

**Recreation/Senior Center & Aquatic Center  
Expansion Task Force Sub-Committee**

**Agenda**

**WEDNESDAY, MAY 25TH, 2016**

**5:00 to 6:30 PM**

**Louisville Recreation Center, Brooks Room  
900 W. Via Appia**

- I. Call to Order
- II. Review GreenPlay Draft Report
- III. Adjourn

05/25/2016

Recreation/Senior Center &  
Aquatic Center Expansion  
Task Force Sub-Committee  
Addendum

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**CITY OF LOUISVILLE, COLORADO**

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# **Recreation / Senior Center Expansion Feasibility Study Operational Analysis**

**Revised  
MAY 24, 2016**

DRAFT



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# I. INTRODUCTION

## A. Study Purpose

The City of Louisville has undertaken a study to consider and examine the feasibility of expanding the existing Recreation/ Senior Center built in 1990. The current facility has accommodated growth fairly well, however spaces have become over utilized for some particular activities, such as fitness programming, and further demand has grown for other activities, such as aquatics. As such, the purpose of this study is to:

- Collect and analyze demographic data as it relates to the demand for expanded recreation facilities.
- Complete an analysis of local and area market conditions impacting both public and private recreation and leisure facilities.
- Collect, update, and analyze data relating to citizen and community needs and preferences.
- Assess what amenities and programming would be most logical to provide in expanded recreation facilities.
- Outline additional operations associated with facility expansion.
- Develop a preliminary report outlining available opportunities for alternative funding including community resources, ballot issues, grants and gifts, and public/private partnerships.

This integrates with the department's Mission:

The City of Louisville Division of Recreation and Senior Services oversees the programs and operations of the Recreation & Senior Center. The Mission is to provide recreational activities and leisure services that contribute to the physical, mental, and social well-being of the citizens.

## B. Current Amenities

The current facility is 57,400 square feet and includes the following amenities within the building:

- 6 lane, 25 meter pool with diving well
- 160 foot water slide with adventure splash down pool
- Solarium and sun deck
- Sauna
- Hot tub
- Steam room
- Two free-weight rooms
- Gymnasium
- Racquetball and Walleyball courts
- Senior Center
- Indoor track (1/10 mile)
- Locker rooms
- Kid's Corner babysitting
- Fitness studio
- Multi-purpose rooms

The initial phase of this study began in late 2015 with a kick off meeting in November including staff and members of the Task Force. Engaging the public included two open houses; a summary of those open houses follows.

## II. COMMUNITY ENGAGEMENT

The first open house was held on December 2, 2015 at the Louisville Recreation & Senior Center with a focus on aquatic needs/programming. Approximately 65 people attended. The second open house was held on December 9, 2015 and was attended by approximately 128 people. General results from the community input included:

### Outdoor Aquatic Facilities

- General updates and renovation
- Outdoor pool
  - ◆ Olympic size
  - ◆ Heated water
  - ◆ More lap lanes
  - ◆ Extended hours
  - ◆ Diving boards and slides
- Family area with shaded areas
- Kiddie Pool with area for lessons
- Hot tub
- Outdoor workout space

### Additional Gymnasium / Indoor Space

- Separate room for stationary bikes / spin classes
- Work out area on first floor
- Better sound mitigation
- Indoor track for competitive use
- Designated stretching area
- Indoor archery
- More tennis, racquetball and pickleball courts

### Additional Weight Room & Cardio Fitness Space

- More classroom spaces
  - ◆ Separate room for stationary bikes / spinning (most requested)
  - ◆ Aerobics / Dance / Zumba
  - ◆ Yoga / Tai Chi / Barre (quiet and w/ dimmable lights)
- Weight room
  - ◆ More space
  - ◆ More free weights and hand weights
  - ◆ Need space for a second weight rack
  - ◆ More squat racks
- Cardio / Fitness
  - ◆ More functional space
  - ◆ More equipment/machines for peak hours, especially treadmills
  - ◆ Add step master, rowing machines, punching bags

### Senior Center Additions and Improvements

- Keep senior center at rec center
- Separate locker rooms and bathrooms for seniors only
- Larger lounge / gathering space
- More “Seniors Only” spaces to accommodate:
  - ◆ Tai Chi, yoga, Zumba
  - ◆ Drop-in practice
  - ◆ Silver Sneakers
  - ◆ Need at least 2 more rooms for year-round use
- Enlarge and update kitchen / cafeteria
- Larger library with more computers
- More space for pool tables, snooker tables and bridge
- Upgrade furniture, finishes
- More senior day trips

## B. Random Statistical Survey

RCC conducted a survey of Louisville residents. The results of this survey are in a separate document and were used to inform the assumptions in this analysis.

# III. NEEDS ASSESSMENT

## A. Demographic Profile and Trends

### Demographic Analysis

Understanding community demographics and needs is an important component of master planning for Louisville Recreation & Senior Center expansion. Summary demographics for Louisville are shown in **Table 1**. The population data used in this demographic profile comes from Esri Business Information Solutions, based on the 2000 and 2010 U.S. Census data.

**Table 1: Summary Demographics for Louisville – 2015**

Summary Demographics	
Population	19,662
Number of Households	8,156
Avg. Household Size	2.4
Median Age	42
Median Household Income	\$88,418

The gender distribution in 2015 is 49% male to 51% female. The median age estimated for Louisville by Esri in 2015 was 42. When broken down by race/ethnicity by the U.S. Census in 2010, the median age for the Asian population was 36.9, Caucasian population—41.9, African American population—32.8, and Hispanic population—28.9.

### Population Projections

Although future population growth cannot be predicted with certainty, it is helpful to make growth projections for planning purposes. **Table 2** contains actual population figures based on the 2000 and

2010 U.S. Census for Louisville, as well as a population estimate for 2015 and projection for 2020. The city’s annual growth rate from 2000 through 2010 was -0.44%. Esri’s projected growth rate for 2015 through 2020 is 1.23% for Louisville, compared to the projected 2015 – 2020 annual growth rate for the state of Colorado at 1.29%. As a land locked community, growth will not be experienced through annexation and subdivision expansion, but rather infill, which is limited.

**Table 2: Louisville Population Projections and Growth, 2000—2020**

US Census (2000 and 2010) and Esri Projections	
<b>2000 Population</b>	19,203
<b>2010 Population</b>	18,376
<b>2015 Estimated</b>	19,662
<b>2020 Projected</b>	20,901

Source: 2010 U.S. Census; 2015 estimates and 2020 forecast provided by Esri Business Information Solutions.

### Population Age Distribution

The population of Louisville is not expected to change dramatically; however, the age cohorts will vary slightly. Shifts in age cohorts will occur due to aging residents.

## B. Relevant Trends

### Demographic Trends Influencing Recreation Programming

#### a. Boomer Basics

Baby boomers are defined as individuals born between 1946 and 1964, as stated in “Leisure Programming for Baby Boomers.”<sup>1</sup> They are a generation that consists of nearly 76 million Americans. As baby boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. Emilyn Sheffield, Professor of Recreation and Parks Management at the California State University, at Chico, in the NPRA July 2012 *Parks and Recreation* magazine article titled “Five Trends Shaping Tomorrow Today,” indicated that Baby Boomers are driving the aging of America, with boomers and seniors over 65 composing about 39% of the nation’s population<sup>2</sup>.

#### b. The Millennial Generation

Over 80 million people between the ages of 15 and 35 now belong to the Millennial Generation, the largest of any generation group.<sup>3</sup> This group is highly diverse, with 42% of American Millennials identifying as a race or ethnicity other than “non-Hispanic white,” as opposed to the 28% of Baby Boomers that identify as Non-Caucasian<sup>4</sup>.

<sup>1</sup> Linda Cochran, Anne Roshchadl, and Jodi Rudick, “Leisure Programming For Baby Boomers,” *Human Kinetics*, 2009.

<sup>2</sup> Emilyn Sheffield, “Five Trends Shaping Tomorrow Today,” *Parks and Recreation*, July 2012, p. 16-17.

<sup>3</sup> The Colorado College State of the Rockies Project. MILLENNIALS IN THE WEST. A Survey of the Attitudes of Voters in Six Western States, 2015.

<sup>4</sup> Samantha Raphelson, “Amid the Stereotypes, Some Facts About Millennials,” National Public Radio, <http://www.npr.org/2014/11/18/354196302/amid-the-stereotypes-some-facts-about-millennials>

Growing up between the late 1980s and 1990s, Millennials were surrounded by rapidly changing technology. Eighty-one percent of Millennials now participate on social networking sites, utilizing these sites to meet new friends, find communities of similar-minded people, and support the causes that they believe in.<sup>5</sup>

Community is essential to Millennials; urban hubs are sought out for their ample place-making activities, public spaces, festivals, public art, education opportunities, and transportation options. Connectivity is extremely important to Millennials, who are using alternative modes of transportation more than any other generation. By utilizing trails to connect key places, recreation departments can help make Millennials feel more connected to their city.

## Youth

Emily Sheffield, author of the article, “Five Trends Shaping Tomorrow Today,” identified that one of the five trends shaping the future is the proportion of youth is smaller than in the past, however just as important. As of the 2010 Census, the age group under age 18 forms about a quarter of the U.S. population.

## Programming

One of the most common concerns in the recreation industry is creating innovative programming to draw participants into facilities and services. Once in, participants recognize that the benefits are endless. According to *Recreation Management’s* 2015 State of the Industry Report,<sup>6</sup> the most common programs offered by parks and recreation survey respondents include:

- Holiday events and other special events (79.6%)
- Youth sports teams (68.9%)
- Day camps and summer camps (64.2%)
- Educational programs (63.8%)
- Adult sports teams (63.4%)
- Arts and crafts (61.6%)
- Programs for active older adults (56.2%)
- Fitness programs (55%)
- Sports tournaments and races (55%)
- Sport training such as golf or tennis instruction (53.8%)

Another yearly survey by the American College of Sports Medicine indicates the top 20 fitness trends.<sup>7</sup> The survey ranks senior fitness programs eighth among most popular fitness trends for 2015. Whether it's SilverSneakers, a freestyle low-impact cardio class, or water aerobics, more and more people are realizing the many benefits of staying active throughout life. According to the National Sporting Goods Association, popular senior programming trends also include hiking, birding, and swimming.

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<sup>5</sup>The Council of Economic Advisers. 15 ECONOMIC FACTS ABOUT MILLENNIALS. Executive Office of the President of the United States. 2014.

<sup>6</sup> Emily Tipping, “2015 State of the Industry Report, Trends in Parks and Recreation,” *Recreation Management*, June 2015.

<sup>7</sup> “Survey Predicts Top 20 Fitness Trends for 2015”, American College of Sports Medicine, <http://www.acsm.org/about-acsm/media-room/news-releases/2014/10/24/survey-predicts-top-20-fitness-trends-for-2015>, accessed January 2015.

## III. MARKET CONDITIONS ANALYSIS

### Target Market and Current Use

The City of Louisville's target market for this facility renovation/expansion is residents of Louisville and employees of businesses located in Louisville.

#### Admissions

Total visits of paying users to the existing facility through admission fees in 2015 was 286,966.

- 195,420 visits using annual and monthly passes, with 91% being residents of the city and 9% non-residents.
- 71,691 visits using punch cards, resident use is a smaller percentage at 76% for *20 punch cards* and 62% for *10 punch cards*.
- 19,855 were daily admissions. Daily admission was the same for Resident and Non-Residents from 2006-2015. In January of 2016 Non-Resident daily admission fees were increased to match the increase of fees for Non-Resident punchcards.

#### Programs

Participation in programs (requires pre-registration in most cases) city-wide is 83% residents with 17% non-resident. Over 25,000 adults and youth enroll in these programs year round. Louisville currently offers a broad spectrum of programs for various ages and interests:

- Special events
- Aquatics – multiple lesson levels including adult
- Water aerobics
- Diverse senior programs
- Diverse youth programs
- Youth athletics
- Adult athletics
- Group fitness classes
- Specialized fitness classes
- Summer camp

In forecasting program revenue potential, these current programs and participation, along with the potential to grow with additional dedicated space, are considered.

### Market Conditions

Other general market conditions supporting development of additional public facilities include:

- Trends toward more active adult and multigenerational use; programs for that use are available more likely at public facilities.
- General sales tax revenues will continue providing funds to construct and operate facilities that respond to growth pressure.
- Gender, age, and income demographics in the region support the need for more and varying facilities. Consumer demand is for “state of the art” facilities.

## Comparisons with Similar Facilities in Other Communities

The project study included comparing similar facilities in the northwest Metropolitan Denver area, Boulder and northern Colorado. The purpose of this comparative analysis is to give the City a better understanding of the types of community centers that exist in the region and how they operate.

In order to get a complete picture of the options for potential components, there must be an understanding of what the regional market will bear for fees and charges, the amount of funding it takes to operate and maintain similar facilities, and the costs to staff a facility. For this comparison, other park and recreation agencies were contacted in the fall of 2015 to provide specific full year information for recreation centers that would be similar to an expanded Louisville facility; Louisville staff and comparison agencies provided and primarily utilized 2014 data. Included in **Table 3** are Broomfield, Lafayette, Erie, Golden, Longmont for comparison.

The comparison data listed is for the purpose of providing an overview of budget and operational performance of similar (and un-similar) facilities in the general area. This data is not intended to suggest a particular approach, but rather to give an indication of how diverse facilities are in their performance. **Table 3 indicates the difficulty in attempting to compare Louisville with other agencies, many of which have different operating philosophies, expectations, building components, and budget methods. Utilities may be handled in different ways, such as not showing an expense for water, and as indicated with Longmont and Louisville, other intra-departmental support services may not be reported as well.**

The community recreation centers that were studied for this analysis range in size from 48,000 square feet to 85,000 square feet. Common amenities in these centers include leisure pools, multi-purpose rooms, gymnasiums, group fitness areas, weight/cardio rooms, walk/jog tracks, climbing facilities, and childcare rooms. A few less common and unique amenities include competitive swim pool, dedicated senior areas, and racquetball.

It should be noted that both revenues and expenses are driven by a wide range of programs, building design, and general philosophy of budgeting. For example, in some cases subsidy support from other departments is not included.

Each facility was studied in regards to revenue gained from daily admissions, passes, and programming. Revenues are generally a more reliable comparable than expenditures.

Each facility was studied in regards to expenses for operating the facility (including staffing, utilities, and operations, where reported).

An analysis of the ratio of revenue to expenses illustrates that the reported subsidy of these facilities varies greatly. Care should be taken with using this information without a thorough understanding of the discrepancies in the comparability.

**Table 3: 2014 Annual Self-Reported Data from Comparable Facilities**

ITEM	Louisville	Broomfield/Derda	Lafayette	Erie	Golden	Longmont
<b>Notes of significance</b>		One of two centers				
<b>Population of Community</b>	19,662	55,889	24,453	18,135	18,867	86,270
<b>Size (Sq Ft)</b>	57,400	85,000	48,372	64,000	71,483	63,500
<b>Original Construction Date</b>	1990	2003	1990	2007	1994	2002
<b>Estimated Annual Attendance</b>	268,603	456,122	179,579	193,500	225,752	459,434
<b>REVENUES</b>						
<b>Total facility revenues</b>	\$1,860,695	\$2,072,618	\$1,826,000	\$1,935,126	\$1,734,078	\$1,792,667
<b>Rev/sqft</b>	\$32.42	\$24.38	\$37.75	\$30.24	\$24.26	\$28.23
<b>Revenue Sources from admissions</b>	\$902,507	\$2,330,647			\$494,878	
<b>Drop In/Daily Fees</b>	\$84,456	\$343,566			\$251,090	\$407,471
<b>Passes and Punch Cards</b>	\$818,051	\$1,987,081			\$243,788	\$1,194,807
<b>EXPENDITURES</b>						
<b>Total facility expenditures</b>	\$1,796,081	\$2,152,921	\$2,267,000	\$2,849,044	\$2,196,301	\$1,228,588
<b>Exp/sqft</b>	\$31.29	\$25.33	\$46.87	\$44.52	\$30.72	\$19.35
<b>Staff Costs</b>	\$1,204,560	\$1,195,000	\$1,299,385	\$2,057,892	\$2,035,000	\$948,735
<b>FT Staff Cost w benefits</b>	\$710,825	\$368,000	\$391,000	\$1,037,634	\$560,000	\$295,620
<b>PT Staff Cost w benefits</b>	\$493,735	\$827,000	\$908,385	\$1,020,258	\$1,475,000	\$653,115
<b>Total Annual Utility Expenses</b>	\$134,669	\$339,482	\$178,409	\$257,834	\$486,370	\$169,911
<b>Gas</b>	\$40,271	\$87,369		\$48,355	\$196,440	
<b>Electric</b>	\$91,598	\$213,080		\$171,767	\$200,349	
<b>Water</b>		\$35,433		\$13,746	\$21,000	
<b>Sewer</b>		WS combo		bill w/ water	W/WW combined	
<b>Phone and Internet</b>	\$2,800	\$3,600	\$6,000	\$23,966	\$68,580	
<b>Capital (not included in expense)</b>				\$87,210	\$25,000	
<b>NET REPORTED SUBSIDY</b>	\$64,614	\$(80,303)	\$(441,000)	\$(913,918)	\$(462,223)	\$564,079

*\*All expenses are not reported for each agency. For example: Longmont expenses do not include custodial and maintenance expenses. These functions are performed by separate city departments and not charged to Parks/Recreation budget. Those expenses were not provided.*

### **New Facility Development Activity**

In the process of collecting comparative data, the project team also identified new facility development activity going on in the region. The Town of Windsor recently broke ground on a major expansion of its existing center; planned completion is scheduled for September 2016. New recreation and aquatics facilities are also being considered by the cities of Commerce City, Lafayette, Longmont, Loveland and Thornton, as well as the Carbon Valley Recreation District, if funding can be secured. In all cases, the agencies involved are expecting new recreation facilities to contribute to the growth and livability of their communities.

### **Advertising**

The Recreation and Senior Services catalog is published three times per year and features all classes. The Recreation & Senior Services division engages social media, specifically Facebook. The Louisville website provides information and direct links for on line registration.

## **IV. FINANCIAL ANALYSIS**

### **A. Facility Concepts**

All pro-forma assumptions were created utilizing projected square foot allotments provided by Sink Combs Dethlefs, as a building program has, and continues to evolve. At this time, approximately 50,000 square feet are anticipated being added to the 57,400 square feet of the existing building for a total of approximately 107,400 square feet.

### **B. Assumptions**

The operational budget planning for the expansion of the Louisville Recreation/Senior Center uses a conservative approach to estimating expenses and projecting additional revenues, based on an understanding of the conceptual project, the best available market area information, and integrating with current practices. Existing revenues and expenditures are considered along with the projected operations of expanded fitness and aquatics.

While an initial budget provides a baseline, it is anticipated that revenues during the first few years of operation with an expanded facility may exceed these projections for several reasons.

- Leading up to and during the first year of operation, marketing and promotion efforts and costs will be elevated to attract an expanded population.
- Particularly in years one and two, the facility interest and therefore attendance/participation will likely be higher than in subsequent years when the “newness” of the expanded spaces declines.

All figures are estimated 2016 dollars and estimate probable costs and revenues. 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.

## Hours of Operation

The following indicates current hours of operation; these are assumed to remain the same. This schedule can be revised to accommodate various demands. However, it is important to note that facility revenues and expenditures are based on these hours shown in Table 4 below. Staffing at the pool is based on pool operating hours on Sundays.

**Table 4: Center Hours of Operations**

Days of Week	Times	Hours per week
<b>Monday – Thursday</b>	5:45am to 9:00pm	61
<b>Friday</b>	5:45am to 7:00pm	13.25
<b>Saturday</b>	7:00am to 6:00pm	11
<b>Sunday</b>	8:00am to 6:00pm	10
<b>Sunday Pool</b>	10:00am to 5:45pm	
<b>Total Hours/Week</b>		<b>95.25</b>

It is assumed that the facility will operate 351 days per year, with the facility being closed for seven holidays during the year including New Year's Day, Easter, Memorial Day, Fourth of July, Labor Day, Thanksgiving, and Christmas Day. An annual shutdown period for maintenance is also expected that typically ranges from 7-10 days.

Rentals of party/activity rooms, swimming pool, classrooms, and the entire facility may extend beyond normal hours of operation and typically include weekends and some evenings. Though specific increased rental rates are not provided for after hours, this could be reflected in the pricing structure.

## Personnel Services

Generally, personnel costs make up the single highest expense for most multi-purpose recreation facilities. For purposes of projecting costs, the range mid-point of the 2016 Pay Plan was utilized for projecting expenses in each area.

Additional salaried staff contemplated at this time includes:

- 1.00 Supervisor I Fitness Coordinator
- 1.00 Supervisor I Senior Coordinator
- 1.00 Facility Maintenance Tech I
- 1.00 Pool Maintenance Tech I
- 0.25 Facility Assistant (add.25 to existing .75 staff)
- 0.25 Accounting Tech I

Additional part-time/contractual staff is proposed in the following areas of operation:

- Maintenance/Custodians
- Fitness/Program Instructors
- Life Guards/Swim Instructors

## **Maintenance Coverage**

Routine and daily set up maintenance responsibilities will be provided by maintenance and facility staff as needed. Current staff scheduling is expected to continue but to be supplemented with additional full-time staff and part-time hours.

## **Supplies**

In this study, supplies relate to ongoing operations in the areas of program, operating, office, computer supplies, postage, tools, books, staff uniforms, janitorial, tools, equipment parts, identification card supplies, resale merchandise, concession supplies, and miscellaneous items. It is anticipated that this figure will increase over time due to inflation. Note: All start up supply expenses associated with the facility expansion start up are assumed to be funded from the Owner Items account or FFE in the construction budget. Supplies expenses typically approximate 10% of the overall operational budget.

## **Services**

With the uncertainty of utility costs such as natural gas and electricity prices, service expenses can consume a significant portion of many operation budgets. The estimated utility costs for the volume of space within the facility accounts for a high percentage of the services budget; numbers can be verified with final design. For this analysis utilities are estimated to be \$3.25 per square foot, per year for non-aquatic space and \$5.25 per square foot for aquatic spaces.

Other typical services include contracted instructional services, marketing and advertising, printing and publishing, travel and training, subscriptions and memberships, telephone, bank charges and administrative fees, miscellaneous service charges (permits, licenses, taxes, fees), building and equipment maintenance (contractual or rental services), other contracted services (security and fire systems, elevator, trash pick-up, etc.), property and liability insurance, building maintenance, and repair. Overall services expenses typically approximate 30% of the overall operational budget.

Expenditure estimates are based on the type and size of the activity and support spaces planned for expansion in the facility and anticipated hours of operation. When possible and wherever available, calculations are based on actual best practice or methodology. Comparison data from similar facilities in the region was also analyzed to prepare estimates.

## **Capital Renovation Allocation**

A limited capital renovation allocation of 5% for building improvements, machinery, and equipment has been included in order to keep the facility up-to-date and to provide state-of-the-art equipment. It is not anticipated that this allocation will be needed for the expansion in the first several years of operation, but that the allocation will accumulate over time and be carried forward for future use.

- Building and Improvements should be budgeted at 3% of operating budget.
- Machinery and Equipment should be budgeted at 2% of operating budget.

A request was made at the Task Force Meeting of April 27<sup>th</sup> to consider as an option, calculating Capital Renovation based on the capital cost of construction and life cycle costing. This cannot be done at this time, but can be considered.

## Admissions Revenue

Revenue forecasts include current estimates of anticipated drop-in fees, punch card and pass sales, and rentals, around anticipated scheduled programming related to fitness and aquatics. This takes into consideration program and facility components as well as multiple admissions and age discounts options. The revenue categories for the expansion include:

- Daily admissions, punch cards, and passes
- Aquatics lessons and programs
- Fitness/wellness/aerobic programs
- Rental opportunities

Revenue forecasts are based on existing and proposed space components included in the facility, anticipated demographics of the local service area, and comparisons to other facilities in surrounding communities that may or may not be similar. Actual figures will vary based on the final design and allocation of facility spaces, the market at the time of opening, adopted facility operating philosophy, the aggressiveness of fees and use policies implemented, and the type of marketing effort undertaken to attract potential users to the facility. **Initial revenue goals may be exceeded but will require an ongoing effective marketing approach in order to meet annual goals. Some leveling off is common.**

## Proposed Fees

The proposed fee structure, as suggested below reflects preliminary figures that correspond to the operational budget and cost recovery goals for the center.

In this pro-forma daily, punch card (10 and 20 punch), and monthly fees include admission to the facility for cardio/fitness, stretching and weight use, and lap or open swim in the lap and leisure pool.

**Table 5** below lists current fees compared to fees to be considered. If the below fees were to be implemented at current admission quantity, a 16% increase in current revenue could be realized; this is in addition to additional admission revenue.

**Table 5: Current Fee Schedule and New Fee for Consideration**

Pass Type	Current Resident	Current Non-resident	New Fee Consideration Resident	New Fee Consideration Non-resident
<b>DAILY</b>				
Youth	\$4.00	\$6.00	\$4.50	\$6.75
Adult	\$6.00	\$8.00	\$6.50	\$8.75
Senior	\$4.00	\$6.00	\$4.50	\$6.75
Group (youth)	\$2.50	\$5.00	\$4.00	\$6.00
Group (adult)	\$4.50	\$7.00	\$6.00	\$8.00
<b>10 PUNCH</b>				
Youth	\$25	\$50	\$28	\$56
Adult	\$45	\$70	\$48	\$80
Senior	\$25	\$50	\$28	\$56
<b>20 PUNCH</b>				
Youth	\$50	\$100	\$53	\$106
Adult	\$90	\$140	\$93	\$150
Senior	\$50	\$100	\$53	\$106
<b>MONTHLY</b>				
Youth	\$19	\$24	\$22	\$33
Adult	\$35	\$40	\$38	\$50
Senior	\$19	\$24	\$22	\$33
Couple	\$55	\$60	\$58	\$70
Senior Couple	n/a	n/a	\$40	\$60
Family	\$59	\$64	\$65	\$75
<b>ANNUAL</b>				
Youth	\$228	\$288	\$264	\$396
Adult	\$420	\$480	\$456	\$600
Senior	\$228	\$288	\$264	\$396
Couple	\$648	\$720	\$696	\$840
Family	\$708	\$768	\$780	\$900

**Fitness**

Within the fitness area, the square feet dedicated to fitness programming will double. Fitness programming will be provided on an ongoing basis, similar to current programs, but with more dedicated as well as multi-use space. This estimate is based on review of revenue at comparable size facilities in the area and current revenue generated.

Currently FitZone classes are included with general facility admission and include a paid instructor (vs lap swimming, which does not require an instructor). A budget transfer is made to cover costs, but does not give the ability to track net revenue. This was approximately \$75,000 in 2015, with an additional \$29,221 generated in specialty classes. Additional FitZone classes and specialized (contractual) classes are estimated at 53% net revenue increase. When classes are not in use for groups, it will be important to keep fitness rooms occupied and thus generating revenue. One option is to consider a drop in

independent use of classroom space, such as Fitness on Demand. This is shown as an option with conservative use.

### **Aquatics**

With an expanded aquatics and fitness venue, the Louisville Recreation/Senior Center will have the ability to offer additional aquatics programming (i.e. swim lessons, aquatic exercise) on a year-round basis. This estimate is based on review of revenue at comparable size facilities in the area and current revenue generated.

Conservative estimates were used for additional programming in terms of numbers of participants. Additional classes should be concentrated in areas (level and time of year) where classes do tend to fill more quickly and are estimated for 21 weeks. An estimated net revenue increase is shown, primarily in the group Learn to Swim classes and the potential “specialty” classes generated by the type of water bodies being added to the program. These include such things as Watsu Massage, Toning, Water Arthritis, and Core Strengthening for Seniors. Water equipment, such as treadmills and bikes are also an option for additional program/drop in revenue. Another consideration is moving all lessons indoors such that cancellations due to weather are eliminated. Memory Square Pool could then offer additional lap swimming time and open play.

Lifeguard costs are shown as an addition to current operations. It is assumed that with the new natatorium the leisure pool / slide will be open from 12 noon on weekdays and Saturdays, allowing for lessons and classes to occur throughout the pools in the mornings.

### **Cost Recovery**

The 2015 cost recovery for the Louisville Recreation & Senior Center was 72%, including the funding in the Public Works budget supporting center operations and an estimate capital costs provided by staff. Cost recovery on the expansion alone is projected at 41%, with overall cost recovery for the expanded facility (current operations and expansion) at 70%. This is a conservative estimate and has served as the basis for facility pricing. A continual goal should be to sustain cost recovery through a focused staff effort, resulting in high quality facility management, customer service, and marketing. Cost Recovery is further discussed under the Financial Analysis.

### **Rentals**

Market analysis for room rental/social event venue indicates an opportunity to generate additional revenue in this area. These proposed fees do not take into account peak and non-peak times, but should certainly be considered, especially for after-hours rentals. If the below fees were to be implemented at current reservation quantity, a 26% increase in current revenue could be realized. A recommended rental rate fee increase is noted below in Table 6.

**Table 6: Recommended Room Rental Rates**

Venue	Current Resident	Current Non-resident	Recommended Resident	Recommended Non-resident
<b>Large room (50-75 Banquet)</b>	\$35.00	\$45.00	\$45.00	\$55.00
<b>Small room (25-30 classroom)</b>	\$25.00	\$35.00	\$30.00	\$40.00
<b>Combined (150-200 banquet)</b>	\$70.00	\$90.00	\$80.00	\$100.00
<b>Kitchen</b>	\$15.00	\$20.00	\$50.00	\$60.00

**Birthday Parties**

Market analysis for the birthday party venue indicates an opportunity to generate additional revenue in this area by providing a host. This suggested pricing includes room setup/cleanup and a host in the room. It does not include provision of cake, party supplies or supervision outside of the party room, and given parental concern with nutrition and allergy related food substances, this may be an area worth avoiding. If the below fees were to be implemented at current reservation quantity, a 31% increase in current revenue could be realized. A recommended rental rate fee increase is noted below in **Table 7** below.

**Table 7: Recommended Party Package and Room Rental Rates**

Venue	Current Resident	Current Non-resident	Recommended Resident	Recommended Non-resident
<b>Group (up to 10 children; add on pricing for additional)</b>	\$60.00	\$80.00	\$80.00	\$100.00

**Vending**

Vending operations are expected to continue to be handled through contracted services and therefore only include a net revenue figure. Vending is shown in existing operations only.

**Advertisement and Sponsorship Revenue**

Revenues from advertisement and sponsorships **are not** included in the pro-forma but should be considered as an opportunity to increase revenues. Any advertising or sponsorship opportunities must be scrutinized to assure they meet the mission of the Recreation & Senior Services Division.

## C. Operational Budget and Pro-forma

### Admissions (see Admissions page)

- Hours of operation match current hours.
- Fee structure matches current structure. However, offering monthly debit for monthly pass equates to an annual pass. This pricing structure should be considered as an annual pass option.
- An increase in total annual visits of 42,600, from 286,966 to 329,566 (15%), is projected due to the expansion as shown on the Admissions tab of the Excel spreadsheet.
- Proposed increased admission fees as noted above are recommended for consideration and are included at current admissions quantity in the Full Budget Analysis along with projections for additional revenue (see chart below).

### Aquatics (see Aquatics – programming and Aquatics – Lifeguards pages)

- Aquatic programs offer the most opportunity for specialty programs in warmer water and in leisure admissions. It is estimated that the leisure pool may not be open the entire time that the pool is open, allowing for swim and water related lessons outside of leisure swimming.
- Additional swim lessons offer the most potential during the busiest seasons and are thus calculated at 21 weeks of lessons.
- Aquatic/Swim Lesson Instructors are calculated at \$11.50 per hour; private lessons at \$18 per hour.
- Lifeguards are proposed in addition to current staffing.
- Lifeguard salaries are calculated at \$11.50 per hour.
- Lifeguard /pool access is calculated at 50 weeks per year to allow for holidays and maintenance.

### Fitness (see Fitness page)

- With more dedicated fitness space, opportunities exist for not only drop in fitness (FitZone), but for specialty (contractual) fitness classes. Other opportunities exist for such programs as Fitness on Demand.
- Fit Zone is calculated at 50 weeks/year.
- Fitness instructor rates are calculated at \$21/hour.
- Fitness contracts are calculated at 30% gross revenue retained (70% to instructor).

### Programs

Additional program revenue for seniors, youth and adults may be realized but was not included in this expansion scenario.

### Rentals (including birthday party packages)

Proposed increases in rental and party rates are recommended for consideration and are included at current reservation quantity in the Full Budget Analysis along with projections for additional revenue.

## Budget Overview

An overview of expenditures, revenues, and cost recovery for the existing center and proposed expansion can be found on the Line Item Detail, Pro-forma and Full Budget Analysis pages. The Full Budget Analysis is provided below in **Table 8**, and summarized as:

2015 Cost Recovery	72%
Expansion Cost Recovery	41%
Combined Cost Recovery	70%
Combined Revenue	\$2,389,990
Combined Expenses	\$3,418,484
Combined Subsidy	\$1,028,495

**Table 8: Full Budget Analysis**

Revenues	Current	Revenue from Fee Increases*	Expansion	Total
720 - Rec Admin				
721 - Cen Mgmt (Admissions)	\$ 1,032,582	\$ 170,280	\$ 143,575	\$ 1,346,437
722 - Aquatics	\$ 143,510		\$ 86,680	\$ 230,190
723 - Fit (GroupX)	\$ 108,233		\$ 100,625	\$ 208,858
724 - Youth	\$ 212,587			\$ 212,587
725 - MemSquare	\$ 36,939			\$ 36,939
726- Youth Sports	\$ 134,594			\$ 134,594
727 - Adult Sports	\$ 47,644			\$ 47,644
728 - Senior Services	\$ 82,043			\$ 82,043
731 - Senior Meal	\$ 48,000			\$ 48,000
732 - Nite @ Rec	\$ 42,698			\$ 42,698
<b>Total</b>	<b>\$ 1,888,830</b>	<b>\$ 170,280</b>	<b>\$ 330,880</b>	<b>\$ 2,389,990</b>
Expenses	\$ 2,062,307			\$ 2,062,307
Personnel			\$ 443,935	\$ 443,935
Supplies			\$ 39,500	\$ 39,500
Services			\$ 281,780	\$ 281,780
PW Maint	\$ 427,702		\$ -	\$ 427,702
Rec/Sen Cen CIP	\$ 125,000		\$ 38,261	\$ 163,261
<b>Total</b>	<b>\$ 2,615,009</b>		<b>\$ 803,475</b>	<b>\$ 3,418,484</b>
<b>Cost Recovery</b>	<b>72%</b>		<b>41%</b>	<b>70%</b>
<b>Total Surplus/Deficit</b>	<b>\$ (726,179)</b>	<b>\$ 170,280</b>	<b>\$ (472,595)</b>	<b>\$ (1,028,495)</b>

\* Includes revenue increase of 16% in admissions, 26% in rentals and 31% in parties at current level of use but with increased fee applied.

## D. Projected Five Year Pro-forma

A projected Five Year Pro-forma is provided using an estimated annual expenditure increase of 3% and incremental fee adjustments, as indicated in **Table 9** below.

**Table 9: Projected Five Year Pro-forma**

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>REVENUES</b>	<b>Combined</b>				
<b>TOTAL REVENUE</b>	\$ 2,389,990	\$ 2,461,689	\$ 2,535,540	\$ 2,611,606	\$ 2,689,954
<b>EXPENSES</b>					
<b>TOTAL EXPENSES</b>	\$ 3,418,484	\$ 3,521,039	\$ 3,626,670	\$ 3,735,470	\$ 3,847,534
<b>NET</b>	<b>-\$1,028,495</b>	<b>-\$1,059,350</b>	<b>-\$1,091,130</b>	<b>-\$1,123,864</b>	<b>-\$1,157,580</b>
<b>COST RECOVERY</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>

## E. Financial Analysis and Potential Funding Sources

Operations are typically offset by fees and charges, but generally include some level of subsidy from the agency's general fund. In order to assist with predicting a level of subsidy, GreenPlay traditionally recommends a cost recovery model. This information is summarized here with further details provided in **Appendix B**.

Conceptually, the Pyramid Methodology creates an overall philosophy and approach for resource allocation, program pricing, and cost recovery evaluation. Programs are evaluated based on their overall benefit to the individual or community, and priced for subsidy or cost recovery appropriately, as shown.

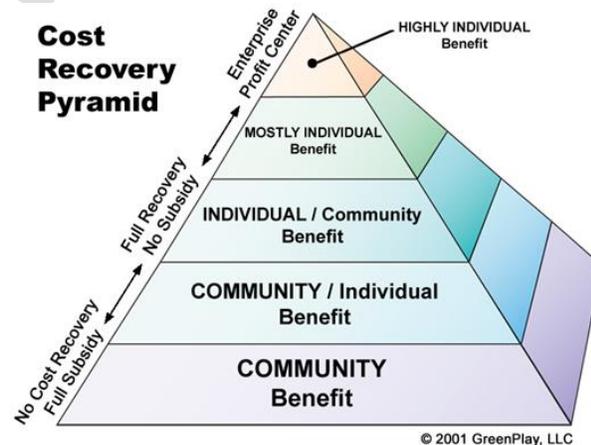
Other sources that help offset subsidies include:

### Grants

- Conservation Trust Fund
- Great Outdoors Colorado (GOCO)
- Land and Water Conservation Fund
- Private Foundations

### Partnerships

- It is recommended that the City establish a formal Partnership Policy- GreenPlay can provide a sample template for this purpose.
- Opportunities for: Hospitals; Fitness and Health providers; Joint public/Non-profit facilities; Private Sector (drink/food providers, clothing providers, exercise equipment providers)



## **Sponsorships**

- It is recommended that the City establish a formal Sponsorship Policy; GreenPlay can provide a sample template for this purpose.
- Facility Sponsorship Program and Policy – Cash and In-kind
- Program Sponsorship Guidelines and Benefits
- Naming Rights and/or Amenity labeling
- Corporate and/or Local Support, Alliances

## **Donor/Gifting/Volunteer Programs**

- Cash: Foundation, Gifts, Charitable Trusts, Endowments
- In-Kind: Volunteers, Facility Amenities
- **Foundations** – Can help with securing, managing, and attracting alternative funding.
- **Lease Purchase** – Reduces initial investment by leasing all or a portion of equipment with the option to purchase after a set investment period.
- **Management Agreements** – Private vendors may manage all or part of a facility or program, in return paying rent or sharing revenues (see Partnerships).

## Louisville Recreation & Senior Center Expansion

Estimated expenses and projected revenues are based on a basic understanding of the conceptual project and the best information available regarding the market area and proposed practices of the District. There is no guarantee that the estimates and projections will be met as there are many variables that cannot be accurately determined during this conceptual planning stage, and/or are subject to change during the actual design and implementation process. The estimated number of participants is based on current program offerings or similar venues and does not guarantee the availability of participants to meet projected revenues.

Assumptions: 7 Day/Wk Operations						
		Spaces: Support Spaces, Gym, Weight, Fitness, FitZoneStudio, Leisure Pool, Wet Classrooms - Party Room				
Schedule	Hours			Personnel:	Full Facility Target:	
Facility Hours - M-R: 5:45a-9p	61.0				60%	
Facility Hours - FR: 5:45a-7p	13.25					
Facility Hours - SAT: 7a-6p	11			Supplies:	10%	
Facility Hours - SUN: 8a-6p	10			Services:	30%	
<b>Total</b>	<b>95.25</b>			Capital:	5%	
<b>Total</b>						
Notes	Estimate	Notes or Questions to be answered				
<b>Facility Size</b>				current 57,400 expansion 50,000	Estimated gross square footages	
<b>Personnel Services</b>						
Full-time salaries				\$200,044		
Part-time salaries				\$168,135		
Benefits				\$75,756		
<b>Subtotal Personnel Services</b>				<b>\$443,935</b>		Target 60% overall
Notes	Formula	Low Estimate	Estimate	Notes or Questions to be answered		
<b>Materials and Supplies</b>						
Office/Uniforms				\$10,500		
Aquatics -Recreation Program Supplies/Chemicals				\$29,000		
Building Maintenance Supplies				\$0		
Custodial Supplies				\$0		
<b>Subtotal Operational</b>				<b>\$39,500</b>		Target 10% overall
Notes	Formula	Low Estimate	Estimate	Notes or Questions to be answered		
<b>Services</b>						
Contracted Services (bank card, Maintenance, Custodial services)				\$10,000		
Rec General Expenses (advertising, telephone, equipment rental)				\$3,500		
Rec Facility Maintenance (trash, building and ground maintenance)				\$1,500		
Rec Equipment Maintenance (computer-office op & maint)				\$37,000		
Utilities - gas & electric water & sewer	\$3.25/sqft per year for non-aquatics space, plus \$5.25/sqft for aquatics space			\$223,280		30,390 Aquatics sqft 19,610 Non-aquatics (fitness and other) 50,000 Total expansion
Property and Liability Insurance	estimate is based on actual cost/yr. of a typical Recreation Center/sqft = \$.13/sqft			\$6,500		
<b>Subtotal Services</b>				<b>\$281,780</b>		Target 30% overall
Notes	Formula	Low Estimate	Estimate	Notes or Questions to be answered		
<b>Capital</b>	5% total					
Buildings & Improvements				\$22,956		3% infrastructure
Machinery & Equipment				\$15,304		2% equipment replacement
<b>Subtotal Capital</b>				<b>\$38,261</b>		
<b>GRAND TOTAL EXPENDITURES</b>				<b>\$803,475</b>		
<b>Revenues:</b>						
Formula	Formula	Formula	Low Estimate	Estimate	Notes or Questions to be answered	
<b>Admission</b>						
Monthly Pass/Punch Card Revenue				65%	\$92,755	See Admissions Tab for Details
Daily Drop In Revenue				35%	\$50,820	See Admissions Tab for Details
<b>Sub Total - Admissions</b>					<b>\$143,575</b>	
Formula	Formula	Formula	Low Estimate	Estimate	Notes or Questions to be answered	
<b>Programs/Operations</b>						
Additional Fitness				\$100,625		See Fitness Rev/Exp Tab for Details
Additional Aquatics Lessons/Program				\$86,680		See Aquatics Rev/Exp Tab for Details
Facility Rentals (includes parties)				\$0		Fee increase will generate more; not included
<b>GRAND TOTAL REVENUE</b>				<b>\$330,880</b>		
Surplus/(Deficit)				High Estimate	(\$472,595)	
<b>GRAND TOTAL SURPLUS/(DEFICIT)</b>					<b>(\$472,595)</b>	
<b>facility tax subsidy amount</b>						
<b>PROJECTED COST RECOVERY</b>					41%	
<b>total collected through fees, charges &amp; alt. funds</b>						

**Louisville Recreation & Senior Center Expansion**

**Line Item Expenses**

POSITION	FTE's	AVERAGE PAY RATE	Salary
<b>PERSONNEL -- FULL TIME RECREATION</b>			
Supervisor 1 - Fitness	1	\$52,083.00	\$52,083.00
Supervisor 1 - Seniors	1	\$52,083.00	\$52,083.00
Tech 1 - Facility Maintenance	1	\$38,043.29	\$38,043.29
Tech 1 - Pool Maintenance	1	\$38,043.29	\$38,043.29
Facility Assistant (.25)	0.25	\$39,582.40	\$9,895.60
Tech 1 - Accounting (.25)	0.25	\$39,582.40	\$9,895.60
<b>TOTAL - Recreation</b>	<b>4.5</b>	<b>\$259,417</b>	<b>\$200,044</b>
<b>Non-Benefited / Non-Permanent PERSONNEL -- PART TIME</b>			
	Hrs Week	AVE/Hr Wage	Est. Annual (Budget Exp)
Custodial	25	\$15.00	\$19,125.00
Maintenance	15	\$15.00	\$11,475.00
Aquatics Lifeguards		\$11.50	\$95,162.50
Swim Instructors		\$10.50	\$7,372.00
Fitness Instructors		\$21.00	\$10,500.00
Contractual Fitness (70%)			\$133,135
<b>SUBTOTAL</b>			<b>\$35,000.00</b>
<b>TOTAL</b>			<b>\$168,135</b>

Currently contracted - discussion

See Aquatics - Lifeguards

See Aquatics Rev-Exp

See Fitness Rev-Exp

FULL TIME	Information/Notes	(Budget)
Benefits	Estimated at 30%	\$60,013
FICA/Medicare		
Workmen's Compensation		
Health Insurance - FT/Perm employee		
Education		
Aquatics Staff Orientation/Train		
Longevity		
Attendance		
Background checks		\$0
<b>FT TOTAL</b>		<b>\$60,013</b>
<b>PART TIME</b>		
Benefits	Estimated at 10.75% of PT hourly (not contractual)	\$ 14,312
FICA/Medicare	7.65%	
Workmen's Compensation	2.95%	
Background checks	0.02%	\$1,431
<b>PT TOTAL</b>		<b>\$15,743</b>
<b>TOTAL</b>		<b>\$75,756</b>

Supplies	Information/Notes	(Budget)
Postage	Flyers, promotions, mailings	\$3,000
Printing	Program Guides, Flyers, Special Events	\$3,000
Office Supplies	Printer ribbons, pads, pencils, pens, paper, etc.	\$2,500
Dues and Memberships		
Uniforms	Staff	\$2,000
Chemicals	Pool Chemicals	\$15,000
Aquatics Supplies	Birthday Party, Safety, Program, Lifeguard training, CPR	\$10,000
Recreation Supplies	Fit balls, fitness equipment, mats, weight room supplies (assume equipment in FFE)	\$4,000
Building Maintenance Supplies	Hardware, plumbing, carpentry, drywall, fasteners, pest control, etc.	\$0
Custodial Supplies	Cleaning solutions, cleaning equipment, paper products, liners, etc. (assume equipment in FFE)	\$0
<b>TOTAL SUPPLIES</b>		<b>\$39,500</b>

Services	Information/Notes	(Budget)
Credit Card Fees	Percent of each sale by credit card	\$5,000
Maintenance Contracted Services	HVAC, major maintenance problems	\$5,000
<b>Sub Total</b>		<b>\$10,000</b>
Telephone	phones, cellphones, etc	\$1,000
Equipment Rental		\$2,500
<b>Sub Total</b>		<b>\$3,500</b>
Gas and Electric	See Proforma Page 1	\$0
Heat	See Proforma Page 1	\$0
Water/Sewer	See Proforma Page 1	\$0
Trash Removal	Trash, recycling dumpsters -- \$160/month average	\$0 existing
Security	Monitoring Services	\$1,500
<b>Sub Total</b>		<b>\$1,500</b>
Computer Oper/Main Registration Software	Repair, Upgrades, Support	\$35,000 \$10K per FTE
Minor Equipment Repair	Repair of office equipment	\$2,000
Capital Replacement Fund	Money set aside for future renovations and replacements - See Proforma Page 1	\$0 see page 1
<b>Sub Total</b>		<b>\$37,000</b>
<b>TOTAL SERVICES</b>		<b>\$52,000</b>

**Louisville Recreation & Senior Center Expansion**

**Additional Admissions Revenue**

	PROPOSED FEE	PASSES PER WEEK	PASSES PER MONTH	PASSES PER YEAR	AVG WEEKLY USE	ANNUAL VISITS PER YEAR	TOTAL GROSS
<b>RESIDENT (68%)</b>							
<b>Daily</b>							
Toddlers				1200		1,200	\$ 5,400.00
Youth	\$ 4.50	25				2,400	\$ 15,600.00
Adults	\$ 6.50	50				1,200	\$ 5,400.00
Seniors	\$ 4.50	25					
Family (2A, 3C)							
Group Youth	\$ 4.00			0			
Group Adult	\$ 6.00			0			
Subtotal				4800		4,800	\$ 26,400.00
<b>10 Punch</b>							
Toddlers							
Youth	\$ 28.00		10	110	2	960	\$ 280.00
Adults	\$ 48.00		20	220	3	2,880	\$ 960.00
Seniors	\$ 28.00		10	110	1	480	\$ 280.00
Family (2A, 3C)							
Subtotal						4,320	\$ 1,520.00
<b>20 Punch</b>							
Youth	\$ 53.00		10	110	2	960	\$ 530.00
Adults	\$ 93.00		20	220	3	2,880	\$ 1,860.00
Seniors	\$ 53.00		10	110	1	480	\$ 530.00
Family (2A, 3C)							
Subtotal						4,320	\$ 2,920.00
<b>Monthly</b>							
Toddlers							
Youth	\$ 22.00		20	220	2	60	\$ 5,280.00
Adults	\$ 38.00		30	330	3	90	\$ 13,680.00
Seniors	\$ 22.00		20	220	2	60	\$ 5,280.00
Couple	\$ 58.00		20	220	2	60	\$ 13,920.00
Senior Couple	\$ 40.00		20	220	2	60	\$ 9,600.00
Family (2A, 3C)	\$ 65.00		25	275	1	30	\$ 19,500.00
Subtotal						360	\$ 67,260.00
<b>RES TOTALS</b>						13,800	\$ 98,100.00
<b>NON RESIDENT (32%)</b>							
<b>Daily</b>							
Toddlers				720		720	\$ 4,860.00
Youth	\$ 6.75	15				1,680	\$ 14,700.00
Adults	\$ 8.75	35				720	\$ 4,860.00
Seniors	\$ 6.75	15					
Family (2A, 3C)							
Group Youth	\$ 6.00			0		-	\$ -
Group Adult	\$ 8.00			0		-	\$ -
Subtotal						3,120	\$ 24,420.00
<b>10 Punch</b>							
Toddlers							
Youth	\$ 56.00		15	165	2	1,440	\$ 840.00
Adults	\$ 80.00		40	440	2	3,840	\$ 3,200.00
Seniors	\$ 56.00		15	165	1	720	\$ 840.00
Family (2A, 3C)							
Subtotal						6,000	\$ 4,880.00
<b>20 Punch</b>							
Toddlers							
Youth	\$ 106.00		15	165	2	1,440	\$ 1,590.00
Adults	\$ 150.00		40	440	2	3,840	\$ 6,000.00
Seniors	\$ 106.00		15	165	1	720	\$ 1,590.00
Family (2A, 3C)							
Subtotal						6,000	\$ 9,180.00
<b>Monthly</b>							
Toddlers							
Youth	\$ 33.00		20	220	2	1,920	\$ 660.00
Adults	\$ 50.00		45	495	3	6,480	\$ 2,250.00
Seniors	\$ 33.00		20	220	2	1,920	\$ 660.00
Couple	\$ 70.00		20	220	2	1,920	\$ 1,400.00
Senior couple	\$ 60.00		15	165	1	720	\$ 900.00
Family (2A, 3C)	\$ 75.00		15	165	1	720	\$ 1,125.00
Subtotal						13,680	\$ 6,995.00
<b>NON RES TOTALS</b>						28,800	\$ 45,475.00
<b>TOTALS</b>						42,600	\$ 143,575.00
<b>Notes:</b>	Revenues are allocated at 48 weeks.				Avg Daily Visits	126.79	

**Comparisons**

	BROOMFIELD 85,000SF		LAFAYETTE 48,372SF		ERIE 64,000SF		GOLDEN 71,483SF		LONGMONT 63,500SF	
	R	NR	R	NR	R	NR	R	NR	R	NR
<b>Daily</b>										
Youth	\$ 3.25	\$ 6.00	\$ 3.00	\$ 3.50	\$ 2.25	\$ 2.75	\$ 2.75	\$ 3.75	\$ 4.75	\$ 5.00
Adults	\$ 4.75	\$ 7.50	\$ 5.00	\$ 4.50	\$ 5.50	\$ 4.50	\$ 5.00	\$ 6.25	\$ 6.25	\$ 5.00
Seniors	\$ 3.75	\$ 6.00	\$ 3.25	\$ 2.70	\$ 3.40	\$ 3.50	\$ 4.00	\$ 5.00	\$ 5.00	\$ 5.00
<b>10 Punch</b>										
Youth	\$ 29.00	\$ 54.00			\$ 39.00	\$ 49.00				
Adults	\$ 43.00	\$ 68.00								
Seniors	\$ 34.00	\$ 54.00								
<b>20 Punch</b>										
Youth	\$ 55.00	\$ 102.00	\$ 56.00			\$ 36.00	\$ 40.00	\$ 75.00	\$ 93.75	
Adults	\$ 81.00	\$ 128.00	\$ 80.00			\$ 63.00	\$ 70.00			
Seniors	\$ 64.00	\$ 102.00	\$ 52.00			\$ 90.00	\$ 100.00			
Family (2A, 3C)						\$ 68.00	\$ 75.00			
<b>Monthly</b>										
Youth	\$ 17.00	\$ 32.00	\$ 34.00				\$ 20.00	\$ 25.00		
Adults	\$ 31.00	\$ 49.00	\$ 19.00				\$ 36.00	\$ 45.00		
Seniors	\$ 20.00	\$ 32.00	\$ 43.00				\$ 20.00	\$ 25.00		
Couple	\$ 54.00	\$ 85.00	\$ 28.00				\$ 59.00	\$ 73.75		
Senior Couple	\$ 33.00	\$ 53.00	\$ 60.00				\$ 67.00	\$ 83.75		
Family										
<b>Annual</b>										
Youth			\$ 185.00	\$ 229.00						
Adults			\$ 365.00	\$ 455.00						
Seniors			\$ 219.00	\$ 275.00						
Family			\$ 719.00	\$ 899.00						

Calculations: Resident 68%  
Avg. Sales Non-resident 32%

**Louisville Recreation & Senior Center Expansion**

**Additional Fitness Revenue  
Part Time Salaries**

	<u>QTY/WK</u>			<u>HOURS PER</u>	<u>HOURS PER</u>		<u>HOURS PER</u>	<u>PARTICIPANTS</u>		<u>INSTRUCTOR</u>	
	<u>(AVG)</u>	<u>RATE (AVG)</u>	<u># STUDENTS</u>	<u>CLASS</u>	<u>WEEK</u>	<u>WEEKS</u>	<u>YEAR</u>	<u>/YR</u>	<u>TOTAL GROSS</u>	<u>COSTS</u>	<u>NET REVENUE</u>
FitZone											
Group	10	\$ 4.50	15	1	10	50	500	7,500	\$ 33,750.00	\$ 10,500.00	\$ 23,250.00
Speciality	10	\$ 10.00	10	1.5	15	50	750	5,000	\$ 50,000.00		\$ 15,000.00
FOD		\$ 4.50	75						\$ 16,875.00	\$ -	\$ 16,875.00
<b>TOTALS</b>	20				25		1,250	<b>12,500</b>	<b>\$ 100,625.00</b>	<b>\$ 10,500.00</b>	<b>\$ 55,125.00</b>
<b>Notes:</b>	Costs may be lower/higher through reduced/increased hours, number of programs offered or hourly wages. Equipment is drop in rate; FitZone group rate estimated at minimal drop in. Speciality classes are based on sessions and length of class - contractual 70/30 split (see Line Item Detail PT salaries); instructor rates are allocated at \$21/hr.										

## Louisville Recreation & Senior Center Expansion

### Additional Aquatics Revenue/Expense Part Time Salaries

	<u>QTY</u>	<u>AVG RATE</u>	<u>INSTRUCTOR</u>				<u>TOTAL GROSS</u>	<u>INSTRUCTOR</u>	
			<u># STUDENTS</u> <u>PER CLASS</u>	<u>HOURS/SESSI</u> <u>ON</u>	<u>HOURS PER</u> <u>YEAR</u>	<u>PARTICIPANTS</u> <u>/YR (AVG)</u>		<u>COSTS</u>	<u>NET REVENUE</u>
<b>Lessons (2 week sessions @ 21 weeks = approx 10 sessions)</b>									
Per session - 5 levels, 2 classes									
per level	10	\$ 45.00	8	40	400	800	\$ 36,000.00	\$ 4,600.00	\$ 31,400.00
Classes/session for each group	4								
Total classes per session	40								
Sessions per year	10								
Group lessons per year	100								
Classes per year	400								
<b>Private (2 week sessions @ 21 weeks = approx 10 sessions)</b>									
Lessons	5	\$ 20.00	1	1	50	50	\$ 1,000.00	\$ 900.00	\$ 100.00
Sessions per year	10								
<b>Speciality (2 week sessions @ 48 weeks = approx 24 sessions)</b>									
Speciality	2	\$ 60.00	6	1	48	288	\$ 17,280.00	\$ 864.00	\$ 16,416.00
Sessions per year	24								
Lessons per year	48								
<b>Water Exercise (2 week sessions @ 48 weeks = approx 24 sessions)</b>									
				<b>PER YEAR</b>					
By Type	2	\$ 45.00	15	1	48	720	\$ 32,400.00	\$ 1,008.00	\$ 31,392.00
Sessions per year	24								
Lessons per year	48								
<b>TOTALS:</b>						<b>1858</b>	<b>\$ 86,680.00</b>	<b>\$ 7,372.00</b>	<b>\$ 79,308.00</b>
<b>Notes:</b>	Costs may be lower/higher through reduced/increased hours, number of programs offered or hourly wages. New lessons calculated at 21 weeks allows down time for maintenance and off weeks for breaks; focus on busy lesson times. Instructor rates (group lessons) are allocated at \$11.50/hr, avg 1 instructors per class. Private lessons at \$18/hr. Water exercise calculated at 42 weeks, instructor rates are allocated at \$21/hr.								

**Louisville Recreation & Senior Center Expansion**

**Additional Aquatics - Estimated Life Guard Hours**

	<u>HOURS</u>	<u>RATE</u>	<u>EMP</u>	<u>WEEKS</u>	<u>TOTAL</u>	<u>TOTAL MAN HOURS</u>
<b>Saturday</b>						
7:45:00 AM 12:00:00 AM	4.25	\$ 11.50	1	50	\$ 2,443.75	212.5
12:00:00 AM 3:00:00 PM	3.00	\$ 11.50	3	50	\$ 5,175.00	450
3:00:00 PM 5:30:00 PM	2.50	\$ 11.50	2	50	\$ 2,875.00	250
<b>Sunday</b>						
9:45:00 PM 12:00:00 PM	2.25	\$ 11.50	2	50	\$ 2,587.50	225
12:00:00 PM 5:30:00 PM	5.50	\$ 11.50	3	50	\$ 9,487.50	825
<b>Monday</b>						
5:45:00 AM 12:00:00 PM	6.25	\$ 11.50	1	50	\$ 3,593.75	312.5
12:00:00 PM 5:00:00 PM	5.00	\$ 11.50	2	50	\$ 5,750.00	500
5:00:00 PM 8:30:00 PM	3.50	\$ 11.50	3	50	\$ 6,037.50	525
<b>Tuesday</b>						
5:45:00 AM 12:00:00 PM	6.25	\$ 11.50	1	50	\$ 3,593.75	312.5
12:00:00 PM 5:00:00 PM	5.00	\$ 11.50	2	50	\$ 5,750.00	500
5:00:00 PM 8:30:00 PM	3.50	\$ 11.50	3	50	\$ 6,037.50	525
<b>Wednesday</b>						
5:45:00 AM 12:00:00 PM	6.25	\$ 11.50	1	50	\$ 3,593.75	312.5
12:00:00 PM 5:00:00 PM	5.00	\$ 11.50	2	50	\$ 5,750.00	500
5:00:00 PM 8:30:00 PM	3.50	\$ 11.50	3	50	\$ 6,037.50	525
<b>Thursday</b>						
5:45:00 AM 12:00:00 PM	6.25	\$ 11.50	1	50	\$ 3,593.75	312.5
12:00:00 PM 5:00:00 PM	5.00	\$ 11.50	2	50	\$ 5,750.00	500
5:00:00 PM 8:30:00 PM	3.50	\$ 11.50	3	50	\$ 6,037.50	525
<b>Friday</b>						
5:45:00 AM 12:00:00 PM	6.25	\$ 11.50	1	50	\$ 3,593.75	312.5
12:00:00 PM 6:30:00 PM	6.50	\$ 11.50	2	50	\$ 7,475.00	650
<b>TOTALS</b>	89.25				\$ 95,162.50	8275
<b>Notes:</b>	Costs may be lower/higher through reduced/increased hours, or hourly wages. Costs are allocated at 50 weeks to account for holidays, vacation, sick and 1 week maintenance closure. Staff arrives 15 min before opening; pool closes /12 hour before facility; FT staff rotates in guard duties					

SCHEDULE (50 wks)	hours/day	hours/wk	hours/yr
M-R 5:45am-8:30pm	14.75	59	2950
F 5:45am-6:30pm	12.75	12.75	637.5
Sat 7:45am-5:30pm	9.75	9.75	487.5
Sun 9:45am-5:30pm	7.75	7.75	387.5
<b>TOTAL</b>		89.25	4462.5

## Louisville Recreation & Senior Center Expansion

### Full Budget Analysis w/ Public Works/Facility Maintenance and CIP

Revenues	Current	Revenue from Fee Increases*	Expansion	Total
720 - Rec Admin				
721 - Center Mgmt (Admissions)	\$ 1,032,582	\$ 170,280	\$ 143,575	\$ 1,346,437
722 - Aquatics	\$ 143,510		\$ 86,680	\$ 230,190
723 - Fitness (GroupX)	\$ 108,233		\$ 100,625	\$ 208,858
724 - Youth	\$ 212,587			\$ 212,587
725 - Memory Square	\$ 36,939			\$ 36,939
726 - Youth Sports	\$ 134,594			\$ 134,594
727 - Adult Sports	\$ 47,644			\$ 47,644
728 - Senior Services	\$ 82,043			\$ 82,043
731 - Senior Meal	\$ 48,000			\$ 48,000
732 - Nite at the Rec	\$ 42,698			\$ 42,698
<b>Total</b>	<b>\$ 1,888,830</b>	<b>\$ 170,280</b>	<b>\$ 330,880</b>	<b>\$ 2,389,990</b>
<b>Expenses</b>	<b>\$ 2,062,307</b>			<b>\$ 2,062,307</b>
Personnel			\$ 443,935	\$ 443,935
Supplies			\$ 39,500	\$ 39,500
Services			\$ 281,780	\$ 281,780
Public Works - Building Maintenance	\$ 427,702		\$ -	\$ 427,702
Recreation/Senior Center CIP	\$ 125,000		\$ 38,261	\$ 163,261
<b>Total</b>	<b>\$ 2,615,009</b>		<b>\$ 803,475</b>	<b>\$ 3,418,484</b>
Cost Recovery	72%		41%	70%
<b>Total Surplus/Deficit</b>	<b>\$ (726,179)</b>	<b>\$ 170,280</b>	<b>\$ (472,595)</b>	<b>\$ (1,028,495)</b>

Expansion Cost Recovery  
41%  
Current Cost Recovery  
72%  
Combined Cost Recovery  
70%

\* Includes revenue increase of 16% in admissions, 26% in rentals and 31% in parties at current level of use but with increased fee applied.