

MEMORANDUM

To: Finance Committee Date: Sept. 22, 2015

From: Barbara Whitehorn, CFO, Director of Finance & Management Services

Prepared by: Frank McGowan, Strategic Planning & Performance Manager

Subject: Aston Park Tennis Center Study Update

The purpose of this memorandum is to provide an update regarding the operation of the Aston Park Tennis Center since changes were made to the pass holder fee structure at the beginning of the tennis season.

Background

A study of the Tennis Center’s operations, which was completed by City staff, reviewed opportunities to reduce the level of subsidy. The study, conducted during the summer of 2014, included a public engagement process with Tennis Center users and to whom proposals were shared.

In a concurrent process, the City engaged Matrix Consulting Group (consultants) to conduct a Cost of Services Study (User) Fee Study for the Parks & Recreation Department. The consultants reviewed direct and indirect costs of providing fee-based recreation services. The Tennis Center was included as a component of the study.

Based on the results of the Cost of Services Study and staff analysis, staff recommended amending the pass holder fees at the Tennis Center prior to the Tennis Center’s opening on April 1, 2015. The fee increase was proposed as the first phase in a 3-year step-up program. City Council approved the amended pass holder fees on March 10, 2015.

Summary of pass holder fee impacts

Staff projected that changes to pass holder fees at the Aston Park Tennis Center would generate additional revenue as summarized below. Staff also anticipated a 30% decrease in the number of pass holders.

Fund	Projected Range of Additional Revenue
General Fund	\$14,668 -- \$43,125

Impact to admission fee revenue for FY 2015

	Number of Pass holders	Pass holder Revenue	Court Fee Revenue	Overall Admission Revenue
2015	256	\$68,948	\$36,993	\$105,940
2014	348	\$53,430	\$30,078	\$83,508

Decrease in number of Pass holders = 92
Increase in Pass holder Revenue = \$15,518
Increase in Court Fee Revenue = \$6,915
Increase in Overall Admission Revenue = \$24,432

Please note: The Aston Park Tennis Center will provide a full financial update as part of its quarterly report to the Finance Committee in October.

Other operational changes

In addition to the pass holder fee increase, staff has implemented the following operational changes and program expansions:

- New Attendance tracking measures through software and participant check in
- Group lessons
- Contracting with instructors for private lessons
- Summer camps
- Racquet Stringing
- Increased youth participation through camps, lessons, tournaments and partnering with Asheville Middle School Tennis and Asheville High School Tennis

Next steps

Staff will continue to monitor operational performance and provide financial performance data to the Finance Committee on a quarterly basis.

CC: Paul Fetherston, Asst. City Manager
Roderick Simmons, Parks & Recreation Director
Debbie Ivester, Parks & Recreation Asst. Director