



City of Lewisville, TX

City Council

Agenda

151 W Church Street
Lewisville, Texas 75057

Monday, March 4, 2019

5:00 PM

Lewisville City Hall
3rd Floor Reception Area
151 West Church Street
Lewisville TX 75057

CALLED-SPECIAL WORKSHOP SESSION - JOINT MEETING OF LEWISVILLE CITY COUNCIL, LEWISVILLE 2025 ADVISORY BOARD AND PARK BOARD

Call to Order and Announce Quorum is Present

1. [Discussion of Service Categories for Recreational and Cultural Activities.](#)

ADMINISTRATIVE COMMENTS:

The City of Lewisville is creating a Financial Management Philosophy and Cost Recovery Model for recreation and cultural activities offered by the Parks & Recreation and Community Relations & Tourism departments. In previous workshops, stakeholders and appointed/elected officials have defined “individual benefit” and “community benefit” as it relates to the services and activities offered by both departments. During this workshop, participants will give direction regarding the value of the Parks & Recreation and Community Relations & Tourism Departments’ Service Categories starting from services generating the greatest “community benefit” to those services generating the greatest “individual benefit.”

Adjournment

NOTICE OF ASSISTANCE AT THE PUBLIC MEETINGS

The City will provide appropriate auxiliary aids and services, including sign language interpreters and assisted listening devices, whenever necessary to ensure effective communication with members of the public who have hearing, sight or speech impairments, unless doing so would result in a fundamental alteration of its programs or an undue financial burden. A person who requires an accommodation or auxiliary aid or service to participate in a City program, service or activity, should contact the sponsoring Department, or the Human Resource Department at 972-219-3450 or by Fax at 972-219-5005 as far in advance as possible but no later than 48 hours before the scheduled event.

The City Council reserves the right to adjourn into closed session at any time during the course of this meeting to discuss any of the matters listed above, as authorized by Texas Government Code Section 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices) and 551.087 (Economic Development).

I do hereby certify that the above notice of meeting of the City of Lewisville City Council was posted at City Hall, City of Lewisville, Texas in compliance with Chapter 551, Texas Government Code on _____, 2019 by _____ AM.

City Secretary

MEMORANDUM

TO: Donna Barron, City Manager

FROM: Stacie Anaya, Parks and Recreation Director

DATE: February 15, 2019

SUBJECT: Financial Management and Cost Recovery Model Workshop

BACKGROUND

The City is working with 110% Inc to lead discussions and analysis with staff, elected officials and stakeholders to create a fiscal management philosophy and establish a cost recovery model for all parks, recreation and cultural programs and services. The process will include:

- An analysis of existing organizational values and purpose and their alignment with fiscal policies
- Systematic examination of internal and external environments that impact the organization's capacity to operate
- Identification of key issues and opportunities to which the organization should dedicate efforts and resources to create the greatest impact.

Jamie Sabbach and Lisa Paradeis from 110% Inc are leading the City through this process.

The initial training session was held on August 29, 2018. Throughout the day, members of the City's leadership team, Parks & Recreation and Community Relations & Tourism Departments and key stakeholders met with the consultant to review the key steps of the process and inspire a shift in the approach to establishing financial management and fee setting procedures.

Throughout the process of creating a financial management philosophy and a cost recovery model for programs and activities two workshops are scheduled with City Council, the 2025 Committee and the Parks & Recreation Advisory Board (PRAB). The first workshop was held on Monday, October 29 at 6:00pm at the MCL Grand. During the workshop, the consultant led members of the respective boards in a discussion to begin defining the terms individual benefit and community benefit for the City of Lewisville. This discussion complimented the work of the internal staff team who worked with the consultant earlier that day to begin creating service categories for the types of services, programs and activities offered.

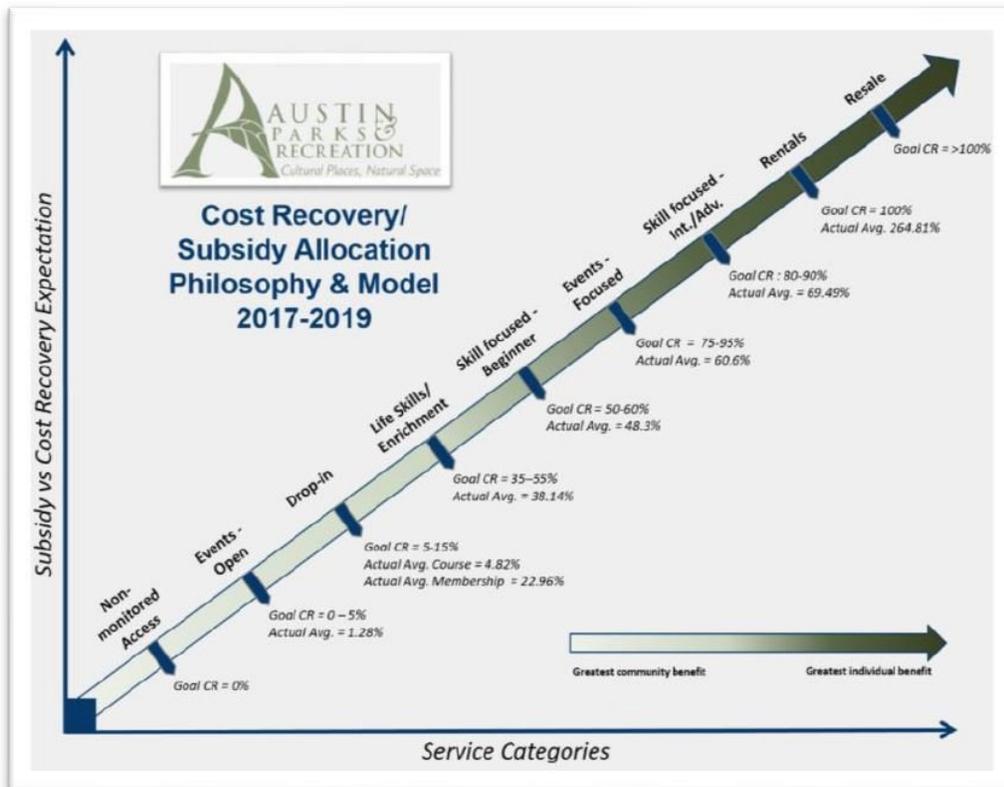
Throughout the winter months, a core team of staff members from each department worked with the consultants to finalize a list of 11 service categories that encompass all the programs, services and activities offered by each department. These service categories will not be labeled by age of participant or type of program, but rather encompass the level of staff involvement for providing the program and scope of access or participation by the community (ranging from entire community to the individual). A copy of this list is included for review.

ANALYSIS

The next step in the process is for stakeholders, staff and policy makers to determine the level of community and individual benefit to be gained from each service category. Eventually this will lead to a decision on the cost recovery OR subsidy each service category should realize when the programs/activities are offered. The consultants will host three workshops on March 4 to lead discussions on where each service category should fall on the continuum of cost recovery or support. A morning meeting will include staff members, a lunchtime meeting will include stakeholders and a joint workshop of the City Council, 2025 and the Parks Board will be held in the evening. During the workshop, the consultant will lead participants in a series of discussions on how service categories should fall along the continuum of cost recovery/subsidy allocation.

The consultants will consolidate the findings of each of the workshops on March 4 and present a final draft of the Cost Recovery Model for staff and council review later this spring. Once goals for cost recovery/subsidy are set for each service categories, the consultants will work with staff to determine the current cost recovery/subsidy levels. In the final stages of the process, a series of strategies and policies will be developed to help staff bridge the gap between the goals and current levels.

An example of the continuum created by the City of Austin Parks & Recreation Department is shown below:



The timeline for the remaining steps in the process is shown in the table below:

Task	Team	3Q 2018	4Q 2018	1Q 2018	2Q 2019
Kick off Meeting	110%, Project Team	August 1			
Education & Training	110%, Project Team, Staff & Elected, Appointed Officials	August 29			
Evaluation & Analysis of Current Condition	110%, Project Team	X	X		
Identify Key Issues & Opportunities	110%, Project Team		X	X	
Design Financial Management Philosophy	110%, Project Team			X	X
Policy Development and Deliverables	110%, Project Team, Staff & Elected, Appointed Officials			X	X

RECOMMENDATION

No action is needed at this time.



BENEFICIARY OF SERVICE

A financial resource allocation philosophy provides a foundation for differentiating services based on “who benefits” and “who should pay”. Economists have differentiated goods and services in the economy in this manner for decades.

Adopting a philosophy that acknowledges levels of service shifts from a philosophy suggesting that all services are of equal value and should be provided for everyone to a philosophy where financial resource allocation decisions are based upon “beneficiary”. In this conceptualization, each service category has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. Ultimately, this aligns financial resource allocation with beneficiary of service (essentially, those who benefit from a service should pay for that service).

Community Benefit (Common Good): These services are intended to be accessible and of benefit to all in a community. These services may also be intended for those who NEED special assistance or relief (e.g., social equity). Essentially, these are services that contribute to the “common good”.

Dual-Benefit: These services provide both a community as well as individual benefit.

Individual Benefit (Self Interest): These services provide exclusive benefit to the individual(s) and not the community as a whole.

Community Benefit in Lewisville TX

- Community building
- Provides accessibility to marginalized/under-represented populations
- Broad appeal to a wide audience

Individual Benefit in Lewisville TX

- Exclusive; special interest
- Requires higher competency/ability level to participate
- Private sector competition exists
- Specialized activities

Please rank the City of Lewisville (TX) Parks & Recreation Department’s Service Categories starting from services generating the greatest “Community Benefit” (#1) to those services generating the greatest “Individual Benefit” (#11). During this exercise, avoid any discussion involving funding, fees, etc. Focus on beneficiary of service ONLY.

- | | |
|----------|-----------|
| 1. _____ | 7. _____ |
| 2. _____ | 8. _____ |
| 3. _____ | 9. _____ |
| 4. _____ | 10. _____ |
| 5. _____ | 11. _____ |
| 6. _____ | |



LEWISVILLE

Deep Roots. Broad Wings. Bright Future.

PARKS & RECREATION / COMMUNITY RELATIONS & TOURISM

SERVICE CATEGORIES

Community Events

This service category includes events that are typically large in scale and attendance and are open to anyone in the community. Pre-registration is not typically required.

Examples include: Western Days, Spooktacular, Funny Bunny, Rocktober

Drop-In Activities

This service category includes structured programs that are led by staff, volunteers and/or contract instructor where pre-registration is not required and are not regularly occurring activities for the participant. *Examples include: Pilates in the Plaza, Senior Walking programs, Bingo*

Drop-In Monitored Access

This service category includes facilities to which the public has limited access and is under the general supervisor or oversight of staff and/or volunteers. *Examples include: pools, recreation center open gym, MCL Grand gallery hours*

Enrichment Activities

This service category includes structured activities designed for attainment of knowledge, self-betterment, self-sufficiency and/or socialization. Registration may be required. *Examples include: LLELA Night Hike, LLELA Stars on the Prairie, 50+ Trips, community outreach, educational seminars, home grant repair workshops*

Food/Beverage/Merchandise Sales

This service category includes items for sale to the public. *Examples include: food, beverages, apparel and accessories*

Non-Monitored/Open Access

This service category includes facilities to which the public has open access and is not under the supervision or oversight of staff or volunteers. *Examples include: neighborhood parks, skate park, dog park, lake access, disc golf*

Private/Semi Private Instruction

This service category includes a structured time frame where learning a specific skill or activity occurs with sole gain and direct benefit to the individual. These services are typically conducted in a one on one setting but may also include semi-private instruction. Group size is established to ensure maximum gain for each participant.

Examples include: personal training, private or semi-private dance, private music

Programs: Beginner

This service category includes classes/courses where a specific skill or practice is learned over multiple meetings to build upon a skill with a measurable outcome. These services require little to no experience in order to participate. *Examples include: yoga, dance, learn to swim, learn to sew, tee ball*

Programs: Non-beginner

This service category includes classes/courses where an advanced skill or practice is learned over multiple meetings to build upon a specific skill with a measurable outcome. A pre-requisite, previous experience or exposure to the activity is necessary in order to participate. *Examples include: competitive swim team, advanced tai chi, select sports*

Rentals

This service category includes space and facility reservations for exclusive or shared use by an individual or group. *Examples include: pavilions, ball fields, pools, recreation center classrooms, MCL Grand space rentals*

Special Events

This service category includes events that are specific to a target market and may require pre-registration. *Examples include: Daddy Daughter Dance, Doggie Dive In, Texas Tunes, MCL Grand Presents Series*