PORTLAND PARKS & RECREATION

Healthy Parks, Healthy Portland

Montavilla Community Center Business Plan

Fiscal Year 2009-10

Montavilla Community Center

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Introduction

The purpose of program-level business planning in Portland Parks & Recreation (PP&R) is to provide a practical tool so that staff and managers for each program, and throughout the system, can have a common understanding of:

- The daily work that needs to be accomplished to meet the vision, mission, and goals of the program and Bureau.
- What services and activities are provided and in what priority.
- How success of service and activities is measured.

The centerpiece of this 3-year business plan is the annually updated Business Action Plan (BAP), which shows the relationship of the bureau's strategic plan to the program's goals.

The BAP discusses the tactical approach to meeting prioritized goals, including what actions will be taken, expected results, how results will be measured, and needed resources. It will be used throughout the year by staff and managers to track progress toward stated goals, and updated annually to:

- Identify trends and customer needs across the system.
- Reflect on current performance and set goals for future performance.

The annual process will ensure that resource needs are thoughtfully identified; available in the current budget; or ready for budget submittal, ordinance, and/or other process needed for implementation.

Executive Summary

Introduction

This business plan has been prepared to describe and guide programming at Montavilla Community Center (MOCC) and Laurelhurst Dance Studio (LH) over the next three years, with annual updates to the Business Action Plan.

Business Profile

MOCC and LH strive to provide a warm, friendly, family-oriented atmosphere and programming that reflects customer requests as well as market trends and bureau-level direction.

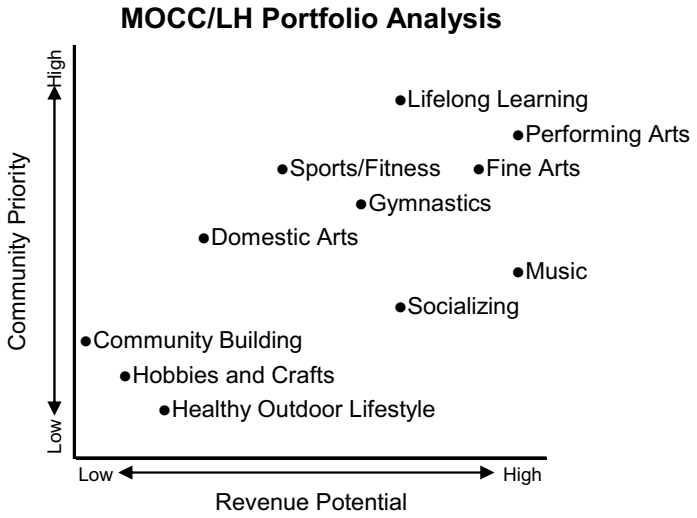
From times past to present day, during the school year MOCC's morning activities cater to preschool-aged participants and their families. Mid-day brings in a myriad of teenagers from Vestal School and Madison High School. The evening's programs provide opportunities for families to participate in Tae Kwon Do, Aikido, fencing, music lessons, and basketball. During the summer term, camps are the main focus with the beautiful outdoor pool as an addition to the activities provided. All year long, LH focuses on a progressive dance series with its Youth Ballet Training Program (YBTP) and adult ballet classes. It also offers many introductory dance, theater, and fitness activities to round out the programming menu. LH has an annual Dance Festival, providing its YBTP and adult ballet students with the opportunity to perform.

This business plan emphasizes development of partnerships, community relationships, and staff capacity to create new or enhanced opportunities for people to participate in fitness, arts, and other specialty activities and events. In addition, staff will work to continue the success of the academic preschool program, build existing youth programs, and coordinate new adult special interest classes.

Market and Services Analyses

Market and services analyses are conducted to provide a foundation from which goals can be set. The Market Analysis includes demographic information and evaluation of current advertising and outreach practices. The Services Analysis includes:

- a summary of PP&R customer service standards and service categories,
- a Portfolio Analysis that illustrates where services fall along the compared spectrums of community priority and revenue potential, and
- an overview of services, which describes the specific activities offered at MOCC and LH, including SWOT and Life Cycle analyses as well as programming recommendations for each service category.



Business Action Plan

The Business Action Plan (BAP) discusses the tactical approach to meeting goals, including what actions will be taken, expected results, how results will be measured, and needed resources.

Goals represent the focused work that needs to be done to achieve the vision and mission. The following goals were developed and ranked in order of priority by staff and managers:

1. Reach Out & Engage the Community
2. Leverage Existing Resources through Collaboration & Training
3. Adjust Programming to Improve Service Delivery

The BAP will be used throughout the year by staff and managers to track progress toward stated goals.

Performance

Performance measures provide a means for managers and staff to know if they have been successful in implementing the business plan.

In FY 2008-09, MOCC was visited nearly 73,000 times, and LH was visited nearly 37,000 times. Community members participated in regular daily programming such as preschool classes, drop in basketball for adults, after-school activities, as well as special teen events and activities.

MOCC and LH serve East and Southeast Portland neighborhoods. Over the last five years, customer satisfaction has improved by 4% in East Portland and by 8% in Southeast Portland, according to residents in those regions who rated recreation and community center services as "good" to "very good" in the annual Service Efforts & Accomplishments (SEA) Citizen Surveys conducted by the City of Portland Auditor's Office.

Business Profile

Vision

Portland's parks, public places, natural areas, and recreational opportunities give life and beauty to our city. These essential assets connect people to place, self, and others. Portland's residents will treasure and care for this legacy, building on the past to provide for future generations.

Mission

Portland Parks & Recreation contributes to the city's vitality by:

- Establishing and safeguarding the parks, natural resources, and urban forest that are the soul of the city, ensuring that green spaces are accessible to all;
- Developing and maintaining excellent facilities and places for public recreation, building community through play and relaxation, gathering, and solitude; and
- Providing and coordinating recreation services and programs that contribute to the health and well being of residents of all ages and abilities.

Origin and History

Built in the 1920's, the original MOCC building consisted of the gymnasium and the outdoor pool. When the pool was open during the summer, the gym was divided down the middle with floor-to-ceiling wood walls and used as locker rooms. Over the years, several improvements and expansions have been made to the original building including:

- A 1950 tax levy provided money to build a combination room that was used as a dressing room in the summer and for social activities during the winter.
- A 1992 renovation added permanent preschool and gymnastics rooms.
- In 1998, another classroom was added, the multi-purpose room was upgraded, the parking lot was doubled, and new playground equipment was added to the outdoor playground.
- On June 16, 2006, the gymnasium was dedicated to Larry Krohn, a long-time PP&R employee and citizen in the Montavilla community.

The community center is an important part of the Montavilla neighborhood, and the Neighborhood Association holds their community and board meetings at the center throughout the year. During summer, the beautiful outdoor pool, day camps, and playground activities are the main focus. During the school year, a larger variety of activities occur throughout the day. In the morning, MOCC caters to preschool-aged participants and their families, mid-day brings in a myriad of teenagers from Vestal School and Madison High School, and the evening's programs provide opportunities for families to participate in Tae Kwon Do, fencing, music lessons, and basketball.

In 1911, the Laurelhurst Annex block was developed into a play park, and circa 1914, a 'comfort station' with a working fireplace was built next to the playground. This charming Tudor theatre style building, now known as the Laurelhurst Dance Studio, has a unique chimney that splits in two on the balcony level with a spot to stand in the middle. Although the fireplace is no longer in use, the picturesque balcony is still available for observing classes. Over the years the studio has primarily been used for performing arts classes, and in 2004, a professional grade dance floor was installed to allow continued focus on progressive dance training and activities.

Sustainability

In line with the City of Portland's sustainability efforts, MOCC and LH incorporate a number of sustainability practices:

- Electronic copies of reports and communications are used when possible instead of printing.
- Paper is printed/copied on both sides and/or re-used as scratch paper whenever possible.
- Customers are asked if they want a receipt after registration instead of having one automatically printed for them.
- Staff turns off /leaves lights off when space is not being used.
- Paper and bottle recycling bins are conveniently located throughout the facility and alongside garbage cans.
- Recycled materials are utilized in classes, when possible, with many of the materials being provided by participants in the programs.

Location and Hours

MOCC is located at 8219 NE Glisan St., on the corner of 82nd & Glisan in the Montavilla Neighborhood. Current hours of operation are:

October - May

Monday through Thursday	9am – 9pm
Friday	9am – 8pm
Saturday	9am – 3pm
Sunday	Closed; Birthday Parties & Rental times available

June – September

Monday through Thursday	9am – 8pm
Friday	9am – 6pm
Saturday	9am – 3pm
Sunday	Closed; Birthday Parties & Rental times available

Hours of operation are re-evaluated periodically and may change based on community needs.

Holiday Closures: New Year's Eve, New Year's Day, Memorial Day & Weekend, Independence Day, Labor Day & Weekend, Thanksgiving Day & Weekend, Christmas Eve & Christmas Day

LH is located at 3756 SE Oak Street in Laurelhurst Park. The building is only open for specific class and event times.

Organizational Structure

MOCC and LH are managed by a team of two full-time permanent employees and three part-time permanent employees:

- **Recreation Supervisor** (supervises MOCC and LH)
- **Recreation Coordinator II – Teen Specialist** (50% MOCC, 50% WCA)
- **Recreation Coordinator I** (100% MOCC)
- **Recreation Coordinator I** (30% MOCC, 70% LH)
- **Recreation Leader – Preschool Specialist** (3/4 time, 100% MOCC)

This team provides leadership and plans service delivery for all programs and events at MOCC and LH and participates in the guidance of the service delivery for PP&R's East Service Zone.

The **Recreation Supervisor** is responsible for the overall operations of the facility and staff management including:

- recruiting, hiring, training, and evaluating permanent and part-time employees.
- overseeing all programs and activities including educational preschool programs, indoor park, adult music classes, Junior Leader program, rentals and rental staff, and customer service.
- monitoring facility and program budgets.
- scheduling routine and annual maintenance and making recommendations on Capital Improvement Projects for the facility and surrounding park.
- managing external and internal collaborations and community partnerships.
- jointly coordinating the city-wide summer playground programs including the mobile recreation program.

The **Recreation Coordinators** are responsible for assessing community recreation needs and interests, researching current trends, developing programs and events, staffing, marketing, purchasing supplies, and evaluating classes, activities, and special events for program areas including:

- **Drop-in Recreation Activities –** Open Basketball, Baby Gym, Art Park, and Indoor Park
- **Instructional Programming** – Parent/Child, Educational Preschool, Seasonal Activities, Holiday Break Activities, Music, Dance, Jr. Leader, Language, Sports Leagues, Gymnastics, Fitness, Martial Arts, and Special Interest
- **Community Rentals –** Birthday Parties, Memorial Services, Celebrations, Business Meetings, and Neighborhood Association Meetings
- **Special Events –** Family Nights, Daddy-Daughter Dinner Night, Mother-Son BBQ, Halloween Carnival (in collaboration with East Portland Community Center)
- **Customer Service –** program registration, account trouble shooting, responding and resolving customer complaints and concerns, cash collections, bank deposits, and related reconciliation reports
- **Partnerships** -Work with community groups and implementing Nike Play Pass program

The **Recreation Leader – Preschool Specialist** position develops curriculum, purchases supplies, and teaches developmentally appropriate educational preschool classes during the school year and thematic camps during the summer and winter breaks. This position also recruits parent volunteers, supervises work study students in all educational preschool programs, conducts educational field trips, and coordinates with state and local agencies to ensure the preschool program meets required guidelines.

Seasonal employees are valuable assets to the community center through providing high-quality customer service at the front desk, leading classes and camps, and assisting in monitoring the facility while maintaining a safe, welcoming environment. These employees allow permanent staff to use their time planning and coordinating programs and activities for the community, as well as attending and participating in PP&R and citywide committees.

Market Analysis

Market and services analyses are conducted to provide a foundation from which goals can be set. The Market Analysis includes a neighborhood profile; demographic information taken from the 2000 Census, Portland Public Schools, and the CLASS registration system; and staff evaluation of current advertising and outreach practices. Because LH attracts participants from across the city, the Market Analysis section focuses on MOCC.

Neighborhood Profile

MOCC is located in Northeast Portland's Montavilla Neighborhood on the corner of 82nd & Glisan, one of the neighborhood's busiest intersections. The neighborhood contains four public schools; two small, private colleges; and three parks.

The Montavilla neighborhood celebrated its 120th birthday in 2009 and continues to flourish with vibrant business districts and thriving neighbors. The historical section of Stark Street, originally a thoroughfare for visitors traveling to downtown Portland, has many restaurants and local businesses that encourage residents to shop and dine locally.

In the mid-1990's, the Outer Southeast Community Plan was created with the neighborhood association, residents, the City of Portland Planning Bureau, and City Council. This plan was created to set goals to increase livability, community programs, economic development, parks and open spaces, and address transportation and public safety issues.

Demographics

Demographic data displayed in the following maps and charts is from the 2000 PP&R Market Study and Portland Public Schools (PPS) enrollment data. The market study was completed using 2000 Census data and participation data from PP&R's registration system. See Appendix A for more information regarding the study.

Age and Market Share

The adjacent table shows that over 1,500 youth and 200 adults registered for activities at MOCC, or about 3% of youth and 1% of the overall population who live within the service area. However, in addition to serving people who register for activities, MOCC also serves many other people who "Drop In" to activities such as special events, family nights, and open gym.

While the precise number of individuals served through Drop In activities is not quantified, it is known that Drop In visits account for about 67% of total participation.

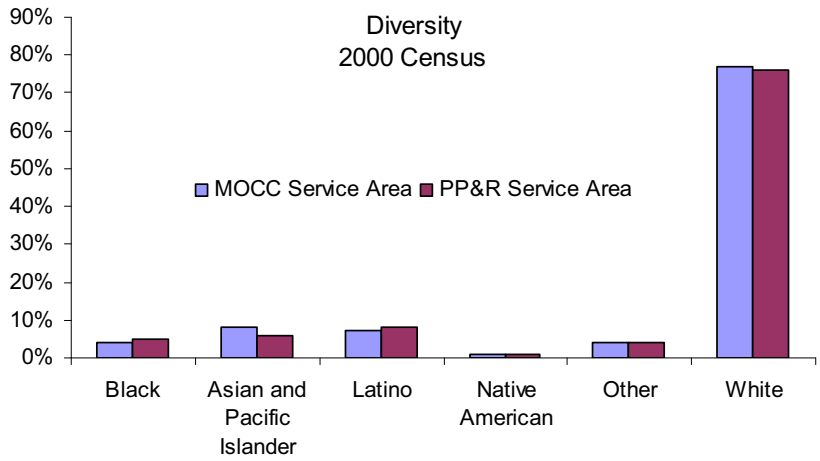
People Who Register to Participate

Age Group	Ages	Service Area Population (2000)	Registered Participants (2009)	% Served through Registered Activities
Preschool	0-5	18,522	584	3%
Elementary	6-10	14,928	632	4%
Middle	11-13	8,480	174	2%
High	14-18	14,396	136	1%
Total Youth		56,326	1526	3%
College	19-24	20,074	19	<1%
Young Adult	25-49	104,719	90	<1%
Pre-Senior	50-59	26,452	9	<1%
Older Adult	60+	39,477	33	<1%
Unknown			55	NA
Total Adult		190,722	206	0%
Grand Total		**247,048**	**1,732**	**1%**

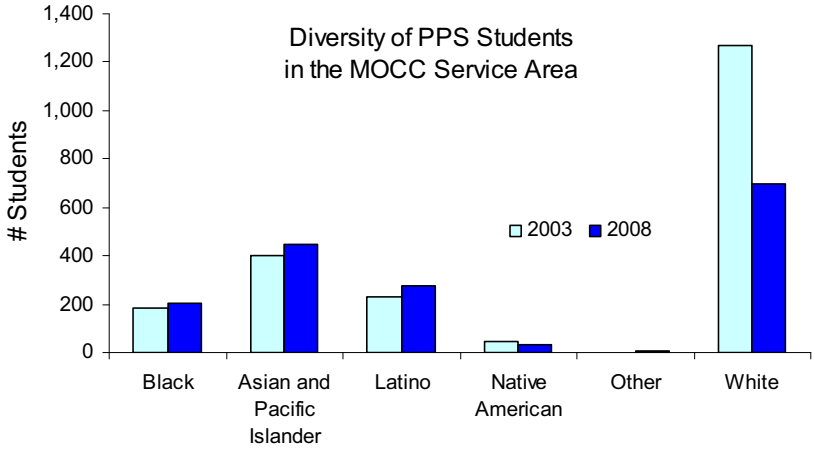
Total visit counts, considered along with registration information, indicates that MOCC is serving somewhat more of the market than can be calculated using only registered participant counts. Because PP&R offers a broader array of services than other recreation providers in the market place, there are no direct industry comparisons regarding market share. However, to the extent that private fitness centers are a part of the recreation industry, and even though they generally serve only adults, it is interesting to note that the two largest fitness industry companies, Bally Total Fitness and 24-Hour Fitness, only hold five percent of the market share each.[1]

Race

The 2000 Census chart shows the population living in the MOCC Service Area is similar to the overall PP&R Service Area.



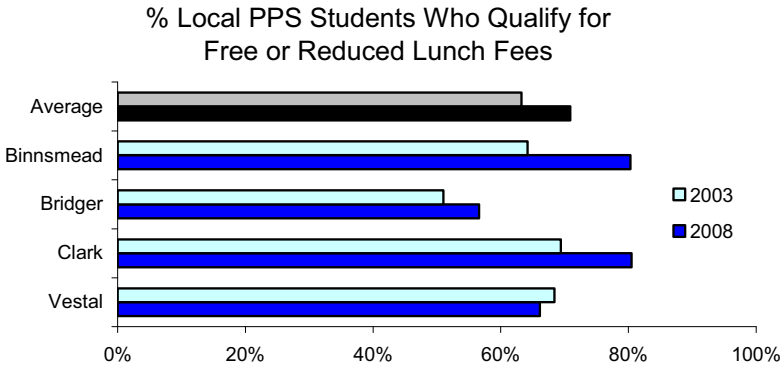
Because the community may have changed since the 2000 Census, also included are FY 2002-03 and FY 2007-08 enrollment demographics for Portland Public Schools that are served by MOCC.



While this comparison does not necessarily correlate to any potential change in the wider community, it indicates the diversity of youth in nearby public schools has increased slightly over the last 5 years while, at the same time, total enrollment decreased by nearly 22%.

Income

2000 Census data indicates that about the same percentage of low-income residents live in the MOCC area, 55%, as compared to the rest of the system, 53%. However, PPS data shows that an average of 71% of children in the MOCC service area qualified for free or reduced lunch in 2008, an increase from the 2003 average of 63%.



[1] Information taken from a 2008 academic paper authored by student Kathryn Lilley. Cited source: "Fitness and Recreational Sports Centers in the US." *IBISWorld Industry Report*: October 18, 2006. 38 pages. Retrieved March 8, 2007 from Aladin database (IBISWorld, Item 71394). <http://www.ibisworld.com/industry/default.aspx?indid=1655>. Page 7.

Advertising and Outreach

The following table contains information regarding current advertising and outreach efforts as well as recommendations for improvements.

MOCC Advertising and Outreach		
Age Group	Current Communication	Recommended Improvements
Preschool	• Post flyers in the halls, doors, lobby, and gymnasium • Send home monthly information packets to the 65 registered preschool families. • Talking with parents between classes; word of mouth • Preschool Parent Council advertises on banners and signs outside MOCC	
School Age	• Distribute brochures through schools. • Mail postcards • Facebook Page • Post flyers in gymnasium	• Use social networking websites more often
Teen	• Teen-specific activity guides • Social networking websites • Blogs	• Text messaging
Adult	• Facebook Page • Mail home postcards	• Use social networking websites more often
Overall	• Mail PP&R Outereast Service Zone quarterly activity guide to all households that have registered with MOCC, EPCC, or LH for any activity in the past year • Distribute PP&R Outereast quarterly activity guide and activity specific flyers to local schools, public library, and coffee shops • Mail age-specific and activity specific flyers/cards to past registrants, et.al. • Post flyers on Community Center Bulletin Boards • Create and hang posters advertising upcoming events • Include flyers with each receipt that is mailed out	• Post activities on PP&R web calendar • Use PP&R Blog site to highlight special activities • Submit postings to local media outlets • Attend and participate in school-hosted events • Increase advertising distribution into Forest Heights neighborhood • Post flyers on community bulletin boards in apartment and condominium complexes • Hand out bags, for prizes, that include flyers for MOCC classes at annual Halloween Carnival.

Services Analysis

Market and services analyses are conducted to provide a foundation from which goals can be set. While demographic information provides statistical data by age, economic status, and race, more information is needed to determine the needs and service priorities of the community marketplace. Recreation staff gathers information by:

- Developing relationships and interacting with community members.
- Reviewing quarterly class evaluation information from current customers, including survey responses to the question, "What types of services would you like to see us offer?".
- Evaluating registration levels to understand current demand.

The Services Analysis includes:

- a summary of PP&R customer service standards and service categories,
- results of an MOCC customer survey regarding service priorities,
- a depiction of the MOCC service area,
- a Portfolio Analysis chart that illustrates where services fall along the compared spectrums of community priority and revenue potential,
- an overview of services, which describes the specific activities offered at MOCC, including SWOT[2] and Life Cycle[3] analyses as well as programming recommendations for each service category, and
- a summary Life Cycle Analysis chart.

Customer Service Standards

PP&R customer service standards include the following principles:

- Facilities are fully functional, well-maintained, and clean inside and out.
- Facilities are welcoming, customer-oriented places that provide users with products and services they desire in an efficient and consistent manner.
- Products and services fit the interests, needs, and requirements of the local community.
- Staff is professional and welcoming.

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[2] **SWOT Analysis**
A SWOT analysis identifies internal strengths (S) and weaknesses (W) such as facility suitability and financial sustainability, and also examines external opportunities (O) and threats (T) such as community demand/priority and competition, for a given service area, business unit, organization, etc.

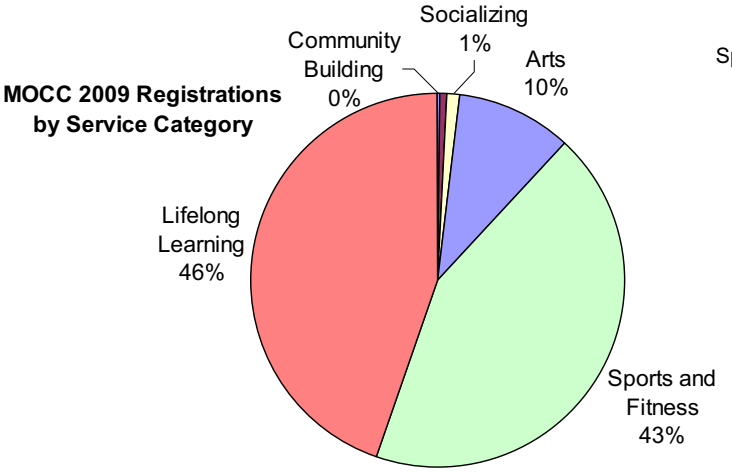
[3] **Life Cycle Analysis**
The aim of this is to understand where each program is in terms of its life cycle to inform decisions about when to "change things up" to revitalize mature programs, cancel or reinvigorate declining programs, and give introductory programs the boost they need to succeed. The basic phases for programs are:

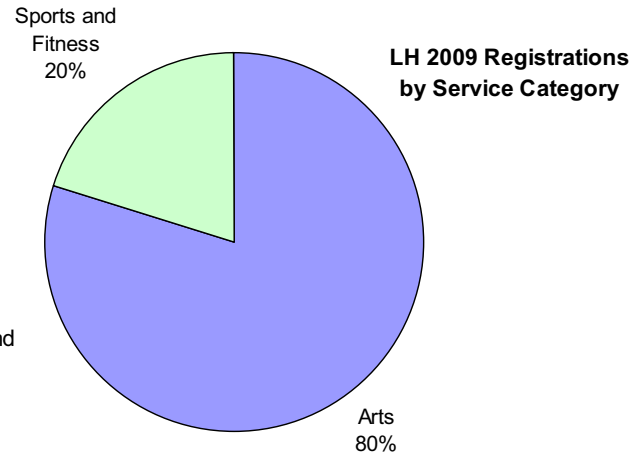
Introductory - This phase is usually characterized by great uncertainty as it involves new programs, which often have low attendance and may need cost subsidization.
Growth - This phase is usually characterized by steadily increasing demand.
Maturity - This phase reveals steady or slowing demand.
Decline - This phase shows consistent decline as participants move on to new programs or other offerings.

Service Categories

PP&R offers a wide variety of recreational program opportunities in the following broad service categories:

- Aquatics
- Arts
  - Domestic Arts
  - Fine Arts
  - Performing Arts
  - Hobbies and Crafts
- Community and Socialization
  - Socializing
  - Lifelong Learning
  - Healthy/Outdoor Lifestyle
  - Community Building
- Sports and Fitness
  - Bicycling
  - Combat Sports
  - Fitness
  - Games
  - Golf
  - Gymnastics
  - Motorized Sports
  - Racquet Sports
  - Skating
  - Team Sports
  - Track and Field
  - Water Sports
  - Winter Sports





Customer Survey

In addition to conducting the Services Portfolio Analysis, an in-house survey asked customers to rank MOCC and LH services in terms of importance.

While the survey is not scientific, staff were able to survey over 40 customers of a variety of ages who were participating in a variety of activities. The people who responded to the survey indicated Sports/Fitness and Arts were their top two priorities.

Current service blend compared to survey results indicate MOCC's primary programs are aligned with current customers' priorities. The business plan includes actions to introduce new Sports/Fitness, Arts, and Socializing activities to meet existing demand and attract new participants.

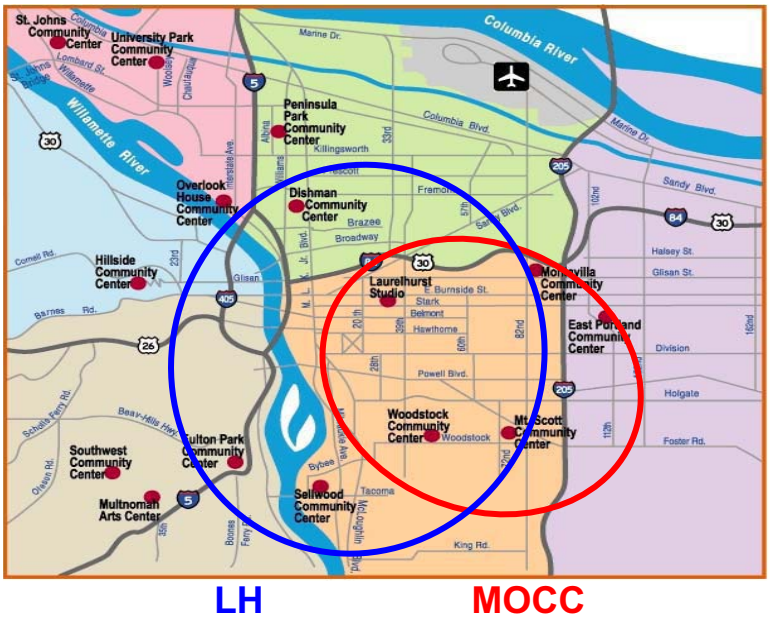
Customer Survey Results

Service Priorities

Sports/Fitness	1
Arts	2
Socializing	3
Lifelong Learning	4
Healthy/Outdoor Lifestyle	5
Community Building	6

Service Area

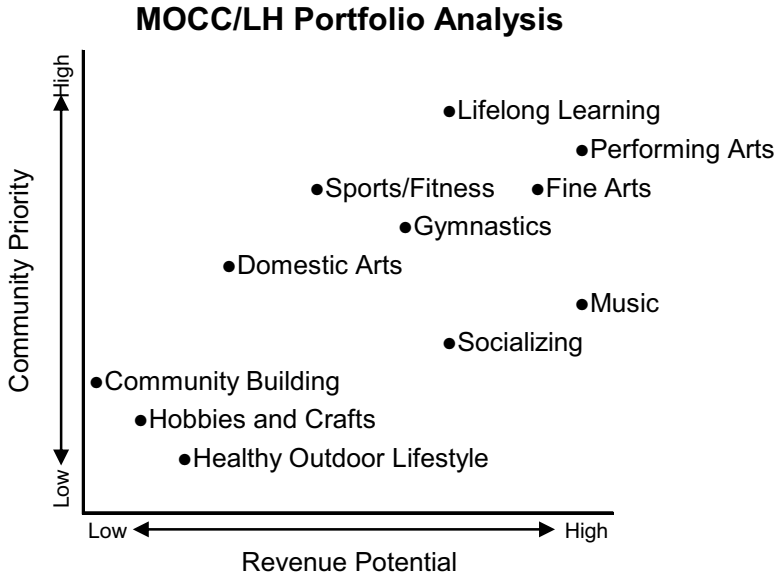
In addition to the immediate neighborhood, MOCC and LH serve community members throughout larger service areas outlined on the adjacent map, which was adapted from the 2000 PP&R Market Analysis study. The service area boundaries are based on the residences of 80% of registered users; the remaining 20% traveled from the wider region.



Portfolio Analysis

The following chart summarizes the MOCC/LH portfolio of services, showing each Service Category's potential in terms of capturing market share (community priority) and ability to generate revenue (recover costs).

Participation information, market surveys, and customer feedback were used to formulate an estimate of where each Service Category falls along the Community Priority (vertical) spectrum. Current revenues and customer feedback regarding pricing were used to formulate an estimate of where each Service Category falls along the Revenue Potential (horizontal) spectrum.



This business plan emphasizes development of partnerships, community relationships, and staff capacity to create new or enhanced opportunities for people to participate in fitness, arts, and other specialty activities and events. In addition, staff will work to continue the success of the academic preschool program, build existing youth programs, and coordinate new adult special interest classes.

Overview of Services

Following are descriptions of each Service Category including a SWOT analysis and Life Cycle analysis, which are used to inform operational recommendations for the next three years. These analyses provide a context for evaluating services and setting goals in this business plan.

Domestic Arts

MOCC primarily offers youth cooking classes in the Domestic Arts category. This programming focus has resulted in quality classes that attract more students; registrations more than tripled in the last year.

Children's cooking classes help teach reading and math skills, making them the perfect complement to other youth classes and activities.

Strengths

- Cooking classes complement the Educational Preschool and after-school programs, providing additional opportunities to serve those participants and their siblings.
- Cooking classes are offered adjacent to other activities that are appealing to this target market.
- Parents appreciate being able to make a mess with their children in MOCC's kitchen, rather than at home.
- There are staffing efficiencies as the instructor also teaches art, tumbling, and dance.

Weaknesses

- The kitchen stove would require a commercial grade exhaust hood in order to allow for a wider variety of cooking classes.

Opportunities

- Demand is increasing.
- Parents have an opportunity to network with other parents.

Threats

- None.

Program Life Cycle

This program is the growth stage with demand rapidly increasing over the last year.

3-year Business Planning Direction

Program and maintenance staff will work together to determine if the building can accommodate higher functioning cooking equipment. If so, program staff will seek grant funding to upgrade kitchen equipment, allowing for program expansion to meet demand.

Fine Arts

The neighborhood has shown interest in Fine Arts activities. The newly formed teen program has successfully offered photography, book art, and drawing classes. MOCC will build on the fledgling success of the new teen program by introducing adult versions of those classes.

Strengths

- Successful instructors who are currently teaching teen art classes could be hired to teach adult classes.

Weaknesses

- Fine arts programs are expensive for participants.
- Funding for teen programming is subject to the annual budget process.

Opportunities

- Many artists have moved to the community with the opening of the new Mile Post 5 art campus.

Threats

- None.

Program Life Cycle

This program is in the introductory stage.

3-year Business Planning Direction

Staff will work to develop partnerships with artists from the Mile Post 5 community and explore opportunities for collaborative offerings of art instruction and events.

Hobbies and Crafts

The primary activities in this service category are Messy Art and Art Babies, offered in a variety of themes, to preschoolers and their younger siblings. These classes provide young children with their first experiences in art and socialization, both important to childhood development (creativity, self-expression, trust in oneself, etc.).

Strengths

- Introduces participants to other activities offered at MOCC.
- Extends Educational Preschool participants' day and in-class experience.
- Parents can provide art exploration to their children without the mess; PP&R staff members do all the clean up – the paint is on our walls, not theirs.
- Families meet each other and find other people to talk about parenting experiences.

Weaknesses

- Program variety is limited by supply costs; i.e., watercolors cost less than clay, so watercolors are used more often.
- Themes being offered have been offered many times before; however, holiday themed classes are perennially popular.

Opportunities

- Complementary adult programming; for example, adult yoga, could be offered at the same time as a Messy Art class for children.
- Partnerships with local art studios and artists to provide assistance with supplies and instruction.

Threats

- None.

Program Life Cycle

This program is in the mature stage, with demand declining slightly over the last two years.

3-year Business Planning Direction
A slight, 2-year decline in demand indicates it is time to develop and offer different themes for the classes. Staff will seek partnerships with local artists and art shops to provide specialty messy art classes.

Music
MOCC provides private guitar lessons for all ages.

Strengths
- Small class size allows scheduling in a variety of spaces and time slots.
- Music classes/lessons can be loud and distracting in the home, so some parents prefer those activities to happen at the community center.
- High revenue potential.

Weaknesses
- Finding and retaining qualified instructors.
- There is limited space in which to add additional programs to meet demand.

Opportunities
- Partnering with local musicians for class/lesson instruction in exchange for space to practice.
- Community performances from musicians and students at the facility, free to the family with a small charge to other community members.
- Demand in market place for piano lessons and drumming.
- Demand for toddler and preschool-aged classes.

Threats
- Private instructors within the community competing for students.

Program Life Cycle
Private guitar lessons are in the mature life cycle stage with steady demand, but there is increasing demand for other types of music lessons.

3-year Business Planning Direction
Staff will seek instructors to reintroduce previously popular youth music activities. These activities continue to be highly demanded and would complement existing youth classes. MOCC will continue offering guitar lessons at the current level and will introduce piano lessons to meet demand.

Performing Arts
This service category includes introductory tap and general movement activities for preschoolers at MOCC. The LH, managed and programmed by MOCC staff, offers introductory through advanced ballet, tap, creative movement, hop hop, and jazz for youth. Beginning to master-level ballet, Pilates, and aerobics are also offered for adults.

Strengths
- Preschool classes are offered during non-peak hours, which maximizes facility use of MOCC.
- Attracts participants who generally do not participate in traditional sports activities.
- LH is considered a city wide program and attracts participants from around the city.
- LH youth classes are specific to dance and fitness. They introduce families to the Youth Ballet Training Program as well as other forms of dance.

- LH has a professional, wood sprung, Marley dance floor. A Marley covered, wood sprung floor provides excellent traction and absorbs shock while reducing the possibility of injury for dancers.

Weaknesses

- Finding and retaining qualified staff to instruct a wide variety of dance classes.
- MOCC's space is limited, and the floors are not traditional dance floors.
- LH has one room to program classes.
- LH has no air conditioning, causing classes to be cancelled during extreme heat.

Opportunities

- Coordinate a progressive dance program that complements the LH by scheduling waitlisted LH beginner classes at MOCC.
- Reintroduce previously popular theater and variety classes, as well as recreational dance classes for adults.

Threats

- None.

Program Life Cycle

This program at both locations is in the mature stage with slightly declining participation mainly due to instructor turnover at MOCC. However, there is opportunity to re-introduce activities that would invigorate this service category.

3-year Business Planning Direction

Pursue opportunities to develop a progressive dance program with focus on retaining popular and accomplished instructors and seeking new instructors to reintroduce previously popular performing arts activities. Also introduce recreational dance classes for adults.

Community Building

Community Building activities at MOCC include:

- Annual Costume (Halloween) Carnival in cooperation with East Portland Community Center.
- Family nights for preschool children and their families in cooperation with the Friends of Montavilla Early Childhood Program.
- Montavilla Neighborhood Association board meetings and monthly neighborhood meetings.

Strengths

- Contributes to the overall livability and safety of the neighborhood.
- Increases opportunities to reach new customers while providing a setting to informally survey customers for new program ideas and customer service trends.
- Provides an opportunity to interact with community members, establish connections for future partnerships, and build volunteer base to complement staff skill in programs.
- Attracts people to the community center to advertise the other programs that are offered.

Weaknesses

- Time intensive for staff to coordinate, plan, and implement large special events.
- Events are costly to host and have low cost recovery, even when donations and volunteers are available.

Opportunities

- There is demand for events that involve wider community involvement, instead of just the preschool-aged community.
- Popular open microphone events could be tied to music programming.

Threats

- None.

Program Life Cycle

Based on attendance, these popular events are in the growth stage with demand for more community recreation events.

3-year Business Planning Direction

The annual Costume Carnival will continue, and staff will introduce additional community events such as a Daddy Daughter Night; a Mommy Little Man Picnic; a Hot Cocoa Social for all ages, possibly partnering with a local coffee shop; and quarterly open microphone nights with a focus on teens. Staff will seek partnerships with local businesses to support additional family events.

Healthy/Outdoor Lifestyles

The teen program offers volunteer opportunities, hiking/walking programs, and the Youth Emergencies Services Academy. The program is allowing teens to build healthy lifestyles and offers a variety of opportunities to experience non-traditional, after-school activities. This level of service will continue as long as the teen funding is available. Funding for teen programming is subject to the annual budget process.

Lifelong Learning

The primary Lifelong Learning focus is the Educational Preschool during the academic year. During the winter, spring, and summer school breaks Junior Leader training and educational camps are included as activities of this service category.

Strengths

- A permanent, full-time Preschool Specialist has developed and implemented preschool programming for over 10 years. Her consistency and caring for the children continues to generate increasing demand.
- Provides safe, supervised activities during times when children are out of school.
- Camps are structured to appeal to a wide range of age groups and interests.
- Lower price than other programs in the area.

Weaknesses

- Program offerings do not currently include very many choices for adults as it is difficult to determine what activities will draw adult participants to a primarily parent/child and preschool focused facility.

Opportunities

- Educational Preschool programs are in high demand due to the need for children to be ready to read and be familiar with a structured school setting by the time they are in Kindergarten. "Kindergarten is the new first grade."
- Parents are looking for programs, for themselves, which have short time commitments while offering introductions to a variety of recreation activities.

Threats

- There are nine schools within Portland Public Schools that offer pre-kindergarten programs. There are none near MOCC, but if more schools decide to offer this program it could affect MOCC's pre-kindergarten programs.

Program Life Cycle

These programs are in a growth stage, with slightly increasing demand; however, there is unmet demand for the Educational Preschool program due to limited facility space.

3-year Business Planning Direction

MOCC will continue to offer preschool programs at the current service level and will increase camp offerings to meet demand, as space allows. Staff will introduce Lifelong Learning activities for adults to address demand in that area, and these new offerings will be priced to recover 100% of their costs.

Socializing

The primary activities in this category are trips offered in cooperation with PP&R's Senior Recreation program, where van transportation is included along with a special event such as a wine tour, a coastal excursion, or a theatrical performance. These trips are generally for one day, or one evening, which makes them popular for people who prefer to participate in a single activity or event rather than a multi-session class.

In addition, MOCC introduced Parents Night Out during the 2008 winter holiday season. Parents drop off their children at MOCC for dinner, crafts, movies, and sports activities, allowing parents to have time to themselves. This program is designed to help parents reconnect with each other, resulting in a stronger family unit.

Strengths

- Meets or exceeds cost recovery targets.
- Strengthens MOCC's relationships with families.

Weaknesses

- None.

Opportunities

- Work with local restaurants and movie theaters to provide a date night package with movie tickets, a meal voucher, and childcare all rolled into one.

Threats

- With the economic downturn many adults do not have the discretionary dollars to pay for a night out.

Program Life Cycle
Van trips are in a growth stage, as popularity continues to increase. Parents Night Out is in the introductory stage.

3-year Business Planning Direction
MOCC will maintain the Parents Night Out program at its current service level. With the increasing demand for single-day activities, MOCC will work with Senior Recreation to offer more trips and may seek opportunities to offer trips independently from Senior Recreation.

Combat Sports
Tae Kwon Do, Aikido, and fencing are the primary activities in this service category. These popular activities are offered at MOCC throughout the entire year during various times and days, to provide convenient access to a wide audience.

Strengths

- Instructors have been long-time employees and have developed relationships with the current participants.
- Instructors teach at several locations in the PP&R system, providing service consistency.

Weaknesses
- None.

Opportunities
- The Creative Science School's PTA has asked MOCC to provide this activity at the school, as an after-school activity, rather than at MOCC.

Threats
- Many of our employees offer programs at other community centers and some have opened private studios. Instructor/participant relationships are strong, and if the MOCC class time is inconvenient then the participant will sign up with that instructor at another location.

Program Life Cycle
This service area is in a long-term mature stage, having experienced stable demand for many years.

3-year Business Planning Direction
MOCC will work with local schools to determine the best way to deliver this service to school children. In the meantime, activities will continue at the current service level in the center.

Fitness
Youth fitness camps are the primary activity offered in this service category. In FY 2008-09 MOCC also introduced yoga and aerobics classes for adults.

Fitness-specific camps provide training and experience in sports, developing an early interest toward lifelong fitness pursuits.

Strengths
- The availability of indoor and outdoor spaces provides the opportunity to offer multiple camps during the summer.

Weaknesses

- Camps are offered at MOCC and in Laurelhurst Park. The offsite management is difficult to coordinate.
- The gym is too small to accommodate indoor leagues; dodge ball, kickball, Ultimate Frisbee, etc.

Opportunities

- Private fitness companies may rent space at MOCC and then offer specialty youth fitness camps.
- There is demand for adult fitness activities.

Threats

- Fitness camps are offered by well established private companies like Skyhawks.

Program Life Cycle

Fitness camps for youth are in the growth stage with increasing demand, as registrations tripled over the last two years.

3-year Business Planning Direction

MOCC will continue to offer fitness camps during the summer and may offer specific classes/camps during school breaks. The building is not at capacity during the school breaks, so it will be an easy adjustment to offer these types of camps during break. Adult fitness classes will be added into the class offerings.

Gymnastics

MOCC offers a wide range of gymnastics classes for children. Youth gymnastics classes provide training and experience in sports, developing an early interest toward lifelong fitness pursuits.

Strengths

- The availability of indoor and outdoor spaces provides the opportunity to offer multiple camps during the summer.
- Gymnastics classes complement and can bridge the time between other activities.

Weaknesses

- Finding qualified and committed instructors can be difficult.
- The room is small with a low ceiling, which hinders the skill levels that can be taught.
- MOCC has limited storage space for the program's equipment.

Opportunities

- Work with local gymnastics clubs, as well as other community centers, to provide entry-level classes, that would feed their more advanced offerings.
- Seek donated or low cost supplies through gymnastics clubs as they replace their older but still useable equipment.

Threats

- Private clubs in the area have ample space and equipment.

Program Life Cycle
Gymnastics is in the decline stage due to lack of instructor reliability.

3-year Business Planning Direction
MOCC will seek reliable instructors to reinvigorate this popular program. We will look into possible partnerships with local gymnastics clubs to offer programs that supplement their programs.

Sports and Games - General
MOCC has offered numerous general or variety sports classes for preschool and school-aged youth.

Strengths
- Sampler classes introduce participants to a number of sports activities and then direct them into more specific classes for skill development.
- Variety sports classes and camps have the ability to change themes and activities more quickly than a sports specific class, which retains participants' attention and interest for longer periods of time.

Weaknesses
- None.

Opportunities
- Demand has shifted toward specific sports classes instead of the variety classes and camps.

Threats
- None.

Program Life Cycle
Variety sports classes and camps are in the decline stage; however, there is growing demand for specific sports classes and activities.

3-year Business Planning Direction
MOCC will adjust programming to offer specific sports instead of variety sports classes. The program will focus on classes that offer progressive skill development within specific sports.

Racquet Sports
MOCC offers tennis lessons for youth at the Laurelhurst Tennis courts in the summer, collaborating with the Portland Tennis Center (PTC) for instructors and equipment.

Strengths
- High quality instruction is available due to collaboration with the PTC to employ professional instructors.

Weaknesses
- Offsite lessons are difficult to manage.

Opportunities
- Working with a local tennis professional to teach MOCC's introductory level class while building a pool of clients for private lessons at the PTC.

Threats
- Outdoor tennis is subject to weather.

Program Life Cycle
Racquet sports through MOCC are in the mature phase with steady demand. The classes have stayed steady in enrollment throughout the past few years.

3-year Business Planning Direction
MOCC will continue to collaborate with PTC to offer a progression of tennis classes.

Team Sports

MOCC has a strong team sports program with increasing demand. This program area includes adult drop-in basketball and basketball leagues for kindergarteners though 4th grade, in addition to a number of skill building and team play classes for soccer, basketball, and baseball.

Strengths
- There is no competition for entry level, affordable league play or for preschool and youth sports classes.

Weaknesses
- The gymnasium is small.
- There is no divider curtain to separate the gym into two smaller spaces.

Opportunities
- Partnering with other facilities and schools for practice space and game times to expand league play.

Threats
- None.

Program Life Cycle
These programs are in a growth stage with steadily increasing demand.

3-year Business Planning Direction
MOCC will continue to look for new ways to schedule additional team sports classes and expand current leagues. MOCC will seek grants or funding sources to buy a curtain to divide the gym into two sections, which will increase the number of classes that can be offered.

Life Cycle Analysis

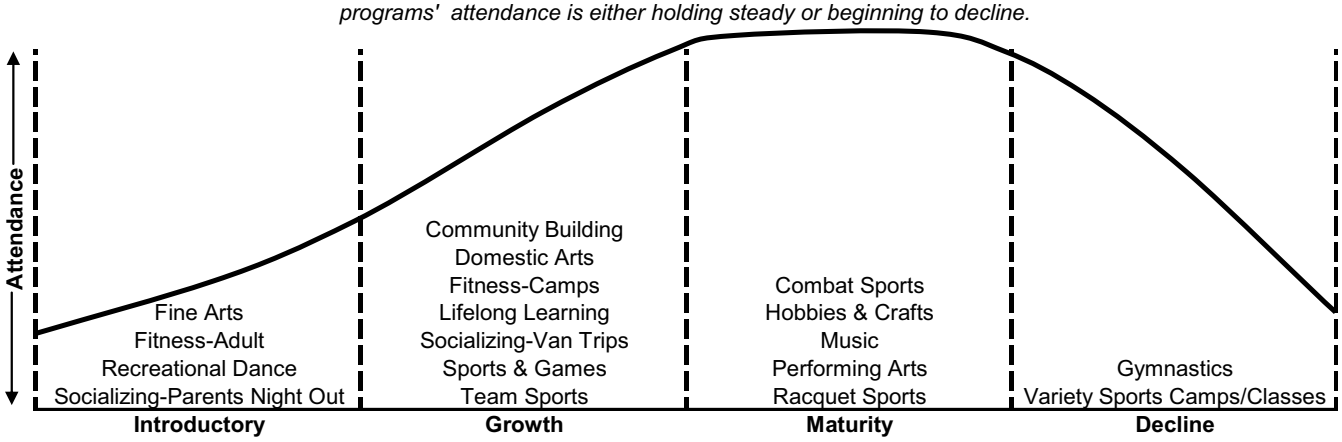
The purpose of a life cycle analysis is to understand where each program is in terms of its life cycle to inform decisions about when to "change things up" to revitalize mature programs, cancel or reinvigorate declining programs, and give introductory programs the boost they need to succeed. The basic phases for programs are:

- Introductory - This phase is usually characterized by great uncertainty as it involves new programs, which often have low attendance and may need cost subsidies.
- Growth - This phase is usually characterized by steadily increasing demand.
- Maturity - This phase reveals steady or slowing demand.
- Decline - This phase shows consistent decline as participants move on to new programs or other offerings.

MOCC Program Life Cycle Curve

The curve illustrates what attendance is like when a program is in that life cycle stage.

Each life cycle stage contains an unranked list of the programs that fall within that stage. For example, the curve illustrates that there is steadily growing demand for all of the programs listed in the Growth section, whereas the Maturity section's nearly flat curve shows that those programs' attendance is either holding steady or beginning to decline.



Most of MOCC's programs are in the growth stage. The growth programs are the primary focus of MOCC staff effort. In addition, MOCC will increase existing or introduce new programming based on customer feedback and market trending information that indicates customers want more Sports, Fitness and Arts programs.

Business Action Plan

The Business Action Plan (BAP) discusses the tactical approach to meeting prioritized goals as they relate to the bureau's strategic plan, including what actions will be taken, expected results, how results will be measured, and needed resources. The BAP is organized in table format so that it can easily be used as a tool to track progress toward stated goals.

Business Action Plan - Overview

MOCC and LH strive to provide a warm, friendly, family-oriented atmosphere and programming that reflects customer requests as well as market trends and bureau-level direction.

This business plan emphasizes development of partnerships, community relationships, and staff capacity to create new or enhanced opportunities for people to participate in fitness, arts, and other specialty activities and events. In addition, staff will work to continue the success of the academic preschool program, build existing youth programs, and coordinate new adult special interest classes.

Definitions

The category terms used in this Business Action Plan are:

Goals ⇒ Actions ⇒ Results ⇒ Performance Measures

Because the meaning and usage of these terms can vary depending on the plan type, level, and context, definitions for usage in this plan are discussed below.

Goals

A goal is the end toward which effort is directed to achieve a strategic purpose. Goals should be SM.A.R.T.

- Specific
- Measurable
- Achievable, Action-oriented
- Realistic, Results-based
- Time-specific

The BAP achieves the SMART approach through detailed actions.

Actions

Actions describe the specific efforts that are required to meet the goal.

Results

Results are what the community, partnership, relationship, group, organization, etc. will be like when the goal is achieved.

Performance Measures

A performance measure is a description, usually quantitative, of what has been accomplished over a certain period of time. It indicates how much progress is being made toward achieving a goal.

PP&R Montavilla Community Center

Business Action Plan Worksheet

Bureau Key Result Area	Goal Areas	Action Does this action align vision, mission, service priority(ies)?	Results What are we trying to accomplish? What are the benefits to the community?	Performance Measures	Annual Target	Resources Needed
Reach and Involve Community Outcomes: • The community demonstrates increased awareness and appreciation through participation in a healthy parks system. • Diverse and plentiful opportunities for engagement with PP&R exist throughout the community. • Community members feel authentically engaged and see that their participation contributes to a better parks system.	Goal 1: Reach Out & Engage the Community	Host Community Events such as National Night Out, a Hot Cocoa Social, Preschool Open House, Preschool Council Fundraisers, Youth Reading Workshops, and Family Fun Nights including specialty preschool-based family nights featuring science, reading, and other academic activities. Invite the neighborhood association to have a presence and/or participate in events.	Individuals gain a sense of belonging in the community through working and playing together, and helping each other. Parents network and build relationships with each other and throughout the community. Youth learn and become prepared to be academically and socially successful. Community space is created. Community support is developed and sustained. Community members are aware of and feel involved in PP&R's services and benefits. They actively support PP&R through participation, volunteerism, sponsorship, and voting.	# Events	Baseline: 3 events Target: 6 events	Existing resources.
		Coordinate quarterly open-microphone nights in the community center.			Baseline: 2 events Target: 4 events	
		Build a partnership with Mile Post 5, a local artists' organization. Explore opportunities for arts instruction, shows, and sales. This action speaks to the community survey response which ranked arts as the number two desired recreational activity. Identify existing special interest groups (sports, arts, music, etc.) and invite them to meet/perform/present/teach at MOCC. Exchange rental space for performances/shows/teaching class(es). This is expected to generate $1,000 per quarter from performances and new classes.		Partnerships Revenue	Baseline: 0 Target: 2 partnerships Baseline: $0 Target: $4,000	
		Re-arrange/re-decorate entry hall to create a cozy, welcoming, comfortable area where people want to visit. The building will be repainted in January 2010. Create atmosphere with music and aroma. Sell coffee and PP&R apparel and accessories. Develop collegiate-style merchandise such as PP&R hooded sweatshirts and automobile window clings.		Revenue	Baseline: $0 Target: $1,000	
		Staff participate and create relationships in the community by joining community groups and volunteering in the community.		Volunteer Hours	Baseline: 1,302 hours Target: 1,700 hours	
		Coordinate intergenerational volunteer opportunities where teens and adults volunteer together to serve other community members.				
Enhance Organizational Capacity **Outcomes:** • An organization that attracts, cultivates, and develops a creative and empowered workforce. • An organization that reflects the customers it serves. • An organizational culture built on continuous improvement and adaptation. • An organization that integrates principles of financial, social, and environmental sustainability into decision-making and work processes.	Goal 2: Leverage Existing Resources through Collaboration & Training	Work with EPCC, MSCC, Laurelhurst, MAC, and other PP&R locations and programs to offer coordinated classes and activities that provide expanded location/time choices to customers and that make the most use of existing, popular instructors and curricula. Use waitlist data from CLASS to identify some of the most popular classes for this endeavor.	Customers will have a wider selection of times/locations to attend popular classes, and fewer customers will have to wait to access desired activities. Waitlists from all locations will be managed collaboratively, so that more people are served and not waiting to be served.	Customer Satisfaction	Baseline: 62% East Portland 79% SE Portland Target: 65% East Portland 82% SE Portland	Endorsement and support from Tier I and II Managers, collaboration with other PP&R locations and programs.
		• In-house training: preschool teachers exchange information. • Quarterly customer service training. • Develop Recreation Facility Operations Manual in coordination with other CC supervisors and offer quarterly training to staff.	Employees know what is expected of them and have the training they need to be successful in their careers.	Employee Satisfaction	Baseline: 76% Target: 80%	Existing resources.
Improve Service Delivery Outcomes: • High quality services that balance fiscal responsibility and affordability. • Prioritized PP&R services that balance the greater community needs with individuals' demands. • Improved service delivery through partnerships.	Goal 3: Adjust Programming to Improve Service Delivery	Program progressive activities ages 0 and up: arts and sports (baseball, gymnastics, soccer, basketball).	Individuals have increased physical fitness, self-confidence, and creative outlets.	# Visits	Baseline: 72,964 visits Target: 76,612 visits	Partnerships to provide teaching resources.
		Add adult fitness activities such as yoga, aerobics, and recreational dance classes.				

Performance

Performance measures provide a means for managers and staff to know if they have been successful in implementing the Business Action Plan.

Events (Goal 1)

Staff envisions MOCC as a hub where individuals gain a sense of belonging in the community through working and playing together, and helping each other.

To that end, staff will host 50% more events, or at least 10 events throughout the year, to provide opportunities for families and neighbors to recreate together, network with each other, and enjoy like interests and activities as a community.

Goals

1. Reach Out & Engage the Community
2. Leverage Existing Resources through Collaboration & Training
3. Adjust Programming to Improve Service Delivery

Partnerships (Goal 1)

MOCC has a 5-year work study contract with Multnomah University, which provides part-time staff assistance valued at $3,000 per year.

MOCC staff will work to build a partnership with Mile Post 5, a local artists' organization, and explore opportunities for arts instruction, shows, and sales. In addition, MOCC staff will identify other local, special interest groups and invite them to meet, perform, present, and teach at MOCC.

Staff will seek to establish two partnerships per year to enhance MOCC's ability to provide specialty activities to the community, in addition to providing the means for creating additional networks and connections within the community.

Volunteers (Goal 1)

In FY 2007-08, community members volunteered 1,302 hours at MOCC. This business plan includes specific action items to increase volunteerism through teen and community engagement activities.

MOCC staff will strive to increase volunteerism to 1,700 hours per year, a 30% increase, by providing opportunities for teens and adults to work together to serve other community members.

Customer Satisfaction (Goal 2)

LH is located in Southeast Portland, and MOCC is located in outer Northeast. The 2009 Service Efforts & Accomplishments citizen survey reported that 62% of respondents from East Portland and 79% of respondents from Southeast Portland rated the quality of recreation center activities as "good" or "very good".

The Southeast/East region includes other non-PP&R community centers and recreation services, all of which may influence the perceptions reported in the SEA survey. To contribute to increasing customer satisfaction, MOCC directly surveyed current participants regarding their recreation preferences. This business plan includes action items to add sports/fitness and arts activities in response to the survey results.

Customer Survey Results

Service Priorities

Sports/Fitness	1
Arts	2
Socializing	3
Lifelong Learning	4
Healthy/Outdoor Lifestyle	5
Community Building	6

The performance target is to contribute toward increasing satisfaction by 3%, bringing East Portland satisfaction to 65% and Southeast Portland satisfaction to 82%.

Employee Satisfaction (Goal 2)

In the Spring 2009 Employee Satisfaction Survey, 76% of responding Service Zone employees indicated they were either satisfied or very satisfied about working at PP&R. Employee satisfaction is not currently measured at a more specific level.

Managers and supervisors will continue to work with staff to identify meaningful methods to value and acknowledge staff effort and work accomplishments. MOCC's target is to contribute to improving the overall Service Zone's employee satisfaction rate from 76% to 80%.

Attendance (Goal 3)

PP&R tracks attendance, or number of visits, in two ways:

Individuals register for classes through the CLASS Registration System, and the system records the number of people who registered as well as how many visits were associated with those registrations.

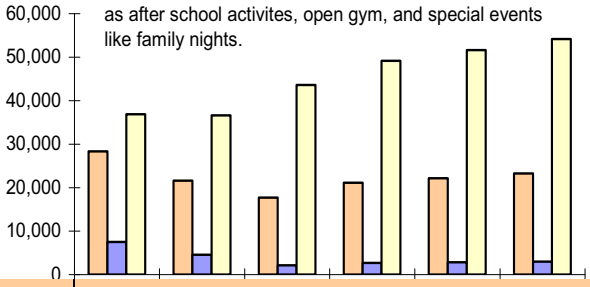
Individuals "Drop In" and participate in activities that do not require registration. These visits are recorded by sign-in sheets, head count estimates for special events, and through the CLASS point-of-sale system.

About 67% of attendance at MOCC is due to "dropping in" to popular Drop In activities such as Indoor Park and Adult Basketball. Community participation in special events is also included in drop in attendance. Drop In attendance at LH is almost entirely comprised of spectators at classes and performances.

MOCC will strive to achieve attendance of 76,612, an increase of 5%, by engaging the community in at least ten special events such as family fun nights, seasonal celebrations, and quarterly open microphone nights, as well as providing new sports/fitness and arts activities that have been requested by the community. LH is filled to capacity; therefore, attendance is not expected to increase significantly.

MOCC Attendance

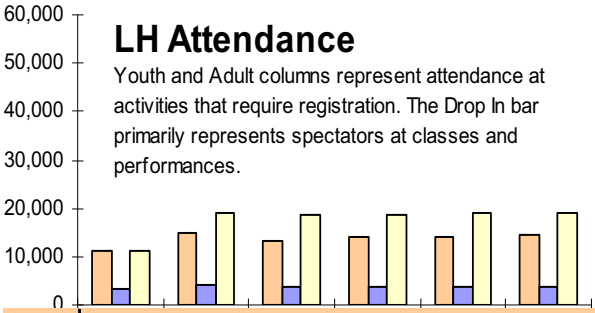
Youth and Adult columns represent attendance at activities that require registration. The Drop In bar represents activities that do not require registration, such as after school activites, open gym, and special events like family nights.



FY	2006	2007	2008	2009	2010*	2011*
Youth	28,314	21,568	17,685	21,120	22,176	23,285
Adult	7,497	4,565	2,126	2,712	2,848	2,990
Drop In	36,841	36,574	43,584	49,132	51,589	54,168
Total	72,652	62,707	63,395	72,964	76,612	80,443

LH Attendance

Youth and Adult columns represent attendance at activities that require registration. The Drop In bar primarily represents spectators at classes and performances.



FY	2006	2007	2008	2009	2010*	2011*
Youth	11,118	15,053	13,188	14,113	14,254	14,397
Adult	3,224	4,059	3,527	3,771	3,809	3,847
Drop In	11,113	19,126	18,713	18,754	18,942	19,131
Total	25,455	38,238	35,428	36,638	37,004	37,374

*Project 5% annual increase at MOCC and 1% at LH.

Financial Performance

Budget

Because MOCC and LH share a Recreation Supervisor and a Recreation Coordinator, the previously separate budgets were combined into one cost center as of FY 2009, in concert with the implementation of the city's new financial accounting system.

Budget to Actuals

MOCC		2007	2008	2009	2010
Revenues	Budget	$202,651	$185,323	$201,750	$210,394
	Actual	$190,567	$192,824	$199,132	
	Over/Under	($12,084)	$7,501	($2,618)	
Expenses	Budget	$429,957	$426,814	$423,857	$409,836
	Actual	$439,282	$436,560	$453,424	
	Over/Under	($9,325)	($9,746)	($29,567)	
	NET	($21,409)	($2,246)	($32,185)	

LDS		2007	2008	2009	2010
Revenues	Budget	$94,650	$121,000	$113,401	$135,735
	Actual	$118,636	$128,371	$119,003	
	Over/Under	$23,986	$7,371	$5,602	
Expenses	Budget	$85,022	$121,259	$115,749	$145,164
	Actual	$97,231	$121,388	$109,837	
	Over/Under	($12,209)	($129)	$5,912	
	NET	$11,777	$7,242	$11,514	
Net Over/Under		($9,632)	$4,997	($20,671)	

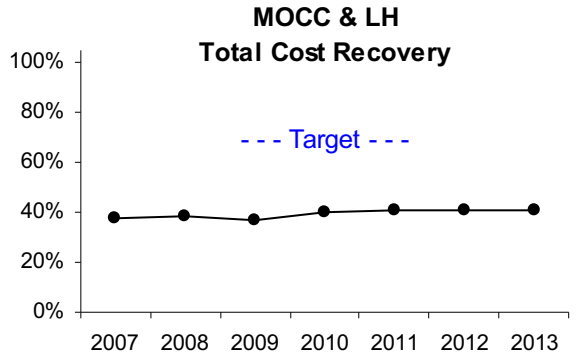
MOCC has exceeded their budgeted expenditure targets in the last three years. In FY 2008, they missed their net target by just slightly over $2,000 and they were on a similar track in FY 2009 until a $25,000+ unexpected expense was incurred due to emergency personnel leave.

Combined, the two locations would have surpassed budget targets in the last two years, if not for the unexpected personnel expenditure. Total revenues and expenditures are relatively the same as this time last year, which means year-end performance is expected to be within budget. LH's budget performance continues to exceed targets; however, the entire Recreation Supervisor salary comes out of the MOCC budget which makes it important to look at the combined Net Over/Under for both locations.

In an effort to achieve budget targets in FY 2009-10, MOCC and LH implemented small fee increases and increased summer camp capacity which resulted in additional revenue of approximately $13,000 more than this time last year. In addition to several programming updates, this business plan includes action items that are aimed toward increasing concessions revenues, as well as revenues associated with classes and events that are to be provided in collaboration with community partnerships. Financial impacts related to business plan implementation are discussed in the financial forecast section.

Cost Recovery

Budget differs from cost recovery in that budget is a site-based operating budget, whereas total cost of service includes allocated revenues and costs from other operating units such as program administration, maintenance, and overhead.



Cost recovery is a measure of program costs compared to program revenues. It helps with the question: How much of this program is supported by participants, and how much by the general taxpayer?

In FY 2005, Council approved a Cost Recovery Policy that set targets by age group and neighborhood income level. Combined, MOCC and Laurelhurst have met or nearly met the 39% overall total cost recovery target for the bureau over the last several years. They are expected to slightly exceed total cost recovery targets in forecast years 2011, 2012, and 2013.

Financial Forecast

The following Baseline Forecast table is summarized from the bureau-wide financial forecast model. It reflects inflationary projections on revenues and expenses but does not include possible impacts related to the city's annual budget process. The FY 2011 proposed budget includes decision packages that, if accepted by City Council, would negatively impact staff's ability to accomplish the goals set forth in this business plan.

The MOCC/LH Business Action Plan table shows projected revenues and expenses related to impacts that are expected to occur as a result of implementing this business plan. For example, staff will begin to focus on developing partnerships that will expand service level with no additional expenditures but with revenue opportunities related to performances, new specialty classes, and concessions.

The Total Net Projected Revenue, shown in the second-to-last line of the table, reveals small revenue surpluses that would likely go toward maintaining cost recovery rates or meeting budget reduction requirements, rather than funding program growth.

Baseline Forecast

		FY 2010 Budget	FY 2011 Forecast	FY 2012 Forecast	FY 2013 Forecast
Resources	GF Discretionary	$208,871	$209,915	$217,178	$225,105
	Fee Revenue	$321,163	$327,587	$334,149	$340,822
	Rental Revenue	$24,966	$25,465	$25,975	$26,493
Expenses	Personnel	($372,913)	($377,575)	($386,953)	($397,748)
	External M&S	($164,266)	($161,664)	($162,754)	($164,359)
	Internal M&S	($17,821)	($17,926)	($18,356)	($18,735)
Net Projected Revenue from Baseline Forecast		**$0**	**$5,802**	**$9,239**	**$11,578**

MOCC/LH Business Action Plan

Net Projected Revenue from Baseline Forecast		**$0**	**$5,802**	**$9,239**	**$11,578**
Partner performances and new classes	Fee Revenue	$1,000	$4,000	$4,000	$4,000
Concessions and PP&R merchandise	External M&S		($1,500)	($1,500)	($1,500)
	Fee Revenue	$500	$2,500	$2,500	$2,500
Net Projected Revenue from BAP		**$1,500**	**$5,000**	**$5,000**	**$5,000**
Total Net Projected Revenue		**$1,500**	**$10,802**	**$14,239**	**$16,578**
Projected Direct Cost Recovery (Target = 70%)		**63%**	**64%**	**64%**	**64%**

Appendices

Montavilla Community Center

8219 NE Glisan St.
Portland, Oregon 97220

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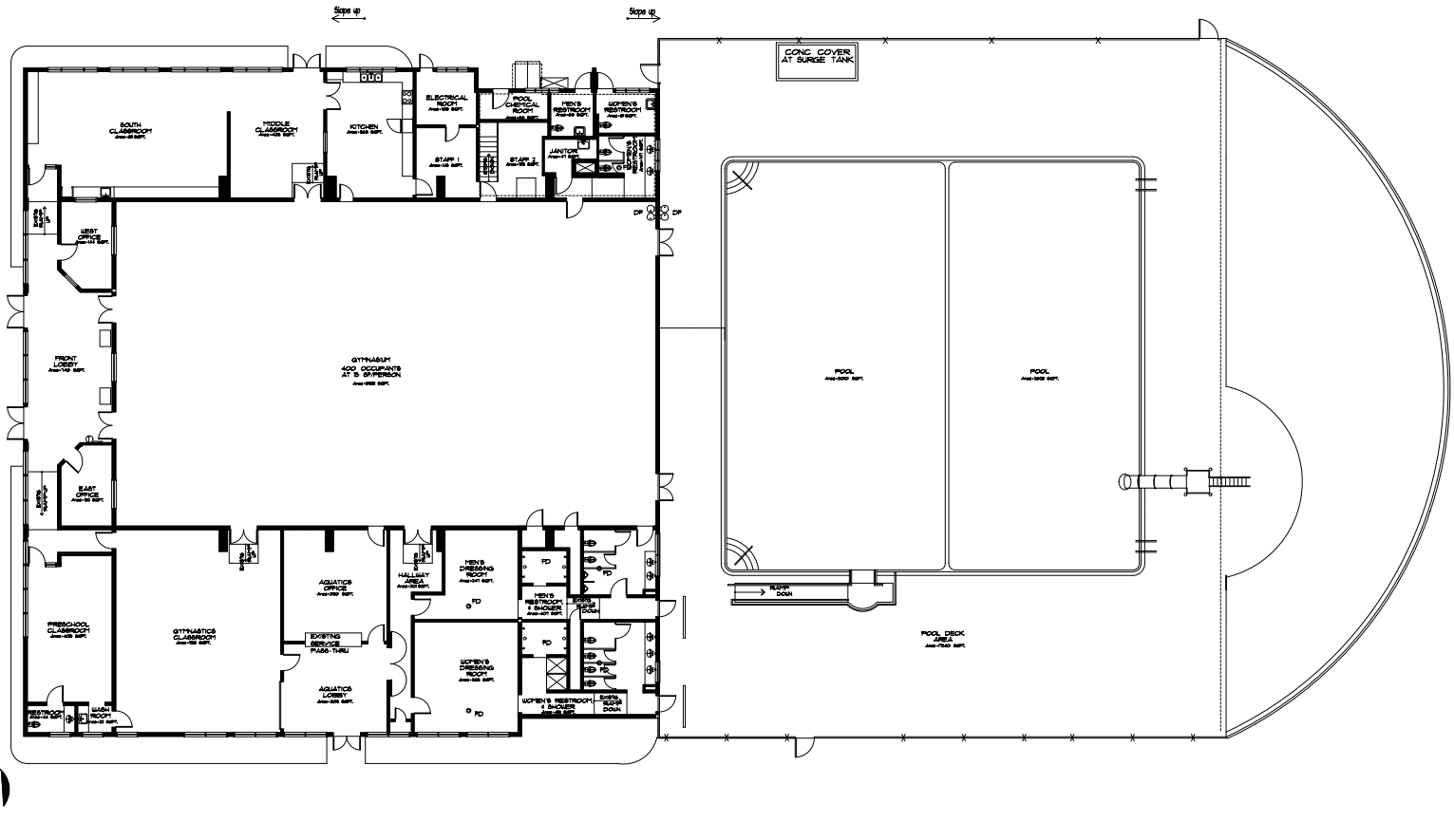
[1] **AGE** compiled from 2000 Census of Population and Housing, Summary File 1, Table PCT12 at the Tract level of geography.
RACE compiled from Census 2000 Redistricting Data (Public Law 94-171) Summary File, Table PL2 at the Block Group level.
INCOME compiled from 2000 Census of Population and Housing, Summary File 3, Table P52 at the Block Group level.
LANGUAGE compiled from 2000 Census of Population and Housing, Summary File 3, Tables P19 and PCT10 at the Block Group and Tract levels, respectively.
EDUCATION compiled from 2000 Census of Population and Housing, Summary File 3, Table P37 at the Block Group level.
OTHER (school-age children with parents in labor force) compiled from 2000 Census of Population and Housing, Summary File 3, Table P46 at the Block Group level.

[2] All **Registrant** data are derived from PP&R's *Class* registration database for the period 09/01/99 – 08/31/2000.

Summary of Demographics: Montavilla Community Center

Data Variable		Geography			
		Montavilla C.C. Service Area		PP&R Entire Service Area	
		% of service area*	# in service area	% of service area*	# in service area
AGE	Pre-school (0-6 years old)	8	18,522	8	56,920
	Elementary (6-10 years old)	6	14,928	6	47,219
	Middle (11-13 years old)	3	8,480	4	27,058
	High (14-18 years old)	6	14,396	6	45,642
	College (19-24 years old)	8	20,074	9	65,487
	Young Adult (25-49 years old)	42	104,719	42	315,729
	Pre-Senior (50-59 years old)	11	26,452	11	86,443
	Older Adult (60+ years old)	16	39,477	15	114,635
	Youth (0-18 years old)	23	56,326	23	176,839
RACE	Minority (Black, Asian, Native American, Latino, Other, Multi-racial)	23	58,419	23	172,499
	Black	4	9,798	5	36,905
	Asian and Pacific Island	8	20,082	6	43,400
	Latino	7	16,793	8	57,581
	Native American	1	2,056	1	5,973
	Other (some other race, native Hawaiian and multi-racial)	4	9,689	4	28,640
INCOME	Very Low Income ($0-$16,750)	17	17,064	16	52,262
	Low Income ($16,751-$27,950)	15	15,747	15	46,674
	Moderately Low Income ($27,951-$44,700)	23	23,635	22	69,385
	Total Low Income (All Categories)	55	56,446	53	168,321
	Moderate Income ($44,701-$89,439)	33	33,986	31	99,649
	High Income ($89,440 and up)	12	12,476	16	52,290
LANGUAGE	Population 5 years and over with **English as a 2nd language**	17	43,802	16	120,122
	Population 5 years and over with the **dominant language besides English** spoken at home	5 (Spanish)	12,250	6 (Spanish)	44,537
EDUCATION	Population 25 years and over with **up to 12th grade education, no diploma**	10	24,406	8	62,525
	Population 25 years and over that are **high school graduates**	16	40,915	15	111,538
	Population 25 years and over with **SOME college education**	42	105,233	45	340,722
OTHER	School-age children (6-17 years) living with single parent or both parents in labor force **(Total children 6-17 years)	71 **(of 33,608)	23,726	70 **(of 103,400)	71,926
	Population	**100**	**251,012**	**100**	**763,746**
	Households	**100**	**102,908**	**100**	**320,260**

*Percentages have been rounded up and therefore the sum of any category may not equal its total. Raw numbers have been provided to enable the reader to reproduce any percentage.


Slope up
Slope up
CONC COVER AT SURGE TANK
SOUTH CLASSROOM
MIDDLE CLASSROOM
KITCHEN
ELECTRICAL ROOM
POOL CHEMICAL ROOM
MEN'S RESTROOM
WOMEN'S RESTROOM
STAFF 1
STAFF 2
JANITOR
WEST OFFICE
FRONT LOBBY
GYMNASIUM
400 OCCUPANTS AT 5 SF/PERSON
EAST OFFICE
POOL
POOL
RAMP DOWN
POOL DECK AREA
PRESCHOOL CLASSROOM
GYMNASTICS CLASSROOM
AQUATICS OFFICE
EXISTING SERVICE PASS-THRU
AQUATICS LOBBY
HALLWAY AREA
MEN'S DRESSING ROOM
WOMEN'S DRESSING ROOM
MEN'S RESTROOM & SHOWER
WOMEN'S RESTROOM & SHOWER
EXISTS RAMP DOWN
RESTROOM
WASH ROOM
NORTH