City of Louisville
COLORADO • SINCE 1878

Recreation/Senior Center & Aquatic Center Expansion Task Force

Agenda

WEDNESDAY, JUNE 29TH, 2016
6:30 PM
Louisville Recreation Center, Brooks Room
900 W. Via Appia

I. Call to Order

II. Approve June 15th, 2016 Meeting Minutes

III. Approval of Agenda

IV. Public Comments on Items Not on the Agenda

V. Chair's Update

VI. Subcommittee updates

VII. Refined floor plans for Memory Square and internal renderings

VIII. Future Schedule

IX. Other Issues

X. Task Force Comments and Identification of Future Agenda Items and meeting dates. Last Meeting?

XI. Adjourn

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City of Louisville
COLORADO • SINCE 1878

Task Force

Meeting Minutes

Wednesday, June 15th, 2016
6:30 pm
Louisville Recreation/ Senior Center, Brooks Room
900 West Via Appia

I. **Call to Order** –The Task Force meeting was called to order by Councilman Lipton at 6:32 p.m.

Board Members Present: Gina Barton, Rich Bradfield, Brett Commander, Deborah Fahey, Alex Gorsevski, Linda Hodge, Kaylix McClure, Louise McClure, Michael Menaker, Lisa Norgard, Tom Tennessen, Michele Van Pelt,

Board Members Absent: Laura Denton

Staff Members present: Kathy Martin, Julie Seydel, Allan Gill, Ginger Cross

City Council Present: Councilman Lipton

II. **Approve May 25th, 2016 Meeting Minutes** – Minutes were approved

III. **Approval of Agenda** - agenda approved

IV. **Public Comments on Items Not on the Agenda -** None

V. **Chair's Update –** The focus tonight will be firming up design concepts, cost estimates and the project scope. Last week, City Council directed staff toward a property tax for the capital portion and a sales tax for Operations and Maintenance on the ballot questions. Council supported a 25 years bond and continued reinvestment in the facility with capital funds currently allocated to the center each year ($125,000).

The school district remains unable to contribute to the project for a dive well to accommodate high school diving.

There was not an update on the Historic Preservation tax from City Council, as it was not on the agenda last week so could not be discussed.

VII. **Subcommittee Updates –** The CIP portion of O&M was discussed. Using the GreenPlay packet the subcommittee has adjusted the cost down from $750,000 per year to $500,000 per year for supporting Operations and Maintenance. City

Council will continue to support the CIP as currently, with funds from the general fund ($125,000). The amount of $500,000 each will be funded with sales tax and be proposed to City Council to determine additional details.

VII. Telephone Poll and Citizen Survey Results – The phone survey reached 400 registered voters, and provides another set of data points to consider. Results were generally favorable. Detailed results were included in the packet provided for the June 15th Task Force meeting.
Maxine Most was present to voice her concern that a stand alone outdoor pool was not in the overall project design. The Task Force felt the public input process was thorough and valid when determining what amenities would be included in the conceptual designs presented.

VIII. Refined Floor Plans and Cost Estimate – Sink Combs Dethlefs
The shift in parking lots was discussed. There was not a cost savings by moving parking to the west, and there was concern that doing so would take out a current recreation amenity.

Chris Kastelic gave an update on the LSAB meeting. They questioned how do you set up a budget without first having a list of sustainable items and solutions. He discussed solar lease options and buy back programs.

Conceptual design plans were altered to include direct senior center access, partition walls, consult room was added, adjusted orientation of restrooms downstairs, patio off pool was redesigned, track will remain with the current layout with possible piece added to allow direct access to cardio area and restrooms, cardo stations will increase from 31 to 65.

For Memory Square, the shell of the building will stay and modifications to the inside and outside will be made. A family changing room will be added to the north, and an exterior renderings will help visualize the look of the facilities shell.

The cost of the full project now is at $28,153,309 and includes the recreation center and Memory Square. Project management fee was reduced to $392,965 (2%).

The dive well was discussed and SCD presented 4 options. The 4th option was supported by the Task Force, which was the recreational option and would allow for recreation diving in aquatics area. It was suggested to explore the option of adding a climb wall to Memory Square's pool.

A proposed construction plan was given by SCD. Staff will work to determine lost revenue based on the closure of areas in the facility. Sales tax would start right away, and funds streaming in could help cover the loss during construction.

Michael Menaker raised the question of what if $28 million isn't enough with rising construction cost possibilities. Michele VanPelt said we would build what was proposed to the voters. Councilman Lipton said City Council could make corrections if that occurred, and he hopes to fast track the project to avoid the

increased cost. These types of situations would be managed at the City Council level.

There was a motion to approve the design and costs with the changes presented at the meeting. Michael Menaker made the motion and a second was given by Lisa Norgard.

IX. **Future Schedule –** The Task Force will dissolve by July 15th when the ballot question is included in the council packet for July 19th.

X. **Other Issues -** none

XI. **Task Force Comments and Identification of Future Agenda Items and Meeting Dates –** The next meeting will be Wednesday, June 29th and should be the final Task Force meeting. Items on the agenda will be Memory Square plan updates, Interior renderings and a possible FAQ sheet.

XII. **Adjourn -**The meeting was adjourned at 9:05 p.m.

CITY OF LOUISVILLE, COLORADO

Recreation / Senior Center Expansion Feasibility Study Operational Analysis

Final Report

JUNE 20, 2016

GREENPLAY LLC
The Leading Edge In Parks, Recreation And Open Space Consulting

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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	
2000 Population	19,203
2010 Population	18,376
2015 Estimated	19,662
2020 Projected	20,901

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

Population Age Distribution

The age demographics have undergone a number of changes in Louisville from 2010 to 2015 with these trends predicted to continue through 2020. The percentage of Louisville residents in the 65-74 age cohort is expected to increase from 2010 to 2020 by 5.9%, making up 11% of the total population. The only other age cohorts expected to increase in population by 2020 is the 25-34 group (by 0.7% from 2010) and the 75-84 age group (by 0.6% from 2010). All other age cohorts are expected to decrease in numbers, the most significant change occurring in the 45-54 age range, who made up 19.7% of the population in 2010, down 4.5% in 2020. Although age shifts are projected to be slight, the facility design upon which these operations and maintenance figures are based, is considered to be flexible in regard to demographic shifts and resultant changing needs in the future.

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."[1] 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[2].

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. [3] This group is highly diverse, with 42% of American Millennials

[1] Linda Cochran, Anne Roshschadl, and Jodi Rudick, "Leisure Programming For Baby Boomers," *Human Kinetics*, 2009.
[2] Emilyn Sheffield, "Five Trends Shaping Tomorrow Today," *Parks and Recreation*, July 2012, p. 16-17.
[3] The Colorado College State of the Rockies Project. MILLENNIALS IN THE WEST. A Survey of the Attitudes of Voters in Six Western States, 2015.

identifying as a race or ethnicity other than "non-Hispanic white," as opposed to the 28% of Baby Boomers that identify as Non-Caucasian[4].

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.[5]

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,[6] 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.[7] The survey ranks senior fitness programs eighth among most popular fitness trends for 2015. Whether

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[4] 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)

[5] The Council of Economic Advisers. 15 ECONOMIC FACTS ABOUT MILLENNIALS. Executive Office of the President of the United States. 2014.

[6] Emily Tipping, "2015 State of the Industry Report, Trends in Parks and Recreation," *Recreation Management*, June 2015.

[7] "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.

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.

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. In looking at even higher admission rates, Aspen's daily admissions are likely to be the highest in the state at $18.25 for adults and $16.25 for youth. GreenPlay is not aware of any agencies using daily admissions to cover 100% of expenses, including debt service. In considering the Financial Policy of Louisville, such an exercise would entail spreading the expense over every individual that enters the facility for any use (admission or program) and to a lesser degree youth and seniors. This would likely produce and admission rate that exceeds the daily admission shared for Aspen.

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
Notes of significance		One of two centers				
Population of Community	19,662	55,889	24,453	18,135	18,867	86,270
Size (Sq Ft)	57,400	85,000	48,372	64,000	71,483	63,500
Original Construction Date	1990	2003	1990	2007	1994	2002
Estimated Annual Attendance	268,603	456,122	179,579	193,500	225,752	459,434
REVENUES						
Total facility revenues	$ 1,855,931	$2,072,618	$1,826,000	$1,935,126	$1,734,078	$1,792,667
Rev/sqft	$32.42	$24.38	$37.75	$30.24	$24.26	$28.23
Revenue Sources from admissions	$902,507	$2,330,647			$494,878	
Drop In/Daily Fees	$84,456	$343,566			$251,090	$407,471
Passes and Punch Cards	$818,051	$1,987,081			$243,788	$1,194,807
EXPENDITURES						
Total facility expenditures	$2,419,686	$2,152,921	$2,267,000	$2,849,044	$2,196,301	$1,228,588
Exp/sqft	$31.29	$25.33	$46.87	$44.52	$30.72	$19.35
Staff Costs	$1,204,560	$1,195,000	$1,299,385	$2,057,892	$2,035,000	$948,735
FT Staff Cost w benefits	$710,825	$368,000	$391,000	$1,037,634	$560,000	$295,620
PT Staff Cost w benefits	$493,735	$827,000	$908,385	$1,020,258	$1,475,000	$653,115
Total Annual Utility Expenses	$134,669	$339,482	$178,409	$257,834	$486,370	$169,911
Gas	$40,271	$87,369		$48,355	$196,440	
Electric	$91,598	$213,080		$171,767	$200,349	
Water		$35,433		$13,746	$21,000	
Sewer		WS combo		bill w/ water	W/WW combined	
Phone and Internet	$2,800	$3,600	$6,000	$23,966	$68,580	
Capital (not included in expense)				$87,210	$25,000	

**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 livibility 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
Monday – Thursday	5:45am to 9:00pm	61
Friday	5:45am to 7:00pm	13.25
Saturday	7:00am to 6:00pm	11
Sunday	8:00am to 6:00pm	10
Sunday Pool	10:00am to 5:45pm	
Total Hours/Week		**95.25**

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 27th 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
DAILY				
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
10 PUNCH				
Youth	$25	$50	$28	$56
Adult	$45	$70	$48	$80
Senior	$25	$50	$28	$56
20 PUNCH				
Youth	$50	$100	$53	$106
Adult	$90	$140	$93	$150
Senior	$50	$100	$53	$106
MONTHLY				
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
ANNUAL				
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 33%, with overall cost recovery for the expanded facility (current operations and expansion) at 66%, including repair and replacement (R&R) estimates. 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.

To reach an expressed target of 70% cost recovery, revenues must be increased or expenses reduced. IF revenues were to be increased through admission fees, an additional 10.5% increase to each proposed fee to generate an additional $141,367 would be required. This could be accomplished by adding 10.5% to each proposed fee, or through larger increases to non-resident fees and adult fees or some other combination, taking into account estimated passes sold in each type. Success with higher fee increases is subject to what the market will bear. Seventy percent cost recovery could also be accomplished through an increase in all fees (not just admissions), or a decrease in staffing projections, or a combination.

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
Large room (50-75 Banquet)	$35.00	$45.00	$45.00	$55.00
Small room (25-30 classroom)	$25.00	$35.00	$30.00	$40.00
Combined (150-200 banquet)	$70.00	$90.00	$80.00	$100.00
Kitchen	$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
Group (up to 10 children; add on pricing for additional)	$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	33%
Combined Cost Recovery	66%
Combined Revenue	$2,389,990
Combined Expenses	$3,616,223
Combined Subsidy	$1,226,234

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
Total	**$ 1,888,830**	**$ 170,280**	**$ 330,880**	**$ 2,389,990**
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		$ 236,000	$ 361,000
Total	$ 2,615,009		$ 1,001,214	$ 3,616,223
Cost Recovery	72%		33%	66%
Total Surplus/Deficit	$ (726,179)	$ 170,280	$ (670,334)	$ (1,226,234)

* 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.

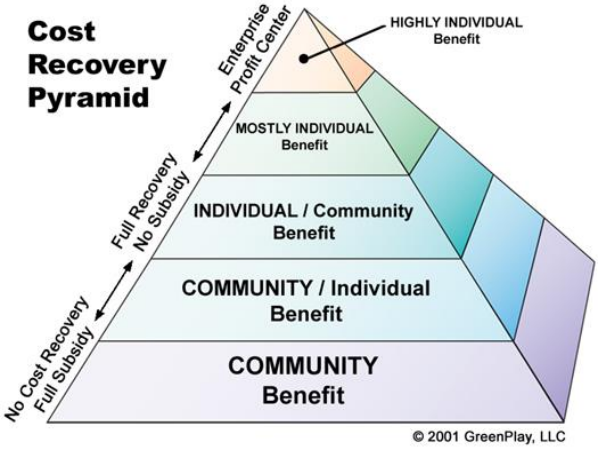
Table 9: Projected Five Year Pro-forma

	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUES	**Combined**				
TOTAL REVENUE	**$ 2,389,990**	**$ 2,461,689**	**$ 2,535,540**	**$ 2,611,606**	**$ 2,689,954**
EXPENSES					
TOTAL EXPENSES	**$ 3,616,223**	**$ 3,724,710**	**$ 3,836,451**	**$ 3,951,545**	**$ 4,070,091**
NET	**-$1,226,234**	**-$1,236,021**	**-$1,300,911**	**-$1,339,939**	**-$1,380,137**
COST RECOVERY	**66%**	**66%**	**66%**	**66%**	**66%**

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***		**Full Facility Target:**
Facility Hours - M-R:	5:45a-9p	61.0	**Personnel:**	60%
Facility Hours - FRI:	5:45a-7p	13.25		
Facility Hours - SAT:	7a-6p	11	**Supplies:**	10%
Facility Hours - SUN:	8a-6p	10	**Services:**	30%
Total		**95.25**	**Capital:**	5%
Total				

	Notes					**Estimate**	**Notes or Questions to be answered**
Facility Size						**current 57,400 expansion 50,000**	Estimated gross square footages
Personnel Services							
Full-time salaries						$200,044	
Part-time salaries						$168,135	
Benefits						$75,756	
Subtotal Personnel Services						***$443,935***	Target 60% overall

	Notes		**Formula**	**Low Estimate**		**Estimate**	**Notes or Questions to be answered**
Materials and Supplies							
Office/Uniforms						$10,500	
Aquatics -Recreation Program Supplies/Chemicals						$29,000	
Building Maintenance Supplies						$0	
Custodial Supplies						$0	
Subtotal Operational						***$39,500***	Target 10% overall

	Notes		**Formula**	**Low Estimate**		**Estimate**	**Notes or Questions to be answered**
Services							
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	
Subtotal Services						***$281,780***	Target 30% overall

	Notes		**Formula**			**Estimate**	**Notes or Questions to be answered**
Capital							*5% total of expansion; additional for current*
Buildings & Improvements						$22,956	3% infrastructure
Machinery & Equipment						$15,304	2% equipment replacement
Additional R & R						$197,739	
Subtotal Capital						***$236,000***	
GRAND TOTAL EXPENDITURES						***$1,001,214***	

Revenues:

	Formula	**Formula**	**Formula**	**Low Estimate**		**Estimate**	**Notes or Questions to be answered**
Admission							
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
Sub Total - Admissions						***$143,575***	

	Formula	**Formula**	**Formula**	**Low Estimate**		**Estimate**	**Notes or Questions to be answered**
Programs/Operations							
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
GRAND TOTAL REVENUE						***$330,880***	
Surplus/(Deficit)						($670,334)	

	High Estimate	**Notes or Questions to be answered**
GRAND TOTAL SURPLUS/(DEFICIT) ***facility tax subsidy amount***	***($670,334)***	
PROJECTED COST RECOVERY ***total collected through fees, charges & alt. funds***	***33%***	

Louisville Recreation & Senior Center Expansion

Line Item Expenses

POSITION		FTE's	AVERAGE PAY RATE		Salary	
PERSONNEL -- FULL TIME RECREATION						
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	
TOTAL - Recreation		**4.5**	**$259,417**		**$200,044**	
Non-Benefited / Non-Permanent						
PERSONNEL -- PART TIME		**Hrs Week**	**AVE/Hr Wage**		**Est. Annual (Budget Exp)**	
Custodial		25	$15.00		$19,125.00	Currently contracted - discussion
Maintenance		15	$15.00		$11,475.00	
Aquatics Lifeguards			$11.50		$95,162.50	See Aquatics - Lifeguards
Swim Instructors			$10.50		$7,372.00	See Aquatics Rev-Exp
Fitness Instructors			$21.00		$10,500.00	See Fitness Rev-Exp
SUBTOTAL					$133,135	
Contractual Fitness (70%)					$35,000.00	
TOTAL					**$168,135**	

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
FT TOTAL			**$60,013**
PART TIME	**Information/Notes**		
			(Budget)
Benefits	Estimated at 10.75% of PT hourly (not contractual)		$ 14,312
FICA/Medicare	7.65%		
Workmen's Compensation	2.95%		
	0.02%		
Background checks			$1,431
PT TOTAL			**$15,743**
TOTAL			**$75,756**

Supplies	**Information/Notes**		**High estimate**
			(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
	Hardware, plumbing, carpentry, drywall, fasteners, pest control, etc.		
Building Maintenance Supplies			$0
Custodial Supplies	Cleaning solutions, cleaning equipment, paper products, liners, etc. (assume equipment in FFE)		$0
TOTAL SUPPLIES			**$39,500**

Services	**Information/Notes**	**High estimate**	
		(Budget)	
Credit Card Fees	Percent of each sale by credit card	$5,000	
Maintenance Contracted Services	HVAC, major maintenance problems	$5,000	
Sub Total		**$10,000**	
Telephone	phones,cellphones, etc	$1,000	
Equipment Rental		$2,500	
Sub Total		**$3,500**	
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	
Sub Total		**$1,500**	
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
Sub Total		**$37,000**	
TOTAL SERVICES		**$52,000**	

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
RESIDENT (68%)							
Daily							
Toddlers							
Youth	$ 4.50	25		1200		1,200	$ 5,400.00
Adults	$ 6.50	50		2400		2,400	$ 15,600.00
Seniors	$ 4.50	25		1200		1,200	$ 5,400.00
Family (2A, 3C)							
Group Youth	$ 4.00			0			
Group Adult	$ 6.00			0			
Subtotal				4800		4,800	$ 26,400.00
10 Punch							
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
20 Punch							
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
Monthly							
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
RES TOTALS						13,800	$ 98,100.00
NON RESIDENT (32%)							
Daily							
Toddlers							
Youth	$ 6.75	15		720		720	$ 4,860.00
Adults	$ 8.75	35		1680		1,680	$ 14,700.00
Seniors	$ 6.75	15		720		720	$ 4,860.00
Family (2A, 3C)							
Group Youth	$ 6.00			0		-	$ -
Group Adult	$ 8.00			0		-	$ -
Subtotal						3,120	$ 24,420.00
10 Punch							
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
20 Punch							
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
Monthly							
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
NON RES TOTALS						28,800	$ 45,475.00
TOTALS						42,600	**$ 143,575.00**
					Avg Daily Visits	126.79	

Notes: Revenues are allocated at 48 weeks.

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

Comparisons

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

Louisville Recreation & Senior Center Expansion

Additional Fitness Revenue
Part Time Salaries

	QTY/WK (AVG)	RATE (AVG)	# STUDENTS	HOURS PER CLASS	HOURS PER WEEK	WEEKS	HOURS PER YEAR	PARTICIPANTS /YR	TOTAL GROSS	INSTRUCTOR COSTS	NET REVENUE
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
TOTALS	20				25		1,250	**12,500**	**$ 100,625.00**	**$ 10,500.00**	**$ 55,125.00**

Notes: 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

	QTY	AVG RATE	# STUDENTS PER CLASS	INSTRUCTOR HOURS/SESSION	HOURS PER YEAR	PARTICIPANTS /YR (AVG)	TOTAL GROSS	INSTRUCTOR COSTS	NET REVENUE
Lessons (2 week sessions @ 21 weeks = approx 10 sessions)									
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								
Private (2 week sessions @ 21 weeks = approx 10 sessions)									
Lessons	5	$ 20.00	1	1	50	50	$ 1,000.00	$ 900.00	$ 100.00
Sessions per year	10								
Speciality (2 week sessions @ 48 weeks = approx 24 sessions)									
Speciality	2	$ 60.00	6	1	48	288	$ 17,280.00	$ 864.00	$ 16,416.00
Sessions per year	24								
Lessons per year	48								
Water Exercise (2 week sessions @ 48 weeks = approx 24 sessions)				**PER YEAR**					
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								
TOTALS:						**1858**	**$ 86,680.00**	**$ 7,372.00**	**$ 79,308.00**

Notes:
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 calcualted at 42 weeks, instructor rates are allocated at $21/hr.

Louisville Recreation & Senior Center Expansion

Additional Aquatics - Estimated Life Guard Hours

		HOURS	RATE	EMP	WEEKS	TOTAL	TOTAL MAN HOURS
Saturday							
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
Sunday							
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
Monday							
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
Tuesday							
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
Wednesday							
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
Thursday							
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
Friday							
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
TOTALS		89.25				**$ 95,162.50**	8275

Notes:

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
TOTAL			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	
Total	**$ 1,888,830**	**$ 170,280**	**$ 330,880**	**$ 2,389,990**	
Expenses	$ 2,062,307			$ 2,062,307	
Personnel			$ 443,935	$ 443,935	**Expansion Cost Recovery**
Supplies			$ 39,500	$ 39,500	**33%**
Services			$ 281,780	$ 281,780	**Current Cost Recovery**
Public Works - Building Maintenance	$ 427,702		$ -	$ 427,702	**72%**
Recreation/Senior Center R&R	$ 125,000		$ 236,000	$ 361,000	**Combined Cost Recovery**
Total	**$ 2,615,009**		**$ 1,001,214**	**$ 3,616,223**	**66%**
Cost Recovery	72%		33%	66%	
Total Surplus/Deficit	**$ (726,179)**	**$ 170,280**	**$ (670,334)**	**$ (1,226,234)**	

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

Louisville Recreation & Senior Center Expansion

w/o Public Works/Facility Maintenance Transfer

		Year 1	Year 2	Year 3	Year 4	Year 5
REVENUES	**Current**	**Combined**				
720 - Rec Admin			$0	$0	$0	$0
721 - Center Mgmt	$ 1,032,582	$ 1,346,437	$1,386,830	$1,428,434	$1,471,288	$1,515,426
722 - Aquatics	$ 143,510	$ 230,190	$237,096	$244,209	$251,535	$259,081
723 - Fitness (GroupX)	$ 108,233	$ 208,858	$ 215,124	$ 221,577	$ 228,225	$ 235,072
724 - Youth	$ 212,587	$ 212,587	$ 218,965	$ 225,534	$ 232,300	$ 239,269
725 - Memory Square	$ 36,939	$ 36,939	$ 38,047	$ 39,189	$ 40,364	$ 41,575
726- Youth Sports	$ 134,594	$ 134,594	$ 138,632	$ 142,791	$ 147,074	$ 151,487
727 - Adult Sports	$ 47,644	$ 47,644	$ 49,073	$ 50,546	$ 52,062	$ 53,624
728 - Senior Services	$ 82,043	$ 82,043	$ 84,504	$ 87,039	$ 89,651	$ 92,340
731 - Senior Meal	$ 48,000	$ 48,000	$ 49,440	$ 50,923	$ 52,451	$ 54,024
732 - Nite at the Rec	$ 42,698	$ 42,698	$ 43,979	$ 45,298	$ 46,657	$ 48,057
TOTAL REVENUE	**$ 1,888,830**	**$ 2,389,990**	**$ 2,461,689**	**$ 2,535,540**	**$ 2,611,606**	**$ 2,689,954**
EXPENSES						
Current	$ 2,062,307	$ 2,062,307	$ 2,124,176	$ 2,187,901	$ 2,253,539	$ 2,321,145
Personnel		$ 443,935	$ 457,253	$ 470,970	$ 485,099	$ 499,652
Supplies		$ 39,500	$ 40,685	$ 41,906	$ 43,163	$ 44,458
Services		$ 281,780	$ 290,233	$ 298,940	$ 307,909	$ 317,146
Public Works Transfer	$ 427,702	$ 427,702	$ 440,533	$ 453,749	$ 467,362	$ 481,382
Community Center R&R	$ 125,000	$ 361,000	$ 371,830	$ 382,985	$ 394,474	$ 406,308
TOTAL EXPENSES	**$ 2,615,009**	**$ 3,616,223**	**$ 3,724,710**	**$ 3,836,451**	**$ 3,951,545**	**$ 4,070,091**
NET	**-$726,179**	**-$1,226,234**	**-$1,263,021**	**-$1,300,911**	**-$1,339,939**	**-$1,380,137**
COST RECOVERY	**72%**	**66%**	**66%**	**66%**	**66%**	**66%**

GREENPLAY LLC
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Memo To: Chris Kastelic and Hillary Andren-Wise, SCD

From: Chris Dropinski, Sr. Principal
Melissa Chew, Project Manager

Date: June 15, 2016

Subject: Two Outstanding Key Questions and Pass Fee Calculation

To help the Task Force and City Council determine the most appropriate approach for funding the expansion of the Recreation Senior Center two questions have been posed. The answer to the second question is dependent upon the answer to the first question.

Question #1: Inclusive of O&M, what is the life cycle, and how much should be set aside annually for replacement, renovation and upgrades (R&R) as the Recreation Senior Center ages?

GreenPlay's original calculation was based on 5 percent of the annual operating budget for both the Recreation Senior Center and Memory Square Pool and some other expenses including youth and adult sports that are not held in the Recreation Senior Center (as these were not split out). This is a typical calculation, however it is not assumed that this will fulfill the entire requirement and that additional city-wide CIP may be needed to supplement in the future.

A second calculation, replacing the $125,000 R&R with $250,000 brought the amount to $288,261 per year or 8.9% of the annual operating budget.

A third calculation by Sink, Combs, Dethlefs of $300,000 per year is based on lifecycle costing and construction value. Assumptions are:

1) Assumed total area of 103,000sf, $21,277,000 construction cost
2) Amortized over 25 years to parallel a 25 year bond
3) Assumes 3%/year escalation
4) Calculates roughly $300,000/year in contribution to the repair and replacement fund which equates to 1.4% of the $21.2M construction value

For further discussion is whether we need to do the inflation calculation as the numerator for the cost per year since the sales tax collected would also increase by 3% per year on average. In this case, is the uninflated cost as the basis adequate?

Another viewpoint of something between $600,000-750,000/year as a good number has been put forth. We will calculate a response to Question #2 using both $300,000 and $600,000 for R&R.

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Question #2: What would be the required fees and charges if we wanted to not have any tax subsidy for operations and operations and maintenance? What would we have to charge if we wanted to be 100% cost recovery? Previously a request to include debt service was also made, so that will be calculated as well.

All existing budget figures come from the Parks and Recreation December 2015 Budget Reports end of year actuals for Recreation and Senior Center Division.

The GreenPlay operational pro-forma for operations and maintenance costs took the existing costs of the department related to the Recreation Senior Center and Memory Square Pool and estimated additional expenditure and revenues that would be experienced by the expansion of the center. That exercise did not result in a budget for the stand-alone expanded Recreation Senior Center. Therefore, there are expenses and revenues included in the existing base budget that are not directly attributed to the Recreation Senior Center, including Memory Square Pool and youth and adult sports that do not occur at the facility.

To address cost per visit issues, we had to determine the actual number of visits made to the center in 2015. We only had attendance numbers for admissions to the Recreation Senior Center, so in order to answer Question #2, since we don't have attendance figures for Memory Square Pool, we were able to delete both the expense and revenue related to Memory Square Pool as those numbers are reported in the document. This allows a better apples-to-apples comparison, however there are still expenses related to other than admissions uses that are counted with no offsetting attendance numbers. (Senior visits outside of admissions, program attendance including youth and adult sports, etc.)

Assumptions:

- O&M expenses identified and calculated as indicated above.
- R&R included at $300,000 annually and $600,000 annually.
- Debt service of $1,623,581 as indicated for $27,500,000 project cost requirements
- Memory Square Pool expenses of $147,896 deleted for calculation of admission attendance as admission attendance is unknown.
- Total admission attendance increase of $42,600 (Recreation Senior Center only) from $286,966 in 2015 to $329,566 with expansion of the center.
- Calculation is estimated based on attendance expected at proposed fees.

Fees to generate 100% cost recovery:

- With $300,000 R&R and no debt service: $10.79 average fee per visit
- With $600,000 R&R and no debt service: $11.70 average fee per visit
- With $300,000 R&R and including debt service: $15.27 average fee per visit
- With $600,000 R&R and including debt service: $16.18 average fee per visit

Please be aware that these are average fees per visit. There would be higher fees for non-residents and lower fees for seniors, youth and multi-day passes.

06/29/2016

Recreation/Senior Center & Aquatic Center Expansion Task Force Meeting

Addendum

Recreation/Senior + Aquatic Center Study

Task Force Meeting | June 29, 2016

SINK COMBS DETHLEFS
ARCHITECTURE DESIGN

GREENPLAY LLC
The Leading Edge In Parks, Recreation And Open Space Consulting

Agenda

Memory Square Plan/Rendering
Rec Center Building Renderings

SINK COMBS DETHLEFS
ARCHITECTURE DESIGN

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Memory Square

Memory Square Floor Plan

View of Memory Square Poolhouse + Cabanas

Recreation/Senior + Aquatic Center

View of Building Additions + Outdoor Patio

View of New Rec/Aquatics Center + Senior Center Entries

View of New Outdoor Patio

View of New Leisure Pool

View of New Fitness Areas

View of Senior Lounge – Option 1

View of Senior Lounge – Option 2

Questions?