



Dallas Park & Recreation

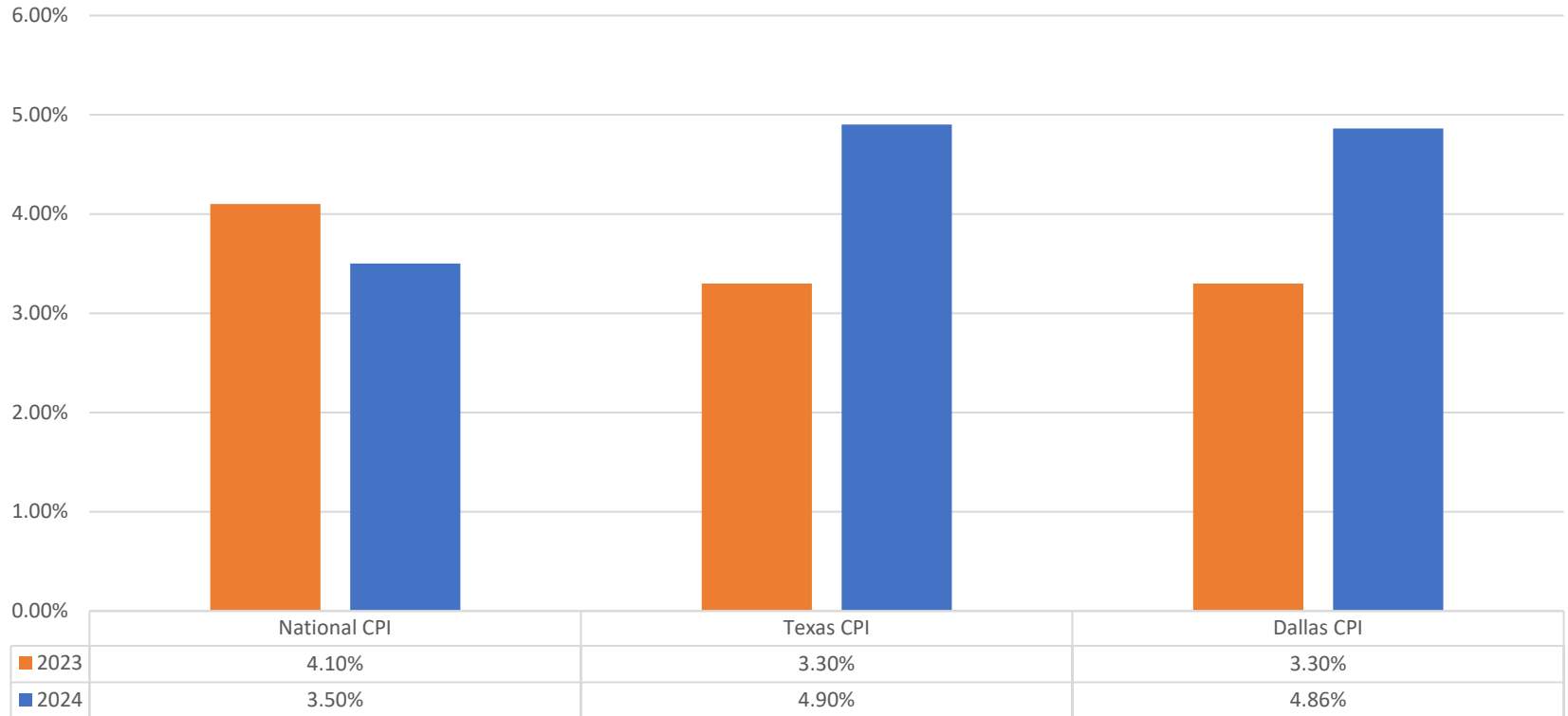
# **Park and Recreation Department FY 2024-25 and FY 2025-26 Budget Development Workshop**

**Park and Recreation Board  
April 18, 2024**

# Purpose

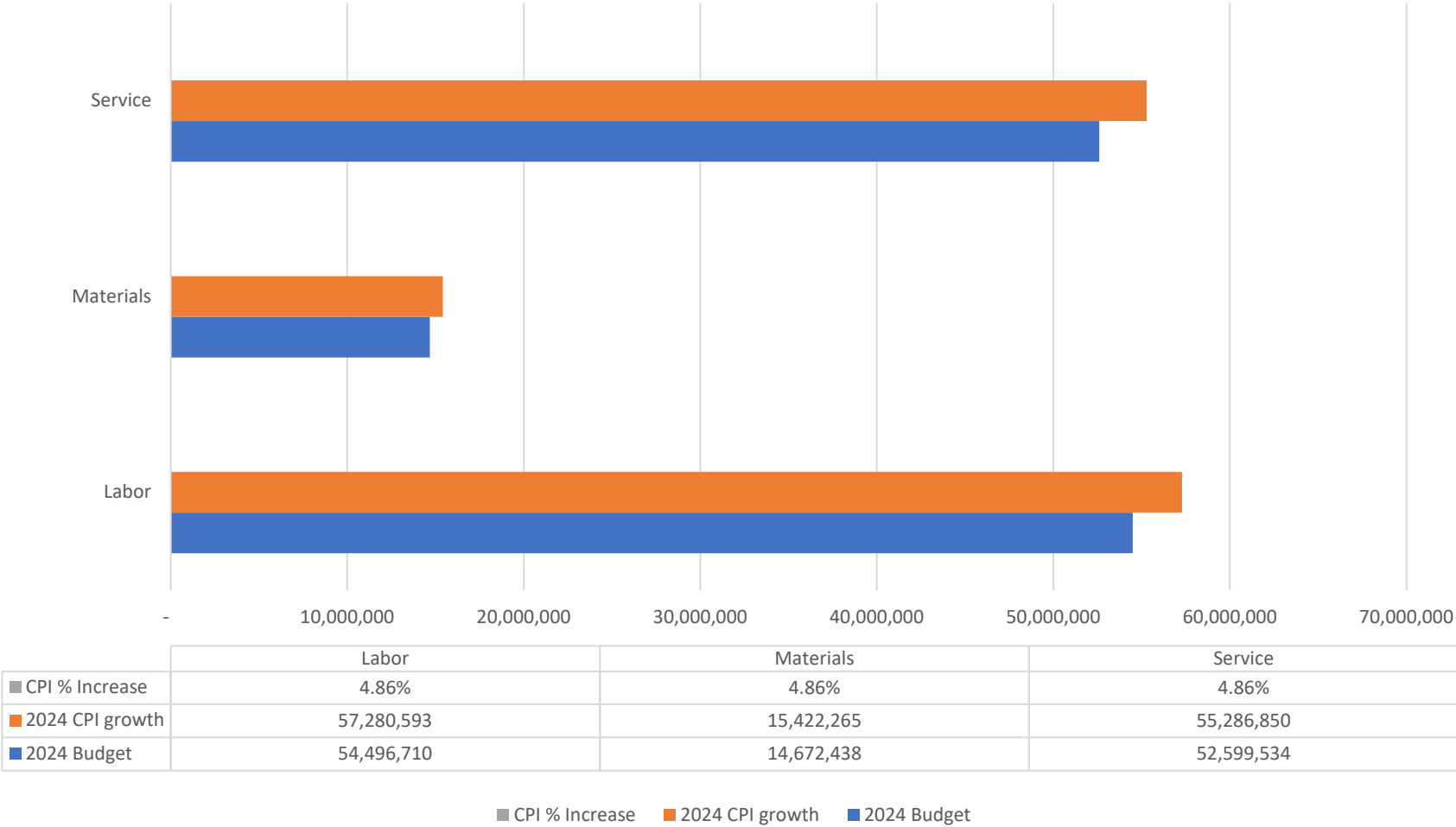
- Review the current Fiscal Year 2023-24 budget and operational needs
- Review of Divisional Operations to identify budget, staffing, needs, accomplishments as well as challenges
- City Manager's Budget Development Process Overview FY24-25
- To provide a brief overview to Park Board of the process that will occur to make changes to the FY 2024-25 proposed operating budget

# Consumer Price Index



**Dallas-Fort Worth-Arlington, TX Consumer Price Index is at a current level of 298.72, up from 296.12 two months ago and up from 284.86 one year ago. This is a change of 0.88% from two months ago and 4.86% from one year ago.**

# 4.86% CPI vs. 2024 Adopted Budget



## Park and Recreation Department Financial Target Analysis Expense Summary as of February 31, 2024

	FY23-24 Budget	FY23-24 YTD *	FY23-24 % of Budget	FY23-24 Estimate	FY23-24 % of Estimate	Over / (Under) Budget
Salaries & Benefits Total 1000s	54,496,710	21,308,380	39%	53,611,440	40%	(885,270)
Supplies / Materials Total 2000s	15,020,295	8,386,332	56%	19,574,575	43%	4,554,280
Services / Charges Total 3000s	51,429,605	24,794,003	48%	53,346,676	46%	1,917,070
Capital Outlay Total 4000s	3,074,865	1,163,114	38%	2,890,805	40%	(184,059)
Reimbursement s Total 5000s	(3,944,542)	(479,156)	12%	(6,935,600)	7%	(2,991,058)
<b>TOTAL</b>	<b>120,076,933</b>	<b>55,172,673</b>	<b>46%</b>	<b>122,487,896</b>	<b>45%</b>	<b>2,410,963</b>
41.7% of the Fiscal Year Elapsed						

# Park and Recreation FY 2023-24 Budget Overview

Actions the Department is considering to keep up with rising costs and remain within budget:

- Reduce mowing and litter cycles
- Staffing adjustments
  - Schedule adjustments to reduce overtime
  - Hiring freeze on part-time recreational staff
  - Reduce city forces
- Reduce contract instructor fees
- Remove extended Aquatics schedule

A mid-year request (\$2.4M) will still be needed to address:

- Fair Park First budget shortfall
- Old City Park management
- Contracted Services costs

# Division Operations Overview

# PMO Organizational Overview



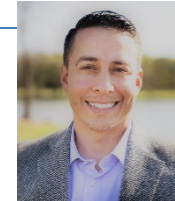
**M. Renee Johnson**  
Assistant Director  
Park Maintenance and Operations

**Adella Casarez**  
Executive Assistant



**Anthony Becker**  
Manager  
Administration

**Dr. Katina Robertson**  
Superintendent  
Safety / Security



**David Lopez**  
Superintendent  
Operations  
(also Area 2  
Districts 3,4)



**Chris McMaster**  
Manager  
Forestry



**David Smith**  
Manager  
Area 1  
(Districts 1,2)



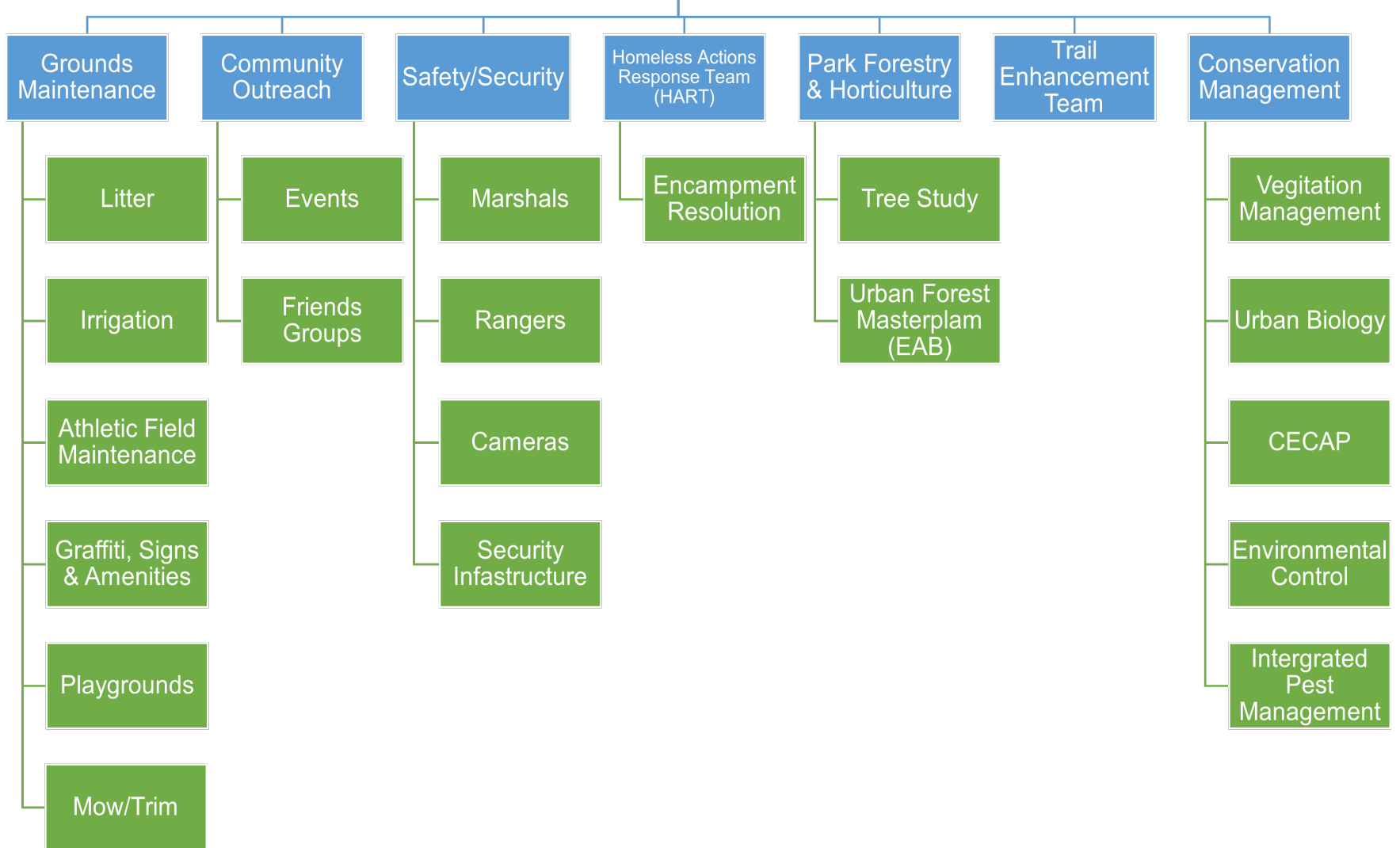
**Frank Garcia**  
Manager  
Area 3  
(Districts 5,6)



**Brett Jonson**  
Manager  
Conservation



# Park Maintenance Operations



# Service Area Overview

## Core Services



Safety/Security



Special Events and Community Outreach



Parkland Maintenance



Forestry



Horticulture



Conservation and Environmental



Business Administration

## Scope of Services



20,000+ Acres



410 Parks



180+ Trail Miles



20+ Community Events



250+Playgrounds (including Cool Schools)

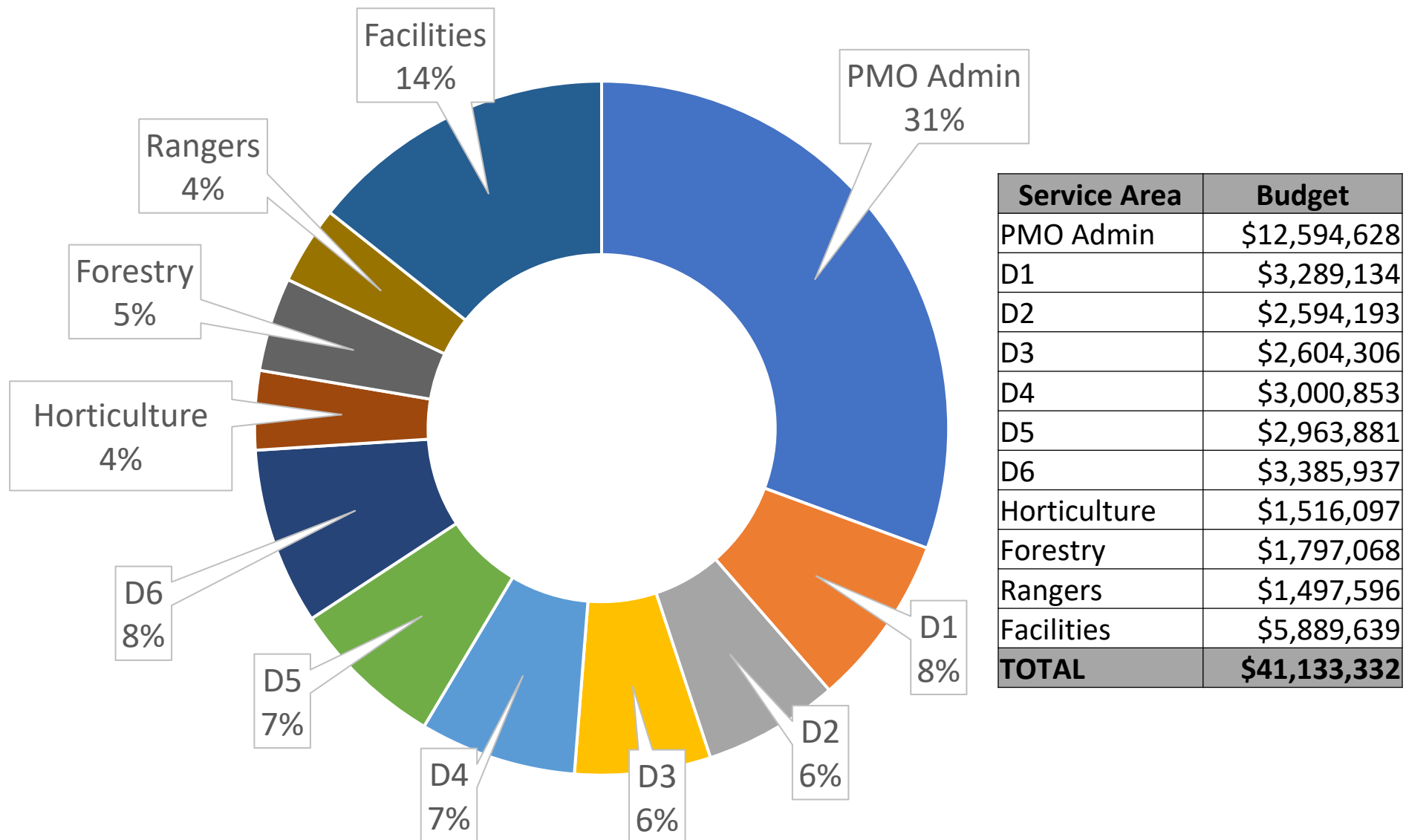


150+ Courts



230+ Athletic Fields

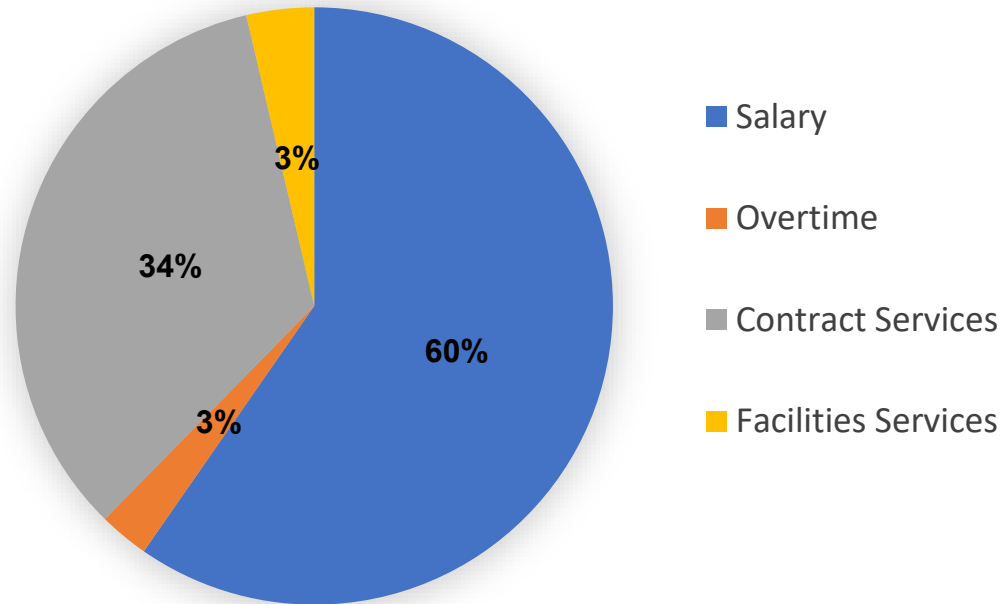
# FY24 PMO Division Budget Overview



# FY 24 Major Division Expenses

## Top Expenses

Salary	\$6,776,161
Overtime	\$306,482
Contract Services	\$3,858,973
Unplanned Facility costs	\$415,449



## Cost Control Efforts

- Reducing litter pickups on spray-grounds from two times daily to once daily
- Reducing litter cycles to 3-day average
- Strategically placing portable restrooms
- Reduce court resurfacing expenses by 75% for remainder of FY24
- Reducing overtime costs which may impact monthly Service Level Agreements
- Sustainable Parks Initiative
- Temporarily suspend athletic field fertilization and playground fibar for remainder of FY24
- Strategic Reduction in mowing and litter cycles during summer and winter months

# Key Performance Indicators

- The KPIs that will be used to measure the Divisions performance throughout FY24 include quantifiable data and completion of scheduled projects or programs.

Fiscal Year	# of Park Ranger Visits (annual)	HART Encampment Cleanups#	Operating expenditures per acre of land^	# of Special Events	# of Contact us
2023/2024 (Q1)	5,106	476	\$310	29	84
2022/2023	22,146*	N/A	\$305	54	222
2021/2022	26,015	N/A	N/A	26	324
2020/2021	20,266	N/A	N/A	25	218

- \* this number declined because of deployment of bikes and UTVs in service
- # City Council approved newly created HART team for 2023/24
- ^ the numbers prior to 2022 were not available in Oracle

# SWOT Analysis – PMO

- Community engagement-focused
- 140+ Beautification Agreements
- Expanded Park Ranger/Marshall Program
- Environmentally focused with Master Arborist & Urban Biologist positions
- Playground safety standards
- Centralized Integrated Pest Management (IPM)
- Contract compliance accountability program
- Trail maintenance team for enhanced safety and quality

## Strengths

- Specialized critical positions (irrigators, pesticide applicators) are difficult to fill
- Urban Encampment increases impacts budget
- Increasing cost of contract work, supplies, and materials
- Prolonged hiring process places strain on available labor resources to meet operational demands
- Insufficient vehicles and maintenance equipment due to creates inefficiencies and increases costs

## Weaknesses



## Opportunities

- New work order & asset management system will streamline processes
- Align roles and responsibilities with functions
- More patron engagement for improved advocacy and partnership opportunities
- Bond program will alleviate asset maintenance cost
- Sustainable Parks initiatives to help reduce financial and environmental impact by improved design and maintenance practices

## Threats

- Reduction in service level and asset quality will impact park usage
- Pay competition with private sector salaries
- Challenges of procurement and hiring processes
- Expanding park system outpacing current maintenance resources
- Difficulty in recruiting and retaining irrigators and pesticide applicators

# PMO Operational Initiatives

## Safety & Security

- Interagency Initiatives
- Community Engagement
- Equipment and Infrastructure Inventory
- Safety Strategy Guidelines

## Irrigation

- Recruit candidates for Irrigation positions
- Offer newly approved incentive to potential recruits
- Inspect/Repair irrigation system on quarterly basis
- Utilize new irrigation Master Agreement

## Horticulture

- Maintain landscape beds in parks, recreation centers, golf courses, tennis centers, aquatic centers and downtown medians for city-wide beautification and conservation
- Conduct landscape bed inspections for quality for Aquatic Centers

## Homeless Encampments (HART)

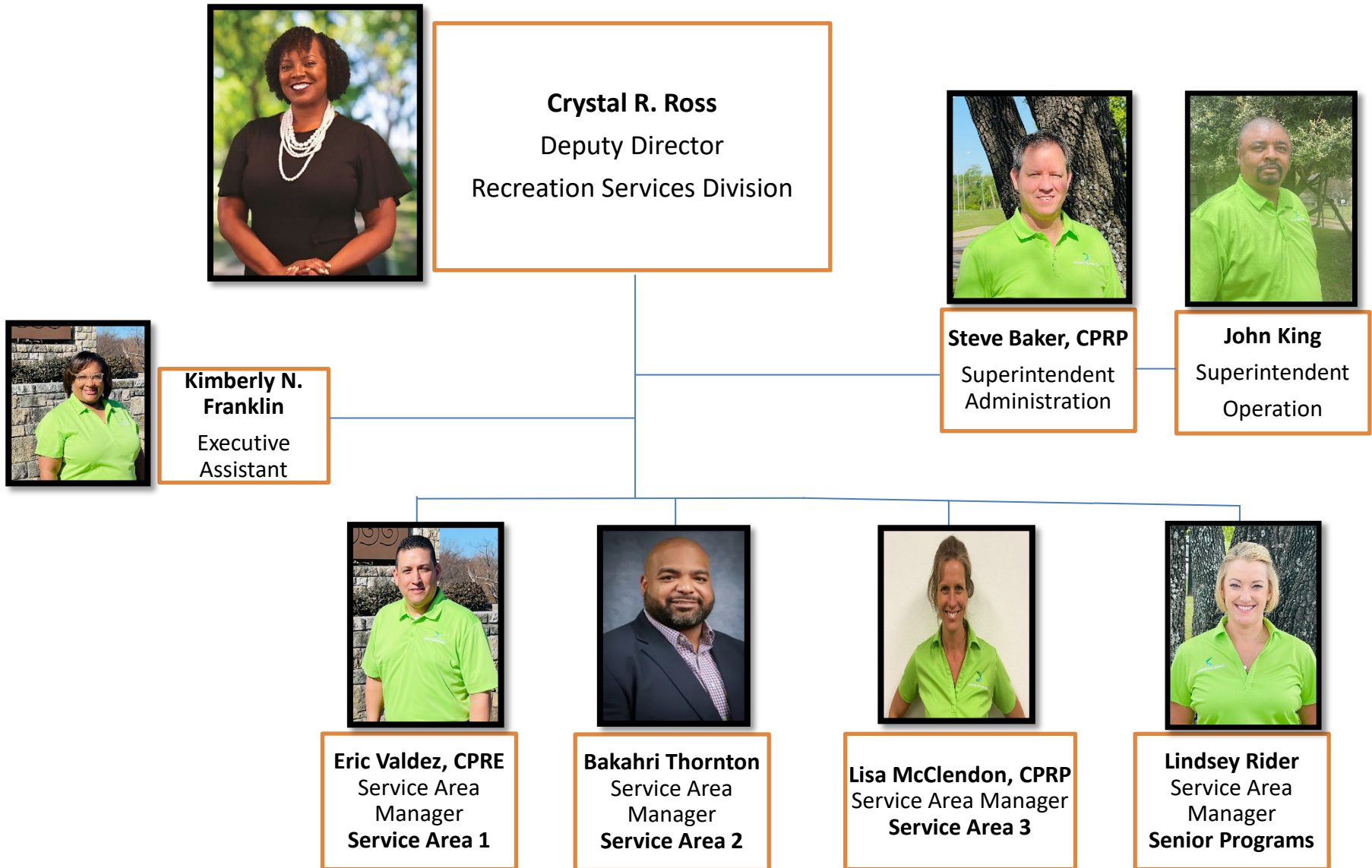
- Promote interagency collaboration in preserving park safety
- Respond with resolution to encampment notices in parks within 72 hours
- Clean and remove debris left over from unoccupied encampments

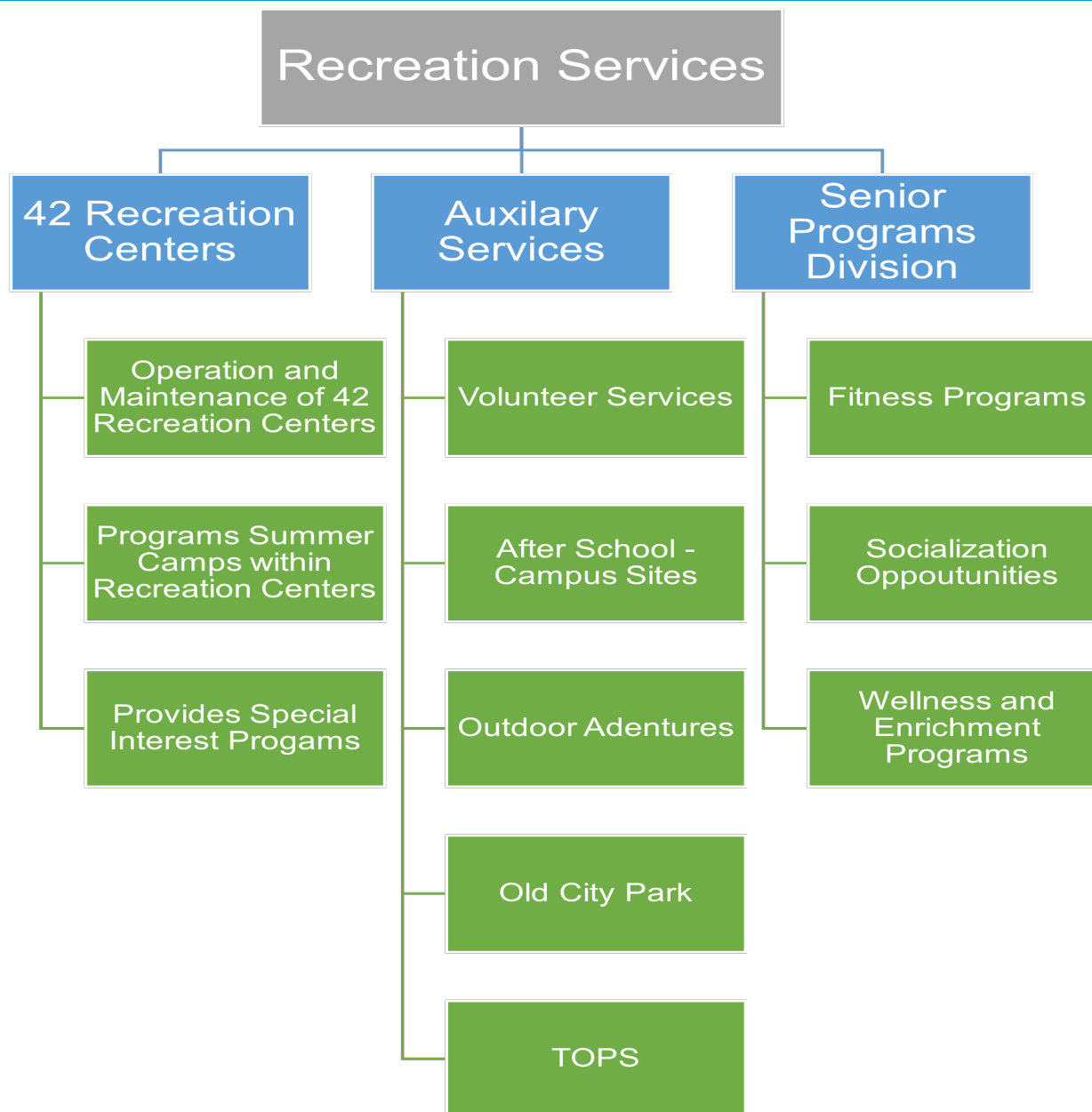
# PMO Next Steps

- The PMO Service Area is committed to achieving its financial goals. The ways to ensure that we are successful include:
  - Monitoring our contracted services and overtime
  - Implement Sustainable Parks initiative
  - Allocating resources and staffing in areas that are increasing (safety/security, special events)
  - Continued expansion of park partnerships
  - Implementation of safety and HART initiatives



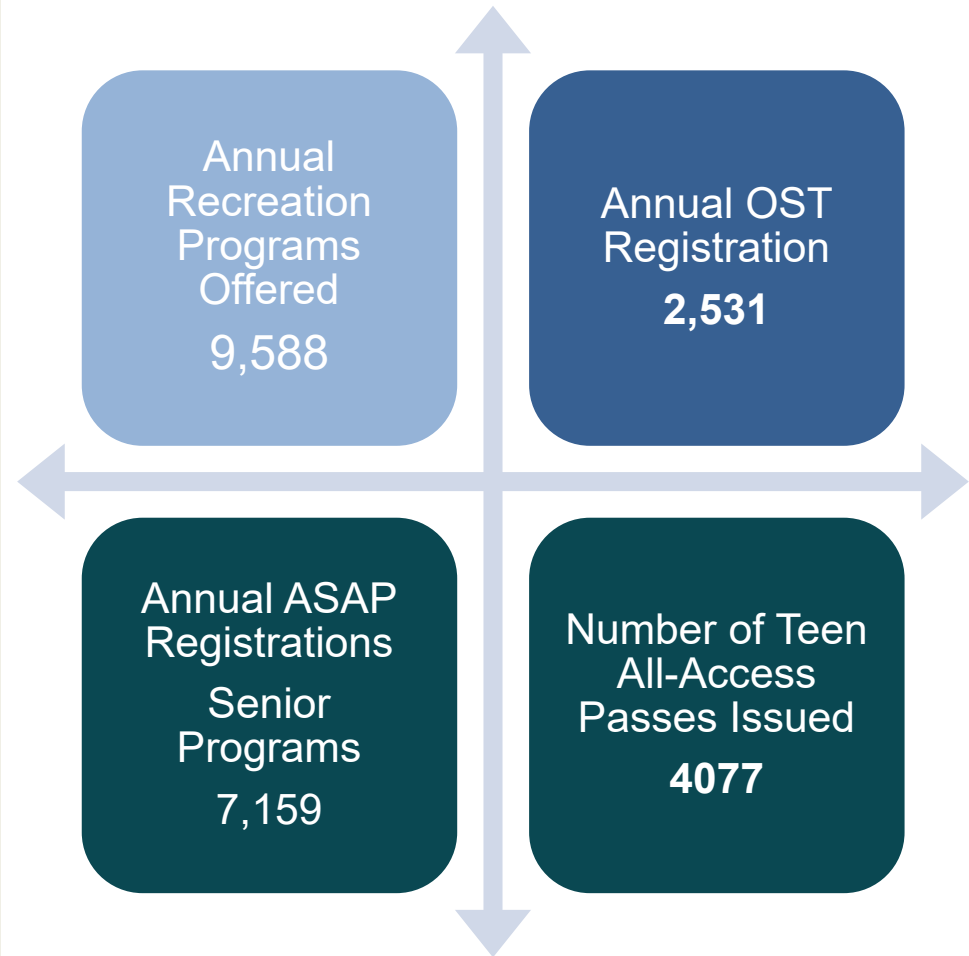
# Recreation Organizational Overview



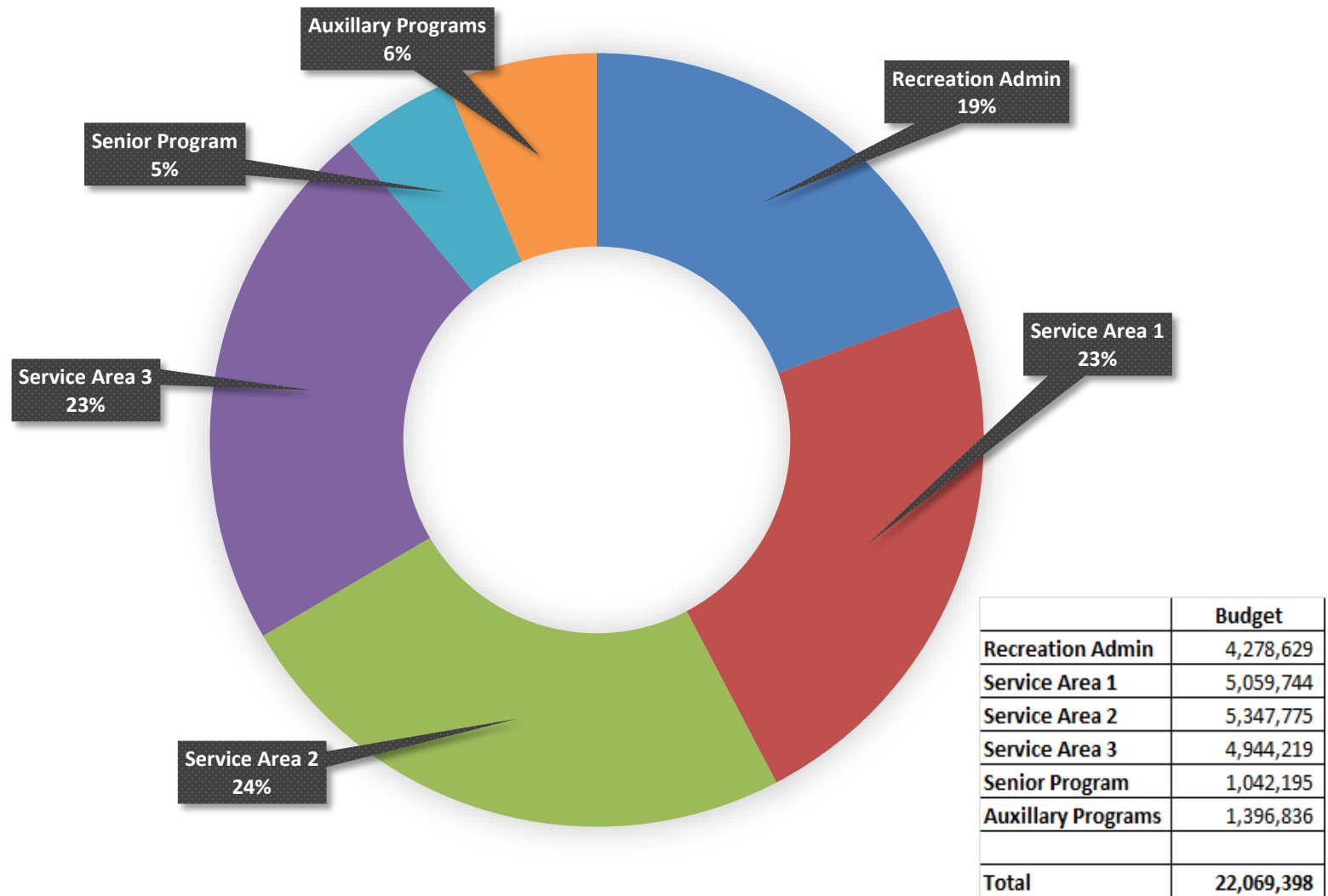


# Recreation Services Area Overview

- **Recreation Center** operations is responsible for the oversight, management and program delivery at our 42 active recreation facilities. Core Focus Areas: *after school, sports, health and fitness, arts, events, special interests, seasonal camps and therapeutic programs.*
- **Out of School Time (OST)** programming provides structured and enrichment activities for youth after traditional school hours. Our primary goal is to offer an environment where participants can continue to learn, socialize, and explore interests beyond the classroom setting.
- **Senior Program Division** is designed for individuals aged 60 and older. This division offers Active Senior Adult Programs (ASAP) aiming to enhance the quality of life for older adults by providing a variety of programs, services, and resources designed to promote physical, mental, and social well-being. Core Focus Areas: *Socialization, Health and Wellness, Lifelong Learning, Recreation Activities, Empowerment and Advocacy.*
- **Teens Organized and Prepared for Success (TOPS)** purpose is to empower and equip teens with the skills, resources, and opportunities they need to thrive academically, socially, and personally. TOPS flagship programs are Late Night Recreation and the annual Teen All Access Pass.
- **Volunteer Services**, is a vital component of our department, plays a central role in fostering community engagement and empowerment. This division focuses on building stronger community connections



# FY23-24 Recreation Services Budget Overview



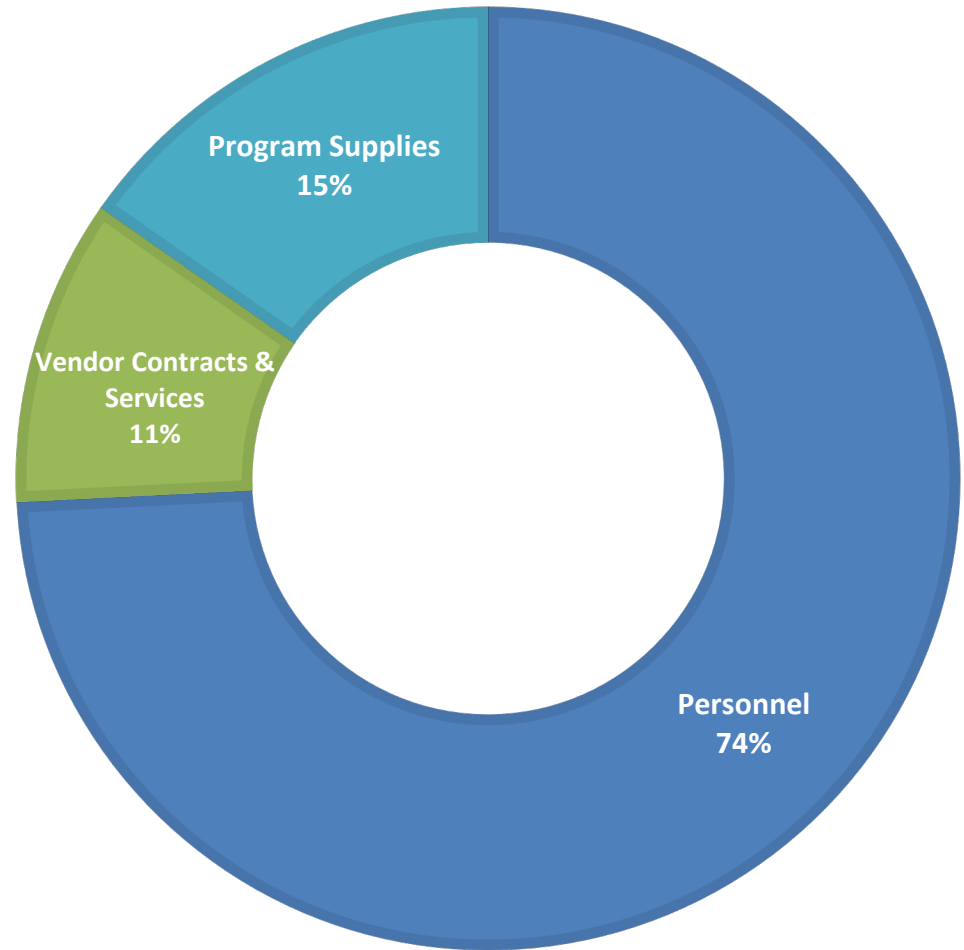
# FY 23-24 Major Division Expenses

## Top Expenses

- Personnel/Salaries \$17,674,740
- Program Supplies \$2,505,901
- Vendor Contracts and Services \$3,637,635

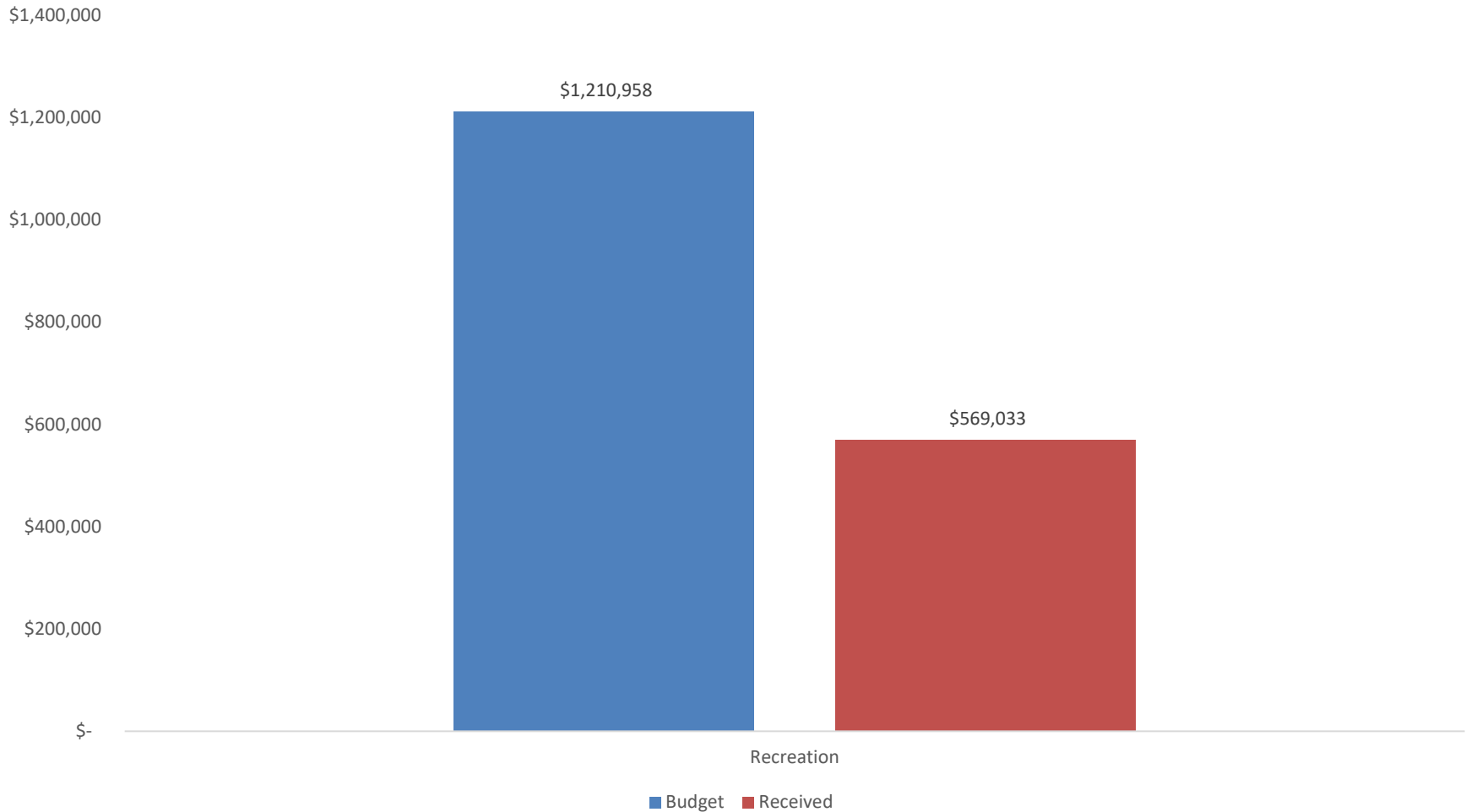
## Cost Control Efforts

- Reduce amount of contracted/Temp employees
- Collaborate with contract fee instructors to ensure program capacity is met; thus, increasing registration and revenue



# Recreation Services Revenue Overview

YTD (Oct. 1 – Mar. 31, 2024)



# Key Performance Indicators (Recreation Services)

- KPIs gauge the effectiveness of our programs, community engagement, operational efficiency, and financial sustainability. These indicators guide our efforts, helping us evaluate progress, identify areas for improvement, and make informed decisions to enhance our impact

Fiscal Year	# of Recreation Cards	Scanned Attendance	Activity Attendance	Programs Offered	Revenue
2023/2024*	20,888*	475,405*	172,400	5,218*	\$1,228,413*
2022/2023	48,492	528,554	286,929	9,588	\$1.62M
2021/2022	36,639	384,896	230,074	8,475	\$695K
2018/2019**	19,503	493,653	338,236	9,109	\$4.13M

\*2nd Quarter

\*\*Baseline/Pre-Pandemic

# Key Performance Indicators CDBG (Grant Funded-OST)

- KPIs gauge the effectiveness of our programs, community engagement, operational efficiency, and financial sustainability. These indicators guide our efforts, helping us evaluate progress, identify areas for improvement, and make informed decisions to enhance our impact

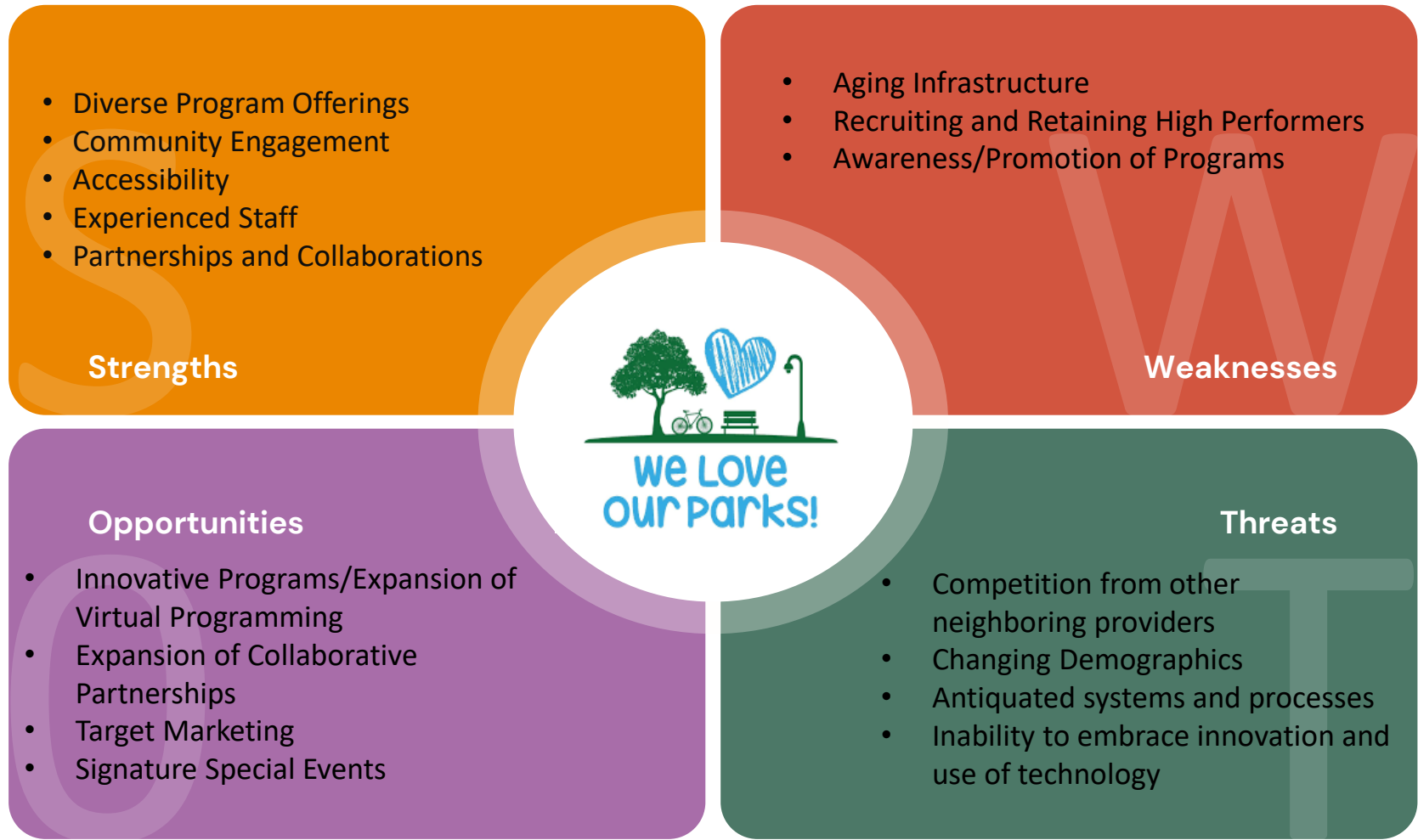
Fiscal Year	Campus Sites	Campus Registration	Recreation Center Sites	Recreation Center Registration	CDBG Funding Allocation
2023/2024*	10	699	9	627	\$738,301
2022/2023	8	1,072	4	203	\$851,424
2021/2022	7	813	33	235	\$750K
2018/2019**	20	2,909	4	410	\$600K

\*2<sup>nd</sup> Quarter

\*\*Baseline/Pre-Pandemic



# SWOT Analysis-Recreation Services



# **Recreation Services Operational Initiatives**

- **Streamline Administrative Processes**
  - **Optimize Resource Allocation**
  - **Implement Cost-Saving Measures**
  - **Enhance Program Evaluation**
  - **Promote Innovation**
-

# Next Steps for Recreation Services

- Identify new/innovative ways to increase annual revenue
  - Site-based revenue goals
  - Promotion of destination reservation locations
  - Introduce staff taught fee structure
    - Tiered Program Fee Structure
- Bi-Annual review of forecasted projects
- Continued use of spending plans; conservative projections

# CARE Organizational Overview



**Athena Martinez**  
Executive Assistant

**John Lawrence**  
Assistant Director  
**Citywide, Athletics  
Reservations, and Events**



**Melissa De La Cruz**  
Manager - Business  
**Golf & Tennis**

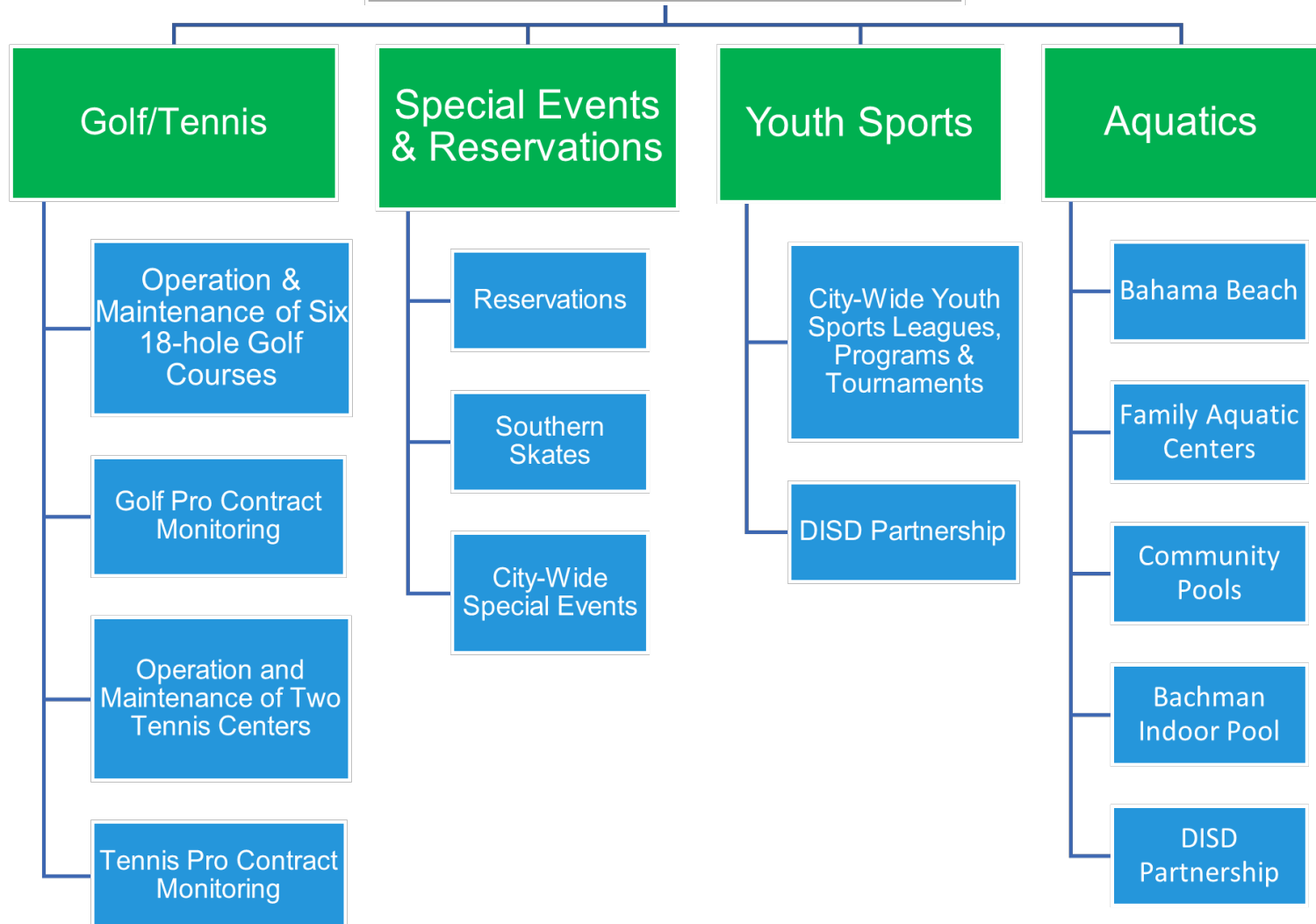


**Keshia Randle**  
Superintendent  
**Reservations &  
Youth Sports**



**Raul Robles**  
Superintendent  
**Aquatics**

# City-Wide Athletics, Reservations, & Events



# Service Area Overview

## • Aquatics

- Bahama Beach Waterpark
- 10 Family Aquatic Centers
- Bachman Indoor
- Nine Community Pools
- Dallas ISD partnership program

## • Golf and Tennis

- Six Golf Courses
- Four Tennis Centers

## • Reservations

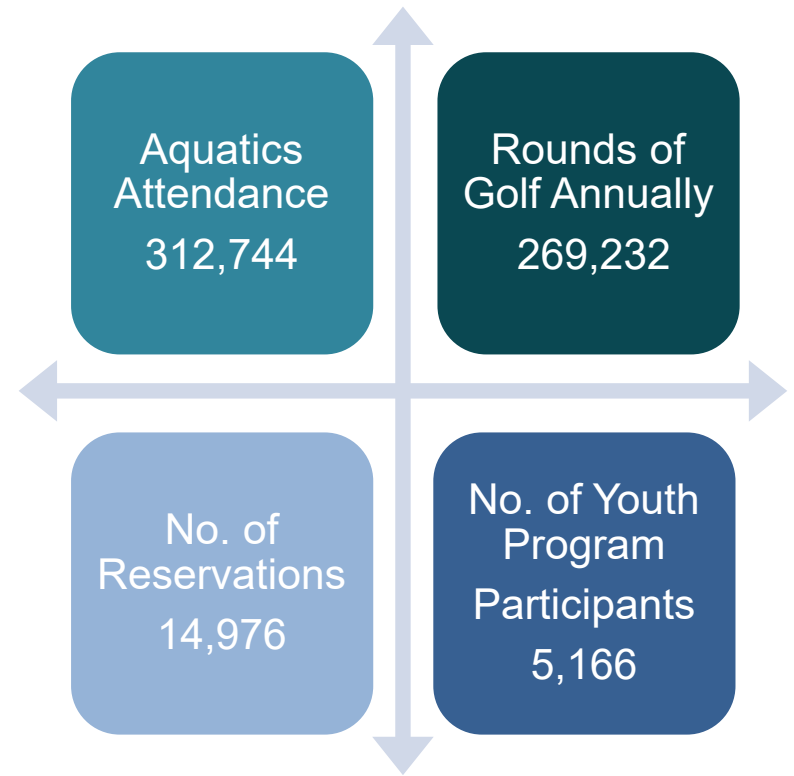
- Reservations and Event Permits
- Outdoor Fee Based Program Permits
- Temporary Food and Drink Permits
- Kiest Softball Complex
- Southern Skates

## • Youth Sports

- Youth athletic programs via recreation centers and local school districts
- Core division offerings include baseball, basketball, flag football, and soccer

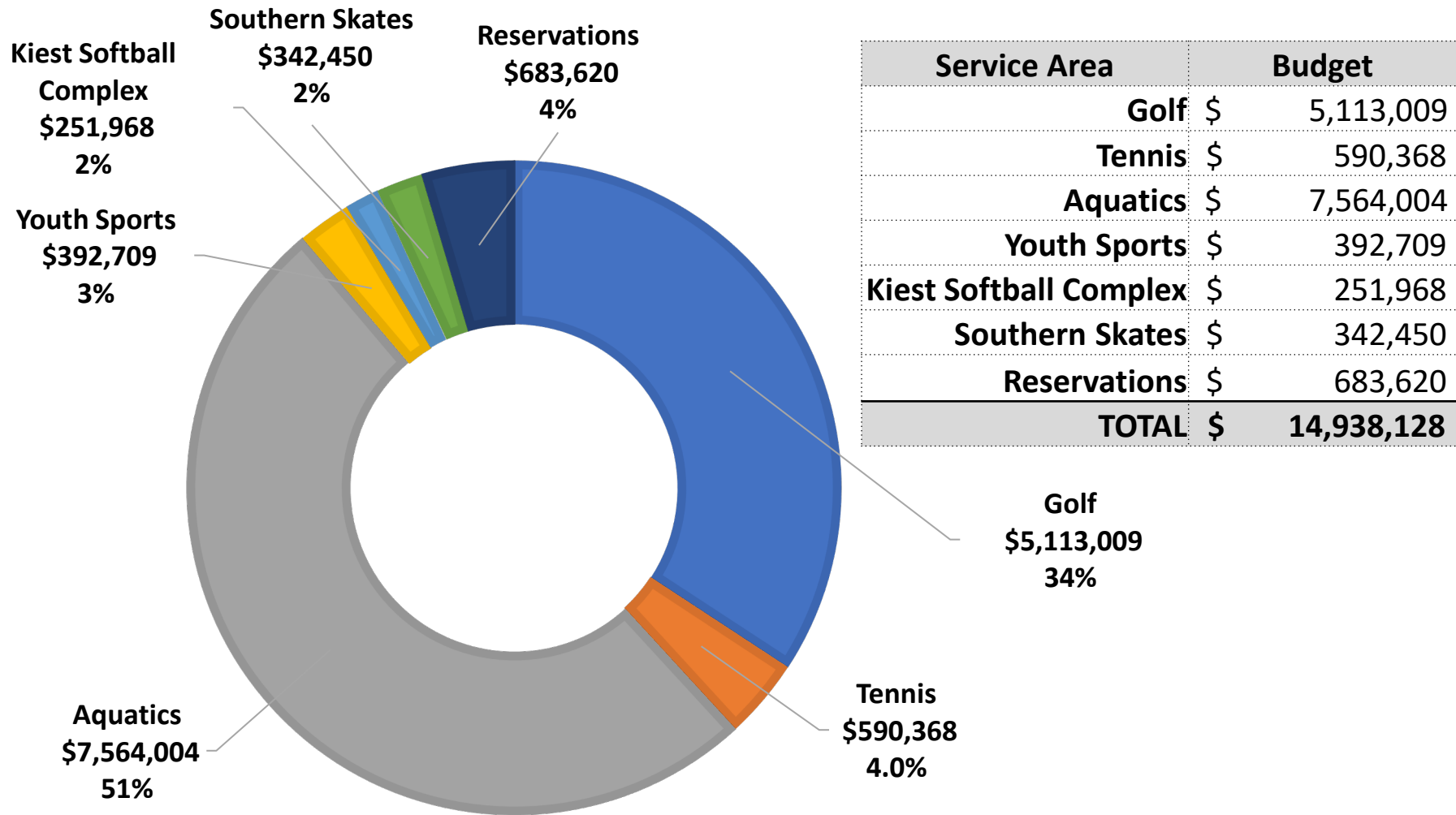
## • Positions: 518

## • FTE's: 280.55



CARE Positions	Filled	Vacant	Total	Vacancy Rate
Full Time	98	17	115	15%
Part Time	17	30	47	64%
Seasonal	36	388	424	92%
<b>Total</b>	<b>151</b>	<b>435</b>	<b>586</b>	<b>74%</b>

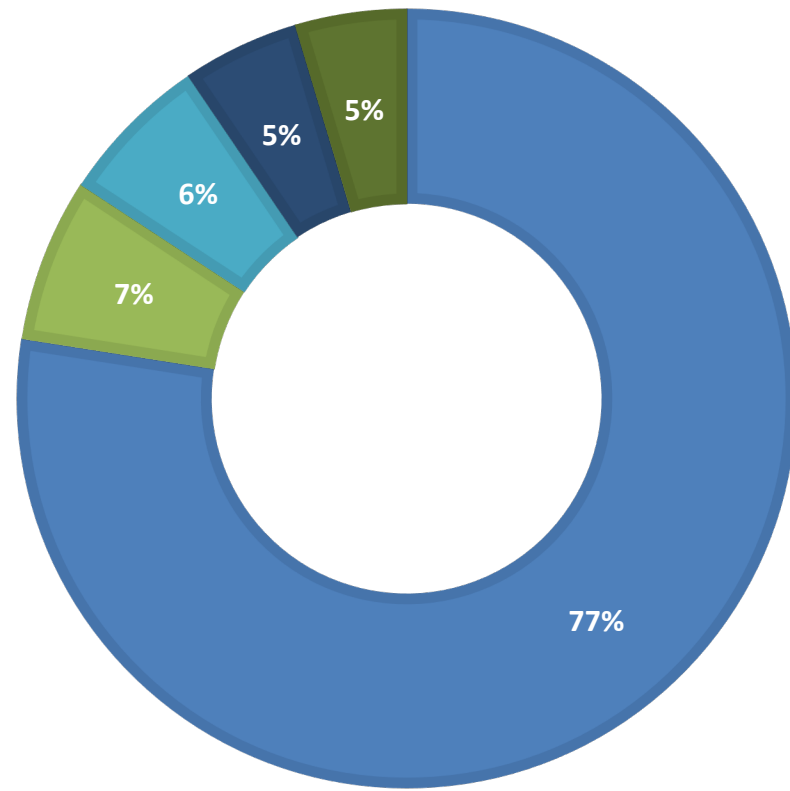
# Division Budget Overview



# FY 24 Major Division Expenses

## Five Core Expenses

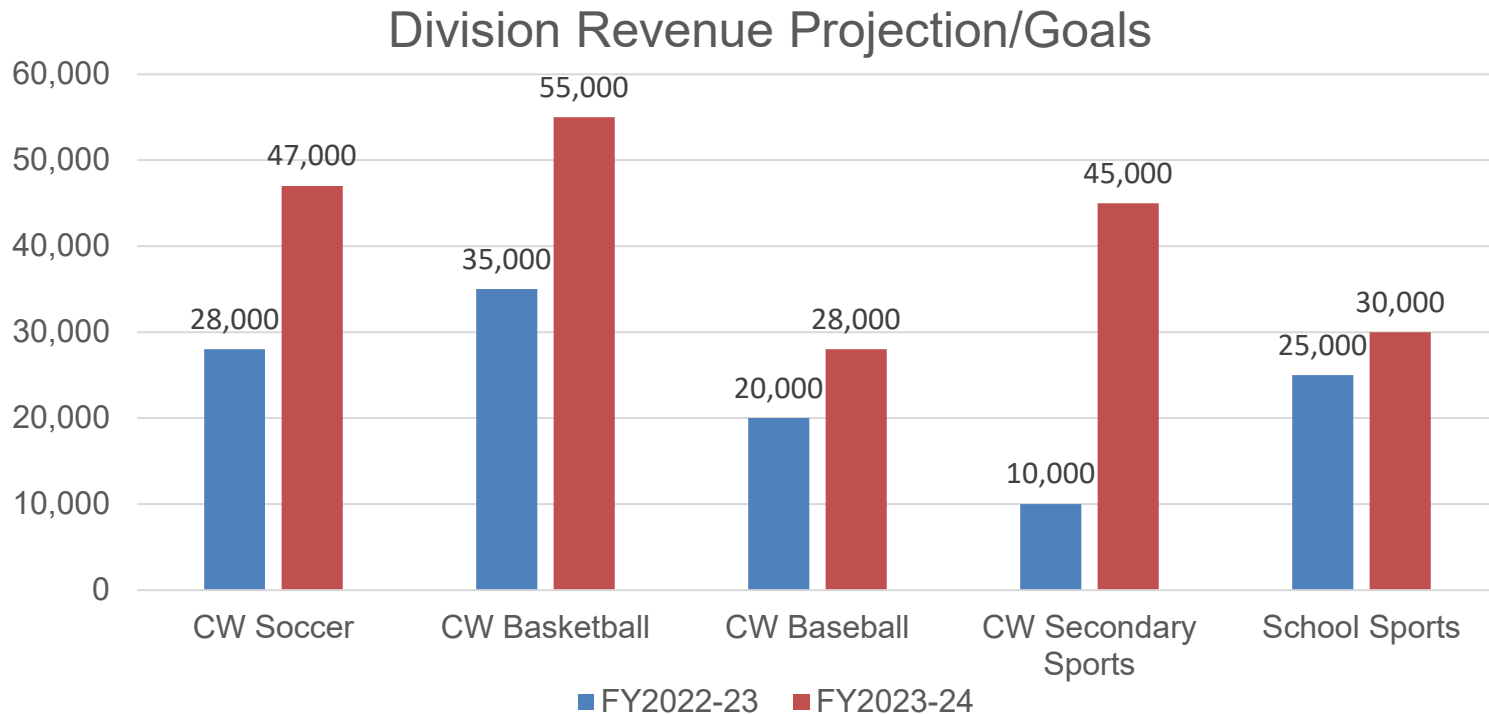
- Salary \$9.2M
- Temp Staffing \$806K
- Water \$746K
- Botanical/Agric Supplies \$581K
- Bldg/Grounds Repair & Maint \$546K





# Revenue Generating

The financial objective of the Division in fiscal year 2023-24.



# CARE Key Performance Indicators

## AQUATICS

Fiscal Year	Attendance	Season Pass Sales	Program Registrations	Reservations	Revenue
<b>2023/2024</b>	312,744	14,000*	7,101	50,000	\$2.6 M
<b>2022/2023</b>	298,228	15,972	7,266	54,475	\$2.4 M
<b>2021/2022</b>	220,940	8,128	4,943	57,229	\$1.5 M
<b>2018/2019**</b>	192,927	12,652	5,710	65,296	\$1.1 M

## GOLF/TENNIS

Fiscal Year	Golf Attendance	Golf Revenue	Tennis Attendance	Tennis Revenue
<b>2023/2024</b>	275,694	\$6,307,704	138,813	\$97,193
<b>2022/2023</b>	269,232	\$5,950,664	125,866	\$87,585
<b>2021/2022</b>	262,698	\$5,591,246	139,218	\$76,411
<b>2018/2019**</b>	186,258	\$3,840,979	72,455	\$107,048

\*Projected numbers

\*\*Pre-Covid Year for Baseline

# CARE Key Performance Indicators

## RESERVATIONS

Fiscal Year	Number of Reservations	Reservation Hours	Captured Attendance	Reservation Revenue	Ticket Sales
<b>2023/2024</b>	14,976	54,347	333,049	\$1,233,560.00	15,972
<b>2022/2023</b>	15,068	54,960	292,263	\$1,240,653.00	15,810
<b>2021/2022</b>	12,483	42,816	143,058	\$978,749.00	12,483
<b>2018/2019**</b>	6,709	25,535	114,779	\$598,934.00	6,709

## YOUTH SPORTS

Fiscal Year	Number of Participants	Number of Teams	Number of Campuses	Revenue
<b>2023/2024</b>	7,079	521	78	\$195,000
<b>2022/2023</b>	5,191	380	62	\$93,515
<b>2021/2022</b>	4,290	367	86	\$95,805
<b>2018/2019**</b>	7,312	517	122	\$140,560

\*Projected numbers

\*\*Pre-Covid Year for Baseline

# SWOT Analysis - CARE

- Established programs
- National, interlocal, and neighborhood partnerships
- Highly experienced and certified staff
- Revenue improvements
- Proven success in retention and recruitment
- Golf Courses aer geographically diverse
- Growing attendance/interest at golf courses

## Strengths

- Increasing staff and maintenance costs
- Lack of positions to effectively cover expected schedule
- Aging aquatic centers and maintenance needs
- Legacy facilities past expected useful life
- Vendors Supplies/Services Delivery Timelines
- Lengthy Procurement Process
- Cost Recovery Gap

## Weaknesses

- New innovations in programming and offerings
- Maintaining newly built facilities to meet expectations
- Fee Increases
- Specialized reservation software
- Technology integration

## Opportunities

- Budget Constraints
- Weather impacts golf course conditions
- Hiring Process
- Increasing Supplies/Services Costs
- Competitive/Private Facilities

## Threats



We Love  
Our Parks!

# Operational Initiatives

- Monitor the vacancy rate and move quickly to ensure the team is staffed at 95%
- Identify cost recovery goals by service area and work to accomplish – revisit Fee Rates, Concession Sale prices, etc.
- Strategically plan to identify funding opportunities and resources to contribute towards capital improvements
- Staff development to include cross training, succession planning, budget and procurement training, and human resource training.

# CARE Next Steps

The CARE Division is committed to achieving its financial goals in FY24. The ways to ensure that we are successful include:

- Allocating resources across all areas
- Identifying funding to right size the Division and provide for critical needs
- Updating cost recovery goals and implementing initiatives for attainment
- Monitoring key performance indicators and strategic planning to meet projections

# Budget Process Overview

# City Manager's Budget Process Overview

The FY 2024-25 & FY 2025-26 Biennial budget development kick-off by Budget Management Services (BMS) was February 22, 2024. The City Manager's annual budget is developed on a biennial basis with the first year of the budget proposed at the same time the budget for the second year is planned.

- The City Manager's FY 2024-2025 budget will be reviewed to determine if revenue and expense forecasts are still appropriate and may require reductions, efficiencies, or reprogramming of the base budget to balance
  - Right-size staffing
  - Contract inventory
  - Identify units in activities and the activities in services
  - Re-evaluation of prior years budget initiatives



# Budget Process Overview

- The City Manager's FY 2024-2025 budget adjustments will be considered if they fall in one of these categories
    - Legal/Legislative Mandate
    - Documented contract increase
    - Reallocation of existing resources
    - Increase in services supported by additional revenues
    - Continue a program previously funded by a grant
    - Reallocation of existing resources
  - Requests that do not meet these criteria will be moved to FY 2025-2026
  - The City Manager's FY 2025-2026 budget is determined based on enhancement requests added to the planned base budget target
    - Increase service delivery
    - Create a new service
    - Fund O&M for capital projects
-

# Park and Recreation Budget Process

- Park and Recreation Staff will present divisional operational information
  - FY 2025-2026 proposed enhancements scenarios will be recommended by Park Board
  - Park Director and staff will develop the budget based on Park Board Recommendations
  - Park Board approved budget will be presented to Parks, Trails, and Environmental Committee
-

# Park and Recreation

## Departmental Budget Summary

	FY23-24 Budget	City Manager's FY24-25 Base Budget Target	City Manager's FY25-26 Base Budget Target
Leisure Venue Management	\$ 23,849,601.00	\$ 24,132,315.00	\$ 24,132,315.00
Park Land Maintained	\$ 48,778,848.00	\$ 49,275,274.00	\$ 49,275,274.00
Planning, Design, Construction	\$ 6,083,969.00	\$ 3,921,493.00	\$ 3,921,493.00
Recreation Services	\$ 25,620,806.00	\$ 28,240,681.00	\$ 28,240,681.00
Citywide Athletic Reservations Events services (CAREs)	\$ 14,959,811.00	\$ 15,242,525.00	\$ 15,242,525.00
Partnerships and Strategic Initiatives	\$ 781,898.00	\$ 1,064,612.00	\$ 1,064,612.00
 Total Service	 \$ 120,074,933.00	 \$ 121,876,900.00	 \$ 121,876,900.00

# Park and Recreation Bids Included in City Manager's FY 2024-2025 Base Budget Target \$121,876,900

Approved FY 2024-2025 Bids	Total Expense
Add funding to operate and maintain newly purchased, constructed, or improved capital park land, trails and/or facilities	\$1,159,699
Add funding for annual stipend to Fair Park First for additional maintenances costs associated with the management and operations of Fair Park	\$400,000
Add increased funding to the annual stipend payment for the annual Grambling State University vs. Prairie View A&M University game held at the Cotton Bowl Stadium	\$350,000
Vacancy Rate Adjustment	\$848,144
	\$2,757,843

# Park and Recreation

## Departmental Revenue Summary

	FY23-24 Budget	City Manager's FY24-25 Base Budget Allocation	City Manager's FY25-26 Base Budget Allocation
Leisure Venue Management	\$	\$	\$
Park Land Maintained	\$	\$	\$
Planning, Design, Construction	\$	\$	\$
Recreation Services	\$ 1,210,958	\$ 1,210,958	\$ 1,210,958
Citywide Athletic Reservations Events services (CAREs)	\$ 8,553,412	\$ 8,838,815	\$ 8,838,815
Partnerships and Strategic Initiatives	\$	\$	\$
Total Service	\$ 10,049,773	\$ 9,764,370	\$ 9,764,370

# **Park and Recreation Planned Bids City Manager's FY 2025-26 Base Budget Target \$121,876,900**

The Park and Recreation Board set the Strategic Priorities for the Department on November 16, 2023. The Director is specifically charged with ensuring the sustainability of the Park System. The Department assessed current and future needed resources to run the Park System at optimal levels. The following bids are representative of these needs:

- O&M funding for capital improvements
  - Safety & Security
  - Major maintenance funding for park facilities
  - Large area landscape equipment Phased Replacement Program for aging capital equipment past its life cycle
  - Operation and Management of Old City Park
-

# Next Steps

- Continue to work with Park Board on identifying budget priorities
- Director will submit a recommended budget for Park Board approval
- Provide further updates once the submitted bids have been presented to Parks, Trails, and Environmental Committee
- Fees, and Fee Study Presentation
- Multi-Year Funds Presentation

# Appendix

## FY 24-25 Budget Development Calendar

Date	Day	FY25 and FY26 Biennial Budget Development Schedule
18-Apr	Thur	PKR Budget Development/Workshop
2-May	Thur	PKR Bid Review Workshop
May		Special Called Budget Meeting if necessary
15-May	Wed	Budget Workshop
22-May	Wed	Budget Public Hearing
3-Jun	Mon	PKR Budget Workshop - PTE
18-Jun	Tue	Budget Workshop
13-Aug	Tue	Budget Workshop: City Manager's Recommended Budget
15-Aug	Thu	Town Hall Meetings - Begin
21-Aug	Wed	Budget Workshop
28-Aug	Wed	Budget Public Hearing
29-Aug	Thu	Town Hall Meetings - End
4-Sep	Wed	Budget Workshop - Adopt budget on First Reading
18-Sep	Wed	Council Briefing: Adopt budget on Second Reading; hold tax rate hearing (if necessary) and adopt tax rate, resolution ratifying tax rate, adopt code changes, adopt fee ordinance, adopt PCA, and approve other budget related items, if any
25-Sep	Wed	FY24 Year-End Budget Appropriation Adjustments



# Park Board Strategic Priorities



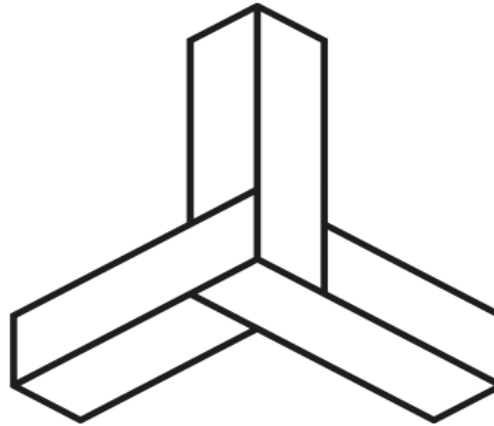
## Communication

Marketing Plan  
Community Engagement Plan  
Staff-Board communication strategy



## Long-Range Planning

Comprehensive Plan  
Recreation Facility Masterplan  
Trail Masterplan  
Skate Park Masterplan  
Dog Park Masterplan



## Sustainability

Non-Resident rates  
Stipends/Management fees  
Friends Group funding  
Endowment options



Dallas Park & Recreation

**Park and Recreation Department  
FY 2024-25 and FY 2025-26  
Budget Development Workshop**

Park and Recreation Board  
April 18, 2024