



# Department Policy & Procedure

Subject: Fees and Charges Setting Policy		Number 060-P
		Effective DRAFT
		Supersedes
Approved: DRAFT	Department: Parks & Recreation	Page 1 of 6

## 1.0 PURPOSE STATEMENT

Fees and charges are necessary to provide financial support to Seattle Parks and Recreation (Parks) for the operation and maintenance of programs, facilities, and park grounds and are allowed for by Seattle Municipal Code 18.28. The revenue generated by these fees constitutes only a portion of funds required for operating and maintaining the entire park system. The purpose of this policy and procedure is to provide a framework and guidance to staff as they develop ideas and proposals for fees and charges. This policy and procedure is also intended to be used by decision-makers to help ensure fees and charges are developed and implemented in a consistent and equitable manner.

## 2.0 ORGANIZATIONS AFFECTED

- 2.1 Department of Parks and Recreation
- 2.2 Associated Recreation Council
- 2.3 Park and Recreation facility visitors
- 2.4 Organizations and individuals who pay fees for services

## 3.0 POLICY

Seattle Parks and Recreation will establish a system of fees and charges that recognizes most programs and facilities provide general benefit to the community and will not be subject to fees and charges. Programs and facilities that provide greater benefit to the community will be provided a higher level of contribution from public funding sources. Programs and facilities that provide greater benefit to individuals (and have less general community benefit) will be provided a lower level of contribution from public funding sources and are expected to recover a higher share of the cost of the program or facility through fees and charges. General cost recovery guidelines will be established for programs for which fees and charged are collected (Attachment A).

## 4.0 DEFINITIONS

- 4.1 Community Benefit: Programs and activities that further the vision, mission and goals of Parks and Recreation and its Strategic Action Plan. These are programs and activities that benefit a larger community through the social, physical, and mental development of the population such as:
- 4.1.1 Foster human development.
  - 4.1.2 Promote health and wellness for youth to help them develop strong positive life skills.
  - 4.1.3 Promote health and wellness for senior adults to remain vibrant contributors to the community.
  - 4.1.4 Promote new and varied introductory experiences with sports, arts, athletics and aquatics.
  - 4.1.5 Promote personal safety and community well being.
  - 4.1.6 Build an engaged and inclusive community that values all cultures.
  - 4.1.7 Enhance ecological preservation and environmental sustainability.
  - 4.1.8 Generally open and accessible to the public. Open and accessible means that members of the public are not excluded by lack of invitation to join a particular group, skill level, associated costs of participation, exclusive use of a particular space or other related barriers.
- 4.2 Individual benefit: Programs or activities that do not further the vision, mission and goals of Parks and recreation, exclude or limit public access, or primarily benefit an individual or exclusive group. Community benefit is limited because, for example:
- 4.2.1 An invitation is required to join a particular group.
  - 4.2.2 High costs associated with participating in the activity tend to make it difficult for many to participate.
  - 4.2.3 A higher/advanced skill level is necessary to successfully participate.
  - 4.2.4 The size or nature of the activity or event excludes the general public from a facility or park.
  - 4.2.5 A profit-making venture results in financial benefit to the person(s) undertaking the venture.
- 4.3 Program Costs: A calculation that includes the expense to operate, monitor, schedule and maintain a facility or program. Each program and facility may require a unique method for compiling and tabulating program costs and may be compiled at higher levels of aggregation to ensure accuracy and consistency.
- 4.4 Program Group: A grouping of similar activities or program areas to include, for example:
- 4.4.1 Community Centers
  - 4.4.2 Swimming Pools
  - 4.4.3 Tennis Programs
  - 4.4.4 Small Craft (Boating) Centers
  - 4.4.5 Environmental Learning Centers
  - 4.4.6 Athletics
  - 4.4.7 Events

## 5.0 RESPONSIBILITY

- 5.1 Staff who manage facilities or operate programs are responsible for annually reviewing fees and charges associated with their program for consistency with this policy and procedure and proposing revisions to fees and charges. Proposals for new fees and revisions to existing fees shall include a summary of how the fee change might impact the public and its access to the program or facility, an explanation of how the proposal is consistent with this policy, fee comparison information, and anticipated costs and revenues associated with the program, facility, and fee.
- 5.2 The Finance and Administration Division is responsible for reviewing proposals for new fees and charges and revisions to existing fees and charges and developing the fees and charges ordinance and maintaining the fees and charges manual.
- 5.3 The Finance and Administration Division is responsible for biannually reviewing program and facility cost recovery data and guidelines.
- 5.4 The Superintendent is responsible for approving fees and charges proposals and directing them to be included in the Departments budget proposal.

## 6.0 PROCEDURE

- 6.1 The Finance and Administration Division will identify and calculate the Program Cost. The methodology for base cost calculations will be dependent on the availability of data and may be aggregated to larger program areas.
- 6.2 Program and facility staff, in consultation with Finance and Administration staff, may develop a fee range by considering the Cost Recovery Guidelines (Attachment A) and the cost of the facility or program.
- 6.3 Program and facility staff will conduct a price comparison and analysis study including analysis of comparable fees from other local jurisdictions and/or other local providers of the same service.
  - 6.3.1 The price comparison and analysis study may consider opportunities for pricing which would result in exceeding the maximum cost recovery guideline as shown in the Cost Recovery Guidelines (Attachment A) if the revenue from this increase would provide supplemental community benefit within the same Program Group
  - 6.3.2 The price comparison and analysis study will consider opportunities for reduced pricing if lower pricing might increase demand and use or might benefit an underserved and targeted segment of the community.
- 6.4 Program and facility staff will track demand for programs and services by documenting enrollment levels and waiting lists.
  - 6.4.1 When demand is high, then the overall Program Group will be considered when setting prices such that the revenue from one type of activity could provide an additional community benefit subsidy for another type of program in the same Program Group. Prices for a high demand program may exceed the maximum cost recovery guideline as shown in the Cost Recovery Guidelines if it is determined that it would benefit other areas in the same Program Group.

- 6.4.2 When demand is low, then opportunities for reduced pricing will be considered which might increase demand and use or might benefit an underserved and targeted segment of the community.
- 6.5 Staff will develop a fee recommendation for the Superintendent's review including a) a description of the program or facility for which a fee is being proposed, b) where it falls within the Cost Recovery Guidelines, c) how the fee compares to other locations, d) mechanisms to ensure equity, and e) revenue projections.
- 6.6 Based on the Cost Recovery Guidelines staff may propose scholarship programs, fee reduction programs, or other appropriate methods to ensure fees are equitable and to not unduly limit access to Parks and Recreation programs and facilities.
- 6.7 Fee proposals for inclusion in the Department's budget proposal will be determined by the Superintendent.

7.0 REFERENCES

- 7.1 Building for Tomorrow, Today. Seattle Parks and Recreation Strategic Action Plan: 2009-2013.
- 7.2 Seattle Municipal Code 18.28 Fees for Services and Facilities

Attachment A

Individual to Community Benefit Continuum

General Cost Recovery Guidelines

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
	HIGH INDIVIDUAL BENEFIT	MOSTLY INDIVIDUAL / MINOR COMMUNITY BENEFIT	MODERATE INDIVIDUAL / MODERATE COMMUNITY BENEFIT	COMMUNITY BENEFIT / FOCUSED ON INDIVIDUALS AND TARGET POPULATIONS	HIGH COMMUNITY BENEFIT
<b>Cost recovery guideline</b>	<b>90% and above</b>	<b>70% to 110%</b>	<b>40% to 80%</b>	<b>10% to 50%</b>	<b>Free -10%</b>
Includes for example:	<ul style="list-style-type: none"> <li>➤ Advanced level <u>adult</u> aquatics, sports, athletic programs and other group classes such as in the performing and visual arts</li> <li>➤ Most private lessons for adult or youth</li> </ul>	<ul style="list-style-type: none"> <li>➤ Advanced level <u>youth</u>; Intermediate level <u>adult</u> aquatics, sports, athletic programs and other group classes such as in the performing and visual arts</li> </ul>	<ul style="list-style-type: none"> <li>➤ Intermediate level <u>youth</u> ; Introductory level <u>adult</u> aquatics, sports, athletic programs and other group classes such as in the performing and visual arts</li> </ul>	<ul style="list-style-type: none"> <li>➤ Introductory level <u>youth</u> aquatics, sports, athletic programs and other group classes such as in the performing and visual arts</li> </ul>	<ul style="list-style-type: none"> <li>➤ Drop in <u>youth</u> at Community Center</li> </ul>
			<ul style="list-style-type: none"> <li>➤ Field Use - Adult</li> </ul>	<ul style="list-style-type: none"> <li>➤ Field Use - Youth</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ Swimming – private and competitive lessons</li> </ul>		<ul style="list-style-type: none"> <li>➤ Swimming – Fitness including both water exercise and adult lap swim</li> </ul>	<ul style="list-style-type: none"> <li>➤ Swimming – Recreational or family</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ Ceremonies/ Events –Large/ Commercial/ Private</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ceremonies/ Events – Small/Private</li> </ul>			<ul style="list-style-type: none"> <li>➤ Ceremonies / events – Small/ Community oriented</li> </ul>
	<ul style="list-style-type: none"> <li>➤ Golf – Adult</li> </ul>		<ul style="list-style-type: none"> <li>➤ Golf – Youth</li> </ul>		
	<ul style="list-style-type: none"> <li>➤ Tennis Courts – Indoor</li> </ul>	<ul style="list-style-type: none"> <li>➤ Tennis Courts – Outdoor</li> </ul>			

	<b>A</b>  HIGH INDIVIDUAL BENEFIT	<b>B</b>  MOSTLY INDIVIDUAL / MINOR COMMUNITY BENEFIT	<b>C</b>  MODERATE INDIVIDUAL / MODERATE COMMUNITY BENEFIT	<b>D</b>  COMMUNITY BENEFIT / FOCUSED ON INDIVIDUALS AND TARGET POPULATIONS	<b>E</b>  HIGH COMMUNITY BENEFIT
	<ul style="list-style-type: none"> <li>➤ Tennis Court – Private School</li> <li>➤ Tennis – Competitive Flights</li> </ul>	<ul style="list-style-type: none"> <li>➤ Tennis Lesson - Group Adult</li> </ul>			
	<ul style="list-style-type: none"> <li>➤ Room and Pool rentals</li> <li>➤ Camp Long – Cabins</li> <li>➤ View Tree Pruning</li> <li>➤ Revocable Use Permits</li> </ul>	<ul style="list-style-type: none"> <li>➤ Boat Ramps</li> <li>➤ Conservatory</li> <li>➤ Specialty Gardens</li> <li>➤ Stadium Use - Adult</li> </ul>	<ul style="list-style-type: none"> <li>➤ Picnics</li> <li>➤ Day Camps – Environment, Recreation</li> <li>➤ Stadium Use - Youth</li> </ul>		<ul style="list-style-type: none"> <li>➤ Open park land</li> <li>➤ Playgrounds</li> <li>➤ Trails</li> </ul>