



Director Approval - Original Approval Date: 12/31/2016
Update Approval Date: 12/31/2022
Signature: _____

PARKS & RECREATION

Date: 12/31/2016

Updated: 12/31/2022

Date To Be Reviewed: Three years - 12/31/2025

Title of Document: 6.2.A LOPR_Program and Service Measurements

Background:

There is a foundational step to creating better offers for customers, and LOPR wants to understand the customer's minds in order to provide excellent service.

LOPR measures data to evaluate and compare findings to determine if goals and objectives are achieved as stated in the Recreation Strategic Plan through actions in delivering programs and services.

- A. Offer high quality programs and services
- B. Recreation programs and services are valued
- C. Meet or exceed our financial performance expectations
- D. Ensure recreation operations are aligned with CAPRA standards

Process and Procedure Description:

WHY DOES LOPR MEASURE?

We use the data to rate and rank our performance in several important areas of services and activities of Lake Oswego Recreation Program Activity and Service Areas

- 1. Adult Lifelong Learning
- 2. Human Services
- 3. Sports, Golf & Tennis
- 4. Cultural Enrichment
- 5. Fitness, Health & Wellness
- 6. Luscher Farm Organic Education
- 7. Community and Special Events
- 8. Outdoor Recreation

WHAT DATA DOES LOPR MEASURE?

Measurable data consists of these targets:

- 1. Activities Offered and Held
- 2. Number of Participants
- 3. Revenue Earned
- 4. Direct Expense



Director Approval - Original Approval Date: _____
Update Approval Date: _____
Signature: _____

- 5. Cost Recovery
- 6. Customer Satisfaction

1.) **ACTIVITIES OFFERED AND ACTIVITIES HELD:** The TARGET RATIO IS 85% (this is also referred to as “Take Rate”).

Example: The Fitness program offered 332 classes in FY 18/19 and 319 were held. The Ratio was 96.08% and met the target.

Why does LOPR measure this data? LOPR chooses to measure this data to ensure a healthy balance of activities and addressing the needs of the community is offered. The target ratio indicates that the program is valued and meets customer expectations. If the target is not met, it could indicate a need for review of program offers using the LOPR Activity and Services Development and Delivery Process (ASDDP).

2.) **NUMBER OF PARTICIPANTS:** The TARGET RATIO IS 100% YEAR OVER YEAR GROWTH

Example: For Sports Division in FY 17/18, the total number of participants was 7,112 and in FY 18/19 the total number of participants was 8576. That is a 120% increase in participation in one year. If the target is not met, it is a call to action to determine why the Division had no participant growth and to investigate causes.

Why does LOPR measure ACTIVITIES OFFERED AND HELD, AND NUMBER OF PARTICIPANTS? This data is measured to indicate the need for the program and if the community values recreation service provision in a specific area.

3.) **REVENUE EARNED:** The TARGET RATIO IS 100% YEAR OVER YEAR GROWTH

Example: For Cultural Division (part of Cultural Enrichment) in FY 17/18 the total revenue was \$319,688 and in FY 18/19 the total revenue was \$334,088. That is a 104.50% increase year over year. Why does LOPR measure year over year revenue growth? If growth percentage is met, it indicates successful targets and reasonable fee structure. If the expected revenue growth target is not met, it is a call to action to determine the causes.

4.) **DIRECT EXPENSE:** The TARGET RATIO IS UNDER 100% YEAR OVER YEAR

Example: For Special Events Division (part of Cultural Enrichment) the FY 17/18 direct expense total was \$168,038 and the total direct expense for FY 18/19 was \$150,975. That is a reduction of 89.85% in expenses for year over year.



Director Approval - Original Approval Date: _____
Update Approval Date: _____
Signature: _____

Why does LOPR measure year over year expense reduction growth? If expense percentage is met, it indicates successful targets and reasonable fee structure that covers expenses. If the expected direct expense target is not met, it is a call to action to determine the causes.

5.) **COST RECOVERY:** The TARGET RATIO is 100% for recovery of direct costs associated in provision of the program and service.

Example: In FY 18/19, Luscher Farm Division has a cost recovery of 150.92% for revenue over direct expenses for activities that are offered to the community. If the cost recovery target is not met, the Division should review its programs using the Service Determinants and Delivery process to compare against planned cost recoveries and determine the fixes needed to meet the targets going forward.

Why does LOPR measure REVENUE EARNED, DIRECT EXPENSE AND COST RECOVERY? measure These three data points are measured to determine if financial performance expectations are exceeded or met.

6.) **CUSTOMER SATISFACTION:** The TARGET RATIO is 50 responses per Division annually and an 80% MET EXPECTATIONS, 80% VALUE RECEIVED, & 80% RECOMMENDATION RATE

Example: In FY 17/18, the Tennis Division had 42 survey responses and Met Expectations at 100%, Value Received at 86% and Recommendations at 100%

Why does LOPR measure MET EXPECTATIONS, VALUE RECEIVED AND RECOMMENDATIONS? These customer satisfaction elements are measured to align with the Recreation Strategic Plan Profile Goals:

- 1.) Offer high quality programs and services: **customer expectations of activity or service were met**
- 2.) Recreation programs and services are valued: **customer recommendation, a customer to another person, then it was an acceptable experience, thus valued**
- 3.) Meet or exceed our financial performance expectations: **customer perceives the activity was worth the cost**
- 4.) Ensure recreation operations are aligned with CAPRA standards: **accountability**

The Customer Excellence Survey feedback encourages Divisions to request and review feedback, and to act on the feedback to achieve continuous improvement in the relevancy and quality of offerings. These six target areas help to measure LOPR programming strengths and weaknesses within recreation programming and help to guide success for the future.



Director Approval - Original Approval Date: _____
Update Approval Date: _____
Signature: _____

PARKS & RECREATION

LOPR acts on data from reports and customer feedback at monthly Programming Training meetings.

NOTE: Used FY18-19 data for this document due to COVID affecting results for 2020-2021 and closures of the Indoor Tennis Center and Golf Course for renovations in 2022.

Source Documents:

LOPR Activity and Services Development and Delivery Process (ASDDP)
Recreation Division Performance Metrics, FY18-19

Responsibility/Contacts: Deputy Director Recreation and Adult Services, Recreation Program Supervisors, Administrative Assistant