

Livermore Area Recreation and Park District

Staff Report

TO: Chair Goodman and Board of Directors

FROM: Timothy J. Barry, General Manager

PREPARED BY: John Lawrence, Assistant General Manager

DATE: February 10, 2016

SUBJECT: Pricing Policy

COMMITTEE: Finance Committee recommended approval at its February 3, 2016 meeting

RECOMMENDATION: That the Board of Directors adopt Resolution No. _____, approving the proposed Pricing Policy.

BACKGROUND: The District charges most individuals and groups a fee to: use a District owned or managed facility; participate in District programs and activities; and purchase equipment, supplies and other items related to the activities of the District. The District has, for years, operated under various guidelines and practices regarding how these fees are established.

DISCUSSION: It is of general public interest as to why fees are charged and what criteria are used to determine the various fees. By establishing a pricing policy and creating administrative guidelines, the District becomes more transparent on the purpose and rationale for setting fees, and staff can better manage the application of pricing activities in a consistent manner.

The proposed pricing Policy (Attachment A) explains the rationale for why the District chooses to charge fees, the philosophy behind pricing the fees and the criteria considered when establishing fees and charges.

The proposed pricing Policy also indicates that the procedures used in establishing fees will be approved by the General Manager. The draft procedures the General Manager will approve (Attachment B - Draft of Administrative Pricing Procedures) include greater operational details.

FISCAL IMPACT: There is no immediate financial impact expected from adopting the proposed Pricing Policy. Over time, the policy should help to increase the overall earned revenue due to improved consistency in applying the pricing procedures uniformly across the District's activities and services.

ATTACHMENTS:

Attachment A – Proposed Pricing Policy

Attachment B - Draft of Administrative Pricing Procedures



Policy No. FIN-16-

PRICING POLICY

PURPOSE OF POLICY	To establish policy for setting fees charged by the District.
POLICY SUMMARY	This policy describes the criteria that staff will use when setting the fees to be charged for: the use of District facilities; participation in District programs and activities; and any other fees charged by the District.
APPROVAL	Adopted: Board Resolution No.

Policy Statement

The District charges most individuals and groups a fee to: use a District owned or managed facility; participate in District programs and activities; and purchase equipment, supplies and other items related to the activities of the District. A pricing policy standardizes and establishes the rationale for all fees charged by the District.

Rationale for Charging Fees

1. Recovering costs through fees supplements tax revenues, thereby enabling the District to: provide more and higher quality facilities, programs and services; serve more residents; and support use and participation through income based adjustments.
2. Appropriately priced fees maintain fairness to residents, in that those who use the resources pay more and those who receive greater individual benefit or who utilize more resources pay proportionately more.
3. Paying fees to access facilities and to participate in programs and services promotes a sense of value, respect and ownership by those who use the facilities, programs and services.

4. Those who receive preferential or exclusive access to facilities or services will pay more to compensate displaced residents and to help support District core services and facilities.

Pricing Philosophy

To maintain a high level of resident satisfaction as the District evolves and as District facilities age, the District combines user fees with tax revenue to support the District's investment in quality facilities, programs and services. This helps guarantee the long term provision of recreation and park services to residents. Additionally, the District recognizes that not all residents have the same ability to pay for services. Opportunities for income based adjustments will be provided in the form of free public access to certain facilities, programs and services and with reduced fees as appropriate and when funding is available. Tax funding is used to provide access to basic recreation and park services. The objectives of effective pricing are:

1. Fairness - Those who benefit from a service pay for it. Those who benefit more pay more.
2. Value - Provide customer service and benefits appropriate to the fees paid.
3. Revenue Production - Revenue from fees assists in funding the operations of the District and additional and/or enhanced facilities, programs and services. It is in the District's best interest to maximize revenue production when feasible and appropriate.

Pricing Procedures

Setting fees takes into consideration: the overall benefit to the public; the users' ability to pay; the level of user benefits; market pricing; and any added value the user receives above what a general resident receives. Proper pricing helps to ensure fairness, in that those who benefit the most will pay the most. Using the direction from this policy on pricing, the General Manager shall approve the pricing procedures for staff to follow and will approve all fees that the District charges.

APPROVAL

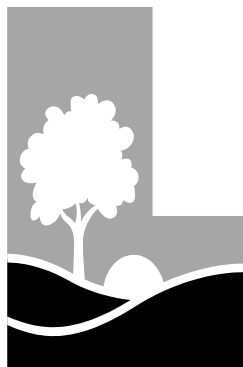
Timothy J. Barry
General Manager

Date

DRAFT COPY for Board of Directors Feb. 10, 2016

Livermore Area Recreation and Park District Administrative Pricing Procedures

February 2016



Livermore Area
Recreation & Park District

An independent special district

LARPDPricing Procedures

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Purpose and Rationale for a Pricing Policy and Procedures

A pricing policy standardizes and establishes the rationale for charging fees to use District facilities, programs and services. The policy can also serve as a tool for evaluating District facilities, programs and services and establishing appropriate fees.

Rationale for Charging Fees

1. Recovering costs through fees supplements tax revenues, thereby enabling the District to: provide more and higher quality facilities, programs and services; serve more residents; and to support use and participation by financially disadvantaged residents.
2. Appropriately priced fees maintain fairness to residents, in that those who use the resources pay more and those who receive greater individual benefit or who utilizes more resources pay proportionately more.
3. Paying fees to access facilities and to participate in programs and services promotes a sense of value, respect and ownership by those who use the facilities, programs and services.
4. Those who receive preferential or exclusive access to facilities or services should pay more to compensate displaced residents and to help support District core services and facilities.

Pricing Policy Philosophy

To maintain a high level of resident satisfaction as the District evolves and as District facilities age, the District combines user fees with tax revenue to support the District's investment in quality facilities, programs and services. This also helps guarantee the long term provision of recreation and park services to residents. Additionally, the District recognizes that not all residents have the same ability to pay for services. Opportunities for financially disadvantaged residents will be provided in the form of free public access to certain facilities, programs and services and with reduced fees as appropriate and when funding is available. Tax funding is used to provide access to basic recreation and park services.

Pricing Objectives

The objectives of effective pricing are:

1. Fairness - Those who benefit from a service pay for it. Those who benefit more pay more.
2. Value - Provide customer service and benefits appropriate to the fees paid.
3. Revenue Production - Revenue from fees assists in funding the operations of the District and additional and/or enhanced facilities, programs and services.
4. Revenue Distribution - Revenue generated from fees is credited towards the cost centers that provide the expenditures associated with producing the revenue.
5. Financial Assistance - Not all customers have the same ability to pay. Opportunities will be provided to reduce fees as appropriate and when funding is available.

Pricing Strategy

To successfully determine a fee, the District will follow these steps:

1. Identify or classify facilities, programs and services
2. Identify core services
3. Identify direct and indirect costs
4. Establish cost recovery goals and recovery range
5. Identify appropriate pricing methods to be used
6. Determine market value and benchmark the fee
7. Determine the fee to be used
8. Evaluate and adjust fees as needed

Core Services

Core services are central and vital to fulfilling the District's mission statement and include:

1. Provide access to recreation and learning experiences for all ages, abilities and demographics
2. Keep existing parks and facilities open, maintained and available for unstructured community use and basic recreational activities
3. Offer youth beginning skill and educational development facilities, programs and services
4. Encourage individual wellness and fitness
5. Encourage a safe and healthy community
6. Plan for future parks and facility development and renovation
7. Preserve natural resources and open spaces

Types of Use and Cost Recovery

District services are classified into five different categories (see Cost Recovery Pyramid, page 13). The category helps determine the pricing methods to be used in setting the fees for use, services and products. The five categories can be illustrated by a pyramid figure. The lowest level of the Cost Recovery Pyramid represents the more basic public recreation and parks services (core services), while the ascending levels involve increasing amounts of individual benefit and special interest groups.

The cost recovery percentages for each category represent what the District would expect to recover under optimal conditions. However, the District's ability to realize these cost recovery percentages may be impacted by a variety of internal and external factors.

These factors include:

1. Market rates and/or competition with other service providers
2. Fairness in the ability to pay and the opportunity to participate
3. Community sentiment and expectations
4. Political and social will
5. Negotiations with external parties
6. Program/service viability with decreased participation
7. Time and demand of facilities and programs
8. Sponsorships/partnerships

Cost Recovery

Using criteria within this policy, District staff proposes annual revenue and expenditure goals which are then incorporated into the budget process and ultimately approved by the Board of Directors. Facilities, programs and services are evaluated and then assigned a cost recovery percentage based on the criteria outlined below. The difference between the cost to the District and the revenue recovered, represents the cost to the public to provide the service. In all situations, the Pricing Policy guidelines for maximum fee potential should be considered and if a facility, program or service cannot meet the established cost recovery target, then consideration should be given to discontinuing that facility, program or service.

In ascending order, the five levels of the Cost Recovery Pyramid are as follows (see Cost Recovery Pyramid, page 13):

Level 1 – Basic Community Services - Very Low Cost Recovery (0% - 100%)

The base level of the pyramid is the largest and includes facilities, programs and services that benefit the community as a whole. These facilities, programs and services include recreational and leisure activities that address social needs and enhance the quality of life for residents. The community generally expects the District to offer these facilities, programs and services and supports paying for them through taxes. These facilities, programs and services support the mission and core services of the District. Facilities, programs and services in this range have one or more of the following characteristics:

1. The community generally expects and supports the District to provide these
2. They engage the community as a whole to help the community thrive
3. They primarily benefit the community as a whole, though individuals may also benefit
4. A high level of resident participation is desirable
5. They engage youth in safe, constructive activities
6. Community concerns and problem are addressed
7. Targeted populations (i.e.: youth, teens, seniors) are engaged in life enhancing activities
8. The community's history, uniqueness and/or cultural diversity is celebrated
9. There is a high degree of offsetting revenue involved

Facilities, programs and services in this range include, but are not limited to: ability to use facilities on an informal basis; activities during non-school hours/days; senior citizen activities, games and support services; community special events; and facilities, programs and services offered in low-income areas.

Level 2 - Community/Individual Benefit - Low Cost Recovery (10% - 100%)

This level represents facilities, programs and services that promote individual physical, mental and social well-being, and provide beginning recreation skill development. Items in this level have a community benefit, but to a smaller segment of the community than in Level 1, and are generally the more traditional, expected services and beginner instructional levels. These facilities, programs and services may be assigned fees based on a specific percentage of direct and indirect costs. Costs may be partially offset by tax revenue to account for the community benefit and by participant fees to account for the individual benefits. Facilities, programs and services in this range have one or more of the following characteristics:

1. Both community and individuals receive benefits
2. Youth or seniors are the primary focus, but some alternative opportunities are available
3. They are designed for at-risk populations
4. Cost recovery is of secondary importance to high participation levels, particularly in the case of core facilities, programs and services
5. They serve targeted populations that would not or could not participate otherwise

Facilities, programs and services in this range include, but are not limited to: District sponsored special events, after school programs, neighborhood park programs, nature centers/interpretive classes and public swimming.

Level 3 - Individual/Community Benefit - Medium Cost Recovery (40% - 100%)

The third level represents facilities, programs and services that: provide less of a community benefit; promote individual, physical, mental and social well-being; and provide an intermediate level of recreational skill development. This level provides more individual benefit and less community benefit and is priced accordingly. Fees in this level are designed to cover more costs than facilities, programs and services that fall within the two lower levels of the pyramid.

Facilities, programs and services in this range have one or more of the following characteristics:

1. Individuals (or private parties) are the primary beneficiaries of the facility, program or

service, but the community as a whole receives some benefits

2. Comparable "market" rates for similar facilities, programs or services impede ability to recover a greater percentage of the costs
3. Facilities, programs or services are for youth, but are specialized and/or similar to those in the private sector
4. Facilities, programs or services are for adults addressing a community need or problem, but full-cost recovery would adversely impact participation rates
5. Contributes to improved health and wellness or other primary District goals

Facilities, programs and services in this range include, but are not limited to: adaptive programs, cultural arts programs, entry level instructional programs, lifeguard training and group classes/lessons.

Level 4 - Mostly Individual Benefit - High Cost Recovery (70% - 100%+)

The fourth level represents specialized facilities, programs and services generally for specific groups and often involving a competitive focus. In this level, fees may be set to recover all direct and indirect costs and may further contribute to overhead and/or asset replacement costs. Facilities, programs and services in this range have one or more of the following characteristics:

1. Individuals or groups benefit significantly more than the community as a whole
2. Similar facilities, programs and services are offered by the private sector or other agencies
3. Adults or competitive youth activities are the primary beneficiaries
4. The demand for facility, program or service exceeds capacity
5. There is a business need to recover most of direct and indirect costs

Facilities, programs and services in this range include, but are not limited to: youth sports and camps, youth special interest classes, adult classes, senior trips, private celebrations, semiprivate lessons, competitive teams and fitness programs.

Level 5 - Highly Individual Benefit - Very High Cost Recovery (100%+)

The top of the pyramid represents facilities, programs and services that are highly individualized or commercial and may not involve the District's core services. In this level, facility, program and service fees are set to recover full costs, including all direct and indirect costs, and cover all or most of the overhead and asset replacement costs. Facilities, programs and services in this range have one or more of the following characteristics:

1. There is a high degree of individual youth and/or adult benefit
2. Other similar public or private facilities, programs or services are available
3. Adults are the primary beneficiaries
4. Facilities, programs or services are commercial in nature or involve fundraising by other organizations
5. The demand for facility, program or service exceeds District's capacity
6. The provided facilities, programs or services are operated as a business, where no taxpayer support is involved
7. There is a business need to recover direct and indirect costs

Facilities, programs and services in this range include, but are not limited to: adult sports, facility rentals, commercial recreation, personal training and private instruction

Facilities

The District prepares and maintains a schedule of fees and charges for use of facilities where

revenue is necessary to support the existence of those facilities. Typically, individuals and groups pay a fee for the exclusive use of the facility.

Typically, no fee is charged for basic access to outdoor facilities for informal/self-directed recreation, which may include, but is not limited to, the following:

1. Unscheduled, unlighted, unmarked athletic facilities and sports courts
2. Unreserved picnic tables
3. Parks, playgrounds and open turf areas
4. Trails, paths and restrooms
5. Open space areas

Fees charged for exclusive or special use of facilities include, but are not limited to:

1. Scheduled/reserved use of enclosed facilities (gyms, rooms, batting cages, courts, etc.)
2. Scheduled use of outdoor facilities (sports fields, arenas, picnic areas, covered shelters, etc.)
3. Use of outdoor lighted facilities (sports fields, arenas, covered shelters, etc.)
4. Any necessary or special maintenance and setup/takedown
5. Use of swimming pools
6. Scheduled use of outdoor meeting or performance facilities
7. Use of parks or trails for special events
8. Use of any facility that is highly impacted or in demand or where the use interrupts the normal use by the public

Differential pricing is established for rentals based on the facility, type of use and the user (i.e. resident, non-resident, non-profit, commercial).

Costs

Capital costs are those expenditures incurred in planning, designing, constructing, improving, renovating or remodeling a facility. Capital expenditure investments in a facility that is used by a large percentage of the community are typically recognized as a benefit to the entire community and, therefore, these costs are typically borne by the general tax base. In some cases, a portion of user fees may be reinvested back into facilities.

Direct costs are those costs which are easily and clearly identifiable as necessary to provide a facility, program or service. These costs are typically added or removed from a budget when the facility, program or service is added or removed. Examples of direct costs are: instructor and part-time salaries and benefits; program materials/supplies; and equipment rentals.

Indirect costs benefit more than one cost area and can be allocated proportionally. For example, the utilities for a building or the salary for a supervisor, benefit a large group of classes and activities. This cost can be allocated among the classes and activities proportionately, but is not attributed to one activity nor does it go away if that one activity is no longer offered. Examples of these costs include: supervision and clerical staff; maintenance; capital replacement; marketing and promotions; and utilities.

Overhead costs are those costs the District has that are difficult to allocate for various reasons. Example of these costs include: administration; human resources; finance; legal; insurance; debt service; marketing/promotions; reception; phones; and computers.

Total costs of operations include both direct and indirect costs.

Pricing Methods

The District recognizes that the pricing policy must address the District's priorities and provide the highest amount of flexibility. Use of differential pricing accomplishes these goals by permitting the fee to fluctuate based on pre-determined factors, such as optimal conditions or a target user group. By incorporating differential pricing methods when appropriate, the policy also allows users to choose what level of service quality or quantity they want and what they are willing to pay for. Differential pricing utilizes the following pricing methods:

1. Primetime & non-primetime - Pricing premiums for primetime versus non-primetime use helps allocate the high demand primetime usage and optimizes the non-primetime usage.
2. Regular & semi-regular - Pricing based on amount of time a participant is committed to the use of the facility, program or service and financially rewards more regular users.
3. Season & off-season - Pricing based on in-season versus off-season recognizes the usage of facilities, programs and services on a year-round basis, while increasing fees during high use season times (similar to primetime above).
4. Location - Pricing based on one location versus another provides flexibility in recognizing that not all facilities/fields are the same size, are in equal condition or provide identical amenities and/or access.
5. Age group - Pricing based on target age segment (i.e. adult, senior, teen, youth and preschool) provides flexibility to recognize priorities and permits variable recovery percentages based on targeted age groups.
6. Economic gain - Pricing based on economic gain helps ensure that, when District property is used by private or closed membership groups for private individual or group economic gain (profit or fundraising), user fees charged are comparable to commercial rates.
7. Exclusive use - Pricing based on private exclusive use of public resources.
8. Incentives - Pricing which provides incentives for such preferences as early registration, season passes, group admissions, off season, annual passes/memberships or frequent use, encourage enrollment and helps return customers.
9. Move demand - Pricing that attracts participants to specific locations, times or programs.
10. Resident status - The District's services are typically open to non-residents. While the District welcomes these customers, they do not pay property or neighborhood taxes or community park impact fees that support the District. Although non-residents may pay some local sales or lodging taxes, the District does not receive any of that tax revenue. Non-residents who own property within the District transfer their right to receive the District's resident benefits to the people living on their properties. For these reasons, the District includes a non-resident surcharge in its pricing strategy. This pricing method may be communicated to the public as a resident discount rather than a non-resident surcharge. The rate of surcharge varies based on market demand, which considers the following factors:
 - The demand from District residents for the program
 - The supply/availability of the facilities, programs or services
 - The degree of subsidy from the taxpayers for the particular facility, program or service
 - The demand from non-residents
 - The viability of the facility, program or service without non-resident participation
 - The feasibility of charging and collecting the surcharge
 - Cost recovery goals

These factors directly influence the non-resident surcharge. For instance, when there is a high demand from Livermore area residents for a facility, program or service and there is a low supply or availability, then the surcharge is higher. Additionally, the more the cost for a facility, program or services is covered by tax revenue, the higher non-resident surcharge. If non-resident participation is essential or the program will be marginally successful without additional participation, a low or no non-resident surcharge may be appropriate. There may be program or service areas that the District does not assess a non-resident surcharge because it would be impractical to collect, such as for swim pool admissions or open gym programs.

Types of Fees

Admission Fees Admission fees are one-time (single entry) charges made to enter a facility, structure or special program (public swim, drop in gym sports, special event, parking, etc.).

Access is controlled and attendance is regulated. The objectives include:

1. To generate funds for the operation and maintenance
2. To produce revenue to offset the cost of facilities, programs or service

User Fees These fees are charged for use of a facility, program or access to a controlled area to recover program costs (classes, programs, fitness, etc.). Objectives include:

1. To help pay for the operation and maintenance of a facility, program or service
2. To recover cost for material fees, such as supplies, materials and entrance fees
3. To control use of the facility
4. To assess a portion of the costs to users who may not be taxpayers
5. To enable the District to provide facilities, programs or services which might not otherwise be available

Security Deposits: Security deposit fees are charged to secure reserved use of a facility. The objectives for this refundable/partially refundable fee is for the District to hold funds from rental customers that can be used to cover the loss of revenue should the rental customer decide not to proceed with the rental use and/or to cover the cost for unanticipated repairs, cleanup or staff time resulting from the rental customer's use.

Rental Fees: Rental fees are charged for the privilege of exclusive use of a facility. Rental fees cover the cost of processing and operating the rental service, including direct staff costs plus a portion of indirect costs to maintain and replace the assets of equipment and facility. The objectives for these fees include:

1. To establish the benefit of exclusive use and secure use for a specific time
2. To pay for the cost to process and provide the rental
3. To pay for the cost to maintain and provide equipment and facilities

Sales Fees: These fees are charged for the purchase of specific merchandise, supplies, food items, etc. The objectives for these fees include:

1. To provide needed materials or supplies
2. To provide merchandise that adds to the participant's or visitor's enjoyment
3. To provide revenue to offset direct and/or indirect costs

Permit Fees: These fees are charged for any permit (written permission) issued by or under the authority of the District. The objectives for these fees include:

1. To control the conduct of the activity
2. To grant special privilege to the applicant

3. To help offset costs of control and operations as well as indirect costs

Additional Service Fees: Fees may be charged for supplying extraordinary activities or services or to compensate for the loss of other revenue as an accommodation to the user, such as extra staffing, security, trash removal, closures. Objectives for these fees include:

1. To enable special services to be rendered by the District
2. To provide revenue to offset costs of the special service
3. To improve the quality of the recreation program by adding value, service or variety
4. To help cover the cost for things such as enhanced maintenance and marketing

Advertising Fees & Sponsorships: Fees and sponsorships may be charged for signs, banners or other forms of advertising or promotion and may be paid to support special events or programs.

Administration Fees: Fees may be charged for direct and indirect costs associated with administration and customer oversight, such as insufficient funds, returned payment and special pay arrangements.

Registration Fees: Registration fees are a type of administrative fee charged to help cover administrative costs, facility repairs, materials fees and special permits or licensing fees, etc.

Replacement Fees: Fees may be charged to set aside funds for replacement of existing equipment, facilities, amenities or technology.

Setting Fees

The concept of establishing fees in relationship to the level of benefit is depicted by the pricing pyramid. The first level establishes the base cost recovery and revenue goals, and the pricing factors used to establish the base fees. Just as the expenditures and recovery goals may vary for each facility, program and service, so can the pricing methods and final determination of the fee. A pricing model can be developed for each facility, program and service which then assists staff in determining the ideal fee. This can be done through the use of a cost recovery multiplier or through individual analysis.

Pricing model:

- Step 1: Is the facility, program or service a core service and do any special circumstances exist?
- Step 2: Determine the actual direct cost and, if appropriate, the indirect/overhead costs, per hour, room/lane/site, class, session, day, week, month or year basis.
- Step 3: Review the fee policy and procedures to identify the appropriate recovery goal.
- Step 4: Multiply the total cost by the recovery percentage to arrive at the recovery amount.
- Step 5: Divide the recovery amount by the minimum number of people required to offer/provide the facility, program or service. This figure is the cost per person (or participant/attendee).
- Step 6: Adjust the cost per person (increase or decrease) using the appropriate pricing methods to establish the adjusted/differential fee.
- Step 7: Perform a market comparison of the adjusted fee. Also consider what the expected customer reaction might be and review the District's previous experiences with this fee and with the intended service population.
- Step 8: Set the final fee.

Note: Annual cost escalators are used to aid in addressing normal inflationary cost increases. Fees are reviewed during budget cycles and based on the appropriate pricing indicators, adjusted

to better meet market conditions, to better serve targeted customers and/or to improve the District's cost recovery efforts. In cases where a fee is significantly out of line with its cost recovery range, multi-year strategies can be considered. Facilities, programs and services fees may be discounted to stimulate demand or to accommodate the financially disadvantaged.

Financial Assistance

The District's intent is that every resident has the opportunity to access recreation and park facilities and to participate in recreation and parks programs and services. The District recognizes that not all customers possess the same ability to pay user fees. The District also recognizes that the community benefits from active participation of targeted demographic groups (i.e.: youth and seniors) in facilities, programs and services that encourage healthy lifestyles, even if they do not have the means to pay existing user fees. To help meet this community need, the District offers a variety of free and reduced fee facilities, programs and services to economically disadvantaged residents. When possible and appropriate, the District provides financial assistance to encourage participation by waiving or reducing fees. Examples of these reduced fees include the Extended Student Services (ESS) sliding fee scales, grant funded swimming lessons/activities, LARPD Foundation funded fee assistance, reduced facility admission fees in low-income areas, low fees for youth and senior facilities, and special programs and services.

Discounts

The District utilizes discounts as a means to encourage participation in fee-based facilities, programs and services. Discounts may be used to:

- Increase program/event enrollment or rentals
- Reward continuing/frequent customers and partners
- Encourage customers to try something new
- Encourage early registration
- Promote registration for multiple sessions of a whole program
- Promote memberships or multiple visit passes
- Provide reduced rates for residents

Discounts are tracked and evaluated for their success. Division managers approve discounts.

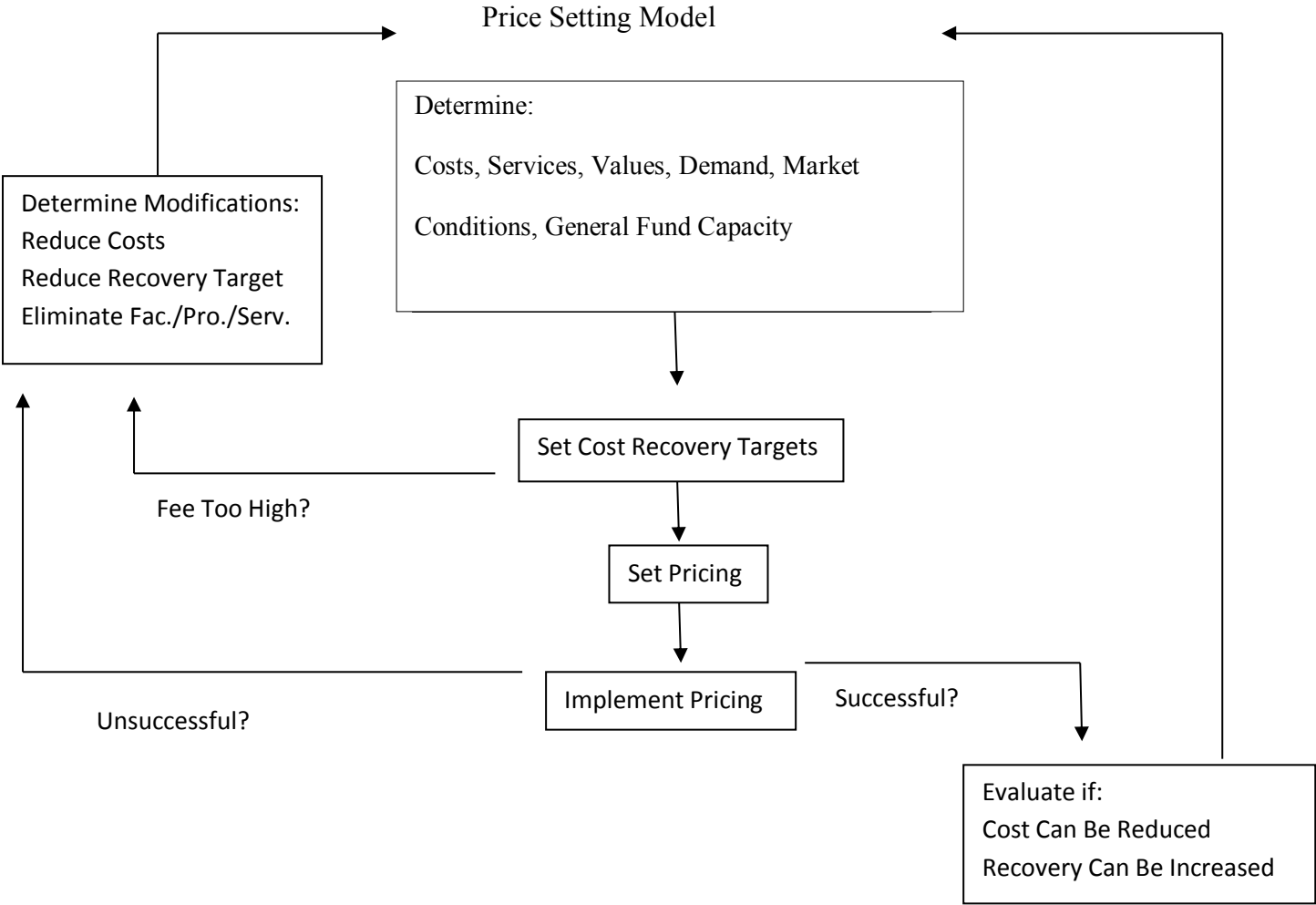
Partnerships

Partnerships bring together individuals, groups and businesses to assist the District in jointly developing, operating or maintaining parks, recreation programs, events, services and facilities. The District has numerous partnerships with local governmental agencies, the local school district and both not-for-profit organizations and commercial businesses.

Summary

LARPD is dedicated to fostering healthy lifestyles and helping the community thrive. The District strives to maintain its reputation for providing exceptional parks, facilities, programs and services at a good value to the District's residents and for preserving and protecting the District's resources. This pricing policy helps the District to plan for and address the current and future needs of the community.

LARPD



Cost Recovery Pyramid

