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Purpose

To adopt an official policy to establish a set of fees for charges that are fair and equitable for the use of facilities and equipment and the participation in programs sponsored by the New Braunfels Parks & Recreation Department.

The Department's mission is to afford diverse opportunities and access for all residents and visitors through innovative programs and facilities, open space preservation, and economic enhancement. Our professional staff plans and provides a variety of enjoyable and cost-effective recreation, sports, environmental, historical, and cultural arts programs and services. We acquire, develop, beautify, conserve, and maintain a system of parks, greenways, and recreation facilities which will assure quality leisure opportunities for all New Braunfels residents.

Coverage

This policy, upon adoption by the City Council, should be applicable to all individuals for the use of facilities and equipment and the participation in programs conducted by the Parks and Recreation Department until it is altered, modified, or rescinded by the City Council.

Policy

The New Braunfels City Council hereby establishes the following Parks and Recreation fees and charges policy. This policy should be reviewed and updated as needed every three years.

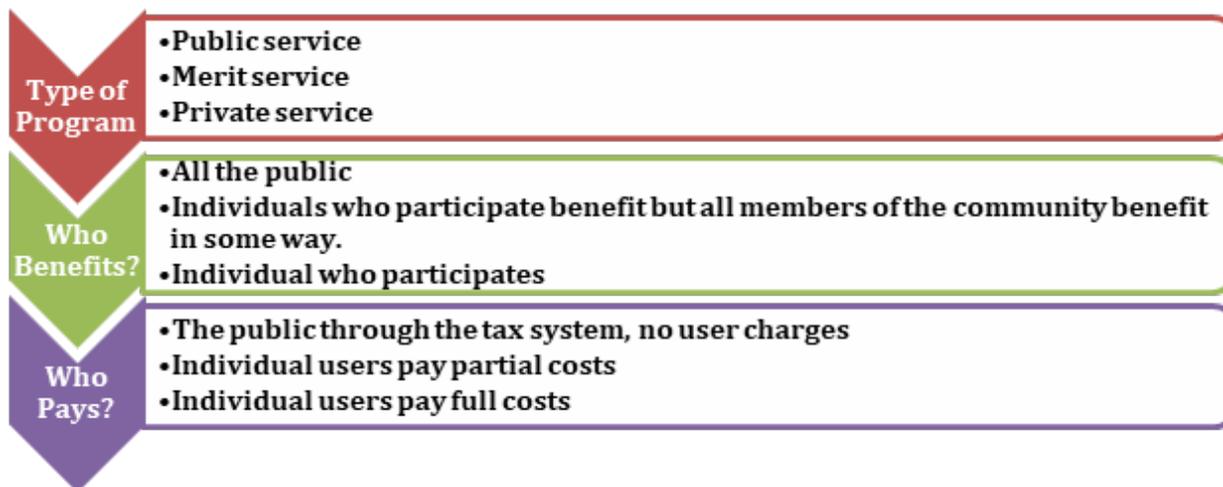
I. Statement of Need: Due to the demand for services, operating and capital cost, and the amount of available tax revenues, meeting the level of Parks and Recreation services requested by New Braunfels residents is a continuing challenge. Therefore, it is necessary for the City to develop a sound and consistent policy of fees and charges for Parks and Recreation services that are both fair and equitable. This policy will enable the City of New Braunfels to continue to provide quality recreation programs and make necessary program expansions which would not otherwise be possible.

II. Statement of Philosophy: A sound policy provides the guiding principles for managing fees and charges while maintaining flexibility to accommodate new programs, changing demographics and circumstances. The following guiding principles provide the foundation for the City's philosophy for Parks and Recreation Fees and Charges:

- A. To efficiently manage operations and provide affordable and diverse services to ensure all New Braunfels citizens equal opportunities.
- B. To enhance the quality of life for everyone through recreation opportunities.
- C. To provide and maintain facilities for use by the public.
- D. To provide trained and qualified personnel for supervision and instruction in programs and activities.
- E. To welcome and actively seek public input in planning and evaluating programs, activities, and facilities.
- F. To provide the opportunity for all New Braunfels citizens to participate in a variety of programs and activities and to fully utilize the facilities of the department.

- G. To ensure that New Braunfels citizens receive the benefit of lower fees and priority registration.
- H. To establish revenue recovery rates that consider market conditions and the cost of providing programs and services.
- I. To supplement fees and charges with tax dollars, grants, donations, sponsorships, scholarships, etc.

III. Service Level Definitions: Classifying programs and services is an important process for an agency to follow to remain aligned with the community’s interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. The criteria utilized and recommended in program classification stems from the foundation’s concept detailed by Dr. John Crompton and Dr. Charles Lamb. In their book “*Marketing Government and Social Services*”, they purport that programs need to be evaluated on the criteria of type, who benefits, and who bears the cost of the program. This is illustrated below:



The approach taken in this analysis expands classifying services in the following ways:

- For whom the program is targeting
- For what purpose
- For what benefits
- For what cost
- For what outcome

A. Essential (Public) Services:

Essential Services tend to preserve and promote the physical and mental well- being of the community, provide patron safety, and offer an opportunity for Parks and Recreation services, facilities, greenways, and open space to be used by the public. Typically, essential services are available to all New Braunfels citizens on an equal basis and there is little consumptive use of services. Essential Services and facilities should be offered to City residents at minimal or no charge.

- Essential Services provide general use of parks and outdoor areas such as basketball slabs, open play areas, ball fields, picnic areas, playgrounds, greenways, comfort stations, and tennis courts.
- Essential Services include but are not limited to city-wide special events and celebrations, program and facility information, community assistance, program planning, public art access and administrative support.
- Cost of essential services and facilities should be primarily borne by the general tax base. Cost recovery should fall between 0-35%.

Criteria for Establishing Fees and Charges for Essential Services

- Charging a fee aids in the provision of activities of a special interest nature that extends beyond the normal operation. Essential Services will continue to support citizen's need with no or minimal charges and not on the propensity to generate revenue for services provided.
- When Essential Services are used, any fees charged for the use of the public recreation facility should be viewed as a method to continue to provide Essential Services.
- Charging an entry or admission fee to a special event allows for revenues collected to be used in expanding or enhancing the special event.
- Charging fees may also serve as an independent function to ration limited activities and aid in discipline or control.

B. Supplemental (Merit) Services:

Supplemental Services provide traditional parks and recreation activities that benefit the individual and the community. Supplemental Services are available to New Braunfels citizens on an equitable basis; however, participation is limited based on program and space availability. Supplemental Services provide an extended level of benefit for users.

- Supplemental Services require facilities, supplies, equipment, and/or considerable staff planning and supervision specific to the service. These types of services benefit both the participant and the community due to their educational, cultural, or physical value.
- Some examples of Supplemental Services include but are not limited to instructional programs, summer day camp, senior programs, teen programs, concerts, open gym, performances, and youth/adult athletics programs.
- The user should share in the cost of providing supplemental services to offset tax dollar support. Cost recovering should fall between 35-75%.

Criteria for Establishing Fees and Charges for Supplemental Services

- The determination to assign a fee for a supplemental service should be based upon one or more of the following conditions.
 - a) The cost per user hour of the service is higher than Essential Service.
 - b) The service uses consumable materials.

- c) The service requires added preparation or clean-up.
 - d) The service requires contracted services or instruction at an additional cost.
 - e) A fee supports the provision of activities of a special interest nature that extends beyond Essential Service.
 - f) Fees should be charged to recover supply costs directly related to the supplemental services.
- Use of the service tends to be limited to a relatively few individuals or special interest groups of a private nature. Whenever the benefit to the general citizen population is limited, a fee may be assessed.

C. Special (Private) Services and Facilities:

Special Services and Facilities are beyond the scope of traditional leisure services. They primarily provide exclusive benefit to individuals based on public demand and population served.

- Special Services include but are not limited to organized tournaments, trips, private group programs and retail operations.
- Special Facilities include but are not limited to golf course, civic/convention center, reserved areas, lighted ball fields, picnic shelters, skate park, sports field rentals, amphitheater, and specialized reserved equipment.
- Fees and charges are often established based on local market demand and similar regional and/or national facilities.
- Special services and facilities should recover costs through policies that minimize public tax dollar support. Cost recovery should fall between 75%-100%+.

Criteria for Establishing Fees and Charges for Special Services and Facilities

- The fee charged for use of public recreation facilities should be comparable to the market rates and current fees being charged for like services in the local area.
- Identify staffing requirements, costs of material, supplies, contracted services, other City of New Braunfels departmental support and facility operational expenses.
- Incremental revenues that the Special Service or Special Facility generates beyond normal daily operating revenues and expenses are factored into the pricing structure.
- License Agreement: Special Services and Facilities which are organized, promoted and conducted by an individual, agency, or any other entity should require a written agreement outlining the specific services and the responsibilities of the City and Licensee. The License Agreement will contain fees and charges estimated to recover all direct costs and a portion of the estimated indirect costs.
- City's Co-Sponsored Event: Services that are organized, promoted and conducted in part by an outside agency, organization, or individual(s) and are the negotiated responsibilities of

both parties as defined by a written agreement. Any fees assessed to the outside group for facility use should be established to recover the City's direct cost at minimum and a portion of the estimated indirect costs.

- Economic Impact: Facilities and special services attracting events that generate visitor spending and/or media exposure, or both such as tournaments and championships benefit both the City and local economy, and as such potential economic impact will be considered when setting fees and may be cause for reduced fees.
- City Owned Facilities that are Privately Managed: Agreements entered into by the City for operation of any special facility for management by a private sector entity will specifically address fees and charges within the management agreement.
- Fees and charges should support other resources available to the Parks and Recreation Department, not replace them or be used to reduce the City's responsibility to provide public open space and leisure opportunities. They provide a means to continue, and expand as necessary, and the ability to offer essential, special services and special facilities to New Braunfels citizens. Any surplus revenue from one program may be utilized to offset costs for other programs or activities.

IV. Rental Fees and Usage

- A. When not in use for Department sponsored or City co-sponsored activities, designated areas, facilities and equipment may be reserved by organizations and the public in accordance with established policies and procedures.
- The fee charged for use of public recreation facilities should be comparable to commercial or market rates.
 - Market rates for special facilities will take into consideration venue quality and rates at similar regional and/or national facilities.
 - Rates for facility use may have preferred pricing for New Braunfels residents.
 - Facility use may be limited based on industry best practices for recommended amount of use and/or facility balance use plans as established in facility business plans.
 - Equipment reservation and service rates will be based upon the fair market value as established within the local area. These rates are in addition to the facility rental rates.

B. Charitable Organizations

Charitable, non-profit IRS 501(c)(3) recognized organizations, New Braunfels based, community serving organizations who conduct an event on City property for the purpose of raising funds must pay the established fees calculated to cover the costs to the City for use of said facility.

V. Special Consideration for Fees and Charges Variances

- Senior citizens: Special rates can be determined for the Department's facilities for residents 60 years and older. Rates can be set as defined in the City of New Braunfels ordinances for Das Rec, Landa Park Aquatic Complex and Landa Park Golf Course.
- Military: Special rates can be determined for the Department's facilities and programs for residents who are currently serving or who have previously served in the US Armed Forces. Rates can be set as defined in the City of New Braunfels ordinances for Das Rec, Landa Park Aquatic Complex, Picnic Fees and Landa Park Golf Course.
- Entities or individuals should not be permitted to use park facilities for financial gain or profit except by facility use agreement or approval in writing of the Parks and Recreation Director or designee. Park facilities are designed to serve the public on a non-profit basis.
 - For programs using the parks and collecting paid fees, groups will be required to remit 20% of gross revenue to the city in return for use of the properties.
- Special interest groups, non-profit or individuals should be granted no special consideration in the form of reduced rates or free services except for those groups who are affiliated with the City or when approved by the City Manager.
- Participants may be granted volume discounts for multiple purchases of services or when temporary price adjustments may be beneficial to stimulate and encourage activity.
- Non-residents should pay an additional non-resident fee for participating in certain programs and for the reservation of facilities. New Braunfels residents are defined as those whose primary residence is within the City's corporate limits.
- Das Rec Scholarship Programs: The City provides citizens the opportunity to apply for scholarships and/or reduction of fees for programs at Das Rec.

VII. Retail Sales of Merchandise

A. The New Braunfels Parks and Recreation Department provides items for sale to the general public for a variety of reasons. Three types of resale operations have been identified currently within the department:

- i. **Retail Sales Operations** are purchased wholesale and priced accordingly to comparable market prices within the local area. For the purpose of retail sales operations, sales are available as a customer convenience and not for the sole purpose of being competitive with local merchants and retailers.
- ii. **Concessions Operation** are sold at retail prices established as comparable market prices within the local area. In arrangements through Concession Agreement with vendors, prices are set by vendors and approved by the City.
- iii. **Program Supplies** are purchased at wholesale or retail prices, whichever is applicable, and sold to program participants at the same cost of purchase. These items are used as a supply during participation in a specific program or event.

VIII. Customer Satisfaction

- A. NB PARD continually strives to provide quality programs and offers a Satisfaction Guarantee. If the participant is not satisfied with a class or program, the participant may either repeat the program at no cost, or receive a 100% refund or account credit, at the discretion of the participant.
- B. Requests stating the reason must be made in writing or via email within 5 days of the completion of the class or program. NB PARD reserves the right to limit use of this Guarantee by an individual or group on a case-by-case basis after thorough review of circumstances and/or history.
- C. Adult sport leagues, retail sales, special events are exempt from the Satisfaction Guarantee. The City of New Braunfels reserves the right to limit use of this Guarantee by an individual or group on a case-by-case basis after thorough review of circumstances and/or history.

IX. Alternative Sources of Revenue

A. Grants

- i. Employees of the Department or City are encouraged to investigate the possibilities of securing a grant or sources of outside funding for departmental facilities and programs.
- ii. The Director of Parks and Recreation or their designated representative(s) should act as the initial contact for all grants and funding sources relative to Parks and Recreation.
- iii. All grant applications, donations or alternative funding sources must be approved by the Director of Parks and Recreation, City Manager, City Finance Department and New Braunfels City Council as required.

B. Unrealized Revenue for Parks and Recreation

- i. With proper authorization, solicitations, sponsorships, sales, benefits, donations or gifts, may be received in, during, or as a part of City sponsored programs.
- ii. Receipt of any non-programmed or unrealized revenue must be previously approved by the Director.

IX. Computation of Fees and Charges: For parks and recreation activities offered by the City on a fee basis, fees computed on a percentage basis should be rounded down to the nearest dollar.

X. Evaluation of Policy and Fees: During the annual budget process, administrative fees and charges for the various programs and related fee schedules should be reviewed. All recommendations for policy changes should be approved by the City Manager prior to implementation.