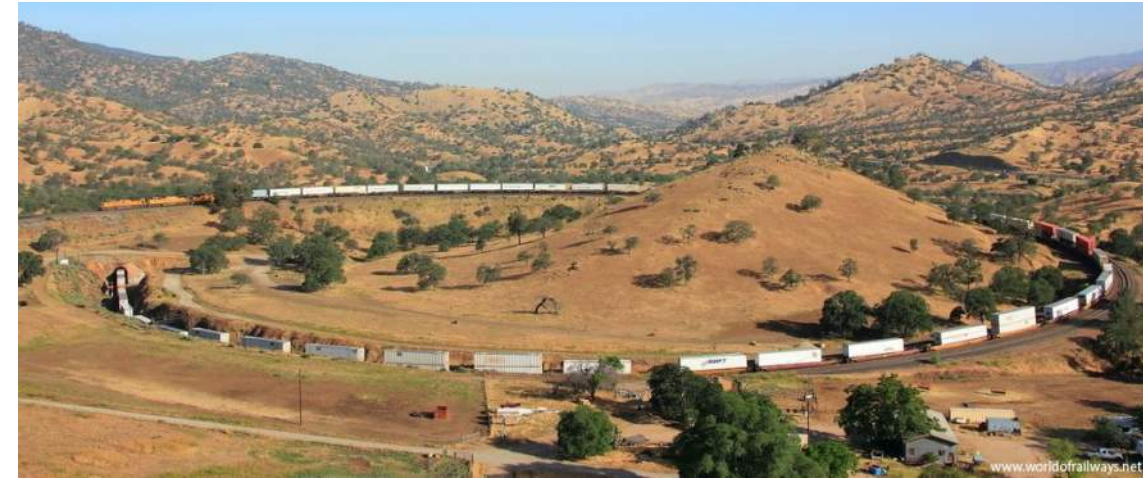


TEHACHAPI VALLEY RECREATION & PARKS DISTRICT | WEST PARK COMMUNITY CENTER

FEASIBILITY REPORT
TEHACHAPI, CALIFORNIA | AUGUST 24, 2018





A

EXECUTIVE SUMMARY

- Recreation Center Evolution
- Project History

B

PROJECT TEAM AND PROCESS

- Team Structure and Approach
- Project Measures of Success
- Process and Schedule

C

INFORMATION GATHERING

- Program Input
 - Public Meetings
 - City of Tehachapi Dot Polling
 - Card Game Exercise
 - Input Compilation

D

SITE AND FACILITY DESIGN

- Site Design
 - Service Area Map
 - Service Area Demographics
 - Site Access
 - Site Analysis
- Facility Design
 - Facility Program
 - Facility Options Considered
 - Final Site Concept
 - Final Building Concept
 - Facility Design- Exterior Character Imagery
 - Facility Design- Interior Character Imagery

E

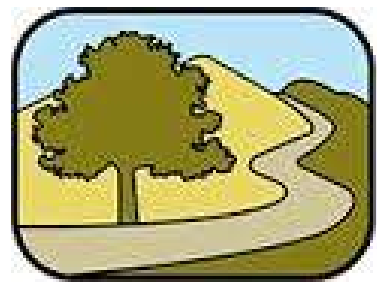
PROJECT BUDGET

- Conceptual Project Budget
- Operating Assumptions
 - Staffing expenses
 - Supplies, Services and Capital Repair Expenses
 - Revenue Generation
- Pro Forma Summary
 - Admission Revenue Detail

A

Executive Summary

EXECUTIVE SUMMARY



Tehachapi Valley Recreation & Park District

Project Evolution

The Community of Tehachapi has experienced a 28% growth since 2001. The Tehachapi Valley has proved to be a particularly good choice to live as an oasis, within a reasonable commute to larger cities. Excellent city services, the recent Main Street corridor renewal, a quieter lifestyle, and the Recreation & Park District's dedication to outstanding facilities have all inspired more people to consider the Tehachapi Valley home. This area is not alone, as many of its peer cities are experiencing rapid growth and are feeling the pressure to provide their residents with amenities that meet these new demands.

In each case, it takes time to plan, fund, and execute these capital improvements. For the residents of the Valley, the District's 2013 Master Plan identified program spaces and activities that would be answered with a new facility.

TVRPD embarked on this journey to discover what type of facility and what revitalization of existing facilities would be suitable for the Community. A total project budget of \$43M had been established for the bond in November 2018. TVRPD researched, gathered, and established the scope of work to upgrade their existing facilities to current standards.

BRS worked with the Community and the District to help define the program spaces that were most desired and what it may take to deliver a new facility. Through the process, the District's Board of Directors were encouraged about the prospects of all of the new projects, and have elected to place the bond on the November 2018 ballot.

EXECUTIVE SUMMARY



Public Input

Consistent with the District’s goal of maximizing citizen participation in all its planning efforts, this project collected citizen input. These opportunities included two interactive public meetings related to the programming / planning of the community center and to public meetings focused on the revitalization of the existing Park facilities.

Facility and Site Design

The result of a public input process allowed the team to imagine what community & recreation services may look like for the future of the Tehachapi Valley. The resulting master plan for West Park provides an opportunity for everyone in the community. With operational sustainability and community health as central themes, the new approximately 43,000 s.f. single level facility will perform as a hub that addresses both indoor and outdoor activities, seamlessly combining fitness, recreation, social spaces, and senior activities.

The building design is configured to connect with West Park and the adjacent skate park & basketball gym. An indoor activity pool & outdoor lap pool come into view as the Community enters West Park. The Site is organized around a “Central Yard” area that can be programmed or used as a gathering area. The building is designed to mitigate the prevailing winds over the outdoor pool & park.

Project Budget

State of the art construction, optimal building efficiency, and a more effective, connected master plan for West Park influenced the design and the project budget. To reflect the scope and amenities of the project, the building project budget is approximately \$25.9 million + \$4 million in site improvements.

B

Project Team & Process

TEAM STRUCTURE AND APPROACH

CRAIG



**PRINCIPAL
RECREATION CENTER
SPECIALIST**

JOHN



**FACILITY PERFORMANCE
ADVISOR**

DANIEL



**PROJECT
MANAGER**

Team Structure

The team provided study, analysis, and recommendations for the planned Tehachapi Valley Community Center.

District Staff & Board of Directors

Led by Michelle Vance, Tehachapi Valley Recreation & Parks District Manager and the Board of Directors, the District drew from a wide range of City Departments including Community Development & the City Manager's office for key input on the process.

Michelle Vance, Ian Steele, and Laura Lynn Wyatt were key voices in ensuring the process had always been service focused and testing ideas against the voice of the community.

Consultants

BRS Architecture was the prime consultant providing programming, business planning, and building/site diagramming. BRS was complemented by a cost estimating sub-consultant to validate cost values and escalation.

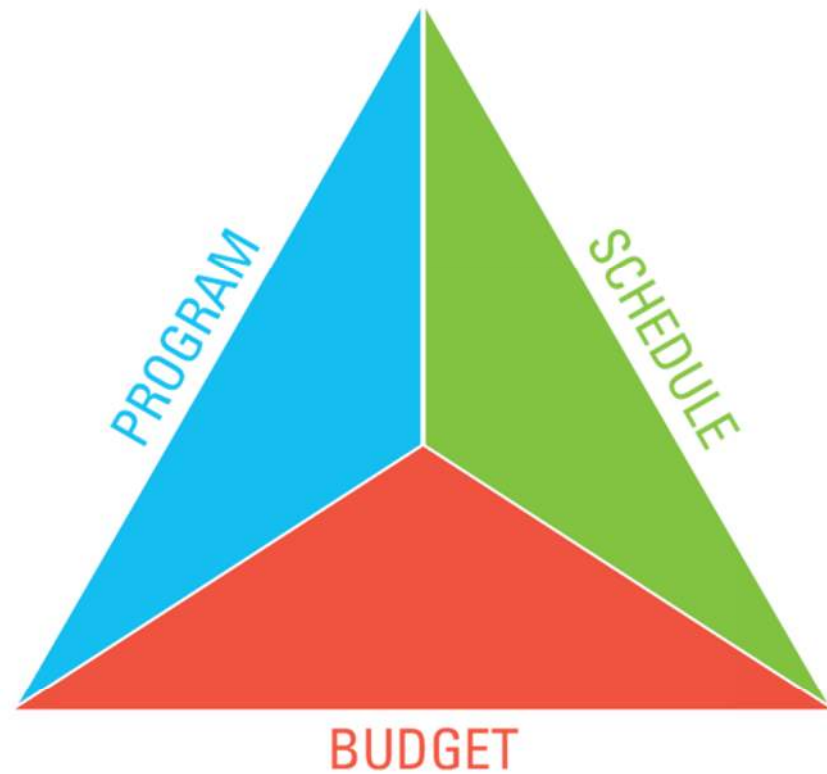
TEAM APPROACH

TVRPD Project Measures of Success

- **Listen** to the community & reflect the community's wants/needs in the TVRPD community center.
- Ensure the community center offers something for **everybody** in the community.
- Commit to a **budget** and stay within that budget.
- Develop a financially **sustainable** business plan for the community center.
- Don't over promise. **Deliver** a right sized, sustainable project.



PROCESS & SCHEDULE



Project Process

The project team adopted a proven BRS process for project management which focusses on the **architectural program**, the **project schedule**, and the **project budget** in a balanced approach.

The process began with a project kickoff meeting to review the BRS process, focus on project goals, and project values. Four steps leading to final concepts and final recommendations resulted.

Three work sessions with TVRPD staff and BRS over the following weeks produced a prioritized architecture program and conceptual plan diagram based on wants and needs gathered from public meetings. The concept was refined and reviewed several more times to find the most desirable balance of program spaces, capacities, amenities and aesthetics for the budget resources available.



PROCESS & SCHEDULE

FEASIBILITY STUDY SCHEDULE

COMMITTEE WORKSHOP 01	MAY 03 , 2018
OPEN HOUSE 01	MAY 03 , 2018
COMMITTEE CHECK IN	MAY 28 , 2018
COMMITTEE CHECK IN	JUNE 12 , 2018
COMMITTEE WORKSHOP 02	JUNE 28 , 2018
OPEN HOUSE 02	JUNE 28 , 2018
COMMITTEE WORKSHOP 03	JULY 19 , 2018
FINAL REPORT	AUG 9, 2018

Project Process

The process included:

- Public Engagement, Presentation, and Discussions
- Stakeholder Group Interviews
- Programming and Budget Development
- Conceptual Site and Facility Design

Feasibility Study Schedule

The conceptual design phase is the first part of a multi-phase design process that develops increased definition and detail as the design progresses through each phase. The primary goals of the feasibility study phase are to conduct an inclusive public process to confirm and prioritize program elements, develop a master plan for a new Community Center, propose preliminary building diagrams and provide a conceptual project cost estimate.

PROCESS & SCHEDULE



Design Process

Should the Community support funding of the Community Center & Existing Parks Revitalization, the design process could start as early as the winter of 2019. Design services would include :

- Schematic Design
- Design Development
- Construction Documents
- Contract Administration during Construction

Construction Schedule

Upon selection of the most qualified Construction Manager at Risk (CMAR) / Construction Manager General Contractor (CMGC) – usually in the middle of the Schematic Design Phase – the Construction Manager will prepare a construction schedule for the team’s review. Historical data would tell us the approximate design & construction schedule durations are as follows :

DESIGN & CONSTRUCTION SCHEDULE

BOND INITIATIVE

NOVEMBER 2018

REVITALIZATION DESIGN

6-8 MONTHS

COMMUNITY CENTER DESIGN

14-16 MONTHS

COMMUNITY CENTER CONSTRUCTION

14-16 MONTHS

COMMUNITY CENTER GRAND OPENING

SPRING 2021

C

Information Gathering

PROGRAM INPUT

TVRPD Public Input Process Goals

- **LISTEN** to the community. reflect the community's wants/needs in the TVRPD community center program
- **INFORM & ENGAGE** The community, so there is an understanding of what decisions are getting made – and why.
- Deliver a message that is consistent with the **BUDGET AND SCHEDULE** commitments of the district.



PROGRAM INPUT

Workshop #1 – Card Game Exercise

In order to further develop and confirm programming, BRS team members led the card game exercise with staff and separately with the stakeholders at Workshop #1 on May 3, 2018. As a result, multiple building program options were developed, considered, and discussed with the team. The following facility program priorities were developed as a basis to begin designing floor plan and layout options for the facility:

Tehachapi Valley Community Center
Tehachapi, CA

Lobby and Support Spaces
4,487 gsf \$1,670,067

- Lobby, Lounge, Viewing, Big Screen TV
- Reception/Access Control Counters
- First Aid Room
- General Storage plus Cubbies
- Maintenance and Custodial
- Public Restrooms and Vending



Tehachapi Valley Community Center
Tehachapi, CA

Child Watch
1,310 gsf \$591,000

- Customer Service Amenity
- Drop-in Only - Up to 30 children
- Parents stay on site
- Children's Toilet (1 unisex)
- Small Kitchens for snack prep
- Dishwasher for daily my sanit
- 100 L.F. Storage





EXECUTIVE TEAMS	
TEAM 1	TEAM 2
Administration	Administration
Lobby & Support	Lobby & Support
Locker Spaces	Locker Spaces
Aquatics Support	Aquatics Support
5400 s.f. Indoor Activity Pool	6 Lane x 25 Yard Outdoor Pool
MAC 3 - 2 High School Gym	3600 s.f. Indoor Activity Pool
30-35 Person Aerobics Studio	Gym 4 - 2 High School
Catering Kitchen	Walk Jog Track
Licensed Pre-School/Child Care	30-35 Person Aerobics
Senior Adult Lounge	5-6 Person Climbing
Large Youth Room	1,500 Fitness & Weights
300 Person Community Room	240 Person Community Room
	Catering Kitchen
	Early Learning / Child Watch
	25 Person Classroom / Senior Card Room
	Large Youth / Teen Game Room

PROGRAM INPUT



Stakeholder Meetings

Two stakeholder meetings, focused on the community center took place which allowed specific user groups to give input on the interior and exterior components of the project. Those user groups included members of the Community that represent : active aging adults, young professionals, basketball coaches, aquatics, local business, STEM programs, and families.

1. May 3, 2017 – aspen builders activity center
2. June 28, 2018 – aspen builders activity center

At the first stakeholder meeting, the group split into four teams and each developed their own version of a building program based on a total project budget goal of \$25M.

STAKEHOLDER TEAMS			
TEAM 1	TEAM 2	TEAM 3	TEAM 4
Administration	Administration	Administration	Administration
Lobby & Support	Lobby & Support	Lobby & Support	Lobby & Support
Locker Spaces	Locker Spaces	Locker Spaces	Locker Spaces
Aquatics Support	Aquatics Support	Aquatics Support	Aquatics Support
Solar Hot Water System	8 Lane x 25 Yard Indoor Pool	7000 s.f. Indoor Activity Pool	Solar Hot Water
6 Lane x 25 Yard Outdoor Pool	4500 s.f. Indoor Activity Pool	Poolside party Room	PV System
3600 s.f. Indoor Activity Pool	Gym 4 - 2 High School	300 Person Community Room	6 Lane x 25 Yard Outdoor Pool
300 Person Community Room	300 Person Community Room	Catering Kitchen	2500 s.f. Indoor Activity Pool
Catering Kitchen	Healthy Cooking Kitchen	30-35 Person Aerobics	300 Person Community Room
Gym 3 - 2 Middle School	30-35 Person Aerobics	1500 Fitness / Weights	Catering Kitchen
Walk Jog Track	Child Watch	Wet Arts & Crafts Room	MAC 2 - High School
Child Watch	Large Youth Room	Maker Space	10-12 Person Climbing Wall
30-35 Person Aerobics	Walk Jog Track	Quick Stop Tech	30-35 Person Aerobics
10-12 Person Climbing Wall		Group Tech	Child Watch
Small Youth Room		25 Person Classroom	Large Youth Room
Large Youth Room		Child Watch	Licensed Pre-School / Child Care
Indoor Playground		Early Learning Room	50 Person Classroom
Poolside party Room		Games Room	Maker Space
Collaboration Space		Gym 1 - Elementary School Gym	Wet Arts & Crafts Room
		160 Person Community Room	

PROGRAM INPUT



Public Meetings

Two public meetings, focused on the community center took place which allowed the valley residents to give input on the interior and exterior components of the project.

1. May 3, 2017 – aspen builders activity center
2. June 28, 2018 – aspen builders activity center

The dot-ocracy game was played by the community members represented at open house #1 to gather their input on their desired program spaces. Approximately 75 individuals participated.

The top results are as follows:

- | | |
|-----------------------------|----|
| 1. Indoor lap pool | 53 |
| 2. Community room/events | 37 |
| 3. Indoor leisure pool | 29 |
| 4. Traditional gym | 28 |
| 5. Rock climbing wall | 24 |
| 6. Indoor walk/jog track | 22 |
| 7. Fitness (equipment) area | 20 |
| 8. Aerobics / dance studio | 20 |
| 9. Mac gym | 18 |
| 10. Outdoor lap pool | 17 |
| 11. Child watch | 15 |
| 12. Classrooms | 10 |

Comment/suggestion cards were also distributed to the Community members. Approximately 22 cards were returned. Comment and Suggestion Cards generally included the following results :

1. Providing spaces that could be used for a wide variety of activities and recreation.
2. Provide a hub for people to gather as a community.
3. Interest in participation for all age groups within the community.

D

Site & Facility Design

SITE & FACILITY DESIGN- TVRPD BOUNDARIES

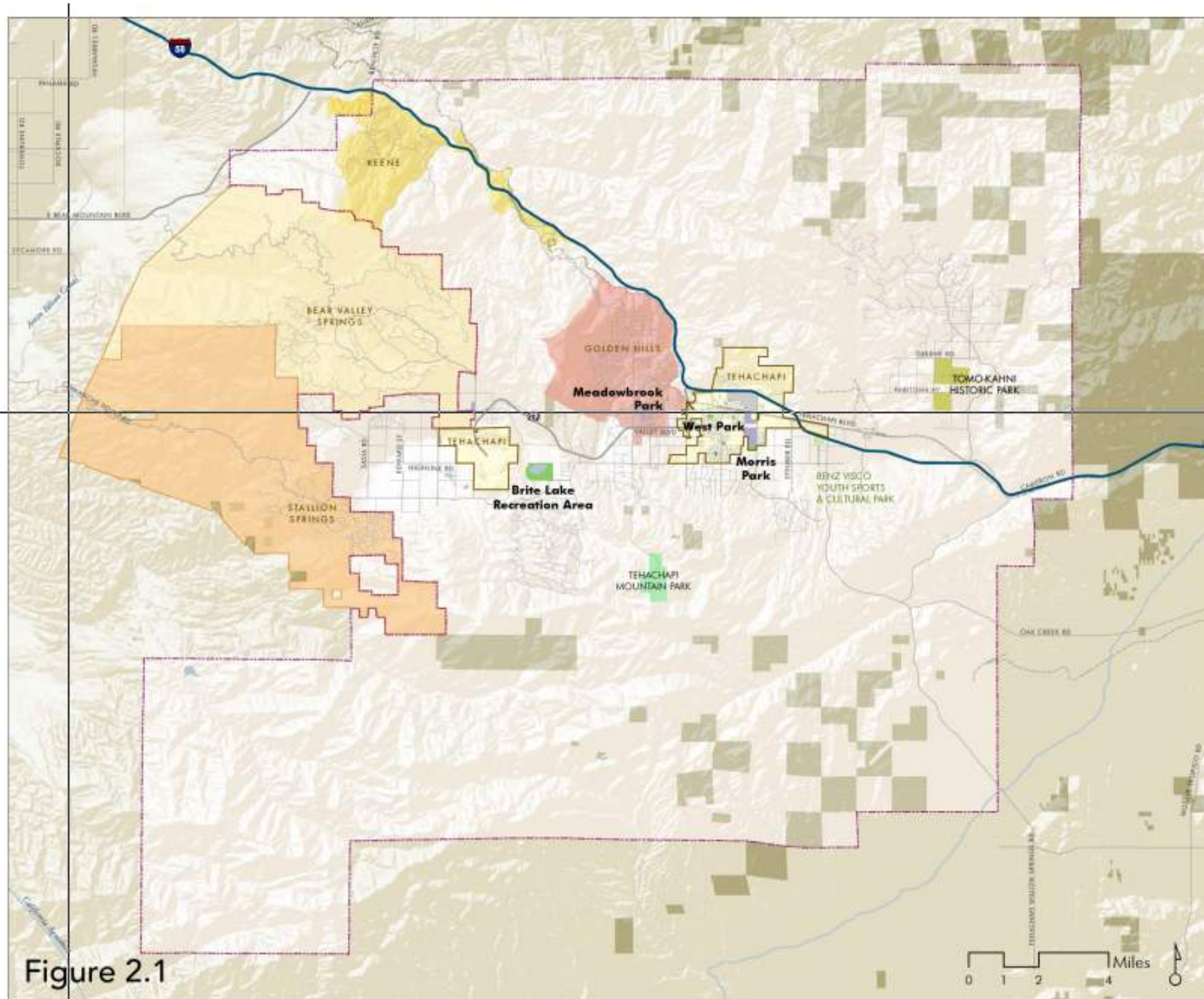


Figure 2.1



TVRPD Service Area

The Tehachapi Valley Recreation & Park District (TVRPD) maintains 117 acres of parks and five facilities throughout the Tehachapi Valley.

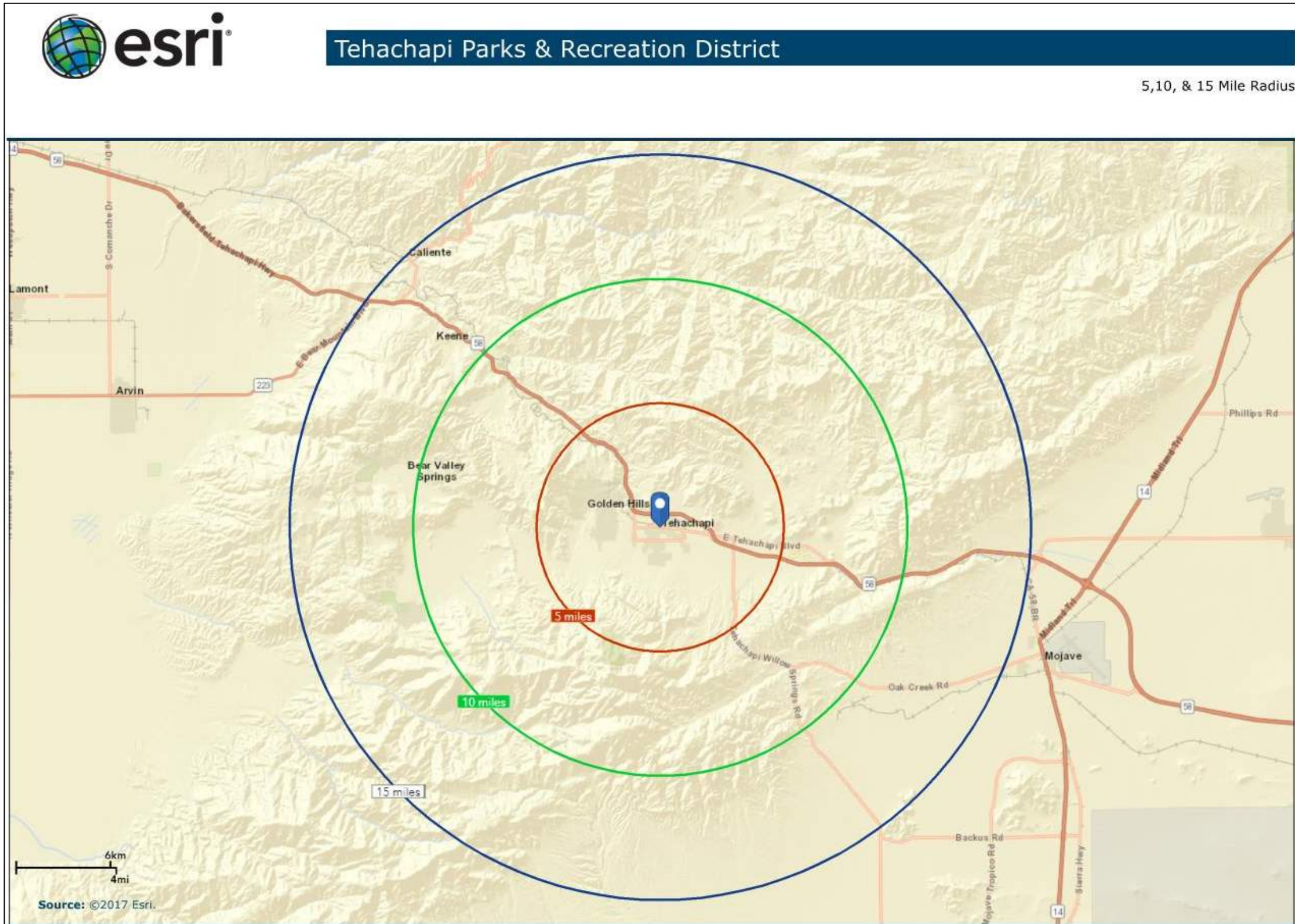
The following 'Site Design' pages represent the understanding that went into the selection of the initial site for the new community center. The West park site was selected for its proximity to the downtown area of Tehachapi as well as its central location within the overall service area.

- District Park
- City Park
- Kern County Park
- State Park
- BLM Land
- Cities
- School
- City Limits
- Tehachapi Valley PRD
- Bear Valley
- Stallion Springs
- Keene
- Golden Hills
- Water Feature
- Airport
- Freeway
- Highway
- Major Road
- Local Road
- Railroad

Existing Parks & Facilities

M I G March 2013 | Data Sources: Kern County GIS, Calif. Spatial Data Library, USGS National Map and ESRI USA

SITE & FACILITY DESIGN- TVRPD PRIMARY SERVICE AREA



Demographics

Demographics of the area were also studied to determine the primary and secondary service areas that the center would draw from. Information was also gathered to understand demographic characteristics such as age, income and household make up which informed the programming spaces that would best serve the community.

SITE & FACILITY DESIGN- TVRPD – PRIMARY & SECONDARY SERVICE AREAS & TAPESTRIES

	2017 Population	2017 Median Age	2017 Median Income	2022 Projected Population
5 miles	19,681	37.3	\$54,208	20,472
10 miles	28,571	38.7	\$56,656	29,515
15 miles	36,385	40.9	\$61,305	37,803

- Middleburg
 - Family oriented
 - Thrifty
 - Younger & growing in size
- Comfortable Empty Nesters
 - Mostly 55 or older
 - Financially stable
 - Working professionals
- Exurbanites
 - Approaching retirement
 - Active in their communities
 - Still find time to stay physically fit

SITE & FACILITY DESIGN- SITE ACCESS DIAGRAM



Site Analysis

The existing conditions in and around West Park were investigated in depth to gain an understanding of the proposed site. Connections to the surrounding vehicular circulation routes and other park amenities were studied and taken in to consideration during the development of site layout and concept options.

SITE & FACILITY DESIGN- WEST PARK – Designated Community Center Site



SITE & FACILITY DESIGN- WEST PARK – Existing Site Photos



FACILITY DESIGN

Facility Program

After design and pricing exercises were completed over the duration of the feasibility and concept design phases, the following building program was developed. The program incorporates preferred fitness, recreation and community amenities while meeting the budget based on early pricing estimates.

Concept Design Program

Administration and Support Spaces

▪ Administration Spaces	2,443 SF
▪ Lobby and Support Spaces	4,487 SF
▪ Locker Rooms	3,168 SF

Community and Education Spaces

▪ Child Watch	1,310 SF
▪ Classroom / Party Room(s)	1,352 SF
▪ Events Hall	4,480 SF
▪ Catering Kitchen	468 SF
▪ Senior Lounge	620 SF

Fitness Spaces

▪ Gymnasium	11,869 SF
▪ Fitness and Weights	2,317 SF
▪ Aerobics / Dance Studio	1,053 SF

Indoor Aquatics Spaces

▪ Indoor Activity Pool	8,840 SF
▪ Aquatics Support	866 SF

Outdoor Aquatics Spaces

▪ Outdoor Lap Pool	11,524 SF
--------------------	-----------

Total Build Square Footage: Approx.	43,273 GSF
Total Outdoor Pool Area: Approx.	<u>11,524 GSF</u>
Total Square Footage: Approx.	54,797 GSF

FACILITY DESIGN - PROCESS

Facility Site Studies

Multiple site options and building layouts were explored to include:

- Parking locations on the park site
- Sport field locations
- Playground locations
- Connections to the existing park gymnasium
- Site Entry and vehicular access
- Possible relocation of skate park



Option 1- The Pavilion



Option 2- The Yard



Option 3- Linear Layout

FACILITY DESIGN – FINAL SITE CONCEPT



"THE YARD"

FACILITY DESIGN – FINAL BUILDING CONCEPT



FACILITY DESIGN – EXTERIOR CHARACTER IMAGERY



TEHACHAPI VALLEY RECREATION & PARK DISTRICT – COMMUNITY CENTER FEASIBILITY STUDY
EXTERIOR CHARACTER IMAGERY



AUGUST 24, 2018



FACILITY DESIGN – EXTERIOR CHARACTER IMAGERY



FACILITY DESIGN - INTERIOR CHARACTER IMAGERY



KITCHEN



SENIOR LOUNGE



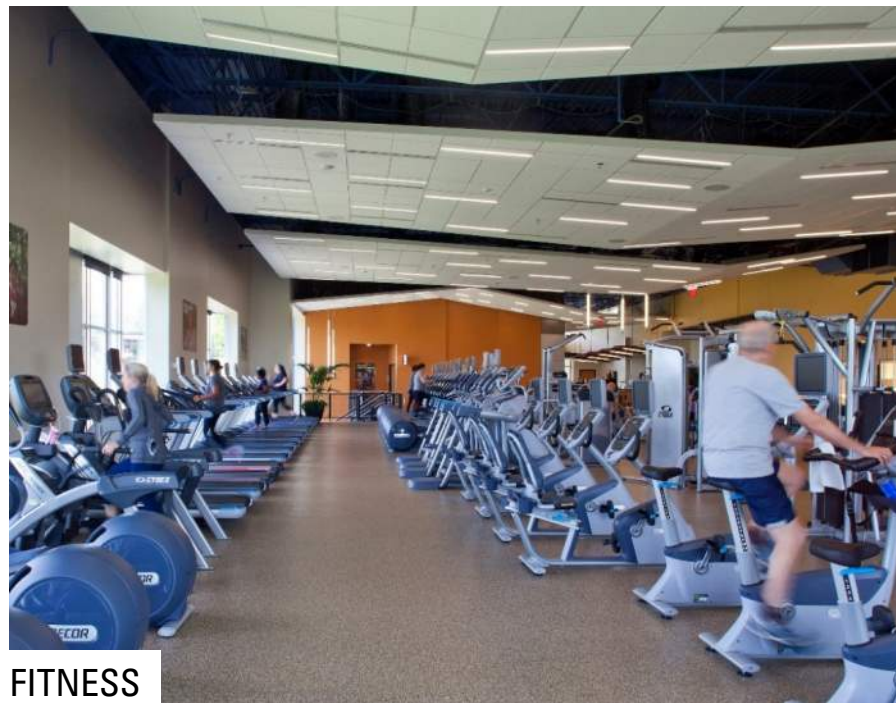
CHILD WATCH



ENTRY LOBBY



ADMIN.



FITNESS



GYMNASIUM



FACILITY DESIGN - INTERIOR CHARACTER IMAGERY



A large, white, stylized letter 'E' is centered on a solid red rectangular background.

Project Budget & Proforma

BUDGET- FACILITY PROGRAM AND BUDGET

COMMUNITY CENTER HARD COSTS : **\$19,900,000**

COMMUNITY CENTER SOFT COSTS : **\$6,000,000**

TOTAL BUILDING PROJECT BUDGET GOAL: **\$25,900,000**

WEST PARK SITE IMPROVEMENTS BUDGET: **\$4,000,000**

*PROJECT BUDGET HARD COST IS AN ESTIMATE BASED ON HISTORICAL DATA (INCLUDING LOCATION FACTORY AND ESTIMATED ESCLATION)

*PROJECT BUDGET ASSUMES THE MID POINT OF CONSTRUCTION TO BE DECEMBER 2020.

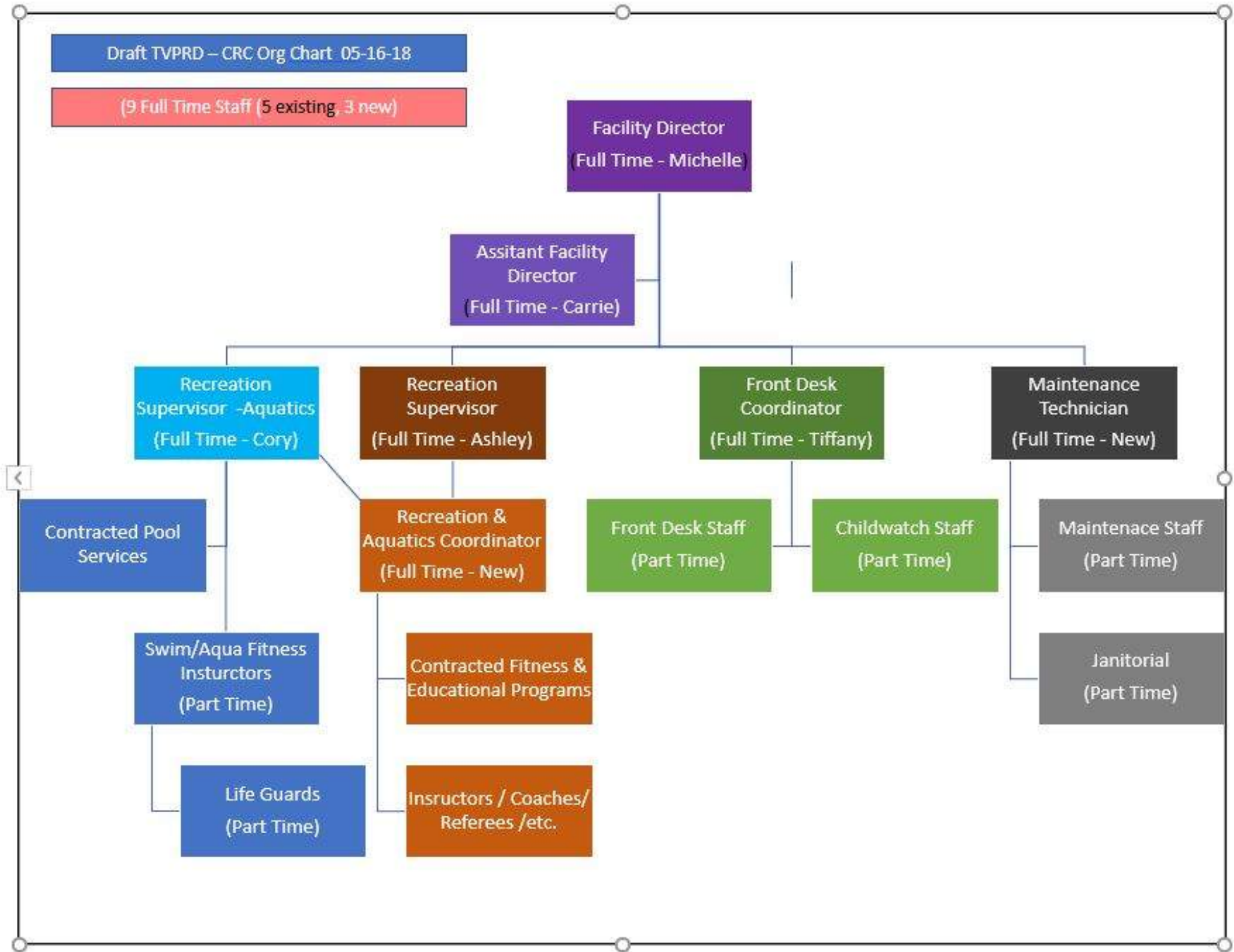
*WEST PARK SITE IMPROVEMENTS BUDGET ASSUMES A MINIMUM LEVEL OF ON-SITE DEVELOPMENT INCLUDING LANDSCAPING, PARKING, & CURB/GUTTER ONLY.

*SOFT COSTS INCLUDE FURNITURE, FIXTURES, EQUIPMENT, PERMITS, PROFESSIONAL FEES, CONTINGENCY, ETC.

BASIC OPERATING ASSUMPTIONS – STAFFING CHART

8 Full Time Staff

- 6 existing
- 2 new



BASIC OPERATING ASSUMPTIONS – STAFF EXPENSES

Introduction

The operational budget planning for the TVPRD Community Recreation Center uses a conservative approach to estimating reasonable expenses, a somewhat aggressive approach to projecting revenues, and is based on an understanding of the conceptual project, the best available market area information, and the current practices of the Tehachapi Valley Parks & Recreation District.

Staffing Expenses

- Staffing and benefits will be approximately 68% of the total center operating budget.
- Wages are based on 2018 TVRPD and estimated benefits packages.
 - Part-time wages are set at the minimum amount required by the State of California in year 2021.
- Full Time staff salaries are allocated based on the anticipated percentage of time dedicated to center operations.

Operating Expenses				Notes
Staffing Plan - Full Time				Salary
Facility Director		\$25,000	Existing	30% of total salary
Assistant Facility Manager		\$13,000	Existing	20% of total salary
Recreation Supervisor - Aquatics		\$41,650	Existing	Rec Supervisor-Mid Range 70% of salary
Recreation Supervisor		\$29,750	Existing	Rec Supervisor-Mid Range 50% of salary
Recreation & Aquatics Coordinator		\$34,320	New	Rec Coord - \$16.50 x 2,080
Office/Front Desk Coordinator		\$27,000	Existing	Office II - Mid Range 100% of salary
Maintenance Technician		\$40,000	New	Estimate
Full Time Wages		\$210,720		
Benefit %		20%		
Total Full Time Wages		\$252,864		
Part Time	Annual Hours	Wage\$ (Hourly)	Wage\$ (Annual)	
Lifeguards - Leisure Pool	15,000	\$15	\$225,000	See Budget Detail
Lifeguards - Lap Pool	5,508	\$15	\$82,620	See Budget Detail
Parties	300	\$15	\$4,500	See Budget Detail
Fitness Instructors - Specialized	250	\$20	\$5,000	
Fitness Instructors - Included	1,500	\$15	\$22,500	
Front Desk/Customer Service	6,263	\$15	\$93,938	See Budget Detail
Child Care Attendants	2,625	\$15	\$39,375	See Budget Detail
Maintenance (Part Time)	1,000	\$20	\$20,000	20 Hrs./Wk.
Custodians	5,000	\$15	\$75,000	90 Hrs./Wk.
Swim Lesson Expense			\$6,000	
Total Part Time Hours	37,446			
Total FTE Equivalent	18			
Part Time Wages			573,933	
Benefit %			15%	
Total Part Wages			\$660,022	
Total Wages			912,886	
Staffing % of Total Expenses	68%			
Staffing Cost Per Square Ft	\$21.10			

BASIC OPERATING ASSUMPTIONS – LIFE GUARD STAFF EXPENSE DETAIL

Weekly lifeguard cost estimate for leisure pool - does not include Aquatics Instructors - Year round operations													
Start	End	Hours	Day					# of Days	Average Staffing Level	Staff Hours	Hourly Rate \$15.00		
6am	Noon	6	Monday	Tuesday	Wed	Thursday	Friday	5	2	60	\$ 900		
Noon	6pm	6	Monday	Tuesday	Wed	Thursday	Friday	5	4	120	\$ 1,800		
6pm	8pm	2	Monday	Tuesday	Wed	Thursday	Friday	5	4	40	\$ 600		
8am	7pm	11	Saturday					1	5	55	\$ 825		
Noon	5pm	5	Sunday					1	5	25	\$ 375		
										0	\$ -		
										0	\$ -		
Total Leisure Pool LG hours/week										300	\$ 4,500	per week leisure pool lifeguard costs	
Pool opens 30 mins. to 1 hour later and closes 1 hour earlier than facility operating hours											50	# Weeks	
LG rotate with Lap Pool - Estimates include Head Guards											15,000	\$ 225,000	per year leisure pool lifeguard staff
Notes: Costs may be lowered through reduced hours, restricted access or hourly wages.													

Weekly lifeguard cost estimate for lap pool - does not include Aquatics Instructors - 9 month operation (February - October)													
Start	End	Hours	Day					# of Days	Average Staffing Level	Staff Hours	Hourly Rate \$15.00		
6am	Noon	6	Monday	Tuesday	Wed	Thursday	Friday	5	2	60	\$ 900		
Noon	6pm	6	Monday	Tuesday	Wed	Thursday	Friday	5	2	60	\$ 900		
6pm	Close	0	Monday	Tuesday	Wed	Thursday	Friday	0	0	0	\$ -		
8am	6pm	6	Saturday					1	3	18	\$ 270		
Noon	5pm	5	Sunday					1	3	15	\$ 225		
										0	\$ -		
										0	\$ -		
Total Lap Pool LG hours/week										153	\$ 2,295	per week leisure pool lifeguard costs	
Pool opens 30 mins. to 1 hour later and closes 1 hour earlier than facility operating hours											36	# Weeks	
LG rotate with Lap Pool - Estimates include Head Guards											5,508	\$ 82,620	per year lap pool lifeguard staff
Notes: Costs may be lowered through reduced hours, restricted access or hourly wages.													

BASIC OPERATING ASSUMPTIONS – FRONT DESK/CHILD WATCH STAFF EXPENSE DETAIL

Weekly front desk hours - Does not include Front Desk Coordinator										Hourly Rate			
Start	End	Hours	Day					# of Days	Average Staffing Level	Staff Hours	\$15.00		
5:30am	Noon	6.5	Monday	Tuesday	Wed	Thursday	Friday	5	1.5	48.75	\$ 731		
Noon	6pm	6	Monday	Tuesday	Wed	Thursday	Friday	5	1.5	45	\$ 675		
6pm	Close	3	Monday	Tuesday	Wed	Thursday	Friday	5	1	15	\$ 225		
8am	8pm	6	Saturday					1	1.5	9	\$ 135		
Noon	5pm	5	Sunday					1	1.5	7.5	\$ 113		
										0	\$ -		
										0	\$ -		
Total Front Desk hours/week										125.25	\$ 1,879	Front desk costs per week (wages only)	
												50	# Weeks
Total Annual Lifeguard Hours										6,263	\$ 93,938	Front desk cost per year (wages only)	
Notes: Costs may be lowered through reduced hours, restricted access or hourly wages.													

Weekly child watch hours - Does not include Front Desk Coordinator										Hourly Rate			
Start	End	Hours	Day					# of Days	Average Staffing Level	Staff Hours	\$15.00		
8am	Noon	4	Monday	Tuesday	Wed	Thursday	Friday	5	1.5	30	\$ 450		
4pm	7pm	3	Monday	Tuesday	Wed	Thursday		4	1.5	18	\$ 270		
8am	noon	3	Saturday					1	1.5	4.5	\$ 68		
			Sunday							0	\$ -		
										0	\$ -		
										0	\$ -		
Total Child Watch hours/week										52.5	\$ 788	Child Watch costs per week (wages only)	
												50	# Weeks
Total Annual Lifeguard Hours										2,625	\$ 39,375	Child Watch cost per year (wages only)	
Notes: Costs may be lowered through reduced hours, restricted access or hourly wages.													

BASIC OPERATING ASSUMPTIONS - SUPPLIES, SERVICES AND CAPITAL REPAIR EXPENSES

Supplies	
Office Supplies	\$5,000
Dues & Subscriptions	\$200
Uniforms	\$1,500
Recreation/Fitness Program Supplies	\$10,000
Aquatics Supplies	\$4,000
Building Maintenance Supplies	\$9,000
Janitorial Supplies	\$12,500
Pool Chemicals	\$35,000
Marketing	\$3,000
Total Supplies Expense	\$80,200
Supply % of Total Expenses	6%
Services	
Credit Card Fees	\$15,000
Maintenance - Contracted	\$15,000
Pool Maintenance - Contracted	\$20,000
Utilities (Gas, Electric, Water)	\$227,175
Telephone	\$2,500
Trash Removal	\$2,500
Fire Suppression Service	\$4,000
Minor Equipment Repair	\$2,000
Security	\$3,000
Computer/Software Services	\$5,000
Total Services Expense	\$296,175
Services % of Total Expenses	22%
Utility Cost Per Square I	\$3.50
Capital Repair & Replacement (4% of Total Expenses)	\$53,722
Total Operating Expenses	\$1,343,061
Total Expenses Per Sq Ft	\$31.04

Supplies and Services Expense Detail

- Total projected supplies expenses for the center account for 6% percent of the operations budget.
- Total projected service expenses for the center account for 22 percent of the operations budget. This includes utility costs (gas, electricity) that make up 14 percent of the total operating budget.
- 4 percent is added to total expenses annually to cover future capital repair and replacement costs

BASIC OPERATING ASSUMPTIONS – REVENUE GENERATION

Operating Revenues	Projected Revenue
Admissions	
Daily	\$99,000
Punch Pass	\$48,600
Annual Pass	\$698,750
Total Admission Revenue	\$846,350
Admission % of Total Revenue	79%
Other Revenues	
Child Care	\$47,250
Rentals	\$100,000
Parties	\$30,000
Vending	\$10,000
Fitness Programming (Specialized)	\$12,500
Aquatics Programming	\$25,000
Total Other Revenues	\$224,750
Other Revenue % of Total Revenue	21%
Total Revenues	1,071,100
Cost Recovery	80%

Estimated Operating Hours

M – F, 5:30am to 9:00pm	80 - Hours
Sat, 8:00am to 8:00pm	12 - Hours
Sun, 12:00pm to 6:00pm	<u>6 - Hours</u>
Total weekly Hours	100

The revenue categories include both traditional and alternative sources:

- Admissions (79% of total annual revenues)
- Standard fitness classes included with price of admission (Specialized classes i.e. pilates, yoga will be fee based)
- Child watch (free for paying center patrons with a two-hour limit per visit)
- Youth camps
- Youth and adult sport and none-sport programs
- Facility rentals
- Birthday parties

BASIC OPERATING ASSUMPTIONS – PRO FORMA SUMMARY OF NEW OPERATIONAL DOLLARS TO MEET COST RECOVERY GOALS

Total Expenses	Less Existing Expenses	New Expense Needs
\$1,342,983	\$190,994	\$1,151,989
New Revenue	Less Existing Dye Natatorium Revenue	Net New Revenue
\$1,071,100	\$6,300	\$1,064,800
Cost Recovery: Total Expenses & New Revenue		Cost Recovery: New Expense Needs and Net New Revenue
80%		92%
(\$271,883)		(\$87,189)

BASIC OPERATING ASSUMPTIONS – ADMISSION REVENUE DETAIL

Daily Pass	Price	# Sold	Total \$	Annual Visits
Youth Res	\$4.00	3000	\$12,000.00	3,000
Youth Non Res	\$6.00	2500	\$15,000.00	2,500
Adult Res	\$6.00	4000	\$24,000.00	4,000
Adult Non Res	\$12.00	3000	\$36,000.00	3,000
Senior Res	\$4.00	1500	\$6,000.00	1,500
Senior Non Res	\$6.00	1000	\$6,000.00	1,000
Totals		15,000	\$99,000.00	15,000

Punch Pass (20)*	Price	# Sold	Total \$	Annual Visits
Youth Res	\$72.00	50	\$3,600.00	1,000
Youth Non Res	\$108.00	25	\$2,700.00	500
Adult Res	\$108.00	250	\$27,000.00	5,000
Adult Non Res	\$216.00	25	\$5,400.00	500
Senior Res	\$72.00	100	\$7,200.00	2,000
Senior Non Res	\$108.00	25	\$2,700.00	500
Totals		475	\$48,600.00	9,500

Annual Pass	Price	# Sold	Total \$	Annual Visits
Youth Res	\$200.00	100	\$20,000.00	10,000
Youth Non Res	\$250.00	0	\$0.00	0
Adult Res	\$370.00	450	\$166,500.00	45,000
Adult Non Res	\$475.00	50	\$23,750.00	5,000
Senior Res	\$240.00	250	\$60,000.00	25,000
Senior Non Res	\$320.00	50	\$16,000.00	7,500
Family**	\$750.00	525	\$393,750.00	105,000
Totals		1425	\$680,000.00	197,500

* Avg 3 visits per week

* Buy 18 get 2 free

** Family of Four - Additional Family Members = \$50.00

Total Admission Revenues	\$827,600.00
Total Annual Visits	222,000
Total Daily Visits (356 Operating Days/Total Annual Visits)	624
Daily Pass %	12%
Punch Pass %	6%
Annual Pass %	82%

*Senior = 60yrs+

*20 Punch Pass – Buy 18 visit get 20

*Must pay with Electronic Funds Transfer (ETF)

**Family of 6. Rates will be adjusted based on family size.
Children must be 17years or younger.

Other Annual Pass Options Being Considered (All Prices TBD)

- Dual Adult Annual Pass – must live in the same household
- Dual Senior Annual Pass – must live in the same household
- 3 Month Pass – must be paid in full
- 6 Month Pass – must be paid in full
- Military Discounts - TBD

Note: The proposed admission fees are based on a balance of market comparisons, the community's willingness to pay, and what will be required to meet cost recovery goals. Over the next several years, inflation will affect utilities, staffing and other goods and services. Projected expenses will need to be reviewed and further refined to reflect true operating costs at the time of the facility's opening. If operating costs rise to exceed facility cost recovery goals with current revenue projections, admission fees will need to be increased to meet these goals.

BASIC OPERATING ASSUMPTIONS – **ADMISSION PASS INCLUSIONS**

WHAT IS **INCLUDED** – ANNUAL PASS

- Senior Center – No Admission Necessary (Programming fees may apply)
- Teen Center
- Fitness Classes (spin, yoga, aerobics)
- Open Gym
- Water Aerobics
- Lap Swim
- Rec/Leisure Swim
- Child Watch (2hr)
- Workout Equipment
- Indoor Walk/Jog Programs

WHAT IS NOT INCLUDE – ANNUAL PASS

- Swim Lessons
- Boot Camps
- Adult and Youth Leagues – (Volleyball, Softball, Basketball, T-Ball, etc.)
- Camps
- Enrichment Camps
- Party Packages
- Space Rentals

DISCOUNT INCLUDED WITH MEMBERSHIPS

BASIC OPERATING ASSUMPTIONS

These important assumptions should be considered as the District moves towards the Grand Opening of the center.

- The initial budget provides a baseline for the long term and it is anticipated that revenues during the first year of operation may exceed these projections as the attraction of the facility will be higher than in the early years when the “newness” draws a high level of interest.
- Leading up to and during the first year of operation, marketing and promotion efforts and costs will be elevated to attract an expanded population.
- It will be important for Center staff to provide a high-quality experience, exceptional customer service and innovative program offerings that meet the changing needs of the community and reflect current trends in fitness and recreation. This will be key in attracting and retaining members of all ages.
- All figures are in 2018 dollars.

Please note, these projections are based on the stated assumptions, however there is no guarantee that the estimates and projections will be met, and there are many variables that cannot be accurately determined during this conceptual planning stage or may be subject to change during the actual design and implementation process.



**BARKER
RINKER
SEACAT**

ARCHITECTURE