



# Brushy Creek Community Center

Hospitality and Recreation Marketing Research

# Major Goals

The overarching goal of our work was to identify ways in which to maintain or increase membership of the BCCC.

# Research Methods

- ❑ Member Survey (104 respondent/1450)
- ❑ Focus Group (Conducted 11/5/2008)
- ❑ Employee Survey (54 respondents/63)
- ❑ Informational meetings with Parks and Recreation Manager Tim Ishman
- ❑ Various Internet Sources
- ❑ BCMUD Master Plan

A blue spiral-bound notebook with a silver metal spiral binding along the top edge. The cover is plain and textured.

# Marketing Basics

- ❑ 59% of inactive Americans desire to become more active (IHRSA)
- ❑ BCCC pricing makes it one of the most competitive options
- ❑ location is a primary reason for membership for many

Name	BCCC(in district/ out)	YMCA (estimate)	Golds Gym (Cedar Park)	Clay Madson Community Center(City of round Rock) InDistrict/Out
<b>Estimated Annual Cost (1 Adult)</b>	\$105/\$260	~\$470	\$439.87	\$120/\$240

The BCC is in a strong competitive position when it comes to price & location

but...



# Customer Service

Majority of Members Feel Positive

# Member vs. Staff

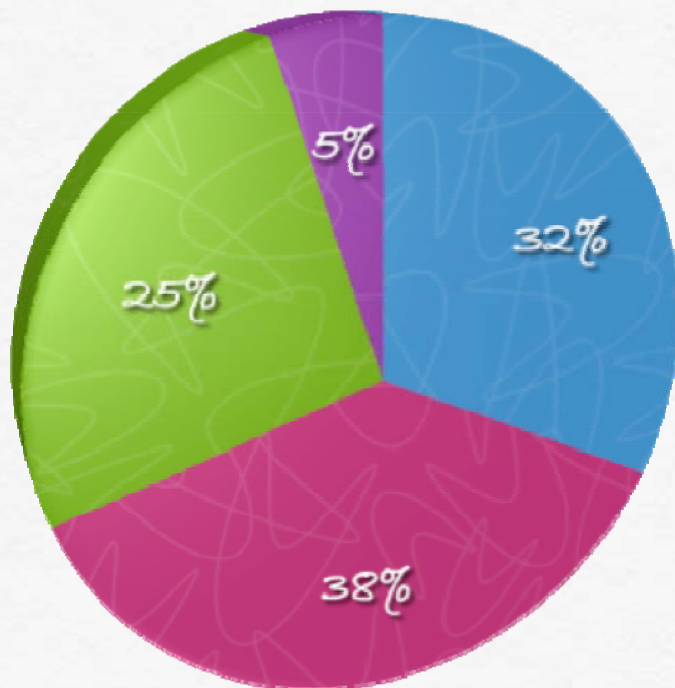
## Perspective

Based on Survey Results

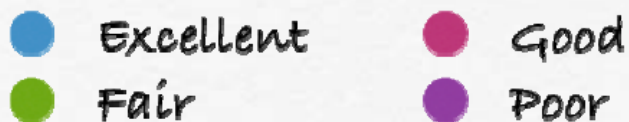
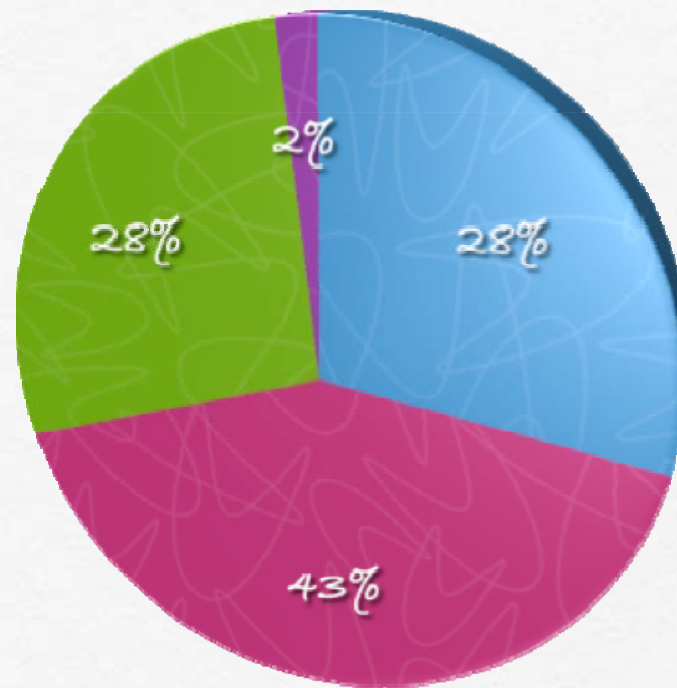


# Staff's Initiative to Talk to Members

## Member

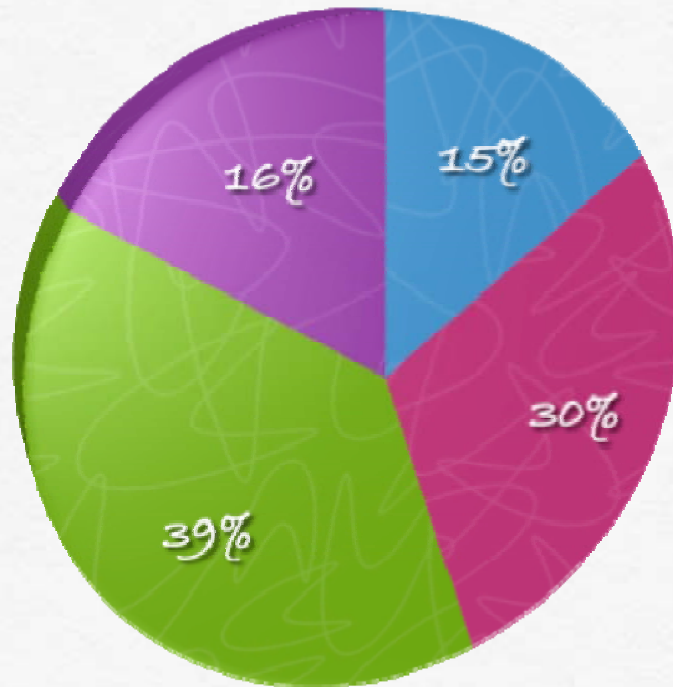


## Staff

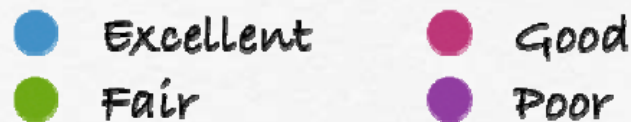
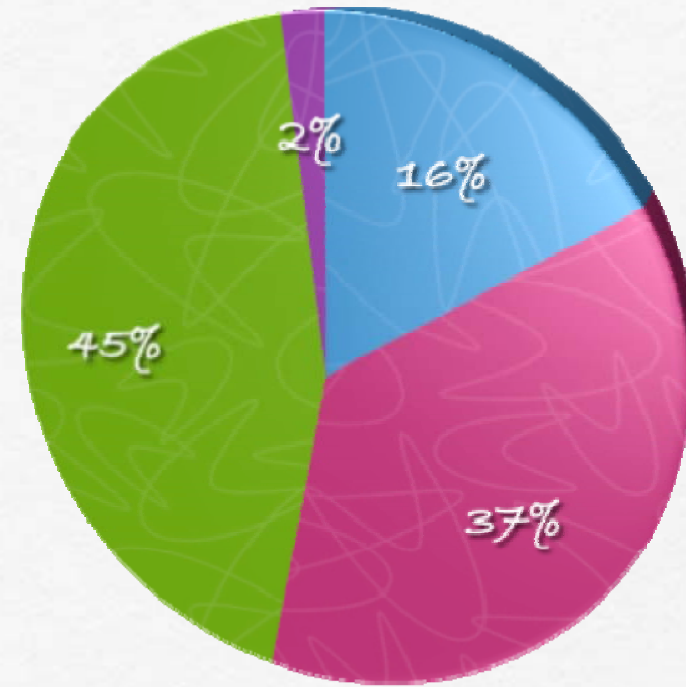


# Staff Checks on Member Progress

## Member



## Staff



# Data Shows similar perceptions

- ❑ Staff is aware of problems
- ❑ Lack of motivation to solve them

→ Staff oriented approach to solve problems

# Recognition

Staff feel:

- ❑ Compensation adjustments do not reflect performance
- ❑ Evaluation process is not as fair as it could be
- ❑ “Employee of the Quarter”

	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
There are good opportunities for personal & professional growth for me	18%	28%	28%	28%
People who do a good job are rewarded more than those who don't	12%	23%	30%	34%
The merit evaluation process is fair	22.0%	32.0%	18.0%	28.0%

# Considerations on how to Improve Motivation

- Evaluate “Employee of the Quarter”
  - Make the process more transparent
  - Establish clear guidelines
  - Encourage managerial participation
  - Increase the number of awards given (spread the \$\$\$ out)
  - Focus on overall performance
  - Increase staff enthusiasm

# Communication

- Inadequate department to department communication

	Excellent	Good	Fair	Poor
I am satisfied with the information I get from management	16%	40%	38%	6%
Promises by management are usually kept	14.0%	36.0%	30.0%	20.0%
Other departments keep us well informed	8%	14%	44%	34%
Verbatim responses from employees.	"More explanation regarding budgets ... Understanding the demands of the customers and readjusting the budgets to reflect positive investment into upgrading service/facilities"  "Communication would extend beyond immediate supervisor ... have the opportunity to contribute when decisions are made"			

## Considerations on how to improve Interdepartmental Communication

- ❑ Plan Retreat for all staff members to address:
  - ❑ Team building activities
  - ❑ Interdepartmental tensions
  - ❑ Education on budget process, restraints and understanding of operational framework
  - ❑ Establish system to address concerns



# Equipment and Facilities



# Findings

- ❑ Need for an expanded weight room
- ❑ Additional equipment
- ❑ Desire to improve “off-season/indoor” aquatic opportunities

	Excellent	Good	Fair	Poor
The building and grounds of the BCCC are well maintained	45	42	8	2
The equipment in the gym and weight room are well maintained	37	48	7	3
The BCCC has enough space for all members	20	41	25	8
The BCCC is clean	38	42	15	1
Weight room provides all necessary equipment for you needs	29	43	18	3

# Considerations

- Conduct an operational analysis for enlarging the weight room, which may...
  - Attract new members
  - Position BCCC as being more competitively equipped
  - Allow room for additional classes
  - Be the most cost effective option

# Things to Ponder...

- Building of an indoor pool
  - cost prohibitive (\$4-6 million)
- Alternative: Cover an existing Pool (Bubble)
  - Less Expensive/Greater Flexibility:
    - est. \$60,000 @ Sendero
    - est. \$150,000 @ Cat Hollow

A blue spiral-bound notebook with the word "Promotion" written in white in the center. The spiral binding is visible at the top edge.

Promotion

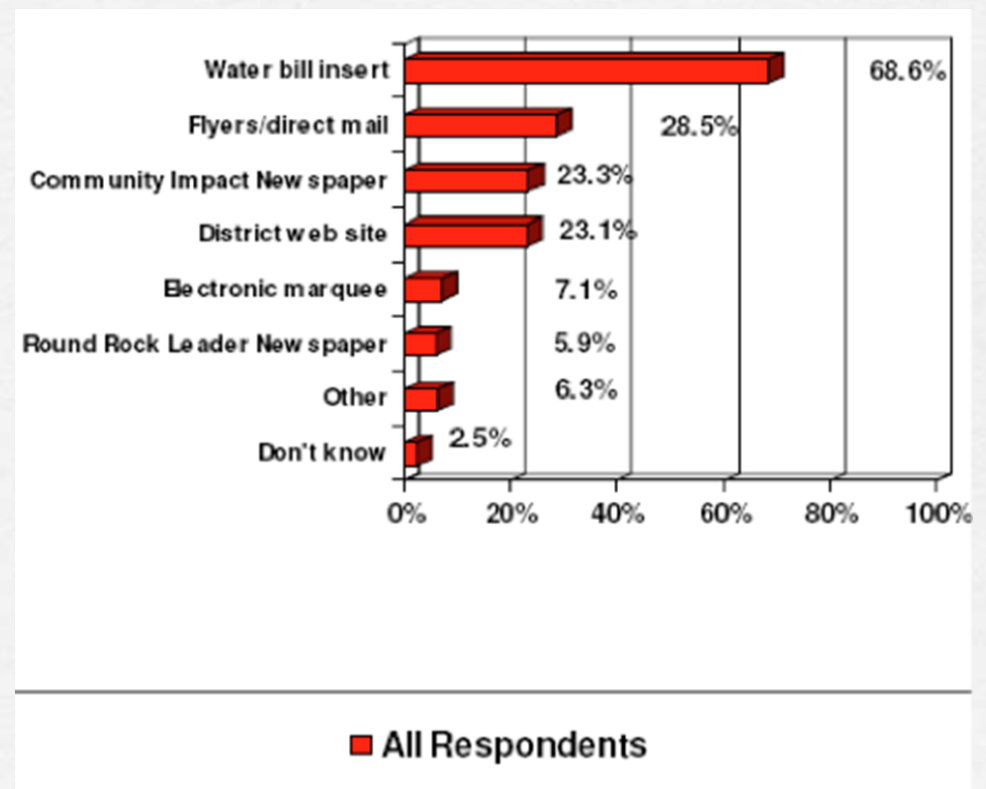
# Member Concerns

- Improving/Increasing collaborative relations within the community
- Promote healthy habits

	Excellent	Good	Fair	Poor
The BCCC builds strong relationships with its members	18%	53%	<u>26%</u>	2%
The BCCC is a good leader in promoting healthy habits	32%	43%	<u>22%</u>	3%
BCCC keeps members well informed	34%	51%	15%	0%
Phone calls to the BCCC are answered promptly	32%	52%	12%	4%

# Communication

- ❑ Pleased with water bill insert and direct mail catalogue
- ❑ Desire for increased cyber media
- ❑ Members not aware of all available functions



# Consider...

- Members desire improved cyber media communications
  - Offer a system for sign-ups and reservations, a free forum, etc...
- Alternative:
  - Consolidate website management to improve interface

# Considerations for Making the Community More Health Conscious

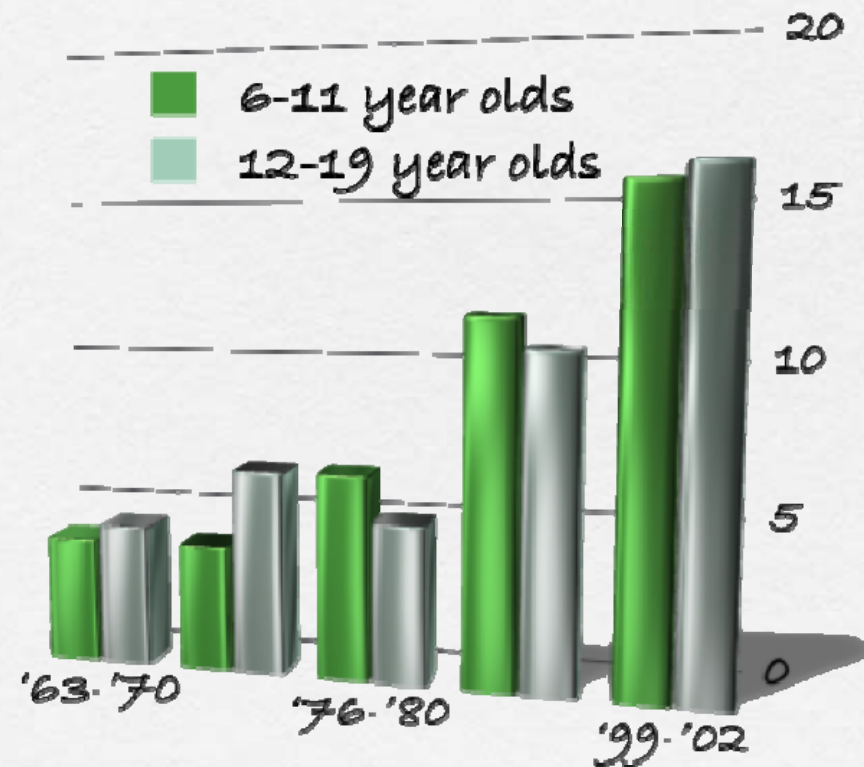
- ❑ Incorporate healthy habits component into all programs – new & existing
- ❑ Create a program that rewards members for reaching their fitness goals
- ❑ Free “intro to fitness” classes to develop interest
- ❑ Improve scheduling for working adults including a wider variety of programs



# Opportunity: Explore Partnership

- ❑ Conduct an organized after school PE program
- ❑ Accredited with local schools
- ❑ Mutually beneficial
  - ❑ Free up school time
  - ❑ increase membership

Percentage of U.S. Children and Adolescents Who Were Overweight, 1963-2002



Source: National Center for Health Statistics