

Figure 18 depicts the recommended cost recovery rates for Aquatics – Lessons. Based on our analysis of the program, the prices for lessons should be adjusted as shown. The recommended pricing will improve the cost recovery from 35% to 55%. **Figure 19** shows the recommended fee adjustments to attain 70% cost recovery. The excess revenues from lessons can be used to fund the deficits in the Open Swim Program.

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Make
Life
Better!**SM

Pasadena Phase-in Detail - Youth Lesson				
Implementation Year	First Tier*	Second Tier*	Third Tier*	Total Revenues
First Year	\$2.00	\$15.00	\$30.00	\$22,190.00
Second Year	\$3.00	\$17.50	\$35.00	\$25,935.00
Third Year	\$4.00	\$20.00	\$40.00	\$29,680.00
Fourth Year	\$4.00	\$25.00	\$50.00	\$37,030.00

Pasadena Phase-in Detail - Adult Lesson				
Implementation Year	First Tier*	Second Tier*	Third Tier*	Total Revenues
First Year	\$2.00	\$15.00	\$30.00	\$6,340.00
Second Year	\$3.00	\$17.50	\$35.00	\$7,410.00
Third Year	\$4.00	\$20.00	\$40.00	\$8,480.00
Fourth Year	\$4.00	\$25.00	\$50.00	\$10,580.00

Pasadena Phase-in Detail - Non Resident Lesson Surcharge				
Implementation Year	First Tier*	Second Tier*	Third Tier*	Total Revenues
First Year			\$15.00	\$750.00
Second Year			\$15.00	\$750.00
Third Year			\$15.00	\$750.00
Fourth Year			\$15.00	\$750.00

Pasadena Phase-in Detail - Youth Group Lesson				
Implementation Year	First Tier*	Second Tier*	Third Tier*	Total Revenues
First Year	\$1.00	\$22.50	\$45.00	\$71,025.00
Second Year	\$2.00	\$25.00	\$50.00	\$79,050.00
Third Year	\$3.00	\$27.50	\$55.00	\$87,075.00
Fourth Year	\$3.00	\$30.00	\$60.00	\$94,950.00

Pasadena Phase-in Detail - Adult Group Lesson				
Implementation Year	First Tier*	Second Tier*	Third Tier*	Total Revenues
First Year	\$1.00	\$30.00	\$60.00	\$18,630.00
Second Year	\$2.00	\$32.50	\$65.00	\$20,210.00
Third Year	\$3.00	\$35.00	\$70.00	\$21,790.00
Fourth Year	\$3.00	\$37.50	\$75.00	\$23,340.00

Pasadena Phase-in Detail - Non Resident Group Lesson Surcharge				
Implementation Year	First Tier*	Second Tier*	Third Tier*	Total Revenues
First Year			\$15.00	\$1,500.00
Second Year			\$15.00	\$1,500.00
Third Year			\$15.00	\$1,500.00
Fourth Year			\$15.00	\$1,500.00

Pasadena Phase-in Detail - Aquatics Lesson Summary					
Implementation Year	First Tier*	Second Tier*	Third Tier*	Total Revenues	Cost Recovery at Recommended Fee
First Year	\$360.00	\$5,325.00	\$114,750.00	\$120,435.00	55%
Second Year	\$630.00	\$5,975.00	\$128,250.00	\$134,855.00	62%
Third Year	\$900.00	\$6,625.00	\$141,750.00	\$149,275.00	68%
Fourth Year	\$900.00	\$7,500.00	\$159,750.00	\$168,150.00	77%

Note: Unit distribution based on 2011 distribution of paid and free, Second Tier units are based on 2011 revenue analysis

Figure 19 – Four-Year Pricing Recommendations for Aquatics – Lessons

5.4 SUMMER CAMPS

Summer Camps

	Current	Proposed
Direct Costs	\$226,283	\$226,283
Administrative Costs	\$32,216	\$32,216
Total Costs	\$258,499	\$258,499

Revenues	\$52,381	\$230,375
Participation	480	480
Cost Recovery	20%	89%
Investment Per Participant	\$429	\$59

Average Regional-Fee	\$129.42 Per Week
High Regional-Fee	\$350.00 Per Week
Low Regional-Fee	\$65.00 Per Week
National Typical Fee	\$100.00 Per Week

	Current	Proposed
Free - First Tier	\$0.00 Per Week	\$1.00 Per Week
Reduce Fee - Second Tier	\$22.67 Per Week	\$32.50 Per Week
Regular Fee - Third Tier	\$45.33 Per Week	\$65.00 Per Week
Non-Resident	\$90.67 Per Week	\$97.50 Per Week

Additional Discounts are afforded for First Additional Child - 10% discount and for Second Additional Child - 20% discount

Figure 20 – Pricing Recommendations for Summer Camps

Figure 20 depicts the recommended cost recovery rates for Summer Camps. Based on our analysis of the program, the camp pricing should be adjusted to \$65.00 per week. The recommended price will improve the cost recovery from 20% to 89%. Figure 21 shows the recommended fee adjustments to approach over 100% cost recovery. The tier pricing ensures all youth have access to safe, quality recreational programs that support academic success and youth development.

The future year pricing recommendations result in cost recoveries that exceed 100% of cost. The Summer Camp cost center budget does not reflect the total cost of operations. Support is provided by other Departments and Divisions that is not allocated to the program. The cost and pricing should be reviewed annually to achieve and maintain 100% cost recovery.

Pasadena Phase-in Detail					Total Revenues	Cost Recovery at Recommended Fee
Implementation Year	First Tier*	Second Tier*	Third Tier*	Non-Resident		
First Year	\$1.00	\$32.50	\$65.00	\$97.50	\$230,374.80	89%
Second Year	\$2.00	\$37.50	\$75.00	\$112.50	\$266,511.60	103%
Third Year	\$3.00	\$42.50	\$85.00	\$127.50	\$302,648.40	117%
Fourth Year	\$4.00	\$47.50	\$95.00	\$142.50	\$338,785.20	131%

Note: Participant distribution by tier is: Full fee = 70%, Reduced fee = 11%, Scholarships = 19%
 The estimated revenues are above the budget goal due to collection risks. Any actual revenues above the budget goal should be applied to scholarships and facility renewal.
 Additional Discounts are afforded for First Additional Child - 10% discount and for Second Additional Child - 20% discount

Figure 21 – Four-Year Pricing Recommendations for Summer Camps

5.5 NEIGHBORHOOD PARK CAMPS

Neighborhood Park Camps

	Current	Proposed
Direct Costs	\$15,560	\$15,560
Administrative Costs	\$2,215	\$2,215
Total Costs	\$17,776	\$17,776
Revenues	\$0	\$6,250
Participation	240	240
Cost Recovery	0%	35%
Investment Per Participant	\$74	\$48
Average Regional-Fee	\$0.00	Per Session
High Regional-Fee	\$0.00	Per Session
Low Regional-Fee	\$0.00	Per Session
National Typical Fee	\$0.00	Per Session
	Current	Proposed
Park Camp	\$0.00 Registration	\$25.00 Registration

Two nine-week sessions at Washington and La Pintoresca Parks.

Figure 22 – Pricing Recommendations for Neighborhood Park Camps

Figure 22 depicts the recommended cost recovery rates for Neighborhood Park Camps. Based on our analysis of the program, the camp pricing should be adjusted to \$25.00 for registration per nine-week session. The recommended price will improve the cost recovery from 0% to 35%. **Figure 23** shows the recommended fee adjustments to approach over 70% cost recovery.

Pasadena Phase-in Detail - Per Week				
Implementation Year	Neighborhood Park Camps	Neighborhood Park Camps	Total Revenues	Cost Recovery at Recommended Fee
First Year	250	\$25.00	\$6,250.00	35%
Second Year	250	\$35.00	\$8,750.00	49%
Third Year	250	\$42.50	\$10,625.00	60%
Fourth Year	250	\$50.00	\$12,500.00	70%

Note: Two nine week summer camp sessions at Washington Park and La Pintoresca Park.

Figure 23 – Four-Year Pricing Recommendations for Neighborhood Park Camps



5.6 YOUTH SPORTS

Youth Sports

	Current	Proposed
Direct Costs	\$291,342	\$291,342
Administrative Costs	\$45,063	\$45,063
Total Costs	\$336,405	\$336,405
Revenues	\$1,045	\$55,712
Participation	1,600	1,600
Cost Recovery	0.3%	16.6%
Investment Per Participant	\$210	\$175
Average Regional-Fee	\$69.89 Per Session	
High Regional-Fee	\$120.00 Per Session	
Low Regional-Fee	\$0.00 Per Session	
National Typical Fee	\$50.00 Per Session	
	Current	Proposed
Free - First Tier	\$0.00 Per Session	\$2.00 Per Session
Reduce Fee - Second Tier	\$17.50 Per Session	\$20.00 Per Session
Regular Fee - Third Tier	\$35.00 Per Session	\$40.00 Per Session
Non-Resident Surcharge	\$0.00 Per Session	\$10.00 Per Session

NOTE: Tier 1 funding is available through the City's emergency scholarship funding Passport to Fun Program (available in the event of a job loss, homelessness and other family crisis situations).

Figure 24 – Pricing Recommendations for Youth Sports

Figure 24 depicts the recommended cost recovery rates for Youth Sports. Based on our analysis of the program, the youth sports pricing should be adjusted to \$40.00 per session. The recommended price will improve the cost recovery from 0.3% to 17%. Figure 25 shows the recommended fee adjustments to approach over 30% cost recovery.

Pasadena Phase-in Detail - Youth Sports						Total Revenues	Cost Recovery at Recommended Fee
Implementation Year	First Tier*	Second Tier*	Third Tier*	Non-Resident Surcharge			
First Year	\$2.00	\$20.00	\$40.00	\$10.00	\$55,712.00	17%	
Second Year	\$3.00	\$25.00	\$50.00	\$10.00	\$69,408.00	21%	
Third Year	\$4.00	\$30.00	\$60.00	\$10.00	\$83,104.00	25%	
Fourth Year	\$5.00	\$35.00	\$70.00	\$10.00	\$96,800.00	29%	
Note: Full fee = 80%, Reduced fee = 9%, Scholarships = 11% Non-Resident participation is estimated at 10% of Third Tier participation							

Figure 25 – Four-Year Pricing Recommendations for Youth Sports

5.7 YOUTH SOCCER

Youth Soccer

	Current	Proposed
Direct Costs	\$122,188	\$122,188
Administrative Costs	\$18,899	\$18,899
Total Costs	\$141,087	\$141,087
Revenues	\$77,274	\$78,051
Participation	2,168	2,168
Cost Recovery	54.8%	55.3%
Investment Per Participant	\$29	\$29
Average Regional-Fee	\$88.18	Per Session
High Regional-Fee	\$125.00	Per Session
Low Regional-Fee	\$40.00	Per Session
National Typical Fee	\$50.00	Per Session

	Current	Proposed
Early Bird Registration	\$25.00	\$30.00
Open Registration	\$35.00	\$40.00
Non-Resident Surcharge	\$10.00	\$30.00

Figure 26 – Pricing Recommendations for Youth Soccer

Figure 26 depicts the recommended cost recovery rates for Youth Soccer. Based on our analysis of the program, the youth soccer pricing should be adjusted to \$40.00 per session. The recommended price will improve the cost recovery from 54% to 55%. **Figure 27** shows the recommended fee adjustments to approach over 80% cost recovery.

Pasadena Phase-in Detail - Youth Soccer					
Implementation Year	Early Bird Registration	Open Registration	Non-Resident Surcharge	Total Revenues	Cost Recovery at Recommended Fee
First Year	\$30.00	\$40.00	\$30.00	\$78,050.57	55%
Second Year	\$35.00	\$45.00	\$30.00	\$87,806.89	62%
Third Year	\$40.00	\$50.00	\$30.00	\$97,563.21	69%
Fourth Year	\$45.00	\$55.00	\$30.00	\$107,319.54	76%
Early Bird Registration is estimated at 30% of total participation Non-Resident participation is estimated at 10% of total participation					
NOTE: Tier 1 funding is available through the City's emergency scholarship funding Passport to Fun Program (available in the event of a job loss, homelessness and other family crisis situations).					

Figure 27 – Four-Year Pricing Recommendations for Youth Soccer

5.8 BOXING/WEIGHT ROOM FITNESS (VILLA PARKE)

Boxing/Weight Room Fitness

	Current	Proposed
Direct Costs	\$118,387	\$118,387
Administrative Costs	\$18,311	\$18,311
Total Costs	\$136,698	\$136,698
Revenues	\$ 3,960.00	\$9,260
Participation	181	181
Cost Recovery	2.9%	6.8%
Investment Per Participant	\$733	\$704

- Average Regional-Fee
- High Regional-Fee
- Low Regional-Fee
- National Typical Fee

	Current		Proposed	
Boxing Only	\$20.00	Annual	\$ 40.00	Annual
Weight Room Only	\$20.00	Annual	\$ 40.00	Annual
Youth/Senior for Boxing or Weight Room	\$20.00	Annual	\$ 30.00	Annual
Non-Resident for Boxing or Weight Room	\$25.00	Annual	\$ 80.00	Annual
Youth/Senior Non-Resident for Boxing or Weight Room	\$25.00	Annual	\$ 60.00	Annual
Boxing & Weight Room	\$25.00	Annual	\$ 60.00	Annual
Youth/Senior Boxing and Weight Room	\$25.00	Annual	\$ 50.00	Annual
Non-Resident Boxing and Weight Room	\$33.00	Annual	\$ 120.00	Annual
Youth/Senior Non-Resident Boxing and Weight Room	\$33.00	Annual	\$ 100.00	Annual

Figure 28 – Pricing Recommendations for Boxing/Weight Room Fitness

Figure 28 depicts the recommended cost recovery rates for Boxing/Weight Room Fitness program at Villa-Parke. Based on our analysis of the program, the program pricing should be adjusted to \$40.00 annually for boxing or weight room or \$60 for both. The recommended price will improve the cost recovery from 2.9% to 6.8%. **Figure 29** shows the recommended fee adjustments to approach over 10% cost recovery.

Pasadena Phase-in Detail - Boxing/Weight Room											Total Revenues	Cost Recovery at Recommended Fee
Implementation Year	Boxing Only	Weight Room Only	Youth/Senior for Boxing or Weight Room	Non-Resident for Boxing or Weight Room	Youth/Senior Non-Resident for Boxing or Weight Room	Boxing & Weight Room	Youth/Senior Boxing and Weight Room	Non-Resident Boxing and Weight Room	Youth/Senior Non-Resident Boxing and Weight Room			
First Year	\$40.00	\$40.00	\$30.00	\$80.00	\$60.00	\$60.00	\$50.00	\$120.00	\$100.00	\$9,260.00	7%	
Second Year	\$50.00	\$50.00	\$40.00	\$100.00	\$80.00	\$70.00	\$60.00	\$140.00	\$120.00	\$11,270.00	8%	
Third Year	\$60.00	\$60.00	\$50.00	\$120.00	\$100.00	\$80.00	\$70.00	\$160.00	\$140.00	\$13,280.00	10%	
Fourth Year	\$60.00	\$60.00	\$50.00	\$120.00	\$100.00	\$80.00	\$70.00	\$160.00	\$140.00	\$13,280.00	10%	

Non-Resident, Youth/Senior, and Youth/Senior Non-Resident participation is estimated at 5% each of total participation

Figure 29 – Pricing Recommendations for Boxing/Weight Room Fitness



5.9 CONTRACT PROGRAMS

Contract Programs

	Current*	Proposed*
Direct Costs	\$100,056	\$100,056
Administrative Costs	\$15,476	\$15,476
Sub-Total Costs	\$115,532	\$115,532
Contractor Share	\$130,860	\$230,400
Total Costs	\$246,392	\$345,932
Revenues	\$186,943.00	\$384,000.00
Participation	5,087	5,087
Cost Recovery	75.9%	111.0%
Investment Per Participant	\$12	(\$53)

- Average Regional-Fee
- High Regional-Fee
- Low Regional-Fee
- National Typical Fee

Contract Programs	Contractor / City Split	Number of Classes Per Year	Price Per Class	Number of Participants Per Class	Proposed Revenues	City Share of Revenues
Current	70/30 Split	240	\$80.00	20	\$384,000.00	\$115,200.00
Proposed	60/40 Split	240	\$80.00	20	\$384,000.00	\$153,600.00

NOTE: Contractor/City split is changing from Current 70%/30% to Proposed 60%/40%

Figure 30 – Four-Year Pricing Recommendations for Contract Programs

Figure 30 depicts the recommended cost recovery rates for contract programs. Based on our analysis of the program, the shared revenues should be adjusted to a 60%/40% split. The recommended price will improve the cost recovery from 75.9% to 111%. Figure 31 shows the recommended fee adjustments to maintain a cost recovery of about 100%.

The recommended pricing results in cost recoveries exceed 100% of cost. The Contract cost center budget does not reflect the total cost of operations. Support is provided by other Departments and Divisions that is not allocated to the program. For example, the contract fund includes no overhead for marketing the programs, registering participants, and technology. The program cost and pricing should be reviewed annually to achieve and maintain 100% cost recovery.

Pasadena Phase-in Detail					City Share of Revenues	Cost Recovery at Recommended Fees
Contract Programs	Contractor / City Split	Price Per Class	Proposed Revenues			
Current	70/30 Split	\$80.00	\$384,000.00	\$115,200.00	111%	
First Year	60/40 Split	\$80.00	\$384,000.00	\$153,600.00	111%	
Second Year	60/40 Split	\$85.00	\$408,000.00	\$163,200.00	118%	
Third Year	60/40 Split	\$90.00	\$432,000.00	\$172,800.00	125%	
Fourth Year	60/40 Split	\$95.00	\$456,000.00	\$182,400.00	132%	

Figure 31 – Four-Year Pricing Recommendations for Contract Programs

5.10 PRICING RECOMMENDATION IMPACTS

The recommended pricing changes will improve the Department’s overall cost recovery from 9.5% of direct expenditures and 8.5% of total expenditures to 30.3% direct cost recovery and 27.3% total cost recovery over the next four years as shown in **Figure 32**. The Department revenues are anticipated to increase from the \$763,794 to \$2,445,247 with the four-year implementation.

Department Cost Recovery

	Direct	Total	Estimated Revenues
Current	9.5%	8.5%	\$763,794
First Year	19.4%	17.5%	\$1,564,573
Second Year	23.7%	21.3%	\$1,910,354
Third Year	27.0%	24.3%	\$2,175,249
Fourth Year	30.3%	27.3%	\$2,445,247

Figure 32 – Cost Recovery Summary



CHAPTER SIX – SOCIAL SERVICES

The City of Pasadena, Department of Human Services and Recreation provides social and human service processing at the Villa-Parke and Jackie Robinson Community Centers for various Federal, State and Local Government entities. Services are all related human, health and social services. Individuals can make appointments with staff to obtain assistance, information and/or referrals related to the following services: AFDC, Social Security, Food Stamps, Disability Insurance, Unemployment Insurance, Income Tax, Small Claims, Dispute Resolution, Evictions and Immigration Services. For a number of these services, no fees or nominal fees are collected for processing. Services related immigration require a fee set forth by the United States Citizenship and Immigration, Department of Homeland Security and are paid directly to that agency and a City processing fee. Fees for these services are based on the amount of time required to process various documents as shown in **Figure 33**.

City of Pasadena Department of Human Services and Recreation Immigration and Naturalization Processing Fees			
Per the United States Immigration and Citizenship, Department of Homeland Security, the City of Pasadena was notified that effective November 23, 2010 the following changes in fees paid directly to the Department of Homeland Security are to be applied:			
Form No.	Application/Petition Description	Existing Fees (effective through Nov. 22, 2010)	Adjusted Fees (effective Nov. 23, 2010)
I – 90	Application to Replace Permanent Resident Card	\$290	\$365
I – 130	Petition for Alien Relative	\$355	\$420
I – 485	Application to Register Permanent Residence or Adjust Status	\$930	\$985
I – 751	Petition to Remove the Conditions of Residence	\$465	\$505
I – 765	Application for Employment Authorization	\$340	\$380
N – 400	Application for Naturalization	\$595	\$595
N – 600	Application for Citizenship and Issuance of Certificate	\$460	\$600

Figure 33 – Department of Homeland Security - Social Service Fees

The **Figure 34** identifies the current fees charged by the City of Pasadena for processing per our current fee schedule, proposed fees for both Pasadena residents and non-Pasadena residents and a survey of fees for like services charged by private vendors.

Form No.	Application/Petition Description	Existing Fees	Proposed Fees 2013 (Residents)	Proposed Fees 2013 (Non-residents)	Private Vendors
I - 90	Application to Replace Permanent Resident Card	\$12.00	\$25	\$50	\$75
I- 130	Petition for Alien Relative (includes the I-485 document and G-325 and translations)	\$119.50	\$250	\$400	\$600
I - 485	Application to Register Permanent Residence or Adjust Status (includes G-325, I-864 and translations)	\$119.50	\$300	\$450	\$650
I - 751	Petition to Remove the Conditions of Residence	\$36.00	\$50	\$100	\$175
I - 765	Application for Employment Authorization	\$12.00	\$25	\$50	\$60
N - 400	Application for Naturalization	\$30.00	\$50	\$100	\$175
N - 600	Application for Citizenship and Issuance of Certificate	\$30.00	\$50	\$100	\$175

Figure 34 – City of Pasadena - Social Service Fees

The Department staff surveyed the cities shown in **Figure 35** as they either contract for like services or provide assistance to residents.

	Bell Gardens	Lynwood	Santa Fe Springs/ Norwalk
I-90	\$50	\$50	\$65
I-130	\$300	\$320	\$285
I-485	\$400	\$420	\$325
I-751	\$80	\$80	\$65
I-765	\$75	\$80	\$60
N-400	\$80	\$80	\$65
N-600	\$60	\$60	\$65

Figure 35 –Social Service Fee Survey

Social service were provided to 2,958 persons including 2,270 City of Pasadena residents (77%) and 688 non-residents (23%.)

CHAPTER SEVEN - RECOMMENDATIONS

7.1 COST RECOVERY GOALS

Department should establish cost recovery goals for each major program. The program cost and fees should be monitored and updated on an annual basis.

7.2 PASADENA’S PASSPORT TO FUN

The City of Pasadena proposes to provide the Pasadena Passport to Fun Youth Scholarship Program to enable individuals to participate in recreational programs. This program is designed to provide financial assistance, to individuals who would not have had the opportunity to participate.

The pricing recommendations include a three tier structure. The Third-Tier is full pricing, the Second-Tier is a 50% reduced priced based on the participant’s needs, and the First-Tier is near-free pricing for those that need the greatest assistance. Youth scholarships are allocated annually and are good for the entire fiscal year as funds are available.

The City of Pasadena recognizes the value of providing opportunities to individuals to participate in recreational activities, community events, youth sports and enrichment programs that benefit the community and its residents. This program is designed to assist individuals and families with monetary assistance to



subsidize the financial requirements of Department programs. Funds to offset the Passport to Fun Program are generated through revenue set-aside from various recreation programs, offset by the general fund as in the case of the After School Program, and funds raised through charitable contributions.

The City of Pasadena provides Passports to Fun scholarships to participants age 17 and under, living in Pasadena or attending a school in the Pasadena Unified School District. Scholarships are approved based on the total gross family income and number of members in the household and guidelines established by the Free and Reduced-Price Meals in the National School Lunch and School Breakfast Programs. Below is a general framework that takes into account ease of qualifying for the family for a discount:

7.2.1 ELIGIBILITY

The Passport to Fun holder must meet the following criteria:

- Be at least age 17 and under;
- Must be living in the City of Pasadena or attend school within the Pasadena Unified School District (PUSD);
- Show illustrated financial need based on the income guidelines of the Free and Reduced-Price Meals in the National School Lunch and School Breakfast Programs for the current school year;
- Complete and submit a signed Pasadena Passport to Fun Scholarship application form with qualifying documents.
- Families with youth not yet enrolled in school will be required to either provide either verification of section 8 housing to receive Tier 3 discounts or meet the Housing and Urban Development Low-Income Guidelines

7.2.2 PASSPORT TO FUN GUIDELINES

Passport to Fun Scholarships are allocated annually and are good for the entire fiscal year as funds are available.

- A family is to notify the Pasadena Human Services and Recreation Department immediately if the family income level has changed at any time during the fiscal year.
- For General programs and activities (including Special Interest and Recreation Classes, Youth Sports, Day Camps or excursions) scholarships will be provided in the form of a discount rate of 50% off the total program/activity fee minus registration fee under Tier 2 fees and under Tier 3 fees, the program fee minus the registration fee, if applicable, is free.
- Passports are allocated annually and are good for the entire fiscal year as funds are available.
- Up to 50% discounts for the Passport to Fun will be available for all other programs if the child meets the free and reduced lunch schedule for school-age children and the Housing and Urban Development low to moderate income guidelines as established by HUD.
- Up to \$250 annually will be available to Passport to Fun holders.
- Passports may only be used for activities and programs available through Pasadena Human Services and Recreation Department.
- Receipt of Youth Scholarship assistance for one fiscal year does not guarantee assistance for future years based on the family meeting the free and reduced lunch guidelines.
- Second child discounts do not apply to Passport holders.

Should approval be granted for the pricing and user fees, the Human Services and Recreation Department will bring forward a full policy and detailed application process to the Parks and Recreation Commission in April for review and approval.

7.2.3 PASSPORT TO FUN NEEDS

The assessment of scholarship needs is based on 2011 program experiences. The Passport To Fund will need \$537,269 to provide the same level of scholarships.

Passport To Fun Needs	
Program	Funding Need
Aquatics – Lessons	\$8,550
After School Program	\$437,500
Day Camps & Neighborhood Camps	\$53,029
Youth Sports	\$5,840
Youth Soccer	\$15,750
Contract Programs	\$16,000
Youth Fitness/Boxing	\$600
Total	\$537,269

Figure 36 –Social Service Fee Survey

7.2.4 PASSPORT TO FUN FUNDING

PROS recommends the Passport to Fun program be funded by allocating 5% of program revenues generated to the Passport to Fund Youth Scholarship Program. The City may need to adjust the actual percent based on program increases and on the demand for the Passport program. This approach will provide base funding to assure sufficient resources are available. Additional funding should be sought through donations and contributions.

Similar YMCA scholarship funding practices, PROS recommends that the Department limit the granting of scholarships to the available funds. Thus once all scholarship are spent, there should be no more scholarships granted until additional funds are available. This policy will prevent the Department from over spending the adopted budget.

Scholarship Program Budgets are typically built on 2-5% of the total earned income level of the Department. For example, on a \$1 million earned income budget at 5%, the scholarship fund would be \$50,000. The National YMCA provides the same level at 5%. Scholarship opportunities are typically limited by a dollar amount per family per year in the range of \$100 to \$200 dollars a year per family. Non-residents do not qualify for scholarship money.

7.3 CAPITAL MAINTENANCE PROGRAM

PROS recommends the Department implement a Capital Maintenance Program to provide for capital renewal and rehabilitation of facilities. Beginning in second year of implementation, the program should be funded by allocating 3%-5% of Department revenues to this program. The City may want to consider a higher percent of revenue allocation to the fund based on the age and condition of existing facilities. This approach will provide funding to help maintain the quality and functionality of system facilities and improvements.

7.4 CAPITAL IMPROVEMENT FUND

PROS recommends the Department implement a Capital Improvement Fund in the fifth year of implementation to provide funds for system improvements. A five dollar (\$5) charge should be assessed on all contract class programs to fund needed capital improvements.

7.5 COMPARATIVE PRICING

The Department should compare its pricing with other regional agencies and identify similarities and differences in the program quality. This will assist with the monitoring of cost recovery and with the establishment of program pricing.

7.6 ANNUAL COST AND PRICING REVIEW

The Department should analyze the cost of major programs annually and review pricing to maintain the desired cost recovery. The cost of service models are available for the staff to update as needed.

7.7 PARTNERSHIP/SPONSORSHIP DEVELOPMENT

The Department should seek partnership and sponsorships that are consistent with the City's values. Partnership should be developed with agencies that target low income families. Sponsorship should be sought that will enhance the Department's services.

7.8 SERVICE LEVEL PROGRAMMING

The Department should establish programming by service. Typically, levels of service include basic services, expanded (or enhanced) services and high-quality services. Basic services should price for affordability and provide core programs at base or introductory levels. Expanded services should recover a higher level of costs and provide intermediate skill activities and a higher quality and/or quantity of programming. High-quality service should recover most or all of the program costs and provide advanced skills and the highest quality programming.

This approach provides basic services at a low cost and also provides opportunities for users to buy-up to more advanced and/or higher quality programs.



7.9 SERVICE CLASSIFICATIONS

Service Classifications should be established for each major program. The establishment of Service Classifications helps the staff and public to understand what elements of a service represent the greatest number of users. Further, from a taxpayer perspective, it helps to justify the City's investment in providing programs and services that enhance the quality of life and livability of the Pasadena community. Below is a list of criteria that agencies have used to help classify major programs:

- The program/service currently continues to fill 80% of its program capacity (based on current enrollment same as previous year or greater) each season it is offered
- The program is used by a broad range (age and other demographics) of community residents
- There are tiered levels of skill development available within the program (beginner, intermediate, advanced)
- Full-time staff or contractors are allocated and responsible for the actual execution of the program
- Recreation facilities are designed specifically to support the program (no major renovations required)
- The program has been in a growth or mature stage of its lifecycle for a long period of time and has long-term participation appeal. * A program cycle will begin with a growth phase, plateau at a mature stage (healthy participation) and then decline downward (reduction in participation) to the program's end
- The program requires high levels of customer interface (1 staff member to 15 participants or less)
- The program has a strong social value that is part of a solution to a community problem (e.g. health, crime rate, social isolation, and education)
- The program has strong economic appeal and a high resident benefit that creates a strong return on investment (ROI) for the City (e.g., tourism activities, business development, and revenue development)
- The program has a high partnering capability (e.g., matching funds, renting a facility or partnering in the development of a facility, program, or event)
- 85% or more of the participants are residents of the City

7.10 DEPARTMENT BUSINESS PLAN – NEXT STEP

The Department should follow this analysis with a Department-wide Business Plan to improve the Department's effective and efficient use of resources. Typical plans include:

- Documenting the community's program and facility needs
- Identifying the market for recreation services including service gaps and alternative service providers
- Analyzing staffing, operations, and maintenance standards

- Establishing partnership and sponsorship strategies to increase Department resources and services
- Identifying non-traditional funding sources to decrease reliance on General Funds and provide additional funding for operations, maintenance, and capital improvements
- Developing an action matrix to guide the plan recommendations with tasks to be performed, timetables, responsibilities, and performance measures

This cost of service and pricing analysis will be used as a key decision tool in development and implementation of the business plan. This approach will support stronger financial sustainability for the Department.