



"...meeting community needs...enhancing quality of life."

**PARKS, RECREATION & FACILITIES
MANAGEMENT**

Niki Wendt, Recreation Manager

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TO: Parks & Recreation Committee

FROM: Niki Wendt, Recreation Manager

DATE: February 24, 2020

RE: Action: Request Approval of Updated Recreation Program Fee Policy

The Parks, Recreation & Facilities Management Department along with the City Attorney's Office have updated the Recreation Program Fee Policy. Recommended changes are as follows:

Language was updated to be consistent with some of our current division policies.

Cost recovery guidelines were developed to determine how costs for that service should be paid. The pyramid model will help meet cost recovery goals for existing and future programs in order to establish organizational sustainability and support the vision and mission of our department.

Language was added noting non-resident fees will not be charged for contracted programs or drop-in programs. This practice is already in place as these programs operate on 100% cost recovery already and are not being subsidized.

Wording was changed under fees from late fees to early bird registration. The concept is the same but has a more positive tone.

Two areas were added to the policy; one to reflect our current reciprocal agreements and one to reflect our waitlist guidelines.

Under the refund section any refund request that is under \$15.00 will automatically be placed into the individual's household account. All household account credits will now expire two years from the date of issue.

Please contact me at 832-3925 or niki.wendt@appleton.org with any questions.

CITY OF APPLETON POLICY		TITLE: RECREATION PROGRAM FEE POLICY	
ISSUE DATE: 2/20/91 Day of Council Adoption	LAST UPDATE: January 2005 January 2007	TEXT NAME: K:\Common\Administration/ Policies/Recreation Program Fee Policy 2007\J:Facilities Management/Recreation/ Administration/Policies/ Recreation Program Fee Policy/2020	
POLICY SOURCE: Parks, Recreation and Facilities Management Department and Recreation Department		TOTAL PAGES: 3	
Reviewed by Attorney's Office Date: February 17, 2020	Parks and Recreation Committee Approval Date: January 10, 2007	Council Approval Date: January 18, 2007	

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I. Purpose

It is the purpose of this policy to provide guidelines necessary to charge a reasonable fee to participants of recreation programs.

II. Policy

[The City of Appleton Parks, Recreation and Facilities Management Department \(PRFMD\) is committed to providing quality programs that meet the needs of all Appleton residents. PRFMD will recommend program fees and charges through a fiscally responsible plan of balancing affordable fees with the need for cost recovery. Both direct and indirect costs will be identified and considered when determining the fees and charges for each program. As part of the overall pricing program, staff will seek alternative revenue whenever possible, including sponsorships, grants, partnerships and other revenue producing opportunities. Adapted recreation programming and a financial assistance program will be included in the overall department services.](#)
~~It is the policy of the City of Appleton to open participation in Parks and Recreation Department sports and instructional programs to anyone and charge fees to participants of those programs to meet cost recovery guidelines outlined in this policy. The fees charged to participants of recreation programs shall be established by the Parks and Recreation Department to meet the guidelines provided in this policy.~~

III. Definitions

III.

1. *Youth* – age 17 and under
2. *Adult* – age 18 ~~and over~~ ~~64~~
3. *Older Adult Senior* – age 62 and ~~over older~~ (discounts may apply to certain programs in [this age category.](#)

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4. *Person(s) with Disabilities Special needs*— individuals of all ages who require special accommodations due to physical and/or mental disabilities.
5. *Sports Team* – Compilation of individuals who participate as a group in a designated sport, i.e., basketball, ~~soccer, baseball~~, flag football, etc.
6. *Administrative costs* – General cost of administrating programs such as administrative clerical staff, legal counsel, administrative overhead, payroll and finance functions, capital improvements, etc.
7. *Operating costs* – Costs directly related to the operation of a program. These costs include direct program staff, facility rental/maintenance costs, supplies and services, utilities, etc.
8. *Resident* - Any person who lives within the corporate city limits of Appleton. Persons who own property in Appleton, but live outside of Appleton, are considered non-residents.
9. *Non-resident* - Any person who lives outside of the corporate city limits of Appleton.

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IV. Cost Recovery

The cost recovery pyramid model (Exhibit I) was developed by staff to help meet cost recovery goals for existing and future programs in order to establish organizational sustainability that supports the vision and mission of the department and the community. Levels in the pyramid, along with definitions for each level, were established to determine to what extent the programs and/or services are providing community and/or individual benefit and at what percentage they should be subsidized (i.e. Community Events = 0% recovery, youth sports = 45-55% recovery, camps and workshops = 55-100% recovery, adult sport and day trips = 100% recovery).

- ~~1. Youth instructional and sports programs, as a whole, shall recover 45% to 55% of the operating costs of those programs.~~
- ~~2. Adult instructional and sports programs will recover 110% of the operating costs of those programs.~~
- ~~3. Senior programs will recover 45-55% of the operating costs of those programs.~~
- ~~4. Special needs programs will recover 45-55% of the operating costs of those programs.~~

V. Fees

- ~~User F~~fees will be charged through team entry fees, program individual fees, and/or user fees.
- All non-resident participants will be charged a surcharge, unless reciprocal agreements have been reached with other communities.
- A surcharge of \$35.00 will be added to program fees for all non-resident adults who register for anyall programs, with the exception of single day programs, ~~and~~ adult sport leagues, contracted programs, and drop-in programs. The surcharge for non-resident adults to register for single day programs, events, or day trips is \$5.00.
- A surcharge of \$25.00 will be added to program fees for all non-resident youth who register for anyall programs, with the exception of single day programs, contracted programs, and drop-in programs. The surcharge for non-resident youth to register for single day programs, events, or day trips is \$5.00.
- All adult sports teams requesting to register after the deadline will be accepted if the team meets the league criteria and a late processing fee of \$50.00 is paid.
- Due to high popularity and volume of registrants, certain programs (i.e. youth sports leagues, dance, swim lessons) may have an early bird registration deadline assigned. Those registering after the early bird deadline but before the final deadline will pay full price.
- ~~All individual players requesting to register after the deadline will be accepted if the individual registration request meets the league criteria for late registration and a late processing fee of \$10.00 is paid.~~
- ~~All program fees will be established based on the cost recovery guidelines and will be reported out to the Parks and Recreation Committee on a quarterly basis.~~
- ~~8.7.~~ Participants having financial hardships difficulties may apply for fee assistance as outlined in the Recreation Program Fee Waiver Policy.

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8. All fee adjustments noted in this policy will become effective for programs offered starting in the ~~Fall of 2020, 2007 Summer Activity Guide.~~
9. Residents of communities having reciprocal agreements with the City of Appleton will receive resident pricing for programs.

VI. Falsification of Information

The PRFMD reserves the right to remove anyone falsifying information from our programs. The PRFMD may require residency verification (i.e. driver's license or utility bill).~~The registrant will be removed from all registered programs and all fees will be forfeited if the registrant falsified information on a registration form.~~

VII. Refunds

1. Requests for a cash refund will be subject to a \$10.00 processing fee for each participant and program. Refund requests of \$15.00 or less will automatically be credited to the household account in the RecTrac registration software program.
- ~~1-2.~~ A full refund will be credited ~~or~~ issued to the participant for any program cancelled by the ~~Parks and Recreation Department~~ PRFMD.
- ~~2-3.~~ A full refund will be credited ~~or~~ issued to the participant if a program time, date, or location is changed by the ~~PRFMD~~ ~~Parks and Recreation Department~~ and the participant is unable to attend because of the change.
4. Full refunds will be issued prior to the registration deadline or start of the program, whichever comes first. Refunds will not be issued after a program has started or deadline has been reached, unless the participant becomes ill/injured and a doctor's statement is presented. A refund will be credited/issued to the participant prior to the third meeting of the program. Programs with four or less meetings are refunded only prior to the first meeting.
- ~~3-5.~~ Attempts will be made to reschedule classes and/or league games cancelled due to the weather. Classes and/or league games that are unable to be rescheduled are not eligible for refunds/credits.
- ~~4-6.~~ A team fee will be refunded until the deadline for the team registration. After the deadline, the team fee will be refunded only if there is another team willing to fill that spot in the league. Refunds will not be granted for any reason after the playing schedules are ~~distributed~~ mailed from the ~~Parks and Recreation Department~~ PRFMD.
5. All refund requests, if applicable, will be credited to the family account in the RecTrac Registration software program. Requests for a cash refund will be subject to a \$10.00 processing fee for each participant and program.
6. Late fees paid by either teams or individuals will not be refunded.
7. Pool coupons and passes will not be refunded.
8. All household account credits will expire two years from the date of issue.
Refunds of \$5.00 or less will not be processed, but will be credited to the family account.

VIII. Waitlist

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7- Registrants may be waitlisted for any program/event that is full. There is no fee required to be added to a waitlist. When an opening occurs, the available spot goes to the first person on the waitlist. When contact has been made through phone conversation/voice messaging, there is a 24-hour time period to respond. Once that period has lapsed, the opening will go to the next person on the list. Waitlist policy does not apply to swim lessons.

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7. Participants having financial hardships may apply for fee assistance as outlined in the Recreation Program Fee Waiver Policy.
8. All fee adjustments noted in this policy will become effective for programs offered starting in the Fall of 2020.
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VII. Refunds

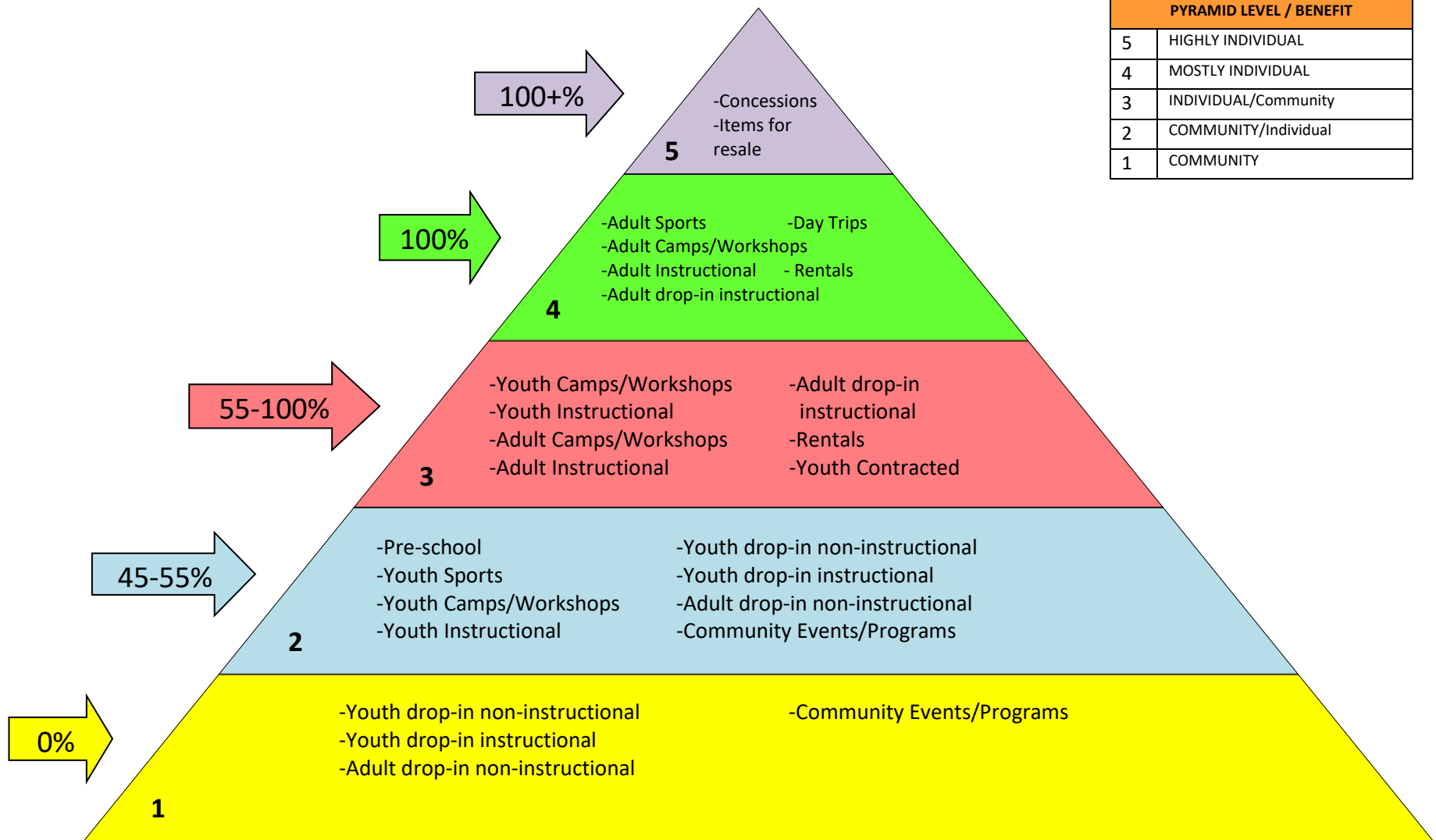
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3. A full refund will be credited or issued to the participant if a program time, date, or location is changed by the PRFMD and the participant is unable to attend because of the change.
4. Full refunds will be issued prior to the registration deadline or start of the program, whichever comes first. Refunds will not be issued after a program has started or deadline has been reached, unless the participant becomes ill/injured and a doctor's statement is presented.
5. Attempts will be made to reschedule classes and/or league games cancelled due to the weather. Classes and/or league games that are unable to be rescheduled are not eligible for refunds/credits.
6. A team fee will be refunded until the deadline for the team registration. After the deadline, the team fee will be refunded only if there is another team willing to fill that spot in the league. Refunds will not be granted for any reason after the playing schedules are distributed from the PRFMD.
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Registrants may be waitlisted for any program/event that is full. There is no fee required to be added to a waitlist. When an opening occurs, the available spot goes to the first person on the waitlist. When contact has been made through phone conversation/voice messaging, there is a 24-hour time period to respond. Once that period has lapsed, the opening will go to the next person on the list. Waitlist policy does not apply to swim lessons.

Appleton Parks and Recreation's Cost Recovery Pyramid

Exhibit I



Appleton Parks, Recreation and Facilities Management Department
Recreation Cost Recovery Levels

Level 1 – Primary Beneficiary – Community

Level one is our foundational level of the pyramid and includes programs, facilities, and services that benefit the COMMUNITY as a whole. These programs, facilities, and services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services and facilities through taxes. These services are offered at minimal or no fee. A large percentage of the tax support of the division would fund this level of the pyramid.

- Visitors use programs and facilities without direct interaction with staff
- Cost recovery of operations is 0%
- Operations are fully supported by the city
- Entire community benefits from programs and facilities

Facility examples include:

- Parks
- Trails
- Fishing piers
- Picnic areas
- Playgrounds
- Gardens
- Tennis courts
- Ball diamonds

Recreation program examples include:

- Playground program
- Ice skating
- Sledding hills
- City Band
- Special events for youth
- Special events for seniors
- Open gym for youth
- Outdoor movies
- Drop-in programs for seniors

Level 2 – Primary Beneficiary – Community. Some individual benefit.

The second level of the pyramid represents programs, facilities, and services that promote individual physical and mental well-being, and provide recreation skill development. These programs, facilities, and services 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.

- Expands on the base level of program/facility provided in level 1
- Programs and facilities are generally based on community expectations
- Fees and/or charges recovery is generally between 45 - 55% of direct operational costs
- Programs are generally directed to pre-school, youth and seniors:
 - Introduce activity and/or event to participants

- Provide basic instruction
- Offer community enrichment
- Offer opportunities for participant engagement, interaction and growth

Recreation program examples include:

- Pre-school programs
- Youth sports leagues
- Youth instructional programs
- Youth camps/workshops
- Community events/programs

Level 3 – Primary Beneficiary – Individual participant. Some community benefit.

This 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 therefore the recovery percentage is higher for these programs/services.

- Expands on programs and facilities offered in level 1 and 2
- Fees and charges recovery is generally 55 - 100% of direct operational costs
- Enhancement of activities and/or events offered in level 1 and 2
- Activities and/or events may be available through other leisure service providers in community

Recreation program examples include:

- Youth camps/workshops
- Youth day trips
- Higher level instructional programs
- Adult camps/workshops
- Adult instructional programs
- Special events with focus toward adults or special interests

Level 4 – Primary Beneficiary – Mostly individual.

The fourth level of the pyramid represents specialized services generally for specific groups, and may have a competitive focus. In this level, programs and services are priced to recover full costs.

- Activities and facilities may have a competitive focus.
- Activities and facilities service a limited segment of the community.
- Activities and facilities are available through other leisure providers, often in a private, for-profit sector.
- Fees and charges recover 100% of all costs, including administrative and facility services and overhead.

Recreation program examples include:

- Adult sports leagues
- Adult camps/workshops
- Adult instructional programs
- Adult day trips
- Facility Rentals

Level 5 - Primary Beneficiary – Highly individual.

This 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 margin (at times).

- All programs and facilities have a profit-driver potential and focus
- All programs and facilities recover all costs plus a designated profit margin
- Programs and facilities may not fall within the Department's core mission
- Profits used to support programs and activities in levels 1-3

Recreation Program examples include:

- Concession operations
- Items for resale (dance apparel)