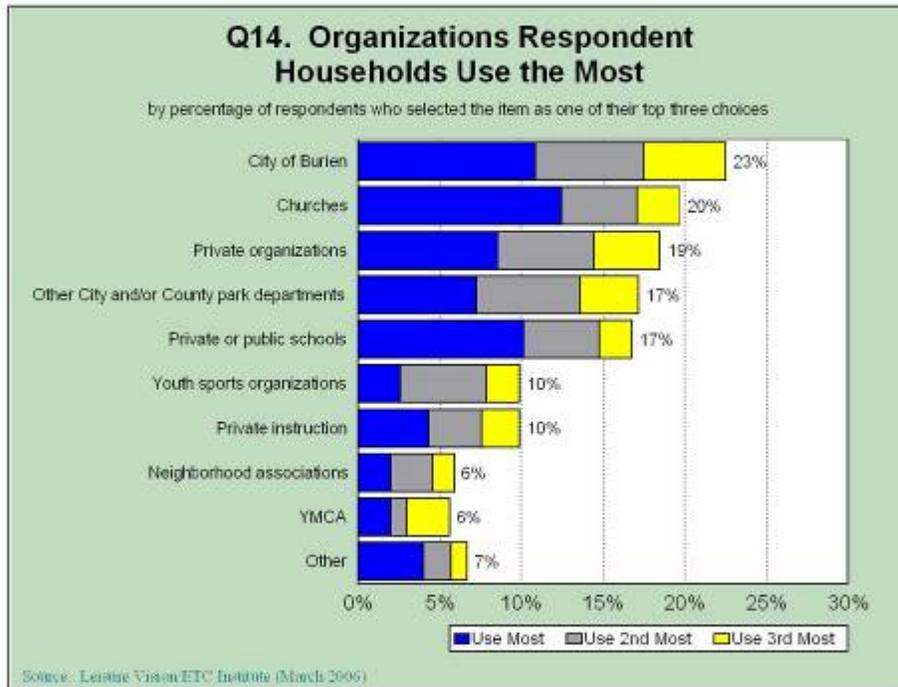
- **The City of Burien (28%) is the organization that the highest percentage of respondent households receive recreation services from.** There are three other organizations that over 20% of respondent households receive services from, including: churches (25%), private organizations (23%), and private or public schools (21%).



### Organizations Used the Most

From the list of nine options, respondent households were asked to select the three organizations they use the most. The following summarizes key findings:

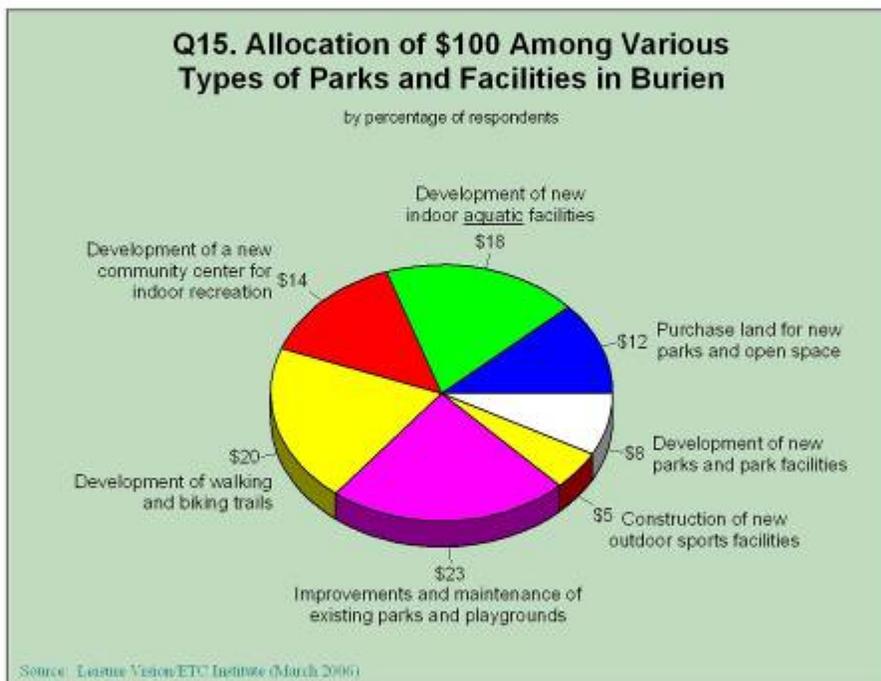
- The City of Burien (23%) had the highest percentage of respondents select it as one of the three organizations they use the most.** Other organizations that the highest percentage of respondents selected as one of the three they use most include: churches (20%) private organizations (19%), other City and/or County park departments (17%) and private or public schools (17%).



### *Allocation of \$100 Among Various Types of Parks and Facilities*

Respondents were asked to indicate how they would allocate \$100 among seven types of Burien parks and facilities. The following summarizes key findings:

- **Respondents indicated they would allocate \$23 out of every \$100 to the improvement and maintenance of existing parks and playgrounds.** The remaining \$77 were allocated as follows: development of walking and biking trails (\$20), development of new indoor aquatic facilities (\$18), development of a new community center for indoor recreation (\$14), purchase land for new parks and open space (\$12), development of new parks and park facilities (\$8), and construction of new outdoor sports facilities (\$5).



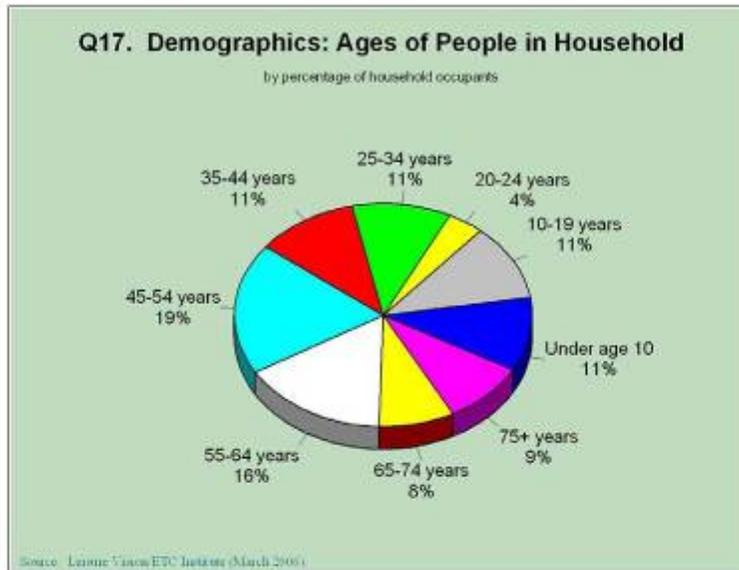
### ***Level of Satisfaction Received from the Burien Parks, Recreation and Cultural Services Department***

Respondents were asked to indicate their level of satisfaction with the overall value their household receives from the City of Burien Parks, Recreation and Cultural Services Department. The following summarizes key findings:

- **Forty-four percent (44%) of respondents indicated being either very satisfied (12%) or somewhat satisfied (32%) with the overall value their household receives from the City of Burien Parks, Recreation and Cultural Services Department.** In addition, only 12% of respondents indicated being either very dissatisfied (4%) or somewhat dissatisfied (8%) with the overall value received. An additional 30% of respondents indicated “neutral” and 14% indicated “don’t know”.

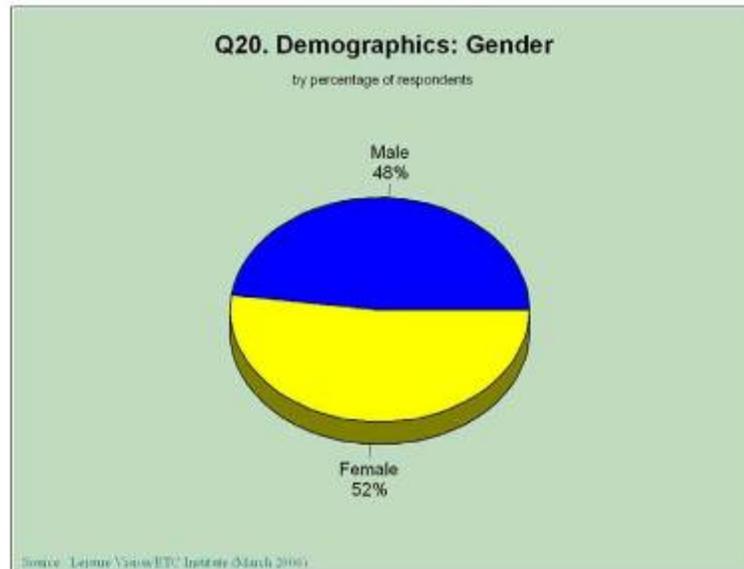
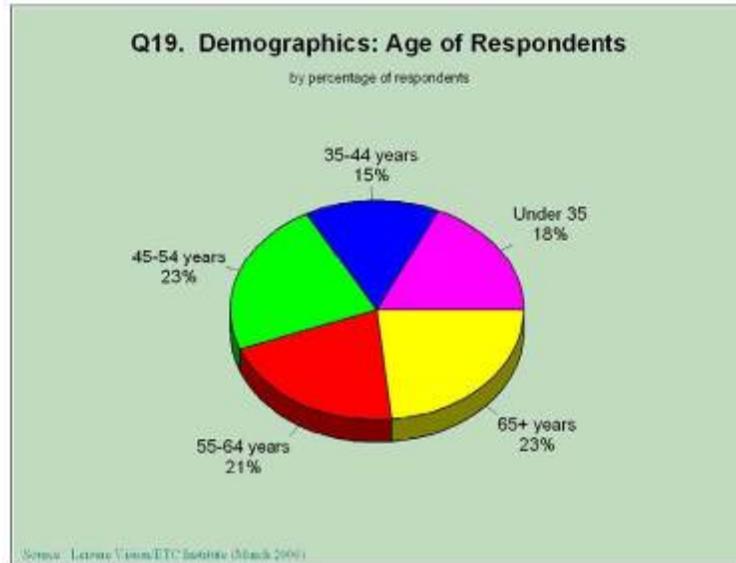


## Demographics

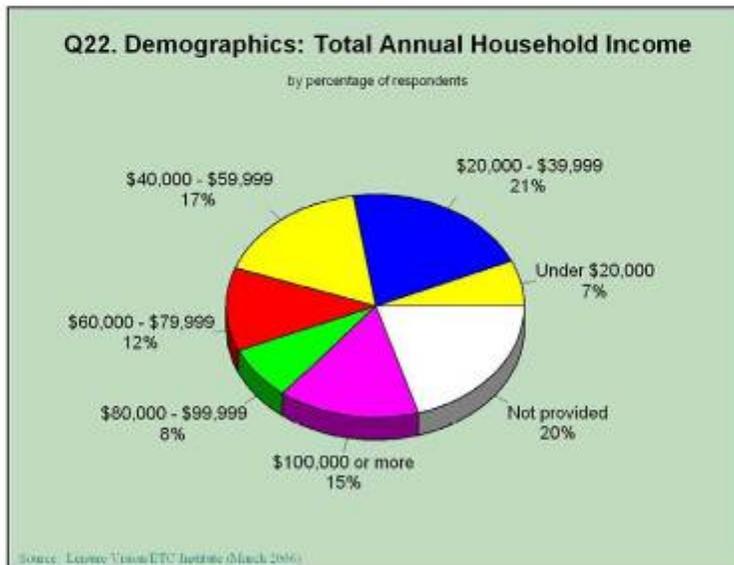
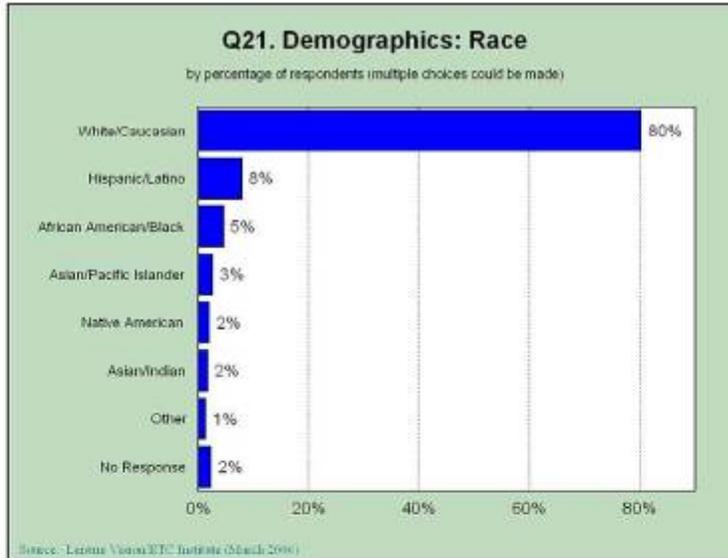


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**Demographics (Continued)**



**Demographics (Continued)**



## Appendix C - Summary of Public Comments

### City of Burien - Community Center Study Public Meetings - Summary of Consolidated Comments

Citizens, Program Participants, Stakeholders, Tenants of the current Burien Community Recreation Center, Neighborhood Representatives, Neighbors, Business Owners, Medical Center, School District, YMCA, Elected Officials, Advisory Boards, Project Planning Committee Members, Latino Community Outreach

Additional comments were collected through the on-line survey in English and Spanish, as well as through emails and comment forms. The entire list of comments follows this summary.

**Based on the frequency of given comments, these are the significant themes and the most frequently raised points.**

#### 1) What are the key issues in the Burien community in relation to Parks and Recreation and the Community Recreation Center Master Plan?

- Continuation of the programs that are already offered here
- Drop-in facility
- Multi-generation and intergenerational opportunities - definition of seniors is changing as we live longer
- Changing demographics - diverse population
- More communication between the different groups - it doesn't all have to be at the Community Recreation Center
- Environmentally conscious
- Community minded town - people want to have a say so - they really care
- Temporary accommodations for while the building will be built
- Tough choices about what currently is in the community but we may not be able to fit there - but identify that they are important to the City and will be addressed in the future
- Try to identify the costs of programs to provide
- Emergency preparedness
- Be efficient and don't go overboard
- Provide adequate parking
- Safe environment; prevention
- Skatepark is the only thing for teens
- Plan to sustain the facility; operations and maintenance as well as renovations; programs won't sustain it, need a business plan versus a drain or community service
- Access to programs in re: language
- Affordability - scholarships - time/dollars, "Work-recreation"
- Transportation
- Economic development in Burien has increased a lot
- Community Service and volunteer opportunities
- Obesity - weight and fitness equipment would be great; private clubs cost too much

## 2) What recreation programs or activities do you feel the City should offer?

- Drop-in exercise, cardio and free weights etc.
- Afterschool programs
- Life guard and first aid training
- Clay, painting and drawing
- Daycare
- Senior lunch program (currently have a 5 day a week program)
- Adults programs taught in diverse languages and a bilingual instructor to speak English to the kids, and Spanish or Vietnamese (the second largest language and ethnicity)
- Hang out room, music and videos, x-box
- Lock-ins and other late night teen programs
- Cooking classes - cultural night and teen survival skills to cook with vegetables, share ethnic cooking culture
- Multi-generational taught programs; nursing homes with kids
- Extension programs
- Reading and literacy - ELL/ESL
- Homework and computer technology
- Massage therapy, footcare, personal training - private area
- Aerobics, yoga, weight, conditioning
- Swimming
- Burien Little Theatre
- Special population programs
- What interests community
- Arts education and complimentary programs, music, dance, theater classes, ballet folklórico\*, pottery, singing
- More cultural programs
- 1<sup>st</sup>-time mother support group
- Intergenerational programs would be very effective – ties in with the community sense of Latinos
- Sports leagues - Soccer - Volleyball - Basketball - Tennis - Football
- Swimming lessons
- Gang prevention unit (like Barrios Unidos like in Yakima) - do cover graffiti
- Outdoor Recreation - Hiking - Ski trips
- Arthritis classes
- Financial literacy
- Kindergarten readiness

## 3) What are the desired facility components

- Storage
- Leisure pool - year round indoor - spraygrounds versus wadding pool
- Warm pool
- Rooms to use and rent (50-200+)
- Gymnasium and walking track, indoor playground etc...
- Community meeting spaces
- Training room for weights and cardio

- Kitchen
- Performing space

#### 4) What would make the community recreation center uniquely Burien?

- Source of pride for the community
- Keep it comfortable and North West-y; not big box; green and trees (tall and wide) - don't make the building too institutional looking - A different architecture that is new to Burien that will make a distinct statement and image - modern community architecturally - stand out architecturally - Center needs to intrigue and entice
- Form flows function then the architect will be creative aesthetically
- Cozy, intimate, and friendly - welcoming - unique and appropriate from the stand point of service
- Live, work, and play here - can do everything here - last best kept secret in the area - Hot new place to be - It's not "beer can Burien" anymore - old image - Burien is on the right path - "The new Ballard"
- Great access and good travel routes - great neighborhoods for kids - Link to residential area and the downtown - Community backyard for the apartments - linkages - shared resources - 4<sup>th</sup> is a great connection to bring the Town Square and the Community Recreation Center together
- Environmental building, green roof, rain collection, interpretive and educational signage to teach - be an example - Sustainable - Leeds certified
- Water feature/ fountains/ sprayground (recycled and environmentally functionally) - music, sculpture, play features - indoor and outdoor
- Landscaping and flowers, community garden
- Gardens on the roof, skatepark on the roof, playground on the roof
- Underground parking
- Step back design, multi-story - fit into the neighborhood
- Gray winters - so make it bright and exiting inside so people will come - natural light
- Ties to history - Retro - Colorful
- "Building a Healthier Community Together" - Image - wellness and health
- Playground adaptable - Playgrounds without boundaries (on-line) - community built
- Diversity - multi cultural - Spanish speaking staff at center
- Flags of the nations
- Security monitors; good supervision - safe spaces and watch outdoor spaces too
- Serve multi-uses, multi-generations, seniors, year round, holidays, school breaks - place for kids

## Public Meetings - Consolidated Comments

### 1) How long have you been a resident of Burien?

<u>    0    </u> <5 years	<u>    16    </u> 20+ years
<u>    5    </u> 5-9 years	<u>    2    </u> Not a city resident, but use
programs and services	<u>    0    </u> 10-19 years

Many did not answer or were not asked this question

### 2) What are the key issues in the Burien community in relation to Parks and Recreation and the Community Recreation Center Master Plan?

- Space for all programs
- Storage
- Continuation of the programs that are already offered here
- Y is building a pool so do we need one (along with all the existing pools) - why are we considering another pool?
- Performing arts use the space for 5 months of the year; others use the equipment and seating (late Sept through end of April) - rehearsals in another 5 months - movable - scheduling problems - props and sets offsite in the greenhouse and office for customer area - pay additional rent to the school district for set space - shared gym for senior lunch space and other classes - volunteer run organization -
- Others using the space has the same issues
- Senior lunch program needs a space and should stay with the Community Recreation Center space
- Performing space - how many seats in a house effects the royalty fees - dividers - community meetings to share space - optimal size is 200 (royalty breaks at 99 or 199) 90 seats (max out 4 or more performances of 12) - 250-300 mid level performance space is optimal - sharing space is fine - desires to expand into year round performing or helping others - walking distance Town Square proximity is optimal (partner with the Mark restaurant) - design issues for the facility - need a venue for other performing arts like dance and ethnic groups and musical groups
- Campus concept was a great concept - performing and visual arts complex
- Seniors hiding at night is not correct - have programs at night
- Drop-in facility for seniors - gathering space - game checkout - videos - cards - pool tables - puzzles - socialization - place to go when weather is bad/hot
- Multi-generation and intergenerational opportunities - volunteer opportunities - maximizes the use of space - multi-generational events and outings
- Pre-school (has 2 indoor spaces and 1 outdoor space/playground) - little people's toilet in the classroom - licensed requirements
- Changing demographics
- More communication between the different groups - it doesn't all have to be at the Community Recreation Center
- Environmentally conscious
- Community minded town - people want to have a say so - they really care
- Gym isn't always being used as a gym - need a gym for basketball, indoor playground etc...

- Drop-in basketball, exercise, cardio and free weights etc.... is asked for from the front desk
- Group Health pays for classes - SilverSneakers® could come here - GET
- Teen program has a room now - could share
- Temporary accommodations for while the building will be built
- Teen programs, skatepark, teen center - connect kids with the center
- Safety, security of drug users
- Diverse population - Community Recreation Center accessible to all persons who speak different languages (72 languages spoken in this school district)
- Working parent classes
- More cultural programs and areas for gatherings
- Out reach to diverse community; having someone to speak the language (Spanish) - need bilingual translators
- Family oriented areas for (free or affordable) use with kitchen - like Quincenareras
- BLT - performance venue smaller than the large theater, and bigger than the
- Fun places to play indoors, outdoor with water and play activities, bike area in cool shape
- Walking track
- Gym (and can use as an indoor playground - mom's need breaks)
- Pool (Mount Lake Terrace has an amazing wadding pool - leisure pool at bath tub temperature pool - Tukwila has a slide)
- Times for open or family swim
- Dance
- Arts - kiln and wet crafts don't competing with Moisher - Arts in the schools is going away so Community Recreation Center providing the art programs is key
- Display art in a gallery space
- Culturally applicable - programs
- Reach different groups through the schools
- Sharing space with seniors or kids is good and we should share.... get rid of territorial issues; reserve some quiet of separate space; integration among age groups is good but you are more set in you ways as we get older, sometimes too much activity is confusing, timing of use of space and zones
- Definition of seniors is changing as we live longer
- Need to not put groups in different places, teens should talk to and learn from the seniors, teens can serve lunch to seniors, a lot of seniors love seeing the "grandchildren"
- The groups should come together with facilitated activities and for specific reasons or purpose
- Reluctance to mixing age groups is fear of being knocked down, or inconsideration, or too loud of noises, or hitting a skateboarder
- Educate the respect between age groups to be careful, etc....
- We never hear that we need our own park or library.....
- Separate parking areas.....
- Programming for families, youth and seniors
- Space for them to meet (daytime children and seniors - so space for both that doesn't conflict, but co-mingle space) - teens after school and evenings
- Intergenerational programs to get age groups together - "Oaks and Acorns" philosophy
- For everyone (accessible) - free nights - parts of the building that are open and free
- Reaching out to the diverse population (age and ethnicity) - this concept is a white middle-class concept

- Para los Ninos has office spaces there - speaks the language - have those resources in a cubical scheduled at certain times
- Open seating areas
- Combined senior
- More dance variety to embrace cultural differences
- Gallery like spaces - theme for the center - that celebrates the ethnicity diversity - and music
- SEED in Southeast Seattle area in Columbia Valley- renovating the area, have a performing arts space that celebrates the diversity
- This facility is the transition starting place for the City
- Tough choices about what currently is in the community but we may not be able to fit there - but identify that they are important to the City and will be addressed in the future
- We purchased the greenhouse with the thought of expanding into this space - for all the things we want to do how much space do we really need
- Background to demonstrate the community desires
- Have you seen the Renton Pool???? The outdoor seasonal pool
- Spraygrounds and leisure pools versus wadding pools (Auburn has them)
- We don't want this facility to only do recreation, we want it to educate too, economically
- Phase or try to assist current tenants to find another space; don't want to just throw them out - Council will help and support the mission of the department and the hard choices they make
- Try to identify the costs of programs to provide
- Need an open feel for the staff's availability to the public
- Sell the concept on the combined center; financially cost effective and efficient
- Easier to do other activities with weather issues
- Current facility is better used during the day - explain how combining the previously separate facilities created cost effectiveness now (good model)
- Do both types of senior activities, traditional programs and younger senior programs - add programs - fall prevention, SilverSneakers®
- Separate entrance for seniors and slow it down
- Don't cut the trees down in Dottie Harper Park.... emphatically!!!! Deal with the security issues
- Love the old library, keep in public hands, perhaps the conference center which would help a hotel come in better, perhaps a theater there (must be revenue generating)
- Library can become the temporary staging area for the interim program venue while the construction is occurring; then separate study for what to do with the Library
- Offer services that aren't available by alternative providers; but the location of the pools don't work for me, government has the responsibility
- Provide services for those who can't pay (sliding scale)
- Technology center may compete with Kinko's, but one stop shopping of mail drop and copier
- Rock climbing not really Burien
- Shuttle between the Town Square and the Community Recreation Center and the Library
- Create volunteer opportunities with a staff member to manage
- Establish community impact
- BLT - not financially sound
- Leisure Pool with lap lanes open 24 hours
- Other pools issue is about transportation (Evergreen and Rainer pool are fine lap pools, but locker rooms are bad, and use reverse osmosis)

- What are the operating costs of generators? And the savings for emergency preparedness by combining facilities
- Need to define wellness
- Water and swimming - deep water is expensive to operate
- Blending the recreational, senior center into one facility and keep all happy
- Center and programming is reflective of the needs of the community, age, culturally and cost wise - let programs reflect the community demographics and the desires
- Therapeutic recreation and other things than sports
- Diverse learning for adults and kids - dance, acting, reading, adventure
- Keep what we're currently providing, facility needs to accommodate those and add to
- What's in the area/neighborhood, draw on adjacent and near by facilities and market
- Efficient and don't go overboard
- Adequate parking (Library and City Hall, as well as the businesses along 152<sup>nd</sup> don't have adequate parking)
- Affordable recreation, low cost offerings
- Safe environment; prevention
- Skatepark is the only thing for teens
- Program mix - connect with the diverse community and their needs too
- Family and girl things too
- New residents; transitory, changing demographics, no buy in from the community
- Luncheons and wedding receptions, meeting place
- Teens
- Multi-generational mix; create linkages versus
- Plan to sustain the facility; operations and maintenance as well as renovations; programs won't sustain it, need a business plan versus a drain or community service
- Access to programs in re: language-- the catalogs that the Community Recreation Center puts out should be bilingual!\*
- Affordability – programs are too expensive for many families, not enough scholarships\* (This was mentioned by almost everyone)
- Transportation
- Culturally-appropriate services: if you create the right environment, people will attend\*
- Latinos are very family-oriented, so programs for families should be incorporated
- Providing attractive services that catch the attention of the adolescents can lead to decreased gang, etc, activity\*
- If we could focus on having kids more focused on arts/culture, there would be fewer problems with education\*
- Arts are last on the list (in schools) and programs are often cut
- Getting people that are trained/prepared in what they are teaching
- Child care is always an issue\*
- The problem is that the city is thinking about what they (the City) can do, not what WE (the Latino Community) can do – the programs and events are at the Anglo level
- Latinos have lots of resources that are not necessarily monetary – use their knowledge/passions/desire to share their culture and create community to create programming
- Kids shouldn't be home after 3 alone with nothing to do
- Latino population is growing
- People are coming from a variety of educational and economic levels/social positions: there are doctors, lawyers, rich, and poor

- Many of the Latino immigrants come from pueblos and their concept of community is quite different from the mainstream American concept of community
- To them, community means helping one another, they want to offer that which they have culturally
- Making decisions as a group is the norm
- Economic development in Burien has increased a lot – Latinos have contributed significantly to that economic development, but their needs are being ignored
- The approach needs to be more about what the Latino community has to offer, not what is lacking (asset-based approach)
- The City has not integrated ANYTHING that refers to Latina art or culture – not physically, visually, etc.
- 2/3 of the church goers commute to service.... 1/3 Burien residents
- Long term plan to build a new sanctuary on the front of the fellowship hall
- Security issues of kids doing break ins and vandalism - this part of town - think the church is part of the public park - cars - drugs, alcohol, etc...
- Increasing the traffic will impact the negatives to the church...
- Skatepark and Dottie Harper is supposed to be closed at dusk.... but is not
- Foster High School in Tukwila - new high school in a bad area with no problems.... Foster Pool next to it has had some problems....
- May need to help with improvements with the church grounds to alleviate or mitigate security issues - use CPTED
- Access and parking may provide and opportunity for a cooperative relationship between the church and the Community Recreation Center
- Employee parking with gated area and re-locate the parsonage.....or move the pastor out of the parsonage and put in a security person to live there.....
- What about the other houses around the property as opportunities to sell at fair market value?
- Need good agreements in place
- Prefer skatepark not on the site
- Emergency room over crowding (average of 4 hour wait) - 2+ hours at this facility; relieve the pressure on ER
  - Urgent care clinic on Medical campus sites
  - Satellite clinic
- Wellness preventative focus
  - Health screenings
  - Lifestyle assessment
  - Risk factors
  - Diet and Nutritional assessments
  - Fat assessments
  - Clinic relationships
  - Healthy cooking
- Plain Tree Care - patient centered care
  - Alternative medicine
  - Aromatherapy
  - Reike
  - Acupuncture
  - De-mystify health care
  - Library of information

- Skateboarder's wearing helmets
- Community Service and volunteer opportunities
- How to get involved
- Pamphlets/Catalogue in Spanish
- Affordability - scholarships - Time/Dollars, "Work-recreation"
- Transportation - wait a long time for busses
- City-wide recycling program; recycling in the building
- Not a lot of advertisement on programs
  - Flyers at schools and direct mailed
  - Media - local Spanish TV channel and radio station
- These programs and having things for kids to do ARE gang prevention
- Movie Theater
- Art Gallery in Burien
- Open doors program to get to know your neighbors
- Got to get these people moving
- Don't meet the needs of children's fitness
- Y may meet some of the need
- Keep kids in safe places until parents are home - 3-5pm
- Afterschool programs - for grades 4-8
- Schools try to run after schools programming with 21<sup>st</sup> century grants in Seatac and Evergreen because it's higher need for the district
- "New futures" program at 2-3 apartment complexes - Vintage and Arbor Heights
- Place for siblings to go in different grade levels and schools
- ESL (ELL) programs with Highline or South Seattle Community Colleges in 16 schools with child care and tutoring - use the Community Recreation Center as another site with a wrap around services (food)
- Obesity - weight and fitness equipment would be great; private clubs cost too much

**3) On a scale of 1 to 5, how would you rate the quality of customer service provided by the department? Please elaborate. (1 = Poor - 5 = Excellent) 20 respondents.**

1 = 0 marks      2 = 0 marks      3 = 3 marks      4 = 10 marks      5 = 7 marks

Many did not answer or were not asked this question

- Staff does great with what they have; based on the limitations of the space; there are opportunities with more space; need more programs and services
- Staff is helpful and customer service is great; but need to be well staff
- Brochure has a good variety and community information which is helpful
- Convenience of pay on line or by phone
- Nothing negative - summer programs are great
- Like on-line registration
- Limited by the facility and funds, staff does the best they can with what they have, classes often cancelled, need more classes, instructors only ok, need diverse programs and to get ahead or can't do all, people don't join or participate like they use too, parks department as a whole is a 5 due to acquisitions and maintenance of parks

**4) What recreation programs or activities do you feel the City should offer?**

- Afterschool program with internet access (like library - monitored games, etc.)

- Priority - 12-18 year olds..... invited into Teen Council and mentored - latch key kids - the Purple Door (3-6pm, Fri/Sat night programs - in the falls)
- Van picks up kids from Sylvester
- Is this a babysitting service? Perhaps but the goal is to fulfill the needs of the community
- Ability to pay -
- Fine arts displaying in lobby
- Art production space - pottery and glass blowing -
- WiFi hot spot - online ticket sales
- Families to do different things at the same time - come together to do something and do things separately
- Outdoor space, Community Garden - pea patch
- Computers
- Life guard and first aid training
- Clay, painting and drawing
- Daycare
- Art shows and display (juried or not) - incorporate kid art into the design - tiles
- Senior lunch program (currently have a 5 day a week program)
- Clothing bank - PTA supported in the past
- Adults programs taught in diverse languages and a bilingual instructor to speak English to the kids, and Spanish or Vietnamese (the second largest language and ethnicity)
- Hang out room, music and videos, x-box
- Outdoor basketball
- Lego's, puzzles, board games
- Lock-ins and other late night teen programs
- Cooking classes - cultural night and teen survival skills to cook with vegetables, share ethnic cooking culture
- Garden and cooking combined
- Multi-generational taught programs; nursing homes with kids
- Extension programs
- Reading and literacy
- Homework and technology room, video conferencing, computer classes (library and schools have computer lab as well as homework help)
- Stage (schools have a little stage) but site based management dictates this issue
- Amphitheater, fountain, plaza (planned in new Town Square Park)
- Massage therapy, footcare, personal training - private area
- Gardening
- Free night
- Yoga
- Lap swimming - 24 hours
- Staging areas, senior friendly chairs higher with arms while they wait
- Make it clear that seniors get first choice but adults can sign up for "senior" programs
- Phased and optimal program (50,000 sq. ft.)
- Phasing is costly, not for that, bring us something that doesn't cost too much, primarily recreational in nature, later is the cultural arts facility, need a separate facility for the social services

- Community meeting spaces - is this a conference type facility - I see it at the City Hall and Library project (one space at the library, one at the council chambers), perhaps the old library, don't want a fitness and gymnastics center (or traditional recreation only)
- Create a temporary library plan to help with those displaced from our Community Recreation Center plan
- Training room for weights and cardio
- Aerobics, yoga, weight, conditioning
- Dance
- Swimming
- Burien Little Theatre
- Multi=generational, particularly seniors (and welcoming to seniors - senior friendly)
- Young mothers and kids, day care or drop-in child care
- County services like meal on wheels
- Special population programs
- What interests community
- Gym and running track
- Arts education and complimentary programs, music
- Year round theater classes
- Multi-purpose room with a stage for - less formal
- Home for BLT
  - What about the Vic Des Moines Fieldhouse
  - Youngstown in .....
- Computers - hardware refurbishing, building a website
- Space for kids and common space
- Don't compromise on spaces so they really don't meet the needs of the users; use the "Parking Lot"
- Rotating space for communities agencies to use - for traveling information
- Kitchen - currently the City doesn't cook, and they contract with Senior Services of Seattle King County and not staffed by the City - do a caterer's kitchen
- Building connect to the outside and is accessible to the public
- Burien has waitlists for the summer camp program but not for other programs
- People ask for an open gym space for drop-in activities
- Curves (or something similar for physical activity)
- Ballet folklórico\*
- We need a lake, or pool, or water park – gathering place *inside* Burien
- Movie theater: even if it is just small – would give jobs to local kids, too
- Community Recreation Center with resources for Latinos: modeled after El Centro de la Raza, Casa Latina, perhaps-- OR, a multicultural center not just for Latinos
- Sports, cultural (dance, art, etc) stuff
- More cultural programs, like dance, for adults
- 1<sup>st</sup>-time mother support group
- Art classes – for adults and/or youth – like pottery! – the ones the exist are too expensive
- Spanish senior groups – in Mexico, senior groups go out
- Community Resource Center (there's one in West Seattle)
- Where people can get resources at some central place
- Tennis courts

- Intergenerational programs would be very effective – ties in with the community sense of Latinos
- Latino Community Recreation Center that would act as a hub for agencies that serve Latinos\* (like the Latino Center, PLN, etc.)
- Community events at the City level *targeted to* Latinos\*: eg, festivals
- More cultural awareness events\
- More after-school programs – if they exist, they are not well-advertised
- After-school programming for adolescents\*
- There needs to be more opportunities for kids in transition between elementary and middle school and middle and high school
- Sports leagues
- Evening events at the Community Recreation Center – Burien lacks a nightlife and could benefit from cultural events in the evening (like theater, etc.)
- Swimming pool
- Coffee or snack
- Gymnasium
- Sports leagues - Soccer - Volleyball - Basketball - Tennis - Football
- Gymnasium
- Fitness and cardiovascular equipment
- Swimming lessons
- Leisure pool - year round indoor
- After school programs for middle school and high school; educational, enriching, active versus just day care
- Day care
- Other programs for middle school
- Music lessons
- Singing lessons
- Cultural dance - Folkloric
- Art workshops and space in the center
- Rooms to use and rent (50-200+)
- Stage and sound equipment
- Computer lab
- Ethnic cultural center or multi-cultural room
- Gang prevention unit (like Barrios Unidos like in Yakima) - do cover graffiti
- More clean up days; monitors or supervision of the parks (to keep clean)
- Latino families eat together, watch TV,
- Community gatherings, celebrations and special events around holidays Day of the Dead, Posadas (9 days of partying before Christmas), Cinco de Mayo, 16<sup>th</sup> of September (Mexico's Independence Day),
- Cesar Chavez, Martin Luther King statues and learning opportunities of Icons
- Theater screening room
- Movies in the Park
- Homework help - tutoring
- ESL help
- Rock climbing
- Teenagers fitness

- Women's fitness
- Tai Chi
- Outdoor Recreation
- Hiking
- Ski trips
- Warm pool
- Arthritis classes
- Kids fitness room
- Financial literacy
- Kindergarten readiness
- ELL/ESL
- Fields (soccer and multiuse) - need more venues for this in middle school
- Gyms
- Uses Evergreen and Mount Rainier pools serve the schools -
- YMCA pool will be a fun recreational pool
- Need a pool to serve competitive swimming and diving - short course ok..... ASB approved sports have transportation provided
- Play areas and big toys (at Dottie Harper)
- Sunnydale School (with stage) and Moisher Arts (good location for big toys and fields)
- Teen dances with a sound system in the gym
- Cooking
- Arts
- Support kitchen

**5) Who are the key partners and stakeholders we need to speak with to create the best possible Community Recreation Center Master Plan for the City?**

- Teens
- Non-profits
- Private dance studios and other private arts - GET
- Drop-in exercisers and basketball players
- Outreach to the diversity in the community - Latino, etc.... (subsidize the staff to learn other languages)
- Daycare providers
- Youth sports groups
- Hospital
- School district Highline School District - to move some things to Sunnydale facility, etc...
- Neighbors
- Churches
- Private business that support children (Discovery Lab, Tutoring Centers)
- Community College
- Discover Burien
- Design Center at Seahurst
- Teen Council
- Social services agency
- Non-profit partners
- Police Departments

- Apartment and Property Managers
- Business Community
- Service Clubs

**6) What would make the community recreation center uniquely Burien?**

- Water feature (recycled and environmentally functionally) - music, sculpture, play features - indoor and outdoor
- Gardens on the roof,
- Underground parking
- Step back design, multi-story
- Fit into the neighborhood
- Skatepark on the roof, playground on the roof
- Keep it comfortable and North West-y; not big box; green and trees (tall and wide)
- Cozy, intimate, and friendly
- Card key system so the keys don't get lost
- Diverse people
- Live, work, and play here - can do everything here - a lot of things to do here within the city and a 5-10 minute drive
- Great access and good travel routes
- Last best kept secret in the area
- Great neighborhoods for kids
- Welcoming
- Great community and neighborhood feeling, block parties, and late night watch
- New condos are really expensive
- Environmental building, green roof, rain collection, interpretive and educational signage to teach - be an example
- Unique and appropriate from the stand point of service
- A different architecture that is new to Burien that will make a distinct statement and image
- Form flows function then the architect will be creative aesthetically
- Gray winters - so make it bright and exiting inside so people will come
- Leeds certified
- Walking track
- Community backyard for the apartments
- Center needs to intrigue and entice
- Source of pride for the community
- 4<sup>th</sup> is a great connection to bring the Town Square and the Community Recreation Center together
- Ties to history
- Sustainably built
- Modern community architecturally
- Retro
- Stand out architecturally
- LEEDS platinum

- Link to residential area and the downtown
- Image - wellness and health
- Pride in community
- Linkages - shared resources
- "Building a Healthier Community Together"
- CEO loves lacrosse - need fields
- It's not "beer can Burien" anymore - old image
- Burien is on the right path
- Hot new place to be
- "The new Ballard"
- Playground adaptable - Playgrounds without boundaries (on-line) - community built
- Don't make the building too institutional looking
- Diversity - multi cultural
- Colorful
- Fountains, spraygrounds, and sculpture
- Not boring, no box
- Natural light
- Flags of the nations
- Landscaping and flowers
- Community garden
- Security monitors; good supervision
- Safe spaces and watch outdoor spaces too Welcoming and responsive to multi-cultures; growing Latino populations
- Who runs the center, Spanish speaking staff at center
- Serve multi-uses, multi-generations, seniors
- Year round, holidays, school breaks - place for kids

**7) Willingness to contribute financially to capital development or operations?**

- Preschool would help facilitate the bond - keep fees at low end to get diversity - 501(c)(3)
- BLT and Arts Council- 501(c)(3)
- All willing to help a Yes Committee
- Chances of passing a bond is good
- Good volunteerism
- New 501(c)(3) organizations just getting on their feet
- Use PTA's
- Can provide volunteers
- Sponsor programs (and those in the schools)
- Give people a reason and tell them how they can help create the future - need a coordinator and a team of fundraisers and a funding package
- Grants with Microsoft for the technology lab
- Get with Highline Citizen's for Schools for how they have passed school bonds

**What are the opportunities for collaboration?**

- If you open a therapy pool the hospital will close theirs; willing to fund the capital campaign; they are losing money on theirs; 16' x 16' @ 94 degrees, saltwater
- Name the health assessment room "Highline Wellness Center @ ...."

- Group membership for the hospital staff
- Assistance with capital campaign focused on Burien
- Staff to head up the “Yes” campaign and fund raising
- Bring in Tony Hawks to promote wearing safety gear
- Special Events

**Opportunities for partnership?**

- Haven’t thought about that...
- Watch price points
- Cross market
- Healthy Cities challenges

**What recreation programs or activities do you feel the City should offer or partner with?**

- ESL
- Teens - the most underserved
- Outside school time programs
- Gym use - scheduling coordination and usage - senior sports leagues
- Swimming instruction
- Collaborative “Health and Wellness Initiative”

**School site based management issues:**

- Open to another negotiation or way to provide services and collaborate
- Afterschool programs, field use, gym use
- Control of space, maintenance, custodial care, utilities, safety, etc... partnerships
- Board and Staff are open
- Transport kids from schools to Community Recreation Center - activity busses

**8) Other locations for your needs, alternative providers and solutions?**

- Optional facilities to look at: Sunnydale school, Manhattan school, Library
- Use schools for afterschool programs
- Dottie Harper and Moisher Building updates
- Space is an issue for Burien
- Collaborative programming to reduce or limit impacts - cooperation with others
- Combine theater with parties and dances, using better technology for risers and movable

**Additional comments were collected through the on-line survey in English and Spanish, as well as through emails and comment forms.**

## Community Center Planning2 Results Overview



Date: 8/23/2007 11:08 AM PST  
Responses: Completed  
Filter: No filter applied

### 1. How long have you been a resident of Burien?

less than 5 years		9	20%
5-9 years		6	13%
10-19 years		9	20%
20+ years		18	40%
Not a city resident, but use programs and services		2	4%
Other, please specify		1	2%
<b>Total</b>		<b>45</b>	<b>100%</b>

### 2. Where do you go to recreate? What facilities do you visit? What other providers do you use?

City of Burien programs		26	59%
Private or public schools		17	39%
Churches		14	32%
Boys and Girls Club		1	2%
Youth Sports Organizations		10	23%
Private instruction (dance, martial arts, etc.)		12	27%
Private health clubs		8	18%
YMCA		10	23%
Don't use indoor facilities		1	2%
Other, please specify		18	41%

### 4. On a scale of 1 to 5, how would you rate the quality of customer service provided by the department?

Poor		0	0%
Fair		3	8%
Average		11	28%
Good		18	45%
Excellent		8	20%

**Community Center Planning2**  
Results Overview



Date: 3/23/2007 11:09 AM PST  
Responses: Completed  
Filter: No filter applied

#	Response
1	we get info by calling the rec center.
2	the highline times
3	I get information from flyers and the Internet. It would be nice to have an easier to use internet system.
4	Community center, city mailings. If web site were well designed for quick access of information, I would use it.
5	I typically find information online. The parks department could have a setup like the City of Tukwila has for their pool.
6	The parks and rec. multi-page brochures that are mailed-out are very usefull. A more robust, interactive and information driven website needs to be developed as well. The current website is ok, but a more intuitive site needs to be established.
7	I get information online only. Given the prevalence of the internet it seems reasonable that all information also be provided in this manor.
8	www
9	I receive the printer brochure via email. A cost-effective method to disseminate information is via online/Web site.
10	at the center is fine for me.
11	email. I love getting it on line.
12	Park Board and email
13	Recreation guide. E-mail is awesome. Perhaps only mail guides to those who request them or do not have e-mail.
14	online parks and recreation guide
15	Need a bulletin board
16	Quarterly booklet.
17	newsletters on computer, I am a senior provider in my employment and also a senior my self so have many leads most other senior do not have.
18	Home mailings
19	on line
20	On-line from Burien Recreation Program News
21	ommunity center
22	website
23	City newsletter, not sure.
24	Online
25	catalog sent out by department posters newspaper email bulletin, email only option
26	Brochure in the mail from city
27	From the city and parks newsletters. Yes, I love your new website and have just seen it for the first time. It's got to be way cheaper than all that postage. Citizens should be able to get their newsletters on-line if they have the know-how and the computer hookup.
28	Catalogs in the mail
29	web, newspaper and flyers
30	Parks pamphlets through the mail
	word of mouth;

31	Use mailers and internet
32	We look at both the on-line and mailer catalog for information.
33	highline times, burien parks & rec catalog
34	City of Burien Parks & Rec website, quarterly mailings. The website is where I usually look, and it needs some improvements (more intuitive navigation, for example).
35	Parks & Recreation Mailing (brochure)
36	online, email
37	email announcements
38	park flyers sent in the mail, also word of mouth
39	Online

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**Community Center Planning2**  
Results Overview



Date: 3/23/2007 11:10 AM PST  
Responses: Completes  
Filter: No filter applied

<b>6. Who are the key partners and stakeholders we need to speak with to create the best possible Community Center Master Plan for the City?</b>	
<b>#</b>	<b>Response</b>
1	Community architects, families and local business owners.
2	Children's program organizers, seniors using programs at existing center, fitness instructors, theater activists
3	unsure, possibly surrounding cities like Tukwila and SeaTac?
4	First and foremost--the citizens in general. If the funding includes a bond measure, obviously buy-in from the citizens is paramount. Also, the Highline School District needs to be included because of their potential use of the facility (e.g. swimming pool, etc). Other organizations like church groups, boys and girls club, etc.
5	The residents. Particular populations that are most likely to use the facility, such as families with children and senior citizens.
6	Coaches, professionals, honorable students, Eagle scouts, and youth club leaders.
7	I have a family member who works for REI marketing and they may be able to assist with a grant towards special park climbing features! <a href="mailto:kris@SolEvolutions.com">kris@SolEvolutions.com</a>
8	City of Tukwila has a good facility and summer programs. The Pro Club in Redmond also has the state-of-the-art facility, but would NOT expect the City provide that level of services because I wouldn't want tax payers to pay for it!
9	the people actually taking classes and participating in programs should be very important, I believe.
10	Burien Preschool Coop, Teens and Seniors
11	Highline School District, YMCA, Businesses, various age and ethnic groups.
12	Users & maintenance personnel. Adequate time should be allowed to research other centers to design an energy efficient, functional and esthetically pleasing facility.
13	Current users of facilities.
14	Not sure.
15	Highline School personell, PTA/O organizations, Senior groups
16	The Community, Parents and a Jr council for the youth and senior feed back from the seniors.
17	Schools including community college distance learning, senior center, arts center, hospital wellness input, after school family resources.
18	Youth coaches and admin
19	Senior citizens
20	Burien citizens. See what other centers are functioning in a similar way in other nearby cities - what are the benefits and the challenges?
21	seniors, students
22	city council, community members, folks from neighboring communities with high-functioning community centers
23	Representatives from the youth and senior community, athletes and amateur athletes, artists and would-be artists, theater people, musicians and their audience, current users of the community center.
24	Local sports teams (swim teams, etc.)
25	Parents, retired adults and kids
26	Large apartment owners, schools, churches, libraries, art/music/dance groups, businesses
27	No idea.
28	Partnerships need to exist between the Parks Department and the Seniors, Youth Groups, School District and Potential Facility Users, ie class instructors.
29	the community

**Community Center Planning2**  
Results Overview



Date: 8/23/2007 11:11 AM PST  
Responses: Completes  
Filter: No filter applied

7. What would make the community recreation center uniquely Burien?	
#	Response
1	Make it a little more edgy - reflecting Burien's increasingly hip downtown... while making it very child-friendly and welcoming. I would also love, love to have an outdoor water play area of fountains, etc. It would be beautiful to look at, listen to, and very interactive for children to play on hot summer days. There are few areas in the Highline area for this type of play. It would be great if a locally owned food eatery was within walking distance to make the area a destination for family relaxation and fun. As well, some interactive arts/athletic and climbing/hanging/sliding play area (not a typical play area but one with a little more creativity and art built in) where children can play and exercise throughout the year.
2	Murals depicting history of the area--mosquito fleet, airplanes, street cars, farms, beach. Attractive beach/water related sculpture, water feature
3	A really great pool and workout facility. Maybe a good program for teaching couples dance (swing, two-step, contra, etc.) and a nice dance floor. I'm sure a lot of people would like to use it because there is nothing of the sort near Burien.
4	I needs a pool. Keep in mind that there are THREE (3) seasonal swim clubs in the greater burien area that are open from May-Sept. Because of that, there are many individuals that participate in club swim team and other aquatic activities. A pool is a must if a community center is going to be done right. Think 50 meter, adjustable bulkhead and a rec. pool.
5	-Possible 20 hour availability for workouts and study -Duty section rotation where coaches can oversee and be engaged as required -Possible installation of discreet surveillance system in order to help us isolate cases for concerning -Access / activity stations with nearby sister parks e.g. BCC, Lake Burien, Eagle's Landing, Seahurst for fitness & sports, wildlife & oceanography studies
6	Contract with local businesses to help provide off-site services, if necessary.
7	Using wildly in appropriate fixtures would make it fit in perfectly. The "antique" styled streetlights chosen for the 1950's downtown area are a constant embarrassment.
8	Highlight the view of Mt. Rainier, the trees of Dottie Harper, Show case the native plants of your area.
9	??
10	Use art from local artists (including local school students) to celebrate our diversity.
11	Color themes
12	Develop a walking/bike path or designated route for such from the center to the water such as Seahurst Beach.
13	Using talent from the people in Burien.
14	Services should be universal not unique to the community. Access, architecture, art will make it unique. Aquatic center would be fabulous.
15	Ballroom Dance Floor and stage for band
16	Find out what the various ethnic groups living in Burien want and need from a community recreation center.
17	a GOOD swimming pool
18	Being located in Burien!
19	Having some really fun programs like you already have that involve all kinds of people. Have some programs that will encourage interaction between the various ethnic groups in the community. Have senior/kid programs. Have a strong program for improving the health of the citizens of Burien...diet, exercise programs.
20	Not sure
21	I would prefer to see more recreation related to physical activities/exercise out in the community where people live and the center itself more closely tied to the arts with an auditorium/stage similar to the one we have now for drama/music/dance and public meetings. A kitchen for cooking classes and cabaret would be good.
22	No idea. It's not necessary.
23	The center is uniquely Burien by being here and located in Burien. The offerings will save people time and money for transportation costs.
24	using the puget sound and natural surroundings for recreation and teaching. Use our local natural settings as a theme for the

	architecture, ie, open wood beams, fountains/water, large glass windows, natural colors & decor. A "green building"
25	healthy activities and education for children
26	Free Indoor playground for Toddlers only.

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**Community Center Planning2**  
Results Overview



Date: 8/23/2007 11:11 AM PST  
Responses: Completes  
Filter: No filter applied

#	Response
<b>8. What recreation programs or activities do you feel the City should offer?</b>	
1	we need a playground and outdoor wading pool similar to hiawatha or lincoln park, with restroom near.
2	a covered basketball court with lighting. A better theatre facility. A good dance floor with stage for senior and community dances.
3	It would be great to have exercise/activities for children that coincide with adult exercise. That way a parent could become more active while enriching the lives of their children. (versus dull childcare, etc.) There is not enough of that in this area.
4	Fitness programs for range of ages, including "Enhanced fitness". Beach programs for children. Latino programs. Health educ., civic awareness, arts programs. Internet access for seniors with security. Technology/computer classes. Lunches for seniors. Volunteer opportunities in parks. Lap pool?
5	Other than a good pool, possibly some workout programs that occur in the evening. Couples dance classes, yoga, aerobic and weight lifting. Then, good after school programs for kids maybe
6	More activities for young children. Open gym time is great, but Burien doesn't offer much in that regard. Adult oriented sports, softball, flag football, etc.
7	I think a recreation style pool would be a great benefit for the city of Burien. Also work out facilities and meeting space. Also a new theater space.
8	-Wilderness survival, safety and conservative commodity, environmental sciences, gardening, model design, pottery -Isometrics / calisthenics personal fitness coaching -Climbing, cycling, skate -Traditional team sports offerings (selective dependent on facility) and other sports e.g. frisbee, badminton, ping pong -Possible engagements w/ local boy / girl scout troops / youth groups
9	First and foremost, security. Second, parking garage/space to accommodate the facility.  Transportation to and from the facility for seniors living in within the City. (You might already have this covered, but I haven't researched)  In addition to the items listed on the Website, I would like to have a Summer Day Camp offering that is comparable to the City of Tukwila. The Summer Day camp amenities that made a difference to me included: 1. Transportation between facility and pool (won't be required, if the Day Camp facility and the pool are within the same complex). 2. No extra charge for early drop off or late pick up outside of the normal 9 - 3 schedule. 3. Nutritious meals and snacks are included.  I concur with the list that is already on the Web site with a few modifications/additions: CONVERTABLE (inside/outside) recreation Pool with waterslide and play features Sauna/Whirlpool Pool deck shower/inse off area (this is important for families with young children who have multiple children and who are not comfortable having their < 6 year old child go to the shower alone, especially, if all they need to do is rinse off. Therapeutic Pool Indoor Walking / Jogging Track Locker Rooms and Family Changing Rooms Juice Bar / Deli
10	More yoga choices would be nice. Later classes so we could come after work would be a plus for me.
11	Community input to the consultants and there analysis/report to set final discussion and approval of a master plan.
12	The city is doing a good job of offering a variety of programs for all ages.
13	more activities for children under 3.
14	Tennis. Instrumental music (band).
15	Learning opportunities, speakers, Kent Senior Center would be a good model to draw from.
16	more senior activities
17	Senior wellness including exercise activity and diet. After school activities for all age students including teens. Arts and Dance including media and theatre arts.

18	Football
19	Weekly ballroom dances
20	Fitness programs for all ages, exercise equipment, yoga and chi gong classes, water aerobics, sauna, badminton court.
21	swimming
22	pool, gym, greater number of exercise classes
23	Swimming, pilates, walking clubs, organized hikes to the mountains, senior activities for seniors who think they aren't old, summer camps for kids like basketball, soccer, etc.
24	I visit Colorado several times a year, and I would suggest looking at the city/county facilities there (City of Boulder, Jefferson County) which are fabulous
25	I like what you offer now-
26	More focus on physical recreation due to increasing obesity in all age levels.
27	ADULT PHYSICAL FITNESS PROGRAMS
28	The city should continue what it is doing as it has a good cross section. My family would like to see an Aquatic Center which if it has a Lazy River would have a low impact exercise station for seniors as well as a play center for everyone else. We would support this activity.
29	Open gym, cooking classes, art studios, classes in natural sciences, hands on fun for the family together, mens work shops, ie, handyman jobs, home fix it projects, classes on being a hands on dad.
30	I'd love to see more programs for toddlers (there are only a couple right now). A mini-gym drop-in program would be really nice, especially during the rainy months (many Seattle community centers offer this).
31	Yoga, martial arts for adults also, swimming
32	I have visited the Federal way community center and think having something similar would be excellent!!
33	more activities for children; children's play area
34	I think it's wonderful that we will have a community pool.
35	more programs for children & teens. But most importantly I would like to see more programs for the special need population. I have an elderly family member who loves the parks programs but unfortunately Burien doesn't offer much so she has to go to the Kent to enjoy the parks programs there. Burien only has one day a week 2 classes art & music, for special needs. Awsome instructor I must add, but it would be nice to see field trips, cooking classes, and other choices for the special needs adults.
36	Again, more activites for Toddlers... ages 1-5

Total | 40 | 100%

**10.** We would also like to be able to keep in touch with you by email for notices of future meetings and open houses. Can we add you to our list?

Yes		33	85%
No		6	15%
Total		39	100%
31 Responses			

Thank you for your feedback!



## Appendix D - Cost Recovery Pyramid Methodology

# Cost Recovery Pyramid Methodology



The creation of a cost recovery philosophy and policy is a key component to maintaining financial control, equitably pricing offerings, and identifying core programs, facilities and services for an agency.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff and ultimately of citizens. Whether or not significant changes are called for, the organization wants to be certain that it is philosophically aligned with its constituents. The development of the cost recovery philosophy and policy is built upon a very logical foundation, using the understanding of who is benefiting from the parks and recreation service to determine how that service should be paid for.

The development of the cost recovery philosophy can be broken down into the following steps:

### Step 1 - Building on Your Mission - What is Your Mission?

The entire premise for this process is to fulfill the Community mission. It is important that organizational values are reflected in the mission. Often mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission. This is accomplished by involving staff in a discussion of a variety of Filter.

### Step 2 - Understanding Filters and the Pyramid

Filters are a series of continuums covering different ways of viewing service provision. The **Primary Filters** influence the final positioning of services as they relate to each other and are summarized below. The **Benefits Filter**, however, forms the **foundation** of the **Pyramid Model** and is used in this discussion to illustrate a cost recovery philosophy and policies for parks and recreation organizations. The other filters are explained later.

Filter	Definition
<b>Benefit</b>	Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)
<b>Commitment</b>	What is the intensity of the program?
<b>Trends</b>	Is it tried and true or a fad?
<b>Obligation</b>	Is it our role to provide? (Is it legally mandated, e.g. ADA)
<b>Market</b>	What is the effect of the program in attracting customers
<b>Relative Cost to Provide</b>	What is the cost per participant?
<b>Environmental Impact</b>	What is the impact to the resource or other visitors?
<b>Political</b>	What out of our control?
<b>Who We Serve</b>	Are we targeting certain populations?



## The Benefits Filter

The principal foundation of all the filters is the **Benefits Filter**. It is shown first as a continuum and then applied to the Cost Recovery Pyramid model.

Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation program.

Programs appropriate to higher levels of the pyramid should only be offered when the preceding levels below are full enough to provide a foundation for the next level. This foundation and upward progression is intended to

represent the public parks and recreation core mission, while also reflecting the growth and maturity of an organization as it enhances its program and facility offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster's Dictionary as "an immaterial structure built on a broad supporting base and narrowing gradually to an apex." Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.



### COMMUNITY Benefit

The foundational level of the pyramid is the largest, and includes those programs, facilities and services that benefit the **COMMUNITY** as a whole. These programs, facilities and services can increase property values, provide safety, address social needs, and enhance quality of life for residents. The community (made up of residents of the State of Arizona) generally pays for these basic services and facilities through taxes. These services are offered to residents at minimal or no fee. A large percentage of the tax support of the agency would fund this level of the pyramid.

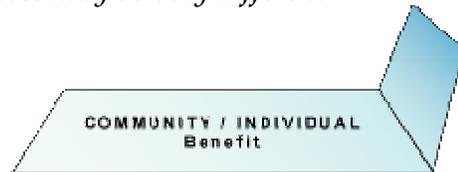


*Examples of these services could include the existence of the community parks and recreation system, the ability for youth to visit and enjoy facilities on an informal basis, development and distribution of marketing brochures, low-income or scholarship programs, park and facility planning and design, park maintenance, and research, or others.*

**NOTE:** *All examples are generic - your programs and services may be very different based on your agencies mission, demographics, goals, etc.*

### COMMUNITY / INDIVIDUAL Benefit

The second and a smaller level of the pyramid represents programs, facilities and services that promote individual physical and mental well-being, and provide recreation skill development. They are generally the more traditionally expected services and beginner instructional levels. These programs, services and facilities are typically assigned fees based on a specified percentage of direct and indirect costs. These costs are partially offset by both a tax subsidy to account for the **COMMUNITY** Benefit and participant fees to account for the **INDIVIDUAL** Benefit.



Examples of these services could include the ability of teens and adults to visit facilities on an informal basis, ranger led interpretive programs, and beginning level instructional programs and classes, etc.

### **INDIVIDUAL / COMMUNITY Benefit**

The third and even, yet smaller level of the pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of recreational skill development. This level provides more **INDIVIDUAL** Benefit and less **COMMUNITY** Benefit and should be priced to reflect this. The individual fee is higher than for programs and services that fall within the lower levels of the pyramid.



Examples of these services could include summer recreational day camp, summer sports leagues, year-round swim team, etc.

### **MOSTLY INDIVIDUAL Benefit**

The fourth and even smaller level of the pyramid represents specialized services generally for specific groups, and may have a competitive focus. In this level, programs and services may be priced to recover full cost, including all direct and indirect costs.



Examples of these services might include specialty classes, golf, and outdoor adventure programs. Examples of these facilities might include camp sites with power hook-ups.

### **HIGHLY INDIVIDUAL Benefit**

Stretching to the top, the fifth and smallest level of the pyramid represents activities that have a profit center potential, and may even fall outside of the core mission. In this level, programs and services should be priced to recover full cost plus a designated profit percentage.



Examples of these activities could include elite diving teams, golf lessons, food concessions, company picnic rentals and other facility rentals, such as for weddings, or other services.

## **Step 3 – Sorting Services**

It is critical that this sorting step be done with staff, and with governing bodies and citizens in mind. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, missions and values of the organization. It is the time to develop consensus and get everyone on the same page, the page you write together. Remember, as well, this effort must reflect the community and must align with the thinking of policy makers.

### **Sample Policy Language:**

XXX community brought together staff from across the department to sort existing programs into each level of the pyramid. This was a challenging step. It was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different staff members had to say about serving culturally and economically different parts of the community; about historic versus recreational parks; about adults versus youth versus seniors; about weddings and interpretive programs; and the list goes on. It was important to push through the “what” to

the “why” to find common ground. This is what discovering the philosophy is all about.

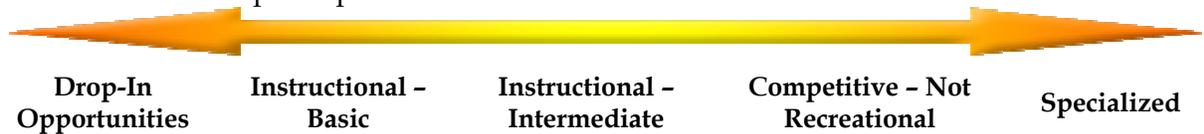
**Step 4 - Understanding the Other Filters**

Inherent in sorting programs into the pyramid model using the benefits filter is the realization that other filters come into play. This can result in decisions to place programs in other levels than might first be thought. These filters also follow a continuum form however do not necessarily follow the five levels like the benefits filter. In other words, the continuum may fall totally within the first two levels of the pyramid. These filters can aid in determining core programs versus ancillary programs. These filters represent a layering effect and should be used to make adjustments to an initial placement in the pyramid.

**THE MARKETING FILTER:** What is the effect of the program in attracting customers?



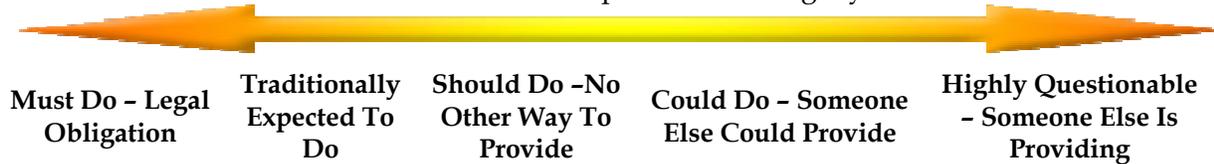
**THE COMMITMENT FILTER:** What is the intensity of the program, what is the commitment of the participant?



**THE TRENDS FILTER:** Is the program or service tried and true, or is it a fad?



**THE OBLIGATION FILTER:** Is it our role to provide? Is it legally mandated?



**THE RELATIVE COST TO PROVIDE FILTER:** what is the cost per participant?





*it may be higher, depending on your overall goals.*

*The top level may range from 0% subsidy to 50% excess revenues above all costs, or more. Or, your organization may not have any activities or services in the top level.*

### **Step 7 – Adjust Fees to Reflect Your Comprehensive Cost Recovery Philosophy**

Across the country, ranges in overall cost recovery levels can vary from less than 10% to over 100%. Your organization sets your target based on your mission, stakeholder input, funding, and/or other circumstances. This exercise may have been completed to determine present cost recovery level. Or, you may have needed to increase your cost recovery from where you are currently to meet budget targets. Sometimes just implementing the policy equitably to existing programs is enough, without a concerted effort to increase fees. Now that this information is apparent, the organization can articulate where it has been and where it is going – by pyramid level and overall, and fees can be adjusted accordingly.

### **Step 8 – Use Your Efforts to Your Advantage in the Future**

The results of this exercise may be used:

- To articulate your comprehensive cost recovery philosophy;
- To train staff at all levels as to why and how things are priced the way they are;
- To shift subsidy to where is it most appropriately needed;
- To recommend program or service cuts to meet budget subsidy targets, or show how revenues can be increased as an alternative; and,
- To justify the pricing of new programs.



*This Sample Cost Recovery Philosophy and Policy Outline is provided by:*

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## Appendix E - City of Burien Business and Financial Concept Definitions

### City of Burien Business and Financial Concept Definitions

#### Glossary of Terms and Definitions

##### **Ability to Pay:**

Ability to pay is based on an individual's financial circumstances and is not related to who benefits from the programs and services. Implementation strategies for addressing inability to pay include scholarship or fee reduction programs, grants, volunteerism opportunities or "Workreation" Dollars, or other programs and management practices.

##### **Activity Based Costing (ABC):**

Defines all costs associated with providing a service or product. It is a tool to determine what a specific service or product costs, and also what the costs are to service a given customer, including those services that are non-revenue generating.

##### **Advisory Groups:**

These groups (Boards or Committees) are created by the City Council or through agreements with other agencies to provide recommendations to the City Council pertaining to specified operational and/or planning functions. Membership includes residents of the City. These groups can be long-standing or temporary project specific advisory groups.

##### **Affiliate Groups:**

Civic, advisory councils, committees, boards or commissions, associations like Parks & Recreation Advisory Board, City Council or others that provide programs or give back to the community.

##### **Age Categories:**

Categories based on age (i.e. child, youth, adult, etc.), for the purposes of assigning user fees, into which participants and users can be classified. Categories may also include groupings, such as "family."

##### **Alternative Funding:**

Other ways to improve cost recovery in addition to fees and charges. May include grants, sponsorships, volunteer programs, etc.

##### **Attendance:**

Attendance is measuring the total number of times per week per session that a participant attends the class. It's the total number of spectators and participants in a tournament, festival or event. It's the total number of visitors or attendees at a rental function or meeting. It measures the users and non-users all in attendance.

##### **Benchmarking:**

External benchmarking is the study of a competitor's product or business practices in order to improve the performance of one's own company. The typical parks and recreation master plan may include **Survey Benchmarking**, which compares the way your community compares to other like community in survey responses, and/or **Administrative Benchmarking**, which analyzed how your agency compares to other like agencies in terms

of budget, land holdings, staffing ratios, and other administrative factors.

**Benefit:**

The degree to which programs and services positively impact the public (individual and community), or in other words, the results of the programs and services. Are the individual and community better off, worse off, or unchanged as a result of programs and services?

The National Recreation and Park Association define the benefits of Park and Recreation as:

- Socialization
- Healthy Lifestyle – life long wellness
- Economic Development and Vitality
- Environmental Stewardship

**Benefit versus Value or Intent:**

Benefit is defined as the advantage, use or outcome to a group or individual. Value is the judgment of worth or the degree of usefulness or importance placed on a service or activity by personal opinion. The intent or intention of a program is the purpose, aim or end.

**Business Plan:**

A business plan details how business will be conducted. It's a formal written planning document to communicate with members of a management team, employees, customers or financial backers, often for a specific project or bond measure. It is ideal for seeking money from outside investors or lenders or for projects of mutual interest.

In general, the plan:

- supports the vision of the overall guiding plan
- is used for marketing and funding
- describes core services
- identifies core competencies
- includes benchmarks and performance measures
- includes an operational pro-forma

A business plan is the result of thoroughly investigating your industry, your market, your product, your financial situation, and your proposed organization. A business plan outline provides an organized system for researching the feasibility of your business. In addition to providing a game plan for directing and guiding your business, a completed business plan can provide a great tool for communicating your business to potential investors and banking institutions.

**Capacity - Occupancy or Participation Rates:**

Number of available spaces. Occupancy or Participation rates are the ratio of filled spaces to available spaces. Over- and under-capacity issues can be addressed by giving residents pre-registration priority, adjustments to the price based on peak or off-peak time or a market price differential.

**Category 1 Facility Users:**

Non-profit agencies based in the Highline Community and/or those who contribute to the

parks, recreation and/or cultural services of the City of Burien.

**Category 2 Facility Users:**

Any user groups or individual that does fall into category 1 including churches.

**Concession:**

Any onsite sale of food, goods, or services including collection of event admissions by rental group by use of facility.

**Consensus:**

Consent or harmony reached among all differing opinions after discussion or deliberation and compromise, sometimes referred to as “informed consent.” It doesn’t necessarily mean 100% agreement with everything. Saying nothing is inferred to mean agreement.

**Cost Accounting:**

The process of allocating all costs associated with generating a sale or performing a service – both direct and indirect. Routinely a percentage of the business’ overhead costs are allocated to each service offered. In other words, all fixed overhead and general expenses are allocated on a basis that ignores how much effort or time is spent, or how much of the resources are associated with the product or service being provided.

**Cost Recovery:**

The degree to which the cost (indirect and/or direct) of services and programs is supported by user fees and/or other designated funding mechanism such as taxes, grants, partnerships, etc.

**Cost versus Price or Fee:**

Cost is defined as all costs associated with an activity or service. Price or fee is the amount charged to the customer for the activity or service.

**Customer Satisfaction:**

Meeting and exceeding the wants and preferences of customers. Measured by asking the customer, not by the number of visitors, users or participants.

**Direct Cost:**

Includes all the specific, identifiable expenses (fixed and variable) associated with operating a facility, providing a service or program. These expenses would not exist without the program or service and often increase exponentially. These are costs that could be covered through fees and charges.

Direct costs include the following:

- Hourly or part time salaries for front desk, reception, registration, instructors, leaders, aides, field supervisors, officials, coaches;
- Personnel benefits including FICA and Medicare, Social Security, Worker’s Compensation Insurance, Unemployment Insurance, etc. - totaling approximately 30% for full time and 13% for part time;
- Contractual services for coaches, officials, instructors, etc....;

- Consumable equipment and supplies like balls, paper, clay and glazes, kiln firing, art supplies provided by instructor or agency, chalk;
- Uniforms, tee shirts, for participants and staff;
- Non-consumable equipment purchased only for the program that require periodic, continual replacement or are necessary for the start of the program like yoga mats, blocks, bouncy balls, low free weights, racquets and goggles;
- Training specifically for the program or service like CPR and First Aid, on going or reimbursed training and certifications;
- Transportation costs like van driver and mileage, parking, tolls, detailing, or rental of busses, taxis, metro, etc...;
- Entry fees, tickets, admissions for participants and leaders/instructors;
- Rental or professional fees for facilities, spaces, janitors, charge backs, etc...;
- Equipment rental or repair for programs or facilities;
- Printing;
- Dues and memberships;
- Food and beverage for consuming or resale;
- Merchandise for resale;
- Advertisement associated with a facility or specific program;
- Utilities associated with the operations of a facility;
- Any other costs associated or attributed specifically with the program or service.

**Enterprise Fund:**

A governmental accounting tool established to record transactions similar to those utilized in the private sector, allowing for tracking of services through a separate fund that records all transactions. All revenues and expenses, as well as assets and current liabilities are included. This type of fund is generally required to break even, or generate excess revenues over expenditures. Any revenues earned in excess of expenses are carried over, used for capital improvements or transferred to the General Fund. Collected gross revenues are not deposited in the General Fund, but are intended to be used to expand or improve services.

**Exclusive Use:**

Scheduled, planned or programmed use of a facility or space that is limited or restricted to a reserved or rented party. They have the right to the space for the specified period of time.

**For-Profit/Private Group:**

A group that does not have an IRS status that exempts it from paying taxes.

**Full Cost Recovery Fee:**

Fee based on a traditional price-cost relationship; recovers the total cost of a service or program including all direct and all indirect costs, enabling the breakeven point to be reached. Full-cost recovery is often used as a strategy for services perceived as “private,” benefiting only users while offering no external benefits to the general community.

**Full-Time Benefited Employee:**

A regular employee who is paid for 40 hours per week on a regularly scheduled basis. Full-Time Benefited Employees are eligible for the benefits package.

**Governmental Group:**

Any inter-agency, county or other federal, state or local governmental group.

**Indirect Cost:**

Encompasses overhead (fixed and variable) including the administrative costs of the agency

- Fund debt service
- Marketing and research
- Facility operating costs and utilities if not charged back to the program
- Administrative full time employee salaries and benefits
- Temporary help for vacancies and absences
- Employment ads
- Office equipment and supplies
- Office furniture
- Maintenance of grounds, and vehicles
- Various other appropriated costs

These costs would exist without any of the specific programs and might also be attributed to facility operations (in which case they are direct expenses to the facility or park operations).

**Inventory Turn:**

What is the inventory is really worth. It's based on how fast the inventory is "turned" (or sold). Two competing companies may each have \$20 million sitting in inventory, but if one can sell it all every 30 days, and the other takes 41 days, you have less of a risk of inventory loss with the 30 day company.

Finding out how fast a company turns its inventory is simple. Here's the formula:

Current Year's Cost of Goods Sold or Cost of Revenues (found on the *income statement - not the balance sheet*)

------(Divided By)-----

The average inventory for the period

**Major Event:**

Events that include groups in excess of 100 people, are promoted to the general public, and/or may affect other standard facility operations. Additional City staff, security, custodial and/or special services may be required and additional fees charged.

**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 (i.e. private sector providers, other municipalities, etc.), and setting the fee at the highest level the market will bear.

**Marketing Plan:**

A marketing plan details the methods of advertising or communicating your programs and services to the public. It should also include methods for understanding your market and reaching them for input as well as promotion; as well as market research. It outlines the promotional tools and strategies employed by your agency or department and will discuss strategies for production and distribution of materials, standards, timelines, and expectations for materials.

**Membership:**

This can be a count of how many belong to a club or group. Membership is also the number of people who have purchased a membership to a facility or program (also often used for annual, semi-annual or monthly pass holders). Membership can be paid or unpaid.

**Minimum Service Level:**

The “acceptable” service level at the City of Burien.

**Needs Assessment:**

A needs assessment assess your current level of park and recreation facilities, programs and services and correlates the information in relation to your present goals and objectives.

It looks at:

- public spaces infrastructure and amenities
- facility, equipment, program & instructor standards
- ADA compliance
- capacity, program lifecycles & evaluation
- un-met needs, under utilized programs & services
- alternative providers of programs & services
- trends analysis
- comparative analysis & benchmarking

**Net Profit Margin:**

The remainder after cost of goods sold, other variable costs revenue, or simply, total revenue minus total cost. Net profit margin can be expressed in actual monetary values or percentage terms.

**Non-Profit:**

Agencies that have been established as a tax exempt 501(c)3 charitable organization and is exempt from payment of income taxes by federal and state law. For rentals, these groups are classified as category 1 and they also must have been in existence for a minimum of 6 months preceding the date of the rental request.

**Non-Resident:**

A person whose primary residence is outside of the City of Burien’s and doesn’t meet the residency test in any way.

**Non-User:**

Those who have never stepped into the parks, facilities, taken the programs or used the City of Burien’s services.

**On-going User:**

Is a group or individual that rents facility room (s) on an on-going, regular basis for a pre-designated period of time or has more than 1 rental date on a rental agreement.

**One-time User:**

Group or individual that rents facility room (s) for a one time event.

**Ongoing User:**

A group or individual who rents a facility room (s) on an ongoing, regular basis for a pre-designated period of time or has more than one rental date on a rental agreement.

**Optimum Service Level:**

The “best” program and facility service; 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.

**Off-Peak:**

Period of least demand for Organization’s services and programs.

**Part-time Regular Employee:**

Regular employee who is scheduled to work on a year-round basis less than 40 hours per week. Part-time regular employees are eligible for pro-rated benefits.

**Part Time Temporary**

- Temporary I Employees: Employees who work in jobs of limited duration and for less than 12 months due to seasonal or intermittent programs.
- Temporary II Employees: Employees who work at least 1040 cumulative non-overtime hours and worked at least 800 non-overtime hours or more in the previous 12 months. The City will offer medical benefits in this category.
- Hourly employees: This is an employee who is compensated on an hourly basis for each hour of work performed, including time worked beyond 40 hours in a work week.

**Partial Overhead Cost Recovery Fee/Cost:**

Fee recovers something less than full cost. This partial cost fee could be set at a percentage of direct costs, all direct costs, all direct costs plus a percentage of indirect costs, or some combination. The remaining portion of the costs will be subsidized.

**Participant/Guest/User/Visitor:**

Persons who use Organization’s facilities and services, visit parks, and 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 class attendees.

**Peak:**

Period of highest demand for Organization’s 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.

**Performance Measures:**

Performance measures are quantifiable evaluations of the organization's performance on a pre-determined set of criteria measured over time. The agreement upon standard performance measures allows the organization to judge its progress over time (internal benchmarking) and identify areas of strength and weakness.

**Price Differentials:**

Offering variations of the price to a particular group, which may achieve more equitable and efficient service delivery. Different groups are charged different prices for the same service, even though there is no direct corresponding difference in the costs of providing the service to each of these groups. Price differentials can be based on resident (tax payer)/non-resident, age categories, location of facility, time or season, quantity of use, incentives, etc. The trend is to give residents a discount off the fee versus charging non-residents more.

**Private Event Renter:**

Category 2 users who rents the facility for a closed event exclusively for family, friends, or by invitation only.

**Product Lifecycle:**

The expected usable life of a particular piece of equipment or product before replacement.

**“Profit”:**

The additional revenue generated by the particular program or service when comparing the user or participant fees to the direct and/or indirect costs. In government, or in parks and recreation one defines profit as excess revenue and it is not distributed or carried over, but offsets other subsidies. This is not the traditional definition of private sector profit where distribution of excess “profit” goes to the stakeholders or share holders as profit sharing or a distribution on their investment.

**Program:**

The activities and special events offered by the City of Burien.

**Refund Policy:**

Full refunds or credits for recreation classes and events will be made automatically when:

- classes are canceled by the City of Burien due to insufficient enrollment or other unforeseen reasons;
- a customer requests a refund at least three business days in advance of a class or event will receive 100% if the customer accepts a credit;
- a refund (less a \$5 processing fee) will be granted when a customer requests a refund at least three business days in advance of a class or event
- dissatisfaction with the programs can be addressed prior to the 2<sup>nd</sup> class meeting or within 2 days following a 1-day class

Refunds will not be issued if a customer requests withdrawal for:

- programs costing \$5 or less
- one-day trip or travel programs where admission was purchased in advance
- special events

- if less than 3 days prior to the start of the program
- medical or other extenuating circumstances will be handled on a case by case basis

Credits are valid for 1 calendar year. Allow 3 weeks for refund processing. Credit card charge refunds will be made directly to the charge card account.

Refunds for rentals will be made when:

- a group or individual cancels with a minimum of 10 business days in advance of the rentals will receive a full refund of the reservation/damage deposit minus a \$5 processing fee.
- a group or individual cancels less than 10 business days in advance of the rentals will forfeit the entire reservation/damage deposit.

**Resident:**

Currently defined as those who reside in the City of Burien.

**Returned Check Policy:**

Pursuant to the City of Burien Finance policy, an assessment fee of \$20 will be charged for a returned check.

**Scholarship/Fee Reduction Policy:**

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. The City of Burien is pleased to offer 50% matching scholarships for youth and teen programs for youth that reside in the Burien City limits. Scholarships are also available for adult students with special needs interested in Art Escape, Rhythm and Rhyme.

**Social Services:**

Those services that may or may not be fee-based or the fees for service are passed on without any mark up or additional fees assessed for ancillary costs for direct or indirect costs. Services in this category might include flu shots, foot/nail care, scoliosis or osteoporosis screening and are typically provided by a public health or social service type agency.

**Special Events:**

One time activities offered to the community at large that may include opportunities for participants, spectators, and special sign up activities. Generally promotional and/or community building in nature.

**Specific Objectives:**

These are action statements or tasks which define the measurable work accomplishments of an organization through the staff over a specific timeframe. They are directly related to the annual workplan, divisional business plan, the overall long range strategic plan or master plan, the mission, vision, core values and services for the agency or department. The accomplishment of these goals and objectives will affect the defined performance measures

and the staff's performance evaluation.

**Subsidy:**

Funding through taxes or other mandatory mechanisms that are 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.

**Taxing Jurisdiction:**

The City of Burien uses property and consolidated taxes including sales tax.

**Value:** (perceived and real)

Participant/user expectations of the worth and quality of a program or service based on the benefits received.

**Visitor Occasion:**

The count of the number of people who use the Organizations' facilities each day throughout the year. This number will include multiple counts of a person who has repeat uses.

**Other Registration and Recreation Computer Terms from CLASS:**

**Account Adjustments for Registrants**

You can give registrants a credit or debit for a specific amount for a certain course. This can be done for one, selected registrants or all registrants.

**Linking and Unlinking Account Credits**

The Link and Unlink Account Credits window gives you the ability to link debits to credits after a payment has been taken, and to unlink a payment from a debit and then re-link the payment to a debit of your choice.

**Account Payments Due Report**

The Account Payments Due Report lets you show all payments due now or about to be due in the specified number of days.

**Account Payments Scheduled Report**

The Account Payments Scheduled Report lets you show all payments scheduled for courses whose start and end dates are in a specified period. The City of Burien does not schedule any payments except for Day camp and softball teams.

**Account Registration Activity Report**

The Account Registration Activity Report shows registration 'events' (course registrations and transfers, withdrawals and cancellations) for an account within a specified date range.

**Account Revenue Report**

The Account Revenue Report can be a valuable marketing tool to identify your highest usage clients in terms of their program registrations, memberships, league registrations and/or facility rentals.

### **Account Statements**

You can print and reprint account statements for individual accounts or for specific rentals. You can also specify that you want only statements for accounts with rental, registration or membership pass transactions, or with debit, credit, non-zero or all balances.

### **Accounting GL Postings Listing**

This report lists all GL postings for a selected client account, with their effective date, transaction type, GL accounts debited and credited, and gives reference information, including user and location.

### **Show Accounting Transactions**

The Show Accounting Transactions window lets you track the when (date), what (event/transaction), why (reference) and amount (amount/balance) of accounting events and transactions.

### **Accounts Receivable Report**

An Accounts Receivable Report contains balances for family and /or organization accounts for the date specified. The report will only show aging amounts over 30, 60, 90 days, etc.

### **Bank Deposit**

The bank deposit process allows you to take money received through the Point of Sale module and deposit the money in the bank. The City currently takes their "Daily Cash Balance" which includes Point of Sale to the Accounting Department to receipt it to the department and deposit it to the bank.

### **Course Revenue Report**

The Course Revenue Report lists revenue generated by the selected courses, including course fees, fee adjustments, extra fees, extra adjustments, busing fees, busing adjustments and any instructor expenses incurred.

### **Credit Card Payment Authorizations**

The City of Burien has a hosted payment server. All credit card payments are authorized immediately.

### **Daily Cash Balance Report**

The Daily Cash Balance Report tells you how much cash you should have in your till at the end of a day or the end of a shift. If the amounts indicated in the report don't match the actual amounts, check that you have proof of all non-cash payments listed in the report. The City of Burien can run a report for each terminal and currently they run this for "Parks Terminals, Senior Center Terminals, and the "internet users" all together.

### **Daily GL Report**

The Daily GL Report contains the GL account names and numbers, reference information, and debit, credit, net, subtotal and grand total figures. It organizes transactions by date.

### **Deferred Revenue Report**

Deferred revenue is money collected for a service which won't be provided until the next fiscal period. The City of Burien is on a cash/accrual basis and do not defer revenue.

### **Drawer Balance Report**

The Drawer Balance Report lists all the media in your cash drawer, the payment count and amount for each media. It provides you with the total amount of media, the total number of voids performed and the total number of refunds made.

### **Enter Payment Amount**

If the payment type being used as tender has the Prompt for amount check box selected under the POS tab of the Maintain Payment Types window, then the Enter Payment Amount window will pop up when the key mapped to that payment type is pressed. This is only true in Point of Sale.

### **Family Accounts**

For a family account, enter information for the account's main contact first, and then add other family members to the account. In order to create fewer duplicate accounts, the City of Burien searches for any client 3 ways (by phone numbers, last 3 letters of last name and what program they were in and select from class list) They can add a family member to the same account or choose the main contact from the "Maintain Family" window .

### **Financial Activity Details**

The Financial Activity Details window displays transactions that have happened for a selected entity.

### **GL Chart of Accounts**

A GL Chart of Accounts contains all account names and numbers listed according to account category. It also indicates whether accounts are system supplied, active and whether they have a function extension.

### **Overdue Accounts Receivable Report**

The Overdue Accounts Receivable Report shows account balances that are older than a specified time, such as one year. This allows you to see which accounts have old credit or debit balances, which could now be written off in the books.

### **Payment Entry - Batch**

The Payment Entry - Batch process gives you the ability to enter offsite payments into Class. These payments will have been taken at the bank, bank machine or through Internet banking, or received at City Hall for manual entry. The City of Burien does not have batch available to them while using the hosted payment server.

### **Refund Processing**

Refunds are processed by departmental assistants.

### **Requesting Refunds**

Refunds are returned to the same credit card or refunded by check if paid by check and refunded by check if paid with cash initially. The checks are cut by the City's accounting department.

### **Organization Accounts**

For an organization account, enter information for the account's main contact and add other organization members to the account. It doesn't matter what order you make the list in. You can add to the Organization and change the main contact as needed.

### **Withdrawal Fees**

If your site charges a special fee when clients withdraw from courses, you must create withdrawal fees and then apply them at the time of course withdrawal by choosing Fees in the Program Registration window.

#### **Sources:**

GreenPlay, LLC ([www.GreenPlayllc.com](http://www.GreenPlayllc.com))

The leading edge in management consulting for Parks, Recreation, Open Space and related industries.

About.com (<http://retail.about.com/od/glossary/g/cogs.htm>)

About.Com was founded in 1996 (as The Mining Company) by Scott Kurnit and a dedicated group of entrepreneurs. It was re-named About.Com in 1999 to reflect its growing breadth of content, services and ease of use. In 2001, About, Inc. was acquired by PRIMEDIA Inc. In 2005 About, Inc. was acquired by The New York Times Company(NYSE: NYT).

BPlans.com ([www.bplans.com](http://www.bplans.com))

Bplans.com contains the largest single collection of free sample business plans online. In addition to that, it has helpful tools and know-how for managing your business. Bplans.com includes practical advice on planning, interactive tools, and a panel of experts who have answered more than 1,400 questions from people like you. Bplans.com has also won several awards as a valuable "plain talk" resource.

Bplans.com is owned and operated by Palo Alto Software, Inc. as a free resource to help entrepreneurs plan better businesses. Palo Alto Software-The Planning People-develops, publishes, and markets software products for use with personal computers. Its products offer task-oriented, "know how" solutions for small-business and home-office entrepreneurs, professionals, and middle managers. The company is a privately-owned corporation in Eugene, Oregon.

Bizminer ([www.bizminer.com](http://www.bizminer.com))

BizMiner (the Brandow Company, Inc.) has been based in Camp Hill, PA since its establishment in 1990. BizMiner has built its reputation on quality industry research and data development. The company pioneers online delivery of detailed industry analysis to small and large businesses and entrepreneurs through its local and national Marketing Plan Research Profiles, Financial Analysis Profiles, Local Business Summaries, State Market Index Profiles, Franchise Profiles and Business Risk Index series. BizMiner's proprietary research methodology tracks and analyzes the experience of over 18 million US business

facilities, condensing millions of data points into the unique measures found in our profile series. Consultants and larger firms also benefit from our Research License options.

Entrepreneur ([www.entrepreneur.com](http://www.entrepreneur.com))

Washington Small Business Development Center (<http://www.wsbdc.org/index.htm>)

CLASS Recreation Computer Software programs for point of sale (POS), memberships and pass management, registration, scheduling, etc.... transactional definitions.

## Appendix F - Map of Alternative Providers





*SAMPLE*

**XX**

# Parks & Recreation Department

## Sponsorship Policy

*Draft*

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© 2003 GreenPlay, LLC Sample Parks & Recreation Department - *DRAFT* Sponsorship Policy

# XX Parks & Recreation Department

## Sponsorship Policy

### Introduction

The following guidelines in this Sponsorship Policy have been specifically designed for the XX Parks & Recreation Department, while considering that these guidelines may be later adapted and implemented on a city-wide basis. Some assumptions regarding this policy are:

- Partnerships for recreation and parks facilities and program development may be pursued based on the XX Partnership Policy, encouraging the development of partnerships for the benefit of the city, its citizens, and potential partners. Sponsorships are one type of partnership, and one avenue of procurement for alternative funding resources. The Sponsorship Policy may evolve as the needs of new projects and other City departments are incorporated into its usage.
- Broad guidelines are offered in this policy to delineate primarily which types of sponsors and approval levels are currently acceptable for the XX Parks & Recreation Department.
- The policy should ensure that the definition of potential sponsors may include non-commercial community organizations (for example: YMCA's and Universities), but does not include a forum for non-commercial speech or advertising.
- Sponsorships are clearly defined and are different from advertisements. Advertisements are one type of benefit that may be offered to a sponsor in exchange for cash or in-kind sponsorship.
- The difference between sponsors and donors must be clarified, as some staff and the public often confuse and misuse these terms.

### Structure

**Part A** of this document gives the **Sponsorship Policy**

**Part B** gives the **Levels of Sponsorship Tiers and Benefits**

Part C provides the vocabulary and Glossary of Sponsorship Terms

## *Part A.*

# **Sponsorship Policy**

## **XX Parks & Recreation Department**

### **I. Purpose**

In an effort to utilize and maximize the community's resources, it is in the best interest of the City's Parks & Recreation Department to create and enhance relationship-based sponsorships. This may be accomplished by providing local, regional, and national commercial businesses and non-profit groups a method for becoming involved with the many opportunities provided by the Parks & Recreation Department. The Department delivers quality, life-enriching activities to the broadest base of the community. This translates into exceptional visibility for sponsors and supporters. It is the goal of the Department to create relationships and partnerships with sponsors for the financial benefit of the Department.

#### **Sponsorships vs. Donations**

It is important to note that there is a difference between a sponsorship and a donation. Basically, sponsorships are cash or in-kind products and services offered by sponsors with the clear expectation that an obligation is created. The recipient is obliged to return something of value to the sponsor. The value is typically public recognition and publicity or advertising highlighting the contribution of the sponsor and/or the sponsor's name, logo, message, products or services. The Sponsor usually has clear marketing objectives that they are trying to achieve, including but not limited to the ability to drive sales directly based on the sponsorship, and/or quite often, the right to be the exclusive sponsor in a specific category of sales. The arrangement is typically consummated by a letter of agreement or contractual arrangement that details the particulars of the exchange.

In contrast, a donation comes with no restrictions on how the money or in-kind resources are used. This policy specifically addresses sponsorships, the agreements for the procurement of the resources, and the benefits provided in return for securing those resources. Since donations or gifts come with no restrictions or expected benefits for the donor, a policy is generally not needed.

### **II. Guidelines for Acceptable Sponsorships**

Sponsors should be businesses, non-profit groups, or individuals that promote mutually beneficial relationships for the Parks & Recreation Department. All potentially sponsored properties (facilities, events or programs) should be reviewed in terms of creating synergistic working relationships with regards to benefits, community contributions, knowledge, and political sensitivity. All sponsored properties should promote the goals and mission of the Parks & Recreation Department as follows:

## NEED SPECIFIC MISSION STATEMENT

Sample XX Parks & Recreation Mission Statement:

## NEED SPECIFIC GOALS

Sample Goals of the Park & Recreation Department:

### III. Sponsorship Selection Criteria

#### A. Relationship of Sponsorship to Mission and Goals

The first major criterion is the appropriate relationship of a sponsorship to the above outlined Parks & Recreation Department's Mission and Goals. While objective analysis is ideal, the appropriateness of a relationship may sometimes be necessarily subjective. This policy addresses this necessity by including Approval Levels from various levels of City management staff and elected officials, outlined in **Section B**, to help assist with decisions involving larger amounts and benefits for sponsorship.

**The following questions are the major guiding components of this policy and should be addressed prior to soliciting potential sponsors:**

- Is the sponsorship reasonably related to the purpose of the facility or programs as exemplified by the Mission Statement and Goals of the Department?
- Will the sponsorship help generate more revenue and/or less cost per participant than the City can provide without it?
- What are the real costs, including staff time, for procuring the amount of cash or in-kind resources that come with the generation of the sponsorship?

**Sponsorships which shall NOT be considered are those which:**

- Promote environmental, work, or other practices that, if they took place in the City, would violate U.S. or state law (i.e., dumping of hazardous waste, exploitation of child labor, etc.), or promote drugs, alcohol, or tobacco, or that constitute violations of law.
- Duplicate or mimic the identity or programs of the Parks & Recreation Department or any of its divisions.
- Exploit participants or staff members of the Department.
- Offer benefits which may violate other accepted policies or the Sign Code. **DO YOU HAVE A SIGN CODE?**

#### B. Sponsorship Plan and Approval Levels

Each project or program that involves solicitation of Sponsors should, PRIOR to procurement, create a Sponsorship Plan specific to that project or program that is in line with the Sponsorship Levels given in **Part B**. This plan needs to be approved by the Management Team Members supervising the project and in accordance to City Partnership, Sponsorship and Sign Code policies. In addition, each sponsorship will need separate approval if they exceed pre-specified limits. The Approval Levels are outlined below:

<b>Under \$1,000</b>	The program or project staff may approve this level of Agreement, with review by their supervising Management Team Member.
<b>\$1,001 to \$10,000</b>	The Agreement needs approval of a Management Team Member.
<b>\$10,001 to \$25,000</b>	The Agreement needs approval of the entire Senior Management Team and Department Director
<b>Over \$25,000</b>	The Agreement needs approval of the City Supervisor (the City Supervisor may recommend a City Council or Board of Trustees review).

### C. No Non-Commercial Forum is Permitted

This criterion deals with the commercial character of a sponsorship message. The City intends to create a limited forum, focused on advertisements incidental to commercial sponsorships of Parks & Recreation facilities and programs. While non-commercial community organizations or individuals may wish to sponsor Department activities or facilities for various reasons, no non-commercial speech is permitted in the limited forum created by this policy:

Advertisements incidental to commercial sponsorship must primarily propose a commercial transaction, either directly, through the text, or indirectly, through the association of the sponsor's name with the commercial transaction of purchasing the commercial goods or services which the sponsor sells.

The reasons for this portion of the Policy include:

- (1) The desirability of avoiding non-commercial proselytizing of a "captive audience" of event spectators and participants;
- (2) The constitutional prohibition on any view-point related decisions about permitted advertising coupled with the danger that the City and the Parks & Recreation Department would be associated with advertising anyway;
- (3) The desire of the City to maximize income from sponsorship, weighed against the likelihood that commercial sponsors would be dissuaded from using the same forum commonly used by persons wishing to communicate non-commercial messages, some of which could be offensive to the public;
- (4) The desire of the City to maintain a position of neutrality on political and religious issues;
- (5) In the case of religious advertising and political advertising, specific concerns about the danger of "excessive entanglement" with religion (and resultant constitutional violations) and the danger of election campaign law violations, respectively.

Guidelines for calculating the **Levels of Sponsorship Tiers and Benefits** are outlined in **Part B**.

## **IV. Additional Guidelines for Implementation**

### **A. Equitable Offerings**

It is important that all sponsorships of equal levels across divisions within Parks & Recreation yield the same value of benefits for potential sponsors.

### **B. Sponsorship Contact Database**

A designated staff person or representative of the Parks & Recreation Department will keep an updated list of all current sponsors, sponsored activities, and contacts related to sponsorship.

#### *Purpose of Maintaining the Database:*

- Limit duplicate solicitations of one sponsor
- Allow management to make decisions based on most appropriate solicitations and levels of benefits offered
- Keep a current list of all Department supporters and contacts
- Help provide leads for new sponsorships, if appropriate

For staff below Management Team level, access to the database will be limited to printouts of listings of names of sponsors and their sponsored events. This limited access will provide information to help limit duplicated solicitations, and will also protect existing sponsor relationships, while allowing the evaluation of future sponsorships to occur at a management level.

If a potential sponsor is already listed, staff should not pursue a sponsorship without researching the sponsor's history with the most recently sponsored division. If more than one division wishes to pursue sponsorship by the same company, the Management Team shall make a decision based on several variables, including but not limited to:

- History of sponsorship, relationships, and types of sponsorship needed
- Amount of funding available
- Best use of funding based on departmental priorities.

### **C. Sponsorship Committee**

A committee consisting of the supervisors of each program using sponsorships and other management team designees shall meet twice per year to review the database, exchange current contract samples, and recommend adjusting benefit levels and policy as needed. Changes shall not take effect before approval by the Management Team.

*Part B.*

## **Levels of Sponsorship Tiers and Benefits**

The following tiers are presented as a guideline for types of benefits that may be presented as opportunities for potential sponsors.

Each sponsorship will most likely need to be individually negotiated. One purpose for these guidelines is to create equity in exchanges across sponsorship arrangements. While for the sake of ease the examples given for levels are based on amount of sponsorship requested, the level of approval needed from City staff is really based on the amount of benefits exchanged for the resources. The levels of approval are necessary because the costs and values for different levels of benefits may vary, depending on the sponsorship. It is important to note that these values may be very different. Sponsors typically will not offer to contribute resources that cost them more than the value of resources that they will gain and, typically, seek at least a 2-1 return on their investment. Likewise, the City should not pursue sponsorships unless the total value the City receives is greater than the Township's real costs.

A hierarchy of Sponsors for events, programs or facilities with more than one sponsor is listed below from the highest level to the lowest. Not all Levels will necessarily be used in each Sponsorship Plan. Note that the hierarchy is not dependent on specific levels or amounts of sponsorship. Specific levels and amounts should be designed for each property before sponsorships are procured within the approved Sponsorship Plan. Complete definitions of terms are included in **Part C**.

*Heirarchy of Sponsorship Levels (highest to lowest)*

Parks and Recreation Department-Wide Sponsor ⇒

Facility/Park Title or Primary Sponsor ⇒

Event/Program Title or Primary Sponsor ⇒

Presenting Sponsor (Facility, Event or Program) ⇒

Facility/Park Sponsor ⇒

Program/Event Sponsor ⇒ Media Sponsor ⇒ Official Supplier ⇒

Co-sponsor

This hierarchy will help decide the amounts to ask various sponsors for, and determine what levels of benefits to provide. It is important to build flexibility and choice into each level so that sponsors can have the ability to choose options that will best fit their objectives. Note that the benefits listed under each level are examples of value.

The listing does not mean that all of the benefits should be offered. It is a menu of options for possible benefits, depending on the circumstances. These are listed primarily as a guideline for **maximum** benefit values. It is recommended that each project create a project-specific Sponsorship Plan for approval in advance of Sponsorship procurement, based on the benefits available and the values specific to the project.

## **I. Sponsorship Assets and Related Benefits Inventory**

***TO BE DETERMINED FOR EACH AGENCY BASED ON OFFERINGS (PROPERTIES), VALUATION, AND DETERMINED BENEFITS***

***A tiered structure of actual values and approval levels should be determined as part of a Sponsorship Plan.***

### ***Part C.***

## **Glossary of Sponsorship Terms**

### **Activation**

The marketing activity a company conducts to promote its sponsorship. Money spent on activation is over and above the rights fee paid to the sponsored property. Also known as leverage.

### **Advertising**

The direct sale of print or some other types of City communication medium to provide access to a select target market.

### **Ambush Marketing**

A promotional strategy whereby a non-sponsor attempts to capitalize on the popularity/prestige of a property by giving the false impression that it is a sponsor. Often employed by the competitors of a property's official sponsors.

### **Audio Mention**

The mention of a sponsor during a TV or radio broadcast.

### **Business-to-Business Sponsorship**

Programs intended to influence corporate purchase/awareness, as opposed to individual consumers.

### Category Exclusivity

The right of a sponsor to be the only company within its product or service category associated with the sponsored property.

### Cause Marketing

Promotional strategy that links a company's sales campaign directly to a nonprofit organization. Generally includes an offer by the sponsor to make a donation to the cause with purchase of its product or service. Unlike philanthropy, money spent on cause marketing is a business expense, not a donation, and is expected to show a return on investment.

### Cosponsors

Sponsors of the same property.

### CPM (Cost Per Thousand)

The cost to deliver an ad message to a thousand people.

### Cross-Promotions

A joint marketing effort conducted by two or more cosponsors using the sponsored property as the central theme.

### Donations

Cash or in-kind gifts that do not include any additional negotiated conditions in return. Synonyms: Philanthropy, Patronage.

### Editorial Coverage

Exposure that is generated by media coverage of the sponsored property that includes mention of the sponsor.

### Emblem

A graphic symbol unique to a property. Also called a mark.

### Escalator

An annual percentage increase built into the sponsorship fee for multi-year contracts. Escalators are typically tied to inflation.

### Exclusive Rights

A company pays a premium or provides economic benefit in exchange for the right to be the sole advertised provider, at the most competitive prices, of goods purchased by consumers within Parks & Recreation Department facilities and parks.

### Fulfillment

The delivery of benefits promised to the sponsor in the contract.

### Hospitality

Hosting key customers, clients, government officials, employees and other VIPs at an event or facility. Usually involves tickets, parking, dining and other amenities, often in a specially designated area, and may include interaction with athletes.

### In-Kind Sponsorship

Payment (full or partial) of sponsorship fee in goods or services rather than cash.

### Licensed Merchandise

Goods produced by a manufacturer (the licensee) who has obtained a license to produce and distribute the official Marks on products such as clothing and souvenirs.

### Licensee

Manufacturer which has obtained a license to produce and distribute Licensed Merchandise.

### Licensing

Right to use a property's logos and terminology on products for retail sale. Note: While a sponsor will typically receive the right to include a property's marks on its packaging and advertising, sponsors are not automatically licensees.

### Mark

Any official visual representation of a property, including emblems and mascots.

### Mascot

A graphic illustration of a character, usually a cartoon figure, used to promote the identity of a property.

### Media Equivalencies

Measuring the exposure value of a sponsorship by adding up all the coverage it generated and calculating what it would have cost to buy a like amount of ad time or space in those outlets based on media rate cards.

### Media Sponsor

TV and radio stations, print media and outdoor advertising companies that provide either cash, or more frequently advertising time or space, to a property in exchange for official designation.

### Municipal Marketing

Promotional strategy linking a company to community services and activities (sponsorship of parks and recreation programs, libraries, etc.)

### Option to Renew

Contractual right to renew a sponsorship on specified terms.

### Philanthropy

Support for a nonprofit property where no commercial advantage is expected. Synonym: Patronage.

### Perimeter Advertising

Stationary advertising around the perimeter of an arena or event site, often reserved for sponsors.

### Premiums

Souvenir merchandise, produced to promote a sponsor's involvement with a property (customized with the names/logos of the sponsor and the property).

### Presenting Sponsor

The sponsor that has its name presented just below that of the sponsored property. In presenting arrangements, the event/facility name and the sponsor name are not fully integrated since the word(s) "presents" or "presented by" always come between them.

### Primary Sponsor

The sponsor paying the largest fee and receiving the most prominent identification (Would be naming rights or title sponsor if sponsored property sold name or title).

### Property

A unique, commercially exploitable entity (could be a facility, site, event, or program)  
Synonyms: sponsee, rightsholder, seller.

### Right of First Refusal

Contractual right granting a sponsor the right to match any offer the property receives during a specific period of time in the sponsor's product category.

### Selling Rights

The ability of a sponsor to earn back some, or all, of its sponsorship fee by selling its product or service to the property, its attendees, or members.

### Signage

Banners, billboards, electronic messages, decals, etc., displayed on-site and containing sponsors ID.

### Sole Sponsor

A company that has paid to be the only sponsor of a property.

### Sponsee

A property available for sponsorship.

### Sponsor

An entity that pays a property for the right to promote itself and its products or services in association with the property.

### Sponsor ID

Visual and audio recognition of sponsor in property's publications and advertising; public-address and on-air broadcast mentions.

### Sponsorship

The relationship between a sponsor and a property, in which the sponsor pays a cash or in-kind fee in return for access to the commercial potential associated with the property.

### Sponsorship Agency

A firm which specializes in advising on, managing, brokering or organizing sponsored properties. The agency may be employed by either the sponsor or property.

### Sponsorship Fee

Payment made by a sponsor to a property.

### Sports Marketing

Promotional strategy linking a company to sports (sponsorship of competitions, teams, leagues, etc.).

### Supplier

Official provider of goods or services in exchange for designated recognition. This level is below official sponsor, and the benefits provided are limited accordingly.

### Title Sponsor

The sponsor that has its name incorporated into the name of the sponsored property.

### Venue Marketing

Promotional strategy linking a sponsor to a physical site (sponsorship of stadiums, arenas, auditoriums, amphitheaters, racetracks, fairgrounds, etc.)

### Web Sponsorship

The purchase (in cash or trade) of the right to utilize the commercial potential associated with a site on the World Wide Web, including integrated relationship building and branding.

## Appendix H - Sample Partnership Policy

# Sample Partnership Policy and Proposal Format

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*Partnership Policy – © 2001 GreenPlay, LLC*

# XX Partnership Policy And Proposal Format

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## Part One

### I. The XX Partnership Policy

#### A. Purpose

This policy is designed to guide the process for XX in their desire to partner with other private, non-profit, or other governmental entities for the development, design, construction and operation of possibly partnered recreational or related facilities and/or program partnerships that may occur on Agency property.

XX would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with the Agency to develop recreational and related facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the Agency, as well as for the citizens of the community.

#### **This policy document is designed to:**

- Provide essential background information,
- Provide parameters for gathering information regarding the needs and contributions of potential partners, and
- Identify how the partnerships will benefit XX and the community.

**Part Two, The “Proposed Partnership Outline Format”**, provides a format that is intended to help guide Proposing Partners in creating a proposal for review with XX staff.

#### B. Background and Assumptions

Partnerships are being used across the nation by governmental agencies in order to utilize additional resources for their community’s benefit. Examples of partnerships abound, and encompass a broad spectrum of agreements and implementation. The most commonly described partnership is between a public and a private entity, but partnerships also occur between public entities and non-profit organizations and/or other governmental agencies.

#### **Note on Privatization:**

This application is specific for proposed partnering for new facilities or programs. This information does not intend to address the issue of privatization, or transferring existing Agency functions to a non-Township entity for improved efficiency and/or competitive cost concerns. An example of privatization would be a contract for a landscaping company to provide mowing services in a park. The Agency is always open to suggestions for improving services and cost savings through contractual arrangements. If you have an idea for privatization of current Agency functions, please call or outline your ideas in a letter for the Agency’s consideration.

In order for partnerships to be successful, research has shown that the following elements should be in place prior to partnership procurement:

- There must be support for the concept and process of partnering from the very highest organizational level – i.e.: the Board or Trustees, City Council, and/or Department Head.
- The most successful agencies have high-ranking officials that believe that they owe it to their citizens to explore partnering opportunities whenever presented, those communities both solicit partners and consider partnering requests brought to them.
- It is very important to have a Partnership Policy in place before partner procurement begins. This allows the agency to be proactive rather than reactive when presented with a partnership opportunity. It also sets a “level playing field” for all potential partners, so that they can know and understand in advance the parameters and selection criteria for a proposed partnership.
- A partnership policy and process should set development priorities and incorporate multiple points for go/no-go decisions.
- The partnership creation process should be a public process, with both Partners and the Partnering Agency well aware in advance of the upcoming steps.

### **C. Partnership Definition**

For purposes of this document and policy, a Proposed Partnership is defined as:

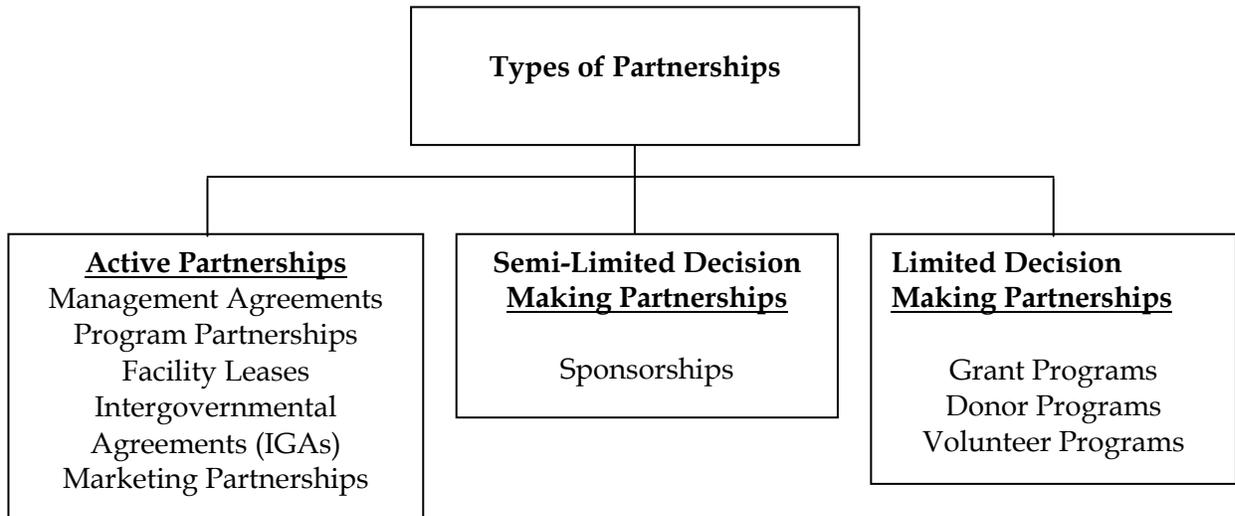
**"An identified idea or concept involving XX and for-profit, non-profit, and/or governmental entities, outlining the application of combined resources to develop facilities, programs, and/or amenities for the Agency and its citizens."**

A partnership is a cooperative venture between two or more parties with a common goal, who combine complementary resources to establish a mutual direction or complete a mutually beneficial project. Partnerships can be facility-based or program-specific. The main goal for XX partnerships is enhancing public offerings to meet the mission and goals of the Agency. XX is interested in promoting partnerships which involve cooperation among many partners, bringing resources together to accomplish goals in a synergistic manner. Proposals that incorporate such collaborative efforts will receive priority status.

Partnerships can accomplish tasks with limited resources, respond to compelling issues, encourage cooperative interaction and conflict resolution, involve outside interests, and serve as an education and outreach tool. Partnerships broaden ownership in various projects and increase public support for community recreation goals. Partners often have flexibility to obtain and invest resources/dollars on products or activities where municipal government may be limited.

Partnerships can take the form of (1) cash gifts and donor programs, (2) improved access to alternative funding, (3) property investments, (4) charitable trust funds, (5) labor, (6)

materials, (7) equipment, (8) sponsorships, (9) technical skills and/or management skills, and other forms of value. The effective use of volunteers also can figure significantly into developing partnerships. Some partnerships involve active decision making, while in others, certain partners take a more passive role. The following schematic shows the types of possible partnerships discussed in this policy:



**D. Possible Types of Active Partnerships**

XX is interested in promoting collaborative partnerships among multiple community organizations. Types of agreements for Proposed “Active” Partnerships may include leases, contracts, sponsorship agreements, marketing agreements, management agreements, joint-use agreements, inter-governmental agreements, or a combination of these. An innovative and mutually beneficial partnership that does not fit into any of the following categories may also be considered.

Proposed partnerships will be considered for facility, service, operations, and/or program development including associated needs, such as parking, paving, fencing, drainage systems, signage, outdoor restrooms, lighting, utility infrastructure, etc.

The following examples are provided only to illustrate possible types of partnerships. They are not necessarily examples that would be approved and/or implemented.

Examples of Public/Private Partnerships

- A private business seeing the need for more/different community fitness and wellness activities wants to build a facility on Agency land, negotiate a management contract, provide the needed programs, and make a profit.
- A private group interested in environmental conservation obtains a grant from a foundation to build an educational kiosk, providing all materials and labor, and needs a spot to place it.
- Several neighboring businesses see the need for a place for their employees to work

out during the work day. They group together to fund initial facilities and an operating subsidy and give the facility to the Agency to operate for additional public users.

- A biking club wants to fund the building of a racecourse through a park. The races would be held one night per week, but otherwise the path would be open for public biking and in-line skating.
- A large corporate community relations office wants to provide a skatepark, but doesn't want to run it. They give a check to the Agency in exchange for publicizing their underwriting of the park's cost.
- A private restaurant operator sees the need for a concessions stand in a park and funds the building of one, operates it, and provides a share of revenue back to the Agency.
- A garden club wants land to build unique butterfly gardens. They will tend the gardens and just need a location and irrigation water.

#### Examples of Public/Non-Profit Partnerships

- A group of participants for a particular sport or hobby sees a need for more playing space and forms a non-profit entity to raise funds for a facility for their priority use that is open to the public during other hours.
- A non-profit baseball association needs fields for community programs and wants to obtain grants for the building of the fields. They would get priority use of the fields, which would be open for the Agency to schedule use during other times.
- A museum funds and constructs a new building, dedicating some space and time for community meetings and paying a portion of revenues to the Agency to lease the land.

#### Examples of Public/Public Partnerships

- Two governmental public safety agencies see the need for more physical training space for their employees. They jointly build two gyms adjacent to Agency facilities to share for their training during the day. The gyms would be open for the Agency to schedule for other users at night.
- A school district sees the need for a climbing wall for their athletes. The district funds the wall and subsidizes operating costs, and the Agency manages and maintains the wall to provide public use during off hours.
- A university needs meeting rooms. They fund a multi-use building on Agency land that can be used for Agency community programs at night.

## E. Sponsorships

XX is interested in actively procuring sponsorships for facilities and programs as one type of beneficial partnership. Please see *the XX Sponsorship Policy* for more information.

## F. Limited-Decision Making Partnerships: Donor, Volunteer, and Granting Programs

While this policy document focuses on the parameters for more active types of partnerships, the Agency is interested in, and will be happy to discuss, a proposal for any of these types of partnerships, and may create specific plans for such in the future.

## G. Benefits of Partnerships with XX

The Agency expects that any Proposed Partnership will have benefits for all involved parties. Some general expected benefits are:

### *Benefits for the Agency and the Community:*

- Merging of resources to create a higher level of service and facility availability for community members.
- Making alternative funding sources available for public community amenities.
- Tapping into the dynamic and entrepreneurial traits of private industry.
- Delivering services and facilities more efficiently by allowing for collaborative business solutions to public organizational challenges.
- Meeting the needs of specific groups of users through the availability of land for development and community use.

### *Benefits for the Partners:*

- Land and/or facility availability at a subsidized level for specific facility and/or program needs.
- Sharing of the risk with an established stable governmental entity.
- Becoming part of a larger network of support for management and promotion of facilities and programs.
- Availability of professional Agency recreation and planning experts to maximize the facilities and programs that may result
- Availability of Agency staff facilitation to help streamline the planning and operational efforts.

## II. The Partnering Process

The steps for the creation of a partnership with the XX are as follows:

- A. XX will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the Agency. This will be done through notification in area newspapers, listing in the brochure, and through any other notification method that is feasible.
- B. The proposing partner takes the first step to propose partnering with the Agency. To help in reviewing both the partnerships proposed, and the project to be developed in

partnership, the Agency asks for a **Preliminary Proposal** according to a specific format as outlined in *Part Two - Proposed Partnership Outline Format*.

- C. If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the Agency Mission and Goals, and the Selection Criteria, an Agency staff or appointed representative will be assigned to work with potential partners.
- D. The Agency representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. The Agency representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved Agency departments, providing guidance for the partners as to necessary steps.
- E. An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt the Agency to seek a **Request For Proposal (RFP)** from competing/ collaborating organizations.

**Request For Proposal (RFP) Trigger:** In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for-profit" entity and a dollar amount greater than \$5,000, and the Agency has not already undergone a public process for solicitation of that particular type of partnership, the Agency will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

- F. For most projects, a **Formal Proposal** from the partners for their desired development project will need to be presented for the Agency's official development review processes and approvals. The project may require approval by the Legal, Planning, Fire and Safety, Finance and/or other Agency Departments, Parks and Recreation Advisory Board, Planning Board, The Board of Trustees, City Council and/or the Agency Supervisor's Office, depending on project complexity and applicable Agency Charter provisions, ordinances or regulations. If these reviews are necessary, provision to reimburse the Agency for its costs incurred in having a representative facilitate the partnered project's passage through Development Review should be included in the partnership proposal.
- G. Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Agency staff, while some projects may proceed most efficiently if the Agency contributes staff resources to the partnership.

- H. The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Agency staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- I. Specific **Partnership Agreements** appropriate to the project will be drafted jointly. There is no specifically prescribed format for **Partnership Agreements**, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
- Lease Agreements
  - Management and/or Operating Agreements
  - Maintenance Agreements
  - Intergovernmental Agreements (IGAs)
  - Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing the Agency for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- J. If all is approved, the Partnership begins. The Agency is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation, the types of measures used, and details on what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

### III. The Partnership Evaluation Process

#### A. Mission Statements and Goals

All partnerships with XX should be in accord with the Agency's and any specifically affected Department's Mission and Goals. For purposes of example for this policy, the following sections utilize the XX's Parks & Recreation Department's Mission and Goals to represent how a proposed partnership for that Department would be preliminarily evaluated:

##### NEED SPECIFIC MISSION STATEMENT

##### **Sample XX Parks & Recreation Mission Statement:**

The XX Parks & Recreation Department provides and cares for public park lands and creates opportunities for personal growth. We work with the citizens of the Agency to provide a broad spectrum of opportunities to renew, restore, refresh, and recreate, balancing often stressful life-styles. We encourage the participation of individuals and families to develop the highest possible level of physical and mental well-being. We believe that well-balanced, healthy people contribute to a productive and healthy community.

##### NEED SPECIFIC GOALS

##### **Sample Goals of the Park & Recreation Department:**

- Promoting physical and mental health and fitness
- Nourishing the development of children and youth
- Helping to build strong communities and neighborhoods
- Promoting environmental stewardship
- Providing beautiful, safe, and functional parks and facilities that improve the lives of all citizens
- Preserving cultural and historic features within the Agency's parks and recreation systems
- Providing a work environment for the Parks & Recreation Department staff that encourages initiative, professional development, high morale, productivity, teamwork, innovation, and excellence in management

#### B. Other Considerations

##### ***1. Costs for the Proposal Approval Process***

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by Agency ordinances.

Successful Partnerships will take these costs into account and may plan for Agency recovery of some or all of these costs within the proposal framework. Some of these costs could be reimbursed through a negotiated agreement once operations begin, considered as construction expenses, or covered through some other creative means.

## ***2. Land Use and/or Site Improvements***

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included as Agency contributions and may need to be negotiated for a project include:

- Any Facilities or non-existent Infrastructure Construction
- Roads or Street improvements
- Maintenance to Specified Standards
- Staffing
- Parking
- Snow Removal
- Lighting
- Outdoor Restrooms
- Water Fountains
- Complementary uses of the Site
- Utility Improvements (phone, cable, storm drainage, electricity, water, gas, sewer, etc.)
- Custodial Services
- Trash Removal

## ***3. Need***

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need. Proposals should specifically explain how if they propose to be made available with a subsidy, as would be the case if a partnership is made through the dedication of public land or facilities as a lower than market value.

## ***4. Funding***

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for Agency citizens, will the Agency consider contributing resources at a below market value to a project. The Agency recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

**The details of approved and pending funding sources should be clearly identified in a proposal.**

For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a

proposed project. Obtaining alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. Sponsorships, Grants, and Donor Programs. A local librarian can help with foundation and grant resources. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

All plans for using alternative funding should be clearly identified. The Agency has an established Sponsorship Policy, and partnered projects will be expected to adhere to the Policy. This includes the necessity of having an Approved Sponsorship Plan in place prior to procurement of sponsorships for a Partnered Project.

### **C. Selection Criteria**

In assessing a partnership opportunity to provide facilities and services, the Agency will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two gives a structure to use in creating a proposal. Agency staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions:

- How does the project align with the Agency and affected Department's Mission Statement and Goals?
- How does the proposed facility fit into the current Agency and the affected Department's Master Plan?
- How does the facility/program meet the needs of Agency residents?
- How will the project generate more revenue and/or less cost per participant than the Agency can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the Agency borders and within adjacent Townships?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure the Agency of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants
- What are the overall benefits for both the Agency and the Proposing Partners?

### **Additional Assistance**

XX is aware that the partnership process does entail a great deal of background work on the part of the Proposing Partner. The following list of resources may be helpful in preparing a proposal:

- Courses are available through local colleges and universities to help organizations develop a business plan.
- The Chamber of Commerce offers a variety of courses and assistance for business owners and for those contemplating starting new ventures.
- Reference Librarians at local libraries can be very helpful in identifying possible funding sources and partners, including grants, foundations, financing, etc.
- Relevant information including the XX Comprehensive and Master Plans, the Parks and Recreation Master Plan, site maps, and other documents are available at the Agency Offices. These documents may be copied or reviewed, but may not be taken off-site.
- The XX Web Site (www.AgencyName.???) has additional information.
- **If additional help or information is needed, please call (XXX) XXX-XXXX.**

## *Part Two*

Proposed Partnership Outline Format  
*(Sample format to be used by the Parks & Recreation Department)*

Please provide as much information as possible in the following outline form.

### **I. Description of Proposing Organization:**

- |   |                                 |
|---|---------------------------------|
| • Name of Organization  | • Purpose of Organization       |
| • Years in Existence  | • Services Provided             |
| • Contact Names, Mailing Address,<br>Physical Address, Phone, Fax, E-mail | • Member/User/Customer Profiles |
| • Legal Status  | • Accomplishments               |

### **II. Summary of Proposal** (100 words or less)

What is being proposed?

### **III. Benefits to the Partnering Organization**

Why is your organization interested in partnering with the XX Parks & Recreation Department? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

### **IV. Benefits to the XX Parks & Recreation Department**

Please individually list and discuss the benefits (monetary and non-monetary) for the XX Parks & Recreation Department and residents of the Township.

### **V. Details (as currently known)**

The following page lists a series of *Guiding Questions* to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of XX Parks & Recreation Department. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

## *Guiding Questions*

### *Meeting the Needs of our Community:*

- In your experience, how does the project align with park and recreation goals?
- How does the proposed program or facility meet a need for Agency residents?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

### *The Financial Aspect:*

- Can the project generate more revenue and/or less cost per participant than the Township can provide with its own staff or facilities?
- Will your organization offer programs at reasonable and competitive costs for participants? What are the anticipated prices for participants?
- What resources are expected to come from the Parks & Recreation Department?
- Will there be a monetary benefit for the Agency, and if so, how and how much?

### *Logistics:*

- How much space do you need? What type of space?
- What is your proposed timeline?
- What are your projected hours of operations?
- What are your initial staffing projections?
- Are there any mutually-beneficial cooperative marketing benefits?
- What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
- What is your organization's experience in providing this type of facility/program?
- How will your organization meet Americans with Disabilities Act and EEO requirements?

### *Agreements and Evaluation:*

- How, by whom, and at what intervals should the project be evaluated?
- How can you assure the Agency of long-term stability of your organization?
- What types and length of agreements should be used for this project?
- What types of "exit strategies" should we include?
- What should be done if the project does not meet the conditions of the original agreements?

## Appendix I - Private Grant and Philanthropic Agencies

A listing of grants can be found on the web-site of AGS Publishing. A-Z Grants - AGS Funding Center at <http://www.agsnet.com/grants>.

### **Anneberg Foundation**

The Annenberg Foundation provides support for projects within its grant-making interests of education, culture, the arts, and community and civic life. It generally limits funding to programs likely to produce beneficent change on a large scale.

<http://www.whanneberg.org>

### **AOL Timewarner Foundation**

The AOL Time Warner Foundation is dedicated to using the power of media, communications and information technology to serve the public interest and strengthen society. <http://www.aoltimewarnerfoundation.org/grants/grants.html#exclusion>

### **AT&T Foundation**

The AT&T Foundation supports initiatives that focus technology and innovation on improving the quality of life in communities served by AT&T. Support covers three primary areas: Education, Civic & Community Service, and Arts & Culture.

<http://www.att.com/foundation/>

### **General Mills Foundation**

General Mills invests in the people, neighborhoods and education of the communities in which we live and work. Since the General Mills Foundation was created, it has awarded over \$270 million to General Mills communities. In fiscal 2001, the Foundation contributed \$15 million in the focus areas of family life, education, nutrition and arts and culture. Beyond the financial resources we provide, we support our grants with volunteers and mentors who share their expertise.

[http://www.generalmills.com/corporate/commitment/community/default\\_old.asp](http://www.generalmills.com/corporate/commitment/community/default_old.asp)

### **GM Foundation**

GM's targeted areas of focus are: education, health, community relations, public policy, arts and culture, and environment and energy, with a strong commitment to diversity in all areas. <http://www.gm.com/company/gmability/philanthropy/guidelines>

### **Pentair Foundation**

The mission of The Pentair Foundation is to enrich and advance the communities in which Pentair operates by funding local programs that promote education, vocational readiness, cultural understanding, self-sufficiency, and general well-being so that people in these communities benefit by our presence. <http://www.pentair.com/foundation.html>

### **Positive Youth Development Foundation**

In 1999, Philip Morris U.S.A. launched a grant making initiative focused on Positive Youth Development (PYD). In the first three years of this initiative, we have made nearly 600 grants in 40 states -- plus Washington D.C. and Puerto Rico -- to support after-school programs, summer programs, and food expenditures for youth programs. Our Positive

Youth Development grant making initiative is a long-term commitment.  
<http://www.philipmorrisusa.com>

### **RGK Foundation**

This Foundation includes three main components: Educational, Medical, and Community. Grants in these areas include support for research and conferences as well as support for programs that promote academic excellence in institutions of higher learning; programs that raise literacy levels; programs that attract minority and women students into the fields of math, science, and technology; and programs that promote the health and well being of children. <http://www.rgkfoundation.org>

### **Starbucks Foundation**

Success through literacy. We call them Opportunity Grants because our mission is to create opportunity in the communities where Starbucks lives and works. Being literate is necessary to succeed in our society, and by ensuring our youth learn to read and write, we are opening a world of opportunity to them.  
<http://www.starbucks.com/aboutus/foundation.asp>

### **W. K. Kellogg Foundation**

Goal: Support healthy infant, child, and youth development by mobilizing, strengthening, and aligning systems that affect children's learning. Strategy 1: Mobilize youth, families, and communities to influence institutions and policies that impact learning and achievement for vulnerable children and youth. Strategy 2: Forge partnerships between education institutions and communities to promote learning, academic performance, and workforce preparation among vulnerable young people. <http://www.wkkf.org>

### **Westinghouse Charitable Giving Program**

The program serves as the principle funding entity for the company's social investments. The Program makes charitable contributions to nonprofit organizations in Southwestern Pennsylvania and other communities throughout the United States where Westinghouse has a local presence. Areas of emphasis are: Health and welfare, education and civic and social.  
<http://www.westinghouse.com>

### **Windhover Foundation**

Windhover Foundation funds organizations focused on meeting a pressing, unfilled need, whether social, educational, cultural or otherwise. The foundation also funds upstart groups of maverick intent, providing seed money to set their work into motion.  
<http://www.qg.com/whoarewe/windhover.html>

### **Other grants from other sources:**

Special Olympics Healthy Athletes Grants Program  
Special Olympics has announced its new Healthy Athletes Grants Program with the following three grant categories: Healthy Athletes Capacity Grants, Pilot Health Promotion Grants, and Lions Clubs International Opening Eyes Grants.

The Healthy Athletes Capacity Grants competition may be used for one or more games and competitions in which there will be a Healthy Athletes venue. For more information,

contact Dr. Mark L. Wagner, by e-mail at [mwagner@specialolympics.org](mailto:mwagner@specialolympics.org).

The Pilot Health Promotion Grants identify and develop community-based and athlete-focused health and fitness programs that go beyond the training and competition environment. This is a two-step grant submission process beginning with a letter of intent, followed by a proposal if Special Olympics likes your idea. Contact Dr. Mark L. Wagner, by e-mail at [mwagner@specialolympics.org](mailto:mwagner@specialolympics.org) for more information.

### **Pew Charitable Trusts Grants**

The Trusts make grants in the following program areas:

- Health and Human Services program is designed to promote the health and well-being of the American people and to strengthen disadvantaged communities.
- The Public Policy program advances and helps sustain improvements in America's democratic life by strengthening the foundations of civic engagement and rebuilding Americans' confidence in government and the basic democratic process, primarily elections.

You should first review the information about the program whose interests most closely match those of your organization. The guidelines lay out concisely each program's goals and objectives and the kinds of activities it will and will not consider. The Trusts will respond to all specific letters of inquiry but not to general solicitations for funds. Go to <http://www.pewtrusts.com/grants> for more information on the letter of inquiry requirements.

### **Grants with Federal and State Programs**

#### ***Grants.gov:***

Grants.gov allows organizations to electronically find and apply for more than \$400 billion in Federal grants. Grants.gov is THE single access point for over 1000 grant programs offered by all Federal grant-making agencies. The US Department of Health and Human Services is proud to be the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community. <http://www.grants.gov>

### **Centers for Disease Control and Prevention:**

Steps to a HealthierUS: A Community- Focused Initiative To Reduce the Burden of Asthma, Diabetes, and Obesity To enable communities to reduce the burden of chronic disease, including: Preventing diabetes among populations with pre-diabetes; increasing the likelihood that persons with undiagnosed diabetes are diagnosed; reducing complications of diabetes; preventing overweight and obesity; reducing complications of asthma. STEPS will achieve these outcomes by improving nutrition; increasing physical activity; preventing tobacco use and exposure, targeting adults who are diabetic or who live with persons with asthma; increasing tobacco cessation, targeting adults who are diabetic or who live with persons with asthma; increasing use of appropriate health care services; improving the quality of care; and increasing effective self-management of chronic diseases and associated risk factors. The key to the success of STEPS will be community-focused programs that include the full engagement of schools, businesses, faith- communities, health care purchasers, health plans, health care providers, academic institutions, senior centers, and many other community sectors working together

to promote health and prevent chronic disease. STEPS programs need to build on, but not duplicate current and prior HHS programs and coordinate fully with existing programs and resources in the community. Please consult with agencies listed in the Federal Register announcement <http://www.tgci.com/fedrgrtxt/03-10986.txt> to apply for this grant.

**The Corporation for National and Community Service:**

Grants support public safety, public health, and disaster preparedness and relief. The Corporation for National and Community Service awarded a total of \$10.3 million in competitive grants to 43 non-profit and public organizations in 26 states and the District of Columbia. These groups will support recruitment of volunteers for local efforts to develop disaster response plans, expand Neighborhood Watch and Community Emergency Response Teams, establish Medical Reserve Corps, train youth to cope with disasters, disseminate information on bioterrorism, and assist ham radio operators and volunteer pilots in responding to disasters. Find out if the grantees can help your disaster preparedness and monitoring efforts by visiting <http://www.nationalservice.org/about/hs/grantees.html>.

For more information on corps grant awards to states that you can access, please contact your state commissioner, go to [http://www.nationalservice.gov/home/site\\_map/index.asp](http://www.nationalservice.gov/home/site_map/index.asp).

**Centers for Disease Prevention and Control:**

*Exemplary State Programs to Prevent Chronic Disease and Promote Health*

CDC supports a variety of programs to improve the nation's health by preventing chronic diseases and their risk factors. The CDC gives states guidelines, recommendations and resources, helping state health and education agencies promote healthy behaviors. Park and recreation agencies can contract with public health and education agencies to provide these services. For more information on this program, go to <http://www.cdc.gov/nccdphp/programs.htm>.

To contact your state chronic disease director, go to: <http://www.chronicdisease.org/members.html>.

**Department of Health and Human Services:**

*Preventive Health and Health Services Block Grant*

The PHHS Block Grant is the primary source of flexible funding that provides states the latitude to fund any of 265 national health objectives available in the nation's Healthy People 2010 health improvement plan. States invest their PHHS block grant dollars in a variety of public health areas. PHHS block grant dollars are used to support existing programs, implement new programs, and respond to unexpected emergencies. For a listing of Healthy People 2010 health improvement plans in your state, go to <http://www.cdc.gov/nccdphp/blockgrant/stateselection.html>.

Send an email to: [ccdinfo@cdc.gov](mailto:ccdinfo@cdc.gov) to find out whom to contact in your state to become involved in these plans.

**Department of Health and Human Services:**

***Social Services Block Grant Program***

Funding uses are flexible, but must be used to provide services directed toward one of the following five goals specified in the law: (1) preventing, reducing or eliminating dependency; (2) achieving or maintaining self-sufficiency; (3) preventing neglect, child abuse, or exploitation of children and adults; (4) preventing or reducing inappropriate institutional care; and (5) securing admission or referral for institutional care when other forms of care are not appropriate. SSBG services directed toward the program goals include but are not limited to, child care services, protective services for children and adults, services for children and adults in foster care, services related to the management and maintenance of home, day care services for adults, transportation services, family planning services, training and related services, employment services, information, referral, and counseling services, the preparation and delivery of meals, health support services, and appropriate combinations of services designed to meet the needs of children, the aged, the mentally retarded, the blind, the emotionally disturbed, the physically handicapped, alcoholics and drug addicts.

Each State receives a block grant and has the flexibility to determine what services will be provided, who is eligible to receive services, and how funds are distributed among various services within the State. States and/or local agencies (i.e., county, city, and regional offices) may provide services directly or purchase them from qualified providers. Each year States must submit a report on the intended use of funds under this Block Grant. Prior to December 1 of each fiscal year, states are notified of their allocation in order to facilitate state planning and preparation of their required report. Funds are sent to states on a quarterly basis. Potential Partners include: Community-based organizations, public and private social service agencies, faith-based organizations, community groups, and public and private child care organizations. For more information, go to: <http://www.acf.dhhs.gov/programs/ocs/ssbg/> or call (202) 401-5281.

**Department of Housing and Urban Development:**

***Community Development Block Grant Entitlement Programs***

Grants to develop viable urban communities, by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for persons of low and moderate income. Eligible entities include cities or urban counties. There are field offices in most states, cities or urban counties that accept these applications. There is also a state program that handles smaller communities. Each urban area is allocated a formula-derived amount of funds and must submit a consolidated plan to the field office. Contact your local government for information on how to be included in the plan. <http://www.hud.gov/offices/cpd/communitydevelopment/programs/>

For more information, go to: <http://www.hud.gov/grants/index.cfm> or call: (202) 708-1112.

**Environmental Protection Agency:**

***Children's Health Protection***

The EPA offers this grant program to enhance public outreach and communication; assist families in evaluating risks to children and in making informed consumer choices; build

partnerships that increase a community's long-term capacity to advance protection of children's environmental health and safety; leverage private and public investments to enhance environmental quality by enabling community efforts to continue past EPA's ability to provide assistance to communities; and to promote protection of children from environmental threats. Eligible applicants include community groups, public nonprofit institutions/organizations, tribal governments, specialized groups, profit organizations, private nonprofit institutions/ organizations, municipal and local governments. There is no deadline. For more information, please go to Catalog of Federal Domestic Assistance at <http://12.46.245.173/cfda/cfda.html>.

**Environmental Protection Agency:**

***Environmental Justice Through Pollution Prevention Grants***

These funds are to be used to augment a variety of environmental, environmental justice, academic, tribal, community-based, and grass-roots groups for projects that address environmental justice concerns and use pollution prevention as the proposed solution. This grant program is designed to fund projects that have a direct impact on affected communities.

Eligible applicants include non-profit organizations, State and local governments, and academic institutions; but preferences will be given to nonprofit, community-based/grass-roots organizations and State and federally recognized tribal organizations. Applications are usually due in April each year. Awardees are generally notified in September of each year. For more information, please see: Catalog of Federal Domestic Assistance at <http://12.46.245.173/cfda/cfda.html>.

**Health Resources and Services Administration:**

***Community Health Centers Grant Program***

Grants support the development and operation of community health centers that provide preventive and primary health care services, supplemental health and support services and environmental health services to medically underserved areas/populations. The program's priorities included providing services in the most medically underserved areas and maintaining existing centers that are serving high priority populations. Grants have been used to fund health centers, health networks to support systems of care, community health programs and planning activities.

Public agencies, nonprofit private organizations, and a limited number of state and local governments are eligible to apply. The applicant must assume part of the project costs determined on a case-by-case basis. For more information on how to partner with health care agencies for this grant, please contact state primary care offices or associations, a list is available on the website: <http://www.bphc.hrsa.gov>, or for more information, call: (301) 594-4300.

**Corporation for National Service: AmeriCorps Program Resources:**

AmeriCorps seeks to strengthen communities through projects that address education, public safety, the environment, and other unmet human needs. Learn more about how to start a program in your community at [http://www.americorps.gov/home/site\\_map/index.asp](http://www.americorps.gov/home/site_map/index.asp). Deadlines vary.

### Governor's Grants for Drug and Violence Prevention Activities

This program provides support to governors for a variety of drug and violence prevention activities focused primarily on school-age youths. Governors use their program funds to provide support to parent groups, community-based organizations, and other public and private nonprofit entities for drug and violence prevention activities that complement the state education agency (SEA) and local education agency (LEA) portion of the Safe and Drug-Free Schools and Communities Program. Deadlines vary. For more information, contact your governor's office or the U.S. Department of Education at (202) 260- 3354.

### Foundation Grants:

Beaumont Foundation of America

Grants of Toshiba branded equipment will be administered to support digital inclusion for underserved individuals. The Foundation will grant \$350 million over 5 years in all 50 states and the District of Columbia. Contact: P.O. Box 1855, Beaumont, TX 77701, 1-866-546-2667 (toll-free) <http://www.bmtfoundation.com>.

### Bridgestone/Firestone Trust Fund

Founded in 1952, the Bridgestone Firestone Trust Fund proudly supports a wide variety of important charities in the United States, particularly in those markets it calls home. While contributions are made to nearly a hundred organizations each year, the Trust Fund focuses on organizations with missions supporting: 1) education, 2) environment and conservation, 3) children's programs. Including national and local charities, the Trust Fund has donated more than \$20 Million in the past 5 years. Giving for education (including employee matching gifts), health and welfare, civic and community, and culture and the arts especially in areas of major company operations: AR, CO, CT, FL, IA, IL, IN, KY, LA, MI, NC, OH, OK, PA, SC, TN, TX, UT, and WI.

[http://www.bridgestone-firestone.com/about/index\\_citizen.asp?id=trust\\_main](http://www.bridgestone-firestone.com/about/index_citizen.asp?id=trust_main)

### ConAgra Foods Foundation, Inc.

Our mission is to improve the quality of life in communities where ConAgra Foods employees work and live. We focus our resources in these areas: Arts and Culture; Civic and Community Betterment; Education; Health and Human Services; Hunger, Nutrition and Food Safety. ConAgra Foods is a multi-faceted company operating in many communities across the United States. A listing of all locations is not available. To find out if your organization has a ConAgra Foods facility nearby, please consult your local phone directory or contact your Chamber of Commerce.

Because of ConAgra Foods' major commitment to fighting child hunger in America, there is limited funding available for other new initiatives. Grant proposals will be accepted, however, from organizations meeting these criteria:

- Organization must have IRS 501(c)3 tax-exempt status.
- Organization must have been in existence for at least one year.
- Organization or project must provide a solution for specific community needs.
- Organization must be well-managed, fiscally responsible and demonstrate success in meeting goals.

[http://www.conagrafoods.com/company/corporate\\_responsibility/foundation/community\\_guidelines.jsp](http://www.conagrafoods.com/company/corporate_responsibility/foundation/community_guidelines.jsp)

**Cooper Industries Foundation**

Contributions to local charities, the United Way, education, civic and community affairs, health services, and cultural programs where company's operations are located. Giving in Houston, TX, and other communities of company operations in AL, AR, CA, CO, CT, FL, GA, IL, ME, MI, MO, MS, NC, NV, NY, OH, OR, PA, SC, TX, and WI. Contact: (713) 209-8464 <http://www.cooperindustries.com>, or <http://www.cooperindustries.com/common/sustainability/old/socialResponsibility.cfm>

**Eastman Chemical Company Foundation, Inc.**

Giving for children/youth services. Contact: (423) 229-1413, P.O. Box 511, Kingsport, TN 37662-5075.

**Energizer Charitable Trust**

Emphasis on giving for youth services. Contact application address: Energizer Trust Fund, 533 Maryville University Dr., St. Louis, MO 63141.

**Enterprise Rent-A-Car Foundation**

Support primarily for education and community funds; grants also for social service and youth programs, including services for children with disabilities, and cultural affairs. Giving limited to organizations with which employees, their families, and customers are involved, with some emphasis on MO. Contact: 600 Corporate Park Dr., St. Louis, MO 63105-4211, (314) 512-2754.

**Charles P. Ferro Foundation**

Giving primarily for health related causes and children's services. Contact: 25 Bayview St., Burlington, VT 05401, (802) 660-2765.

**Samuel J. & Connie Frankino Charitable Foundation**

Giving primarily for education and for health and human services; children and youth, services. Contact: P.O. Box 250, Richland, NJ 08350, (856) 697-8766.

**Charles A. Frueauff Foundation, Inc.**

Contact: 3 Financial Ctr., 900 S. Shackleford, Ste. 300, Little Rock, AR 72211 (501) 219-1410.

**Heineman Foundation for Research, Educational, Charitable and Scientific Purposes, Inc.**

Giving for programs for children and youth services. Contact: c/o Brown Brothers Harriman Trust Co., 63 Wall St., New York, NY 10005.

**Tommy Hilfiger Corporate Foundation, Inc.**

Giving primarily for educational youth organizations; support also for health, environment, human services, and the arts. Contact: 25 W. 39th St., 11th Fl., New York, NY 10018, Telephone: (212) 840-8888.

**The Janus Foundation**

Giving primarily for at-risk youth through education, community service and volunteerism, and cultural institutions in the Denver, Colorado metropolitan area. Contact: 100 Fillmore St., Ste. 300, Denver, CO 80206-4923, (720) 210-1265. <http://www.janusfoundation.org>.

**Johnson Controls Foundation**

Grants for higher education; health and hospitals; community funds; social services, including aid to the disabled, care of children, and the aged.

Contact: Foundation Coordinator; 5757 N. Green Bay Ave., P.O. Box 591, M.S. X-46, Milwaukee, WI 53201 (414) 524-2296,

<http://www.johnsoncontrols.com/corpvalues/foundation.htm>.

**Liatis Foundation**

Giving to arts education; children/youth services; education; museums. Contact: President; 2707 Kipling, Houston, TX 77098, (713) 520-7600.

**M & T Foundation**

Giving for athletics/sports, Olympics; athletics/sports, training; Big Brothers/Big Sisters; children/youth, services; health care; health organizations; higher education; hospitals (general); military/veterans' organizations; recreation. Contact: President; P.O. Box 676370, Rancho Santa Fe, CA 92067-6370, (858) 756-1154.

**Richard E. & Nancy P. Marriott Foundation, Inc.**

Giving to education; youth development; adult & child programs. Contact: 10400 Fernwood Rd., Dept. 901, Bethesda, MD 20817.

**Newman's Own Foundation, Inc.**

Giving for children's health & human services. Contact: 246 Post Rd. E., Westport, CT 06880-3615. <http://www.newmansown.com>.

**The Pepsi Bottling Group Foundation, Inc.**

Giving for arts, youth, services, human services. Company offices in Redding, CA; Denver, CO; Mesquite, TX. Contact: c/o The Pepsi Bottling Group, Inc., 1 Pepsi Way, Somers, NY 10589-2201 (914) 767-7472.

**Susan R. & John W. Sullivan Foundation**

Giving primarily for educational support, health care, and human services.

Contact: President; 851 S.E. Monterey Commons Blvd., Stuart, FL 34996 (561) 283-3838.

**The Textron Charitable Trust**

Giving primarily for community funds, higher education, including scholarship programs, and hospitals and health agencies; support also for youth clubs, urban programs, minorities, and cultural programs. Contact: Contributions Coordinator; P.O. Box 1861, Providence, RI 02901, (401) 457-2430.

**Timken Foundation of Canton**

Promoting broad civic betterment by capital fund grants; support largely for colleges, schools, hospitals, cultural centers, social services and recreation, and other charitable institutions. Contact: Program Director; 200 Market Ave. N., Ste. 210, Canton, OH 44702, (330) 452-1144.

**Toy Industry Foundation**

The TIF focuses its grant making and other charitable activities on organizations that

provide goods or services to children who are homeless in the U.S. and Canada, specifically targeting organizations that are currently bringing and/or planning to bring play and/or a recreational element to their program.

[http://www.toy-tia.org/Content/NavigationMenu/Toy\\_Industry\\_Foundation/Toy\\_Industry\\_Foundation.htm](http://www.toy-tia.org/Content/NavigationMenu/Toy_Industry_Foundation/Toy_Industry_Foundation.htm).

### **The Woods Foundation**

Giving primarily for wildlife conservation, the arts and cultural programs, higher education, health care, and youth services. Contact: President; c/o Bessemer Trust Co., N.A., Tax Dept., 630 5th Ave., New York, NY 10111.

### **Grant Facilitation Organizations:**

These organizations facilitate but don't provide grants directly. They may assist you if your goals meet with the goals of these organizations.

### **Foundation Grants:**

Parks and recreation agencies are not 501(c)(3) organizations, but donations to them are tax deductible. If a foundation insists that your agency have 501(c)(3) status, consider forming a "friends of parks and recreation" non-profit organization. Information on this process can be found at The Grantsmanship Center: <http://www.tgci.com>.

If a foundation or its company's offices reside in your city submit a letter of inquiry.

Assistance with grant proposal writing can be found at Non-profit Guides:

<http://www.npguides.org/>.

### **The Nature Conservancy**

The Nature Conservancy works with conservation supporters and partner organizations to create funding for conservation worldwide using a variety of creative methods. We seek to create market incentives for conservation, such as debt for nature swaps. We also strive to increase funding for public land acquisition and management through appropriations and public finance campaigns. <http://www.nature.org>

### **The Trust for Public Lands**

The Trust for Public Land (TPL) is a national, nonprofit, land conservation organization that conserves land for people to enjoy as parks, community gardens, historic sites, rural lands, and other natural places, ensuring livable communities for generations to come. If possible, the TPL prefers to get paid for their services. <http://www.tlp.org>

