



CITY OF ALEXANDRIA
Department of Recreation, Parks &
Cultural Activities

Resource Allocation & Cost Recovery Policy Update

Park and Recreation Commission Public Hearing

February 19, 2026



Agenda



1. Review Request
2. Background and Methodology Overview
3. Key Findings from Community Engagement
4. Public Comment
5. Discussion by Commission
6. Recommended Action by Commission



RPCA Resource Allocation & Cost Recovery Update

Request

- Receive the update to the RPCA Resource Allocation & Cost Recovery Policy and Model and provide a recommendation to the City Council for consideration.

Key Elements of the Discussion

- The Resource Allocation & Cost Recovery model guides the department regarding use of tax dollars, alternative funding, and user fees for programs and services.
- Changes and additions to the 2019 policy are based on community input and may impact fees for some programs and services.

Summary



Background Information

Programs and services provided by RPCA are implemented through an approved Resource Allocation & Cost Recovery Policy.

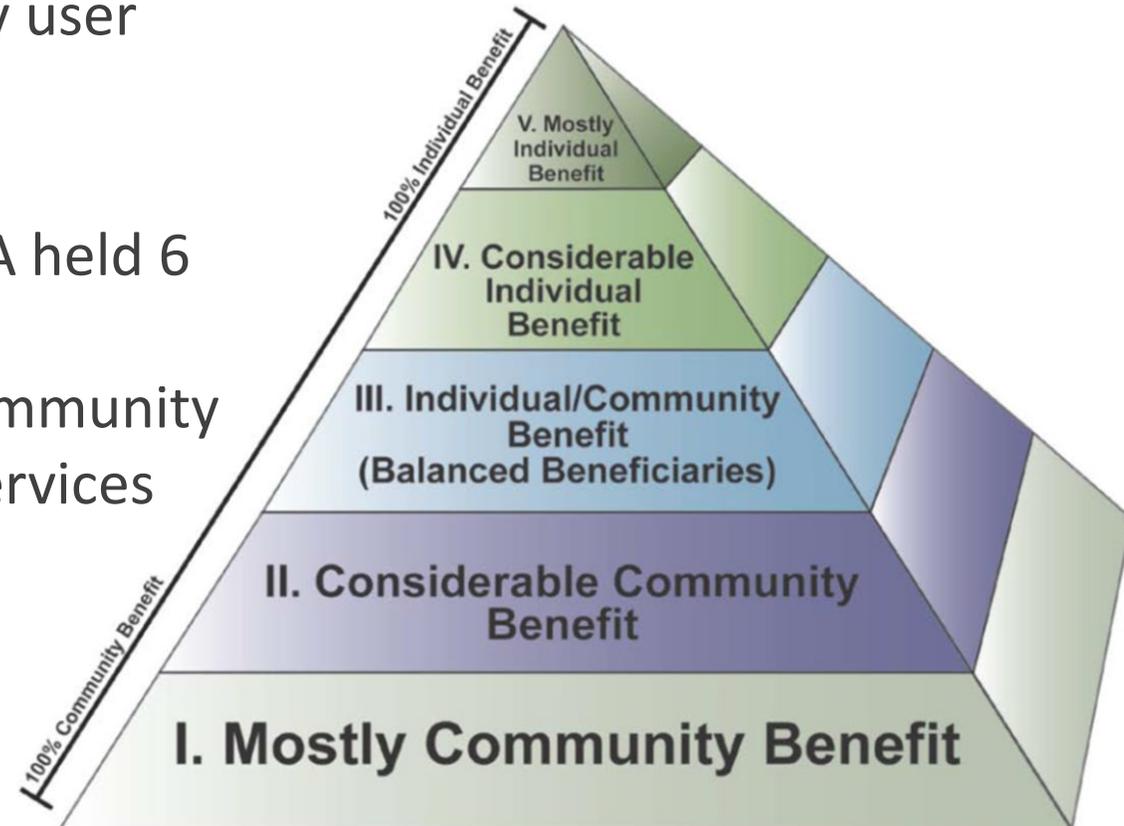
- RPCA uses a resource allocation pyramid methodology to solicit feedback from the community.
- In 2024 RPCA added 3 new service categories for the community to consider.
- The pyramid guides a community sorting process for all services based on the extent of community benefit.

Background



Background Information

- Services with greater community benefit receive more significant tax subsidy, and those with greater individual benefit are supported by user fees.
- From November 2024 - January 2025, RPCA held 6 community meetings or focus groups and conducted an online survey of over 500 community members to engage the public in sorting services based on this methodology.



Methodology



Key Findings

Through the community engagement process:

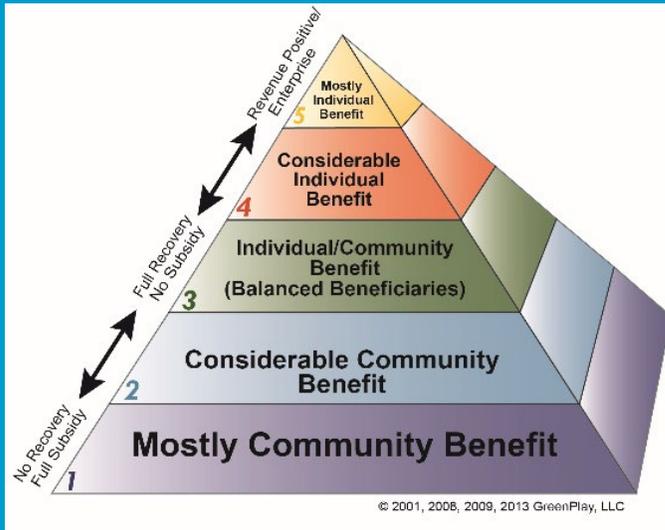
- Four categories of service decreased by one tier on the pyramid. The community identified these services as having greater community benefit than reflected in 2019.
- Two categories of service increased by one or more tier on the pyramid. The community identified these services as having more individual benefit than reflected in 2019.
- Programs and Services for Vulnerable Communities were placed on Tier 2
- Partnership Programs and Improvements were placed on Tier 2
- Competitive Sports Leagues and Tournaments were placed on Tier 4

Key Findings and Impacts



Potential policy implications most impacted by the update include:

- Introduction of Competitive Sports Leagues and Tournaments identified at Tier 4 (considerable individual benefit) while Recreation Level Leagues and Tournaments remained at Tier 3 (balanced community and individual benefit)
- Community and City-wide Events now at Tier 1
- Tenant License/Leases for Partners/Affiliates moved from Tier 3 to Tier 4



Impacts

Key Findings and Impacts

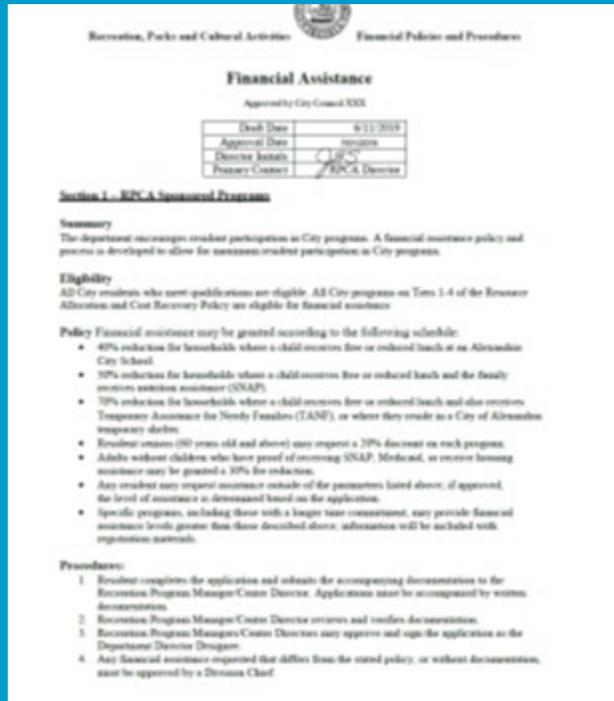


RPCA sets fees and charges for Tiers 2-5 in relation to:

- Departmental goals
- Equity
- Market conditions
- Benchmarking
- Demand
- Cost recovery targets
- Industry trends

A Financial Assistance Policy allows for maximum resident participation

Services for populations with the fewest alternatives (youth, limited income, senior adults, and families) may be more heavily supported by grants, donations, or property taxes vs. user fees



Impacts



Pyramid Model – Resource Allocation Methodology

Updated October 22, 2018

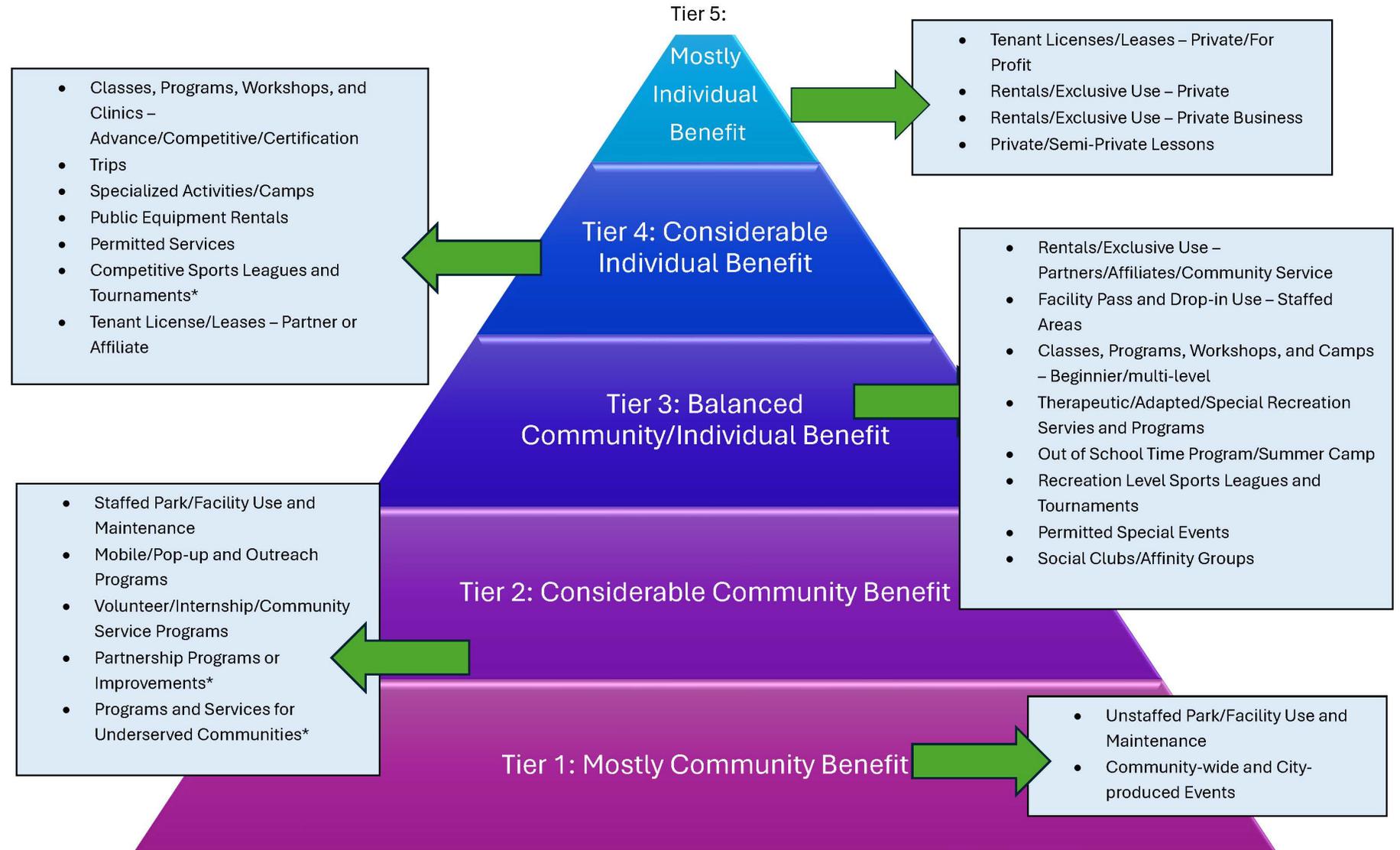


*Categories not currently in use, but may be considered in the future

Results



Resource Allocation and Cost Recovery Pyramid – RPCA 2026



*New Service Categories added after 2019

Results



Public Comment Summary

From January 31 through February 15 Online:

- Of the 15 responses, 7 were affirmative or had no comments/concerns with the updates.
- One response suggested that RPCA consider adding a scholarship program in addition to, or replacing, the current financial assistance policy.
- Two responses highlighted the importance of maintaining public access to park and recreation services.
- Two responses requested that Competitive Sports Leagues & Tournaments be placed on Tier 3
- One response noted flaws in how resources (like athletic fields) are allocated and that the current system for affiliate access to these resources is flawed.



RPCA Resource Allocation & Cost Recovery Update

Next Steps

- Receive public comment on the update to the RPCA Resource Allocation & Cost Recovery Policy and Model.
- Park and Recreation Commission Discussion and Recommended Action.
- Docket for City Council consideration.
- Finalize timeline for implementation.

Next Steps



Extra Slides for Information





Tier 1 Definition

- **Tier 1** programs and services are completely community benefit. Full tax investment with little or no fee support (**Tier 1** services are targeted to recover **0%** of direct costs, although some of these services may be appropriate for use of alternative funding sources like grants, donations, and volunteers).



Tier 2 Definition

Tier 2 Services are programs and services with a primary community benefit, and a substantial tax investment with minimal to partial fee support (as an average, **Tier 2** services are targeted to recover a minimum of **20%** of direct costs, and many of these services may be appropriate for use of alternative funding sources like grants, donations, in-kind contributions, and volunteers.



Tier 3 Definition

Tier 3 Programs and Services provide a balance of community and individual benefit. Primarily fee supported services with little or no tax investment (as an average, **Tier 3** services are targeted to recover a minimum of **50%** of direct costs, and some of these services may be appropriate for use of alternative funding sources like grants, donations, and volunteers.



Tier 4 & 5 Definition

Tier 4 and **Tier 5** Programs and services that have a high individual benefit and should incur no subsidy. Our Tier 4 and 5 programs are revenue positive over direct costs.

Tier 4 targeted at **125%** of direct costs. **Tier 5** services are targeted to recover a minimum of **175%** of direct costs.