

Office of the City Manager

City of Richland Hills, Texas

Memorandum

To: Honorable Mayor Bill Agan and members of the Richland Hills City Council.
From: Eric Strong, City Manager
Date: May 5, 2015
Subject: Update on Community Activity Center Project

Council Action: Discussion only – no action requested

Background Information:

INTRODUCTION

For over two years, the City Council and staff have been working on plans to construct a new Community Recreation and Activity Center. A large part of this effort has included efforts to determine the amenities that are appropriate in such a facility and the overall layout that will accommodate the current and future needs of Richland Hills residents. That part of the process has been very important and very visible to the public. An equally important part of this process has been to evaluate what it will cost to operate the facility once it is operational.

One of the big advantages to a governmental facility such as this one is that there is a significant amount of cost recovery that occurs. While many governmental functions and programs do not recoup their costs, a Community Recreation and Activity Center can be expected to recoup somewhere between 70% and 85% of the cost to run the program. The remainder of the costs that are not recovered by the facility itself are generally paid for through general governmental funds.

In order to evaluate how much it might cost to operate the facility, the City Council has contracted with Ballard King to generate a pro forma for operations. The report that has been generated by Ballard King is attached to this correspondence. It should be noted that the pro forma is very aggressive in estimating both revenues and expenses. This is by design. We want to be aware of the maximum costs and revenues associated with operating the facility. Operating at the levels shown in the pro forma done by Ballard King would indicate that we were very heavily involved in programming activities, classes, recreational leagues, meetings and other activities. However, it is not realistic to assume that we will do that initially, and we may not ever decide to operate at those levels. It will be an option that

we can consider after we have opened the facility and seen actual interest and demand in various functions.

Since we have no intention of operating at the maximum levels for the time being, staff has also visited similar facilities to the one we will construct to evaluate operational needs. This helps to give us some real world examples of how these facilities are run and the costs and revenues that are realized.

FINDINGS

While city staff has visited numerous facilities, the four that are most similar to the one that we are planning include:

1. The Crowley Rec Center
2. The Roanoke Rec Center
3. Huffhines Rec Center (Richardson)
4. Heights Rec Center (Richardson).

While these facilities are all similar in size and the scope of programming offered, staff has found that the cost to operate these facilities and the revenues received by these facilities varies dramatically.

As an example, the Crowley Recreation Center, which is 36,000 square feet, has an operating cost of \$451,000 and revenues of \$315,000. This facility is able to recover 70% of their expenses. The primary reason for the lower level of revenues and expenses at this facility is that they do not focus heavily on league play or programming specific classes. The meeting room portion of the facility is available for rental, and the exercise portion is driven by membership fees. However, above and beyond those components they do not actively organize classes and leagues. This means less need for staff, for cleaning, for utilities, supplies and other associated expenses.

Conversely, the Roanoke Recreation Center, which is also 36,000 square feet, has an operating cost of just over \$900,000 and revenues of \$700,000. This facility is able to recover 78% percent of their expenses. This facility focuses **very** heavily on league play and programming. While they recover a higher percentage of expenses, you'll note that it costs them more out of their general fund to operate the facility. This model is very similar to the model proposed by Ballard King.

As a contrast to both of those, the two centers in Richardson, which are both 26,000 square feet, have operating expenses in the middle of those listed above, with each having an approximate \$600,000 in expenses. The revenue models for these two facilities are set up differently, and there is very little attempt to recover the costs. For years, these facilities charged no membership fees to residents. They have recently begun charging fees, but the fees are minimal and are not an accurate representation of what we would expect to generate based on their differing philosophy.

These facilities are not as focused on league play as Roanoke, but do have a lot of programming, which is what drives the cost to be higher than the Crowley Center.

As mentioned, the attached pro forma most closely resembles the operational model that we have seen in Roanoke. However, it is critical to realize that we will not be tied to having that level of revenues and expenditures. We will largely be able to make policy decisions that will affect how much we spend on this center. As we develop programming and staffing levels at the facility, we will do so in a way that the expenses are being driven by the revenues we receive. We will not be increasing our expenses unless our revenues are there to help support the increased expenditures. Our goal will be to recover a minimum of 75% of our expenses.

Using the included examples, if our facility operated similar to Crowley's and our expenses were \$451,000, the delta in expenses versus revenues would be \$112,750. Conversely, if we operated more similarly to Roanoke, the delta would be \$225,000. The attached pro forma shows a higher level of revenues and expenses than any of the actual examples we have seen. It also shows us as potentially being able to recapture as much as 82% of our expenses. We will not be operating at the levels shown in the pro forma unless it makes business sense to do so.

Staff recommends that we initially plan on operating the facility at the minimum expenditure and staffing levels, which would be closer to \$500,000 (see sample budget summary below). This means that we would expect our initial revenues to be approximately \$375,000. As demand on the facility increases, we will evaluate the possibility of adding additional expenses. Adding the expenses will not be automatic with the increasing revenues, it will be evaluated and expenses will only be added as is needed in order to continue providing appropriate service to the residents.

SAMPLE BUDGET SUMMARY

Personnel (2-3 Full Time, 15-20 Part Time)	\$350,000
Supplies (Computer Eqpt, Paper, Uniforms, etc)	\$20,000
Training/Miscellaneous	\$2,500
Utilities	\$90,000

Contractual (Cleaning, Insurance, Etc)	\$25,000
Capital (Likely lower for the first few hours, but it will increase to this as equipment replacement becomes necessary in future years)	\$15,000
<u>TOTAL</u>	\$502,500

Board/Citizen Input: Discussed with the Finance Committee of the Council

Financial Impact; Variable – see memo

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Attachments: BK Possible Pro Forma

OPERATIONS ANALYSIS

City of Richland Hills, TX
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Section II - Operations Analysis

The following operations analysis has been completed for the planned Richland Hills Community Multipurpose Facility. The following are the basic parameters for the project.

- The first year of operation will be 2017 or later. This budget represents the second full-year of operation.
- The presence of other providers in the market will remain the same.
- The center will be operated by the City of Richland Hills.
- The center will be located at the site next to the Law Enforcement Center on the Civic Center campus of the City of Richland Hills.
- This operations estimate is based on a preliminary program and basic concept plan for the facility only.
- No partnerships with other organizations have been shown in this operations plan.
- Staff levels are at a minimum level and may have to be increased over time to meet the needs of the center and its users.
- An aggressive approach to estimating use and revenues from programs and services taking place at the facility has been used for this pro-forma.
- No provision for any type of concessions has been shown (other than vending).

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Division I - Expenditures

Expenditures have been formulated based on the costs that are typically included in the operating budget for this type of facility. The figures are based on the size of the center, the specific components of the facility and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities in the Dallas area. All expenses were calculated as accurately as possible but the actual costs may vary based on the final design, operational philosophy, and programming considerations adopted by staff.

Facility Description – Gymnasium, walk/jog track, child watch, weight/CV area, group exercise room, arts and crafts room, community room/events hall, catering kitchen, historical society/museum, outdoor water feature, lobby, locker rooms and administration area – **Approximately 35,500 sq.ft.**

Operation Cost Model:

Personnel	Facility Budget
Full-Time	\$259,200
Part-Time	\$404,664
TOTAL	\$663,864

Commodities	Facility Budget
Office Supplies (forms, paper, etc.)	\$7,500
Maintenance/Repair/Materials	\$15,000
Janitor Supplies	\$12,000
Rec. Supplies	\$40,000
Uniforms	\$3,500
Printing/Postage	\$25,000
Items for Resale	\$6,000
Other	\$2,000
TOTAL	\$111,000

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Contractual	Facility Budget
Utilities (electric and gas) ¹	\$106,500
Water/Sewer	\$10,000
Insurance (property & liability) ²	\$35,000
Communications (phone)	\$6,000
Contract Services ³	\$30,000
Rent Equipment	\$4,000
Marketing/Advertising	\$15,000
Training (staff time)	\$1,500
Conference	\$1,500
Trash Pickup	\$5,000
Dues & Subscriptions	\$2,000
Bank Charges (charge cards, EFT)	\$15,000
Other	\$3,000
TOTAL	\$234,500

Capital	Facility Budget
Replacement Fund	\$25,000
TOTAL	\$25,000

All Categories	Facility Budget
Personnel	\$663,864
Commodities	\$111,000
Contractual	\$234,500
Capital	\$25,000
TOTAL EXPENSE	\$1,034,364

NOTE: Line items not included in this budget are any vehicle costs.

¹ Rates are \$4.00 SF and include electric and natural gas. It should be noted that rates for gas has been very volatile and could result in a substantially higher cost for utilities over time.

² Cost based on a governmental self-insurance pool rate.

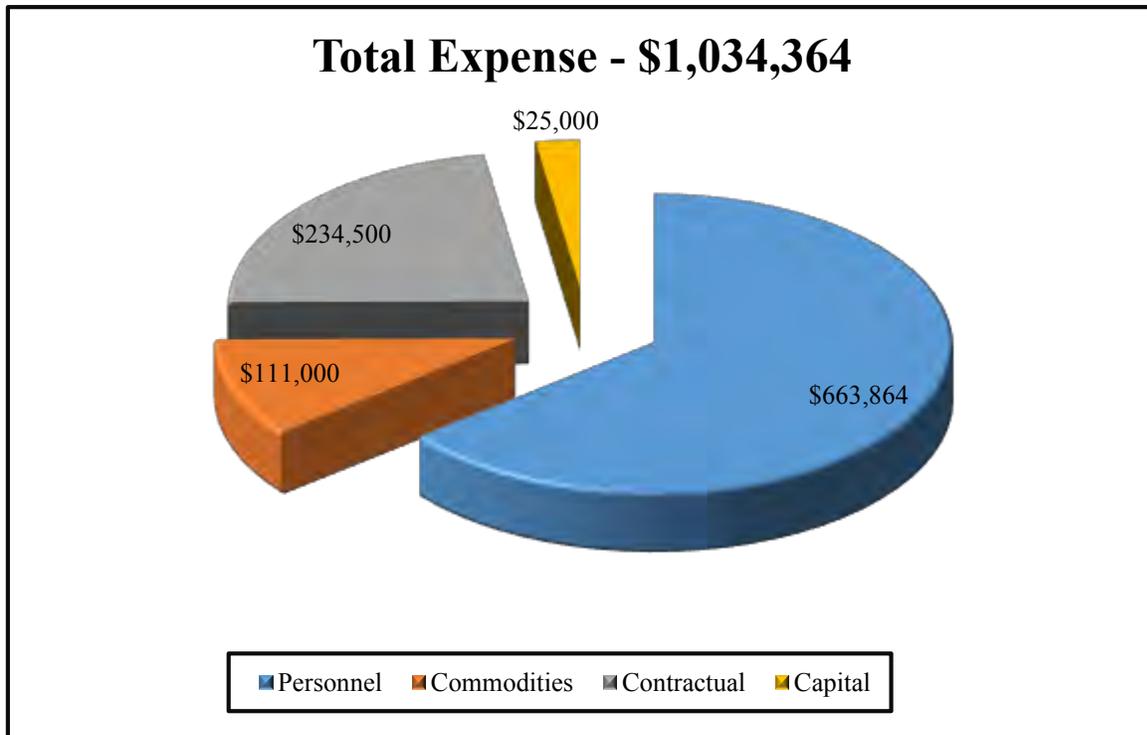
³ Contract services cover maintenance contracts, control systems work, alarm, legal services and other items.

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Graphic Representation of Total Expenses:



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Staffing Levels:

Full-Time Positions	Positions	Total
Facility Director	1	\$50,000
Fitness Supervisor	1	\$40,000
Front Desk/Accounting Clerk	1	\$32,000
Maintenance Foreman	1	\$40,000
Custodian	1	\$30,000
Salaries		\$192,000
Benefits (35%)		\$67,200
TOTAL	5 F.T.E.	\$259,200

Note: Pay rates were determined based on the City of Richland Hills job classifications and wage scales for similar positions. The positions listed are necessary to ensure adequate staffing for the facility's operation. It may be necessary to add another Program Supervisor in the future. **The wage scales for both the full-time and part-time staff positions reflect an anticipated wage for 2017.**

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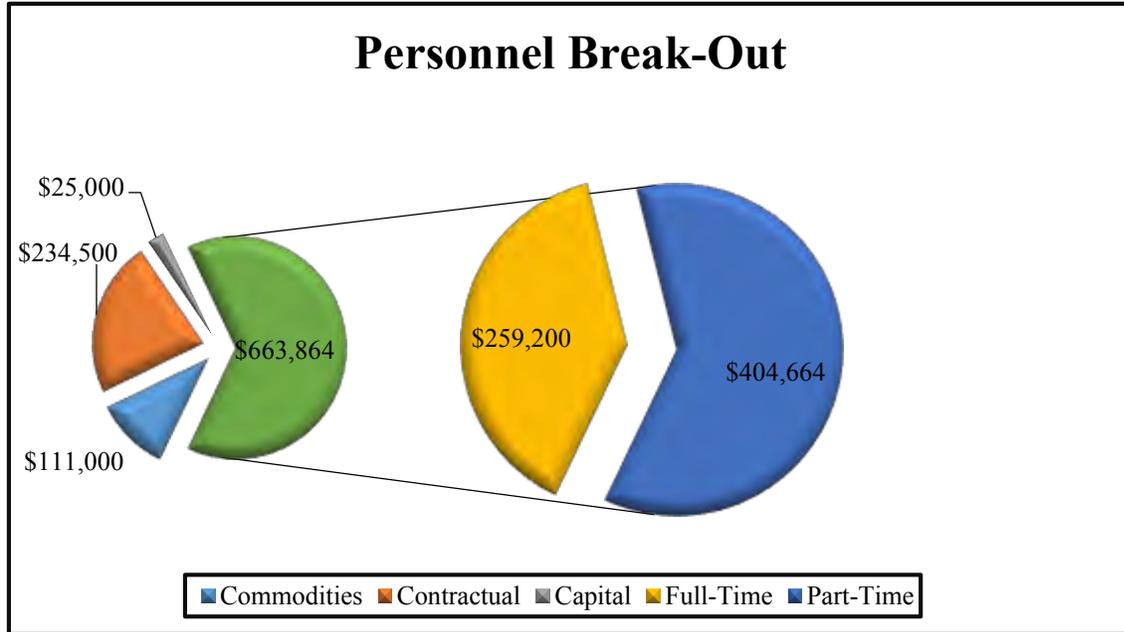
Part-Time Positions	Rate/Hour	Hours/Week
Front Desk Supervisor	\$11.50	101
Front Desk Attendant	\$10.00	32
Weight/CV Room Supervisor	\$10.00	86
Custodian	\$11.00	87
Child Care Worker	\$10.00	102
Gym Supervisor ⁴	\$10.00	37
Program Instructors ⁵		
Fitness/General	Variable	\$133,694
Salaries		\$367,876
Benefits (10%)		\$36,788
TOTAL		\$404,664

⁴ This position is 26 weeks during the fall and winter seasons.

⁵ Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. Fitness/General programs consist of fitness, arts and crafts, youth, senior and other activities.

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Division II - Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to state and national statistics, other similar facilities and the competition for recreation services in the area. Actual figures will vary based on the size and make-up of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priorities of use.

Revenue Projection Model:

Fees	Facility Budget
Daily Fees	\$81,270
Month to Month Passes	\$283,273
3 Month Passes	\$21,543
Annual Passes	\$130,935
Rentals ⁶	\$61,100
TOTAL	\$578,121

⁶ Rentals are based on the following:

Arts & Crafts Room	\$40x 2/wk x 50 wks =	\$4,000
Group Exercise Studio	\$45 x 2/wk x 50 wks =	\$4,500
Gymnasium	\$50/court x 2/wk x 26 wks =	\$2,600
Community Room	\$40/section x 6/wk x 50 wks =	\$12,000
Community Room (Prime)	\$500/4 hrs./all sections x 3/mon x 12mon. =	\$18,000
Kitchen	\$25 x 4/wk x 50 wks =	\$5,000
Full Center	\$750 x 20/hrs. =	\$15,000

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Programs	Facility Budget
General/Fitness	\$241,720
Contract Programs	\$5,000
TOTAL	\$246,720

Other	Facility Budget
Resale Items	\$9,000
Special Events	\$2,000
Vending	\$8,000
Drop-in Child Sitting	\$10,000
TOTAL	\$29,000

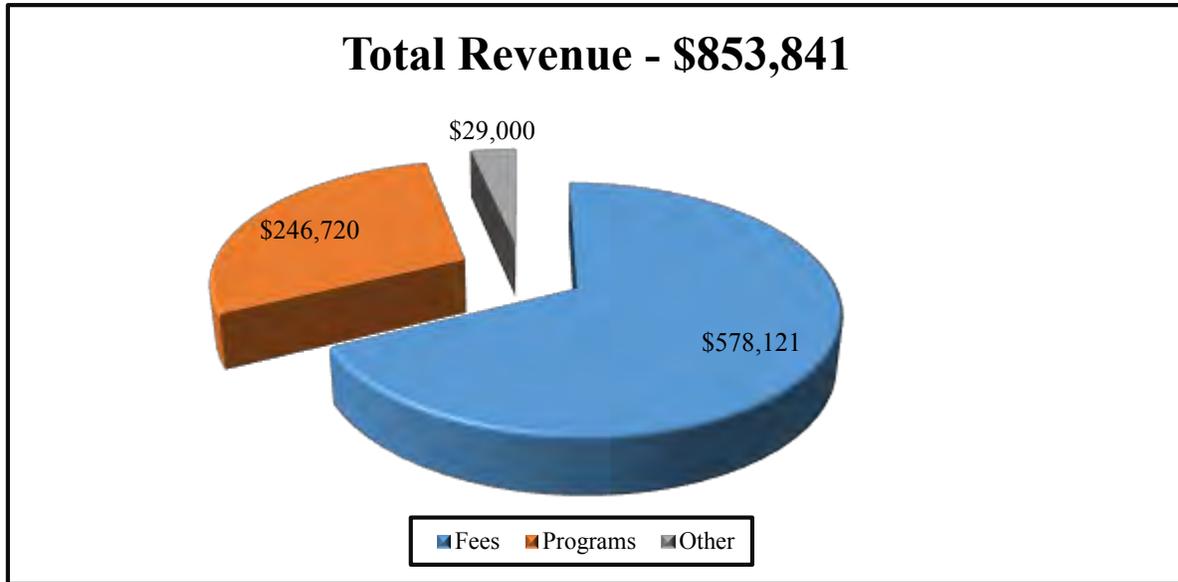
All Categories	Facility Budget
Fees	\$578,121
Programs	\$246,720
Other	\$29,000
TOTAL REVENUE	\$853,841

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Graphic Representation of Total Revenue



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Division III - Expenditure - Revenue Comparison

2nd Year of Operation

Category	Facility Budget
Expenditures	\$1,034,364
Revenues	\$853,841
Difference	-\$180,523)
Recovery Rate	83%

This operations pro-forma was completed based on general information and a basic understanding of the project with a basic program and concept plan for the center. As a result, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

1st Year Budget: Expenses for the first year of operation will be less than what is shown in the 2nd Year Budget but revenues are also expected to be lower as the center ramps up to the membership numbers and program revenues that are shown in year two.

Future Years: Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation facilities the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. Additional revenue growth is then spurred through increases in the population within the market area, a specific marketing plan to develop alternative markets, the addition of new amenities or by increasing user fees. It should be anticipated that the center will show a growing positive cash flow in years 3 and 4 but a small decline in year 5.

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Division IV - Fees and Attendance

Projected Fee Schedule: Revenue projections and attendance numbers were calculated from this fee model. Non-Resident fees are approximately 10% higher than the resident rate. There is only one rate for daily admissions.

	Daily	Monthly		3 Month		Annual	
		Res. Disc.	Reg.	Res. Disc.	Reg.	Res. Disc.	Reg.
Youth (3-17)	\$6.00	\$13	\$15	\$47	\$52	\$125	\$140
Adult (18 up)	\$8.00	\$20	\$22	\$75	\$84	\$200	\$225
Senior (62 up)	\$6.00	\$13	\$15	\$47	\$52	\$125	\$140
Family*	N/A	\$32	\$36	\$131	\$150	\$350	\$400

*Includes 2 adults and 2 youth/senior. Each additional family member would be 50% of the rate listed.

Fitness Basic fitness classes are included in the fee for admission (except daily).

Rentals \$40/hr Arts & Crafts Room
 \$45/hr Group Exercise Studio
 \$50/hr/Ct. Gymnasium
 \$40/hr/Sect. Community Room (fee per section)
 \$500/4hr. Community Room (all sections/4 hours)
 \$25/hr Kitchen
 \$750/hr Full Center

Child Care \$3.00/per hour

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Admission Rate Comparisons: The above rates were determined based on similar public recreation centers in the greater Dallas area.

Roanoke Recreation Center

	Daily	Month		12 Month	
		Res	N.R.	Res	N.R.
Single	\$5.00	\$25	\$45	\$270	\$486
Military/Senior	\$5.00	\$15	\$35	\$162	\$378
Military Family	N/A	\$20	\$40	\$216	\$432
Family*	N/A	\$30	\$55	\$324	\$594

Note: Resident seniors may use the center at no cost.

Wylie Recreation Center

	Daily	1 Month		3 Month		Annual	
		Res	N.R.	Res	N.R.	Res	N.R.
Kid (3-16)	\$5.00	\$25	\$30	\$30	\$40	\$105	\$135
Adult	\$8.00	\$30	\$40	\$65	\$80	\$175	\$225
Senior (55+)	\$5.00	\$25	\$30	\$30	\$40	\$105	\$135
Family*	N/A	N/A	N/A	\$120	\$150	\$325	\$405

* Family includes up to 4 household members.

Huffhines Recreation Center - Richardson

	Daily		Annual	
	Res	N.R.	Res	N.R.
Youth (6-17)	\$5	\$10	\$35	\$70
Adult	\$7	\$14	\$60	\$120
Senior (55+)	\$5	\$10	\$35	\$70
Family (up to 4)	N/A	N/A	\$135	\$270

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Attendance Projections: The following attendance projections are the basis for the revenue figures that were identified earlier in this report. The admission numbers are affected by the rates being charged, the facilities available for use and the competition within the service area. The figures are also based on the performance of other similar facilities in other areas of the country. These are averages only and the yearly figures are based on 360 days of operation.

Yearly Paid Admissions	Description	Facility
Daily	30 admissions/day	10,800
Monthly	876 sold annually	91,104
3 Month	200 sold annually	4,800
Annual	438 sold annually	45,552
Total Yearly		152,256
Total Daily		423

NOTE: *The 1,314 monthly and annual passes are based on selling to approximately 10% of the households (3,144 in 2013) in the City, and 5% of the households (20,005 in 2013) in the Secondary Service Area. 3 month passes are based on 24 admissions, and Monthly/Annual passes are based on 104 admissions a year. Family passes are counted as a single admission.*

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Hours of Operation: The projected hours of operation of the Richland Hills Multipurpose Facility are as follows:

Days	Hours
Monday - Friday	5:00am – 9:00pm
Saturday	7:00am – 8:00pm
Sunday	10:00am – 6:00pm
Total Hours Per Week	101

Hours usually vary some with the season (longer hours in the winter, shorter during the summer), by programming needs, use patterns and special event considerations.

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Division V - Project Recommendations

The following section details specific recommendations for the Richland Hills Multipurpose Facility project. Remarks are grouped by areas of interest.

Programs and Facilities: The design, image and quality of a recreation facility has a direct impact on its ability to attract and keep users. Thought should be given to the building layout as it pertains to user control and access, during the final design phase of the project. A visible open design which highlights the different activity areas and encourages participation from the user as well as the non-user, is essential to generating excitement and revenue. As much natural light as possible needs to be incorporated into the design while not compromising safety and promoting and maintaining energy efficiency in every way possible. The intent is to build a "smart building" that gives the City of Richland Hills the most for its money and the user a sense of quality and value.

Weight/cardiovascular fitness area- The presence of a large space for fitness activities in the building is essential to developing a strong revenue stream for the facility. More revenue per square foot can be generated from this recreation component than any other indoor amenity. It also allows the center to have a higher rate structure due to the value such an amenity has in the market place.

Pool- Even though an indoor pool is not part of the first phase of the project, Ballard*King & Associates believes that any community focused recreation center that is being built in most settings should include a recreationally oriented swimming pool as part of its facility master plan components.

Programs- The center should not be designed specifically to handle the once a year event or activity but should have the versatility to adapt to these needs within reason. Long term programming and facility needs of the community, businesses, and special interest groups should be identified and integrated into the operations plan for this facility.

The success of community based recreation centers is dependent on developing a broad based appeal to the users as well as the general public. The needs of youth, seniors, and families must be considered and their individual concerns and issues addressed. Programs that are intergenerational in nature and those that are specifically oriented towards certain population segments will both need to be developed. The needs of the business community must also be considered if this market is to be developed.

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Consideration should be given to contracting for certain programs or services, especially those that are very specialized in nature. Any contracted programs or services should require a payment of a percentage of the fees collected (at least 30%) back to the center and the City.

It is important to realize that the center must have a balance between program and drop-in use of the various components of the facility. The gym and weight/fitness areas are of particular concern. If these areas do not have substantial times set aside on a daily basis for drop-in use then revenues generated from pass sales will be in jeopardy.

Budget and Fees: The success of this project depends on a number of budget factors, which need special consideration. An operational philosophy must be developed and priorities for use must be clearly identified. The revenue figures contained in this document are based on the principal that the facility will have a strong pass and program orientation. A goal of consistently covering over 75% of operational expenses with revenues should be attainable but it is not likely that 100% of operational costs can be consistently covered by operational revenues. However, it should be realized that most public sports, fitness, and recreation facilities have similar difficulties. Maximizing revenue production should be a primary goal. Care must be taken to make sure that a fees and charges policy is consistently followed for all users. No form of revenue production should be given away.

Capital replacement fund- A plan for funding a capital replacement program should be developed before the facility opens. The American Public Works Association recommends between 2% and 4% of replacement cost be budgeted annually for capital items. Costs for maintenance and contract services should be lower than the amount budgeted for the first year since most equipment will still be under warranty.

Fees- The revenue projections were based on the concept of having a small resident/non-resident fee differential. Non-residents need to be encouraged to utilize the facility to improve the overall cost recovery rate. It is estimated that 50% to 75% of all users could be non-residents.

Fees paid for individual programs do not allow the user to utilize the center on a drop-in basis. The payment of the drop-in fee should allow the user access to all areas of the center that are open to drop-in use. There should not be separate fees for different portions of the building (such as the gym, track or weight room).

A senior discount fee schedule was developed for the facility, but it should be considered as a marketing tool rather than a discount based on need. Another option is to offer a limited morning or daytime discount rate that would be available to anyone using the facility during this slower period of the day. This would work much like a senior discount without having to label it as one. With the fee structure that has been proposed, it will be necessary to develop a

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scholarship program for those individuals that cannot afford the basic rates. Established criteria such as eligibility for the school lunch program should be utilized to determine need rather than spending the time and aggravation of developing and administering a new system.

To promote the sale of long term passes it is absolutely essential that a system be set up that allows for the automatic withdrawal from the pass holder's checking/charge account of a monthly payment. Without this option it will be impossible to meet the projected sales of passes. The center will need to decide if there will be the requirement that a pass holder sign an agreement for a 12 month contract before going month-to-month or just allowing month-to-month from the outset. More and more private facilities are allowing such an arrangement without the 12 month commitment.

Pass holder benefits – With revenues from long term passes making up the greatest single source of revenues, selling the benefits will be critical. This includes free basic fitness classes, and possibly discounted drop-in child sitting. Other options include a 10%-15% discount on all fee based classes and services in the center, a free initial fitness assessment and 1-3 personal training sessions.

Pre-selling passes – Approximately 3 to 6 months before the facility opens there should be a program in place to begin the pre-sale of “charter passes” to promote sales. A goal should be to pre-sell between 25% and 50% of all budgeted passes prior to opening the facility.

Marketing plan- A marketing plan for the facility as well as its programs and services is essential. This document should target specific markets, programs, facilities and user groups. It needs to be an active document that is utilized by the Facility Director to guide all marketing efforts. This plan should be updated yearly. Special emphasis must be placed on promoting not only long term passes but also programs to establish a strong revenue base.

Another focus of the marketing plan could be the development of a comprehensive sponsorship program for the entire facility. This program could provide an additional revenue stream for the center.

Staffing- The staffing numbers for the center are higher than other similar public facilities as not only the management of the facility but also all financial transactions, personnel issues and risk management must be handled internally. Staffing costs are the biggest single operating expense and alternative options need to be investigated if costs are to be significantly reduced. The use of volunteers, trading facility use for labor and other similar ideas, deserve consideration as methods to reduce staffing budgets. The pay rates for both part-time and full-time personnel were determined based on the need to attract well-qualified employees and minimize staff turnover rates. It is important to budget for an adequate level of staffing in all areas. One of the

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biggest mistakes in operations comes from understaffing a facility and then having to come back and add more help later. Maintenance staffing is of particular concern and is most often where cuts are made. Detailed job descriptions should be written for all staff and areas of responsibility need to be clearly defined. An adequate training fund is essential to a well-run facility. An emphasis needs to be placed on the importance of image and customer service in all training programs.

The key to opening a recreation facility and have it operate smoothly is hiring the necessary staff well in advance and having them well organized, properly trained and comfortable with the building's features. They need to be ready to hit the ground running with policies and procedures in place, and a marketing and maintenance program under way. However, this will require the establishment of a start-up budget and funding in advance of user revenues.

Partnerships- The financial performance of the center can also be reinforced through the establishment of partnerships with the other organizations in the area. This could include joint programming and/or the rental of additional recreational space on a temporary basis. A long term goal should be to establish a partnership with a health care provider to bring medically based wellness services to the facility. Partnerships with other community based organizations in the community should be explored.

Computerized Operations- The center will need to have a fully computerized point of sale software system in place the day the center opens. This includes daily admissions, pass sales, program registration and all other financial transactions taking place in the building. There are several software systems available that can fill this role.

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Division VI – Operations Appendix

Part-Time Staff Hours

Program Revenue Projections

Admission Revenue Projections

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Part-Time Staff Hours:

Front Desk - 1 scheduled to work any hours that the center is open, plus a second staff member (Front Desk Attendant) on weekday evenings (5:00pm to 9:00pm) and weekends (noon-6:00pm). The Front Desk Coordinator/ Accounting Clerk position will also assist (mornings and early afternoon).

Weight/Cardio Room Supervisor

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:00A-Noon	7	1	5	35
	3:00P-9:00P	6	1	5	30
Saturday	7:00A-1:00P	6	1	1	6
	1:00P-8:00P	7	1	1	7
Sunday	10:00A-1:00P	3	1	1	3
	1:00P-6:00P	5	1	1	5
TOTAL					86

Custodian/Building Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-9:00P	5	1	5	25
	9:00P-1:00A	4	1	5	20
Sat & Sun	7:00A-11:00A	4	1	2	8
	11:00A-3:00P	4	1	2	8
	3:00P-6:00P	3	1	2	6
	6:00P-11:00P	5	2	2	20
TOTAL					87

Child Care Worker

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	8:00A-1:00P	5	2	5	50
	4:00P-8:00P	4	2	5	40
Saturday	10:00A-4:00P	6	2	1	12
TOTAL					102

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Gym Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00-9:00P	5	1	5	25
Sat & Sun	Noon-6:00P	6	1	2	12
TOTAL					37

NOTE: *This position is 26 weeks only during the winter months.*

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General Programs

This is a representative sample of possible general programming in the center.

Adult Leagues (basketball & volleyball) –2 ten week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Officials	2	\$20.00	3	20	\$2,400
	Scorer	1	\$10.00	3	20	\$600
Volleyball	Off/Scorer	1	\$20.00	3	20	\$1,200
TOTAL						\$4,200

Youth Leagues (indoor soccer & basketball) –2 ten week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Soccer	Officials	2	\$15.00	6	20	\$3,600
	Scorer	1	\$10.00	6	20	\$1,200
Basketball	Officials	2	\$15.00	6	20	\$3,600
	Scorer	1	\$10.00	6	20	\$1,200
TOTAL						\$9,600

Youth Sports Camps

League	Position	Staff	Rate/Hr.	Number	Hours	Total
Basketball	Coaches	2	\$20.00	1	16	\$640
Volleyball	Coaches	2	\$20.00	1	16	\$640
Other	Coaches	2	\$20.00	1	16	\$640
TOTAL						\$1,920

Fitness

Day	Staff	Rate/Class	Classes/Week	Weeks	Total
Mon, Wed, Fri	1	\$30.00	18	52	\$28,080
Tue, Thu	1	\$30.00	10	52	\$15,600
Weekend	1	\$30.00	4	52	\$6,240
TOTAL					\$49,920

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Functional Training

Staff	Rate/Class	Classes/Week	Weeks	Total
1	\$30.00	6	52	\$9,360
TOTAL				\$9,360

Personal Trainer

Staff	Rate/Session	Sessions/Week	Weeks	Total
1	\$35.00	10	52	\$18,200
TOTAL				\$18,200

Youth/Teen Activities

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$11.50	6	36	\$2,484
TOTAL				\$2,484

Summer Day Camp

Staff	Staff Rate/Hour	Hours/Week	Weeks	Total
1	\$11.50	40	10	\$4,600
5	\$10.00	40	10	\$20,000
TOTAL				\$24,600

Senior Activities

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$11.50	9	36	\$3,726
TOTAL				\$3,726

Birthday Parties

Staff	Staff Rate/Party	Parties/Week	Weeks	Total
1	\$15.00	3	52	\$2,340
TOTAL				\$2,340

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General Interest

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$11.50	6	36	\$2,484
TOTAL				\$2,484

Miscellaneous (dance, martial arts, etc.)

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	9	36	\$4,860
TOTAL				\$4,860

General Programs

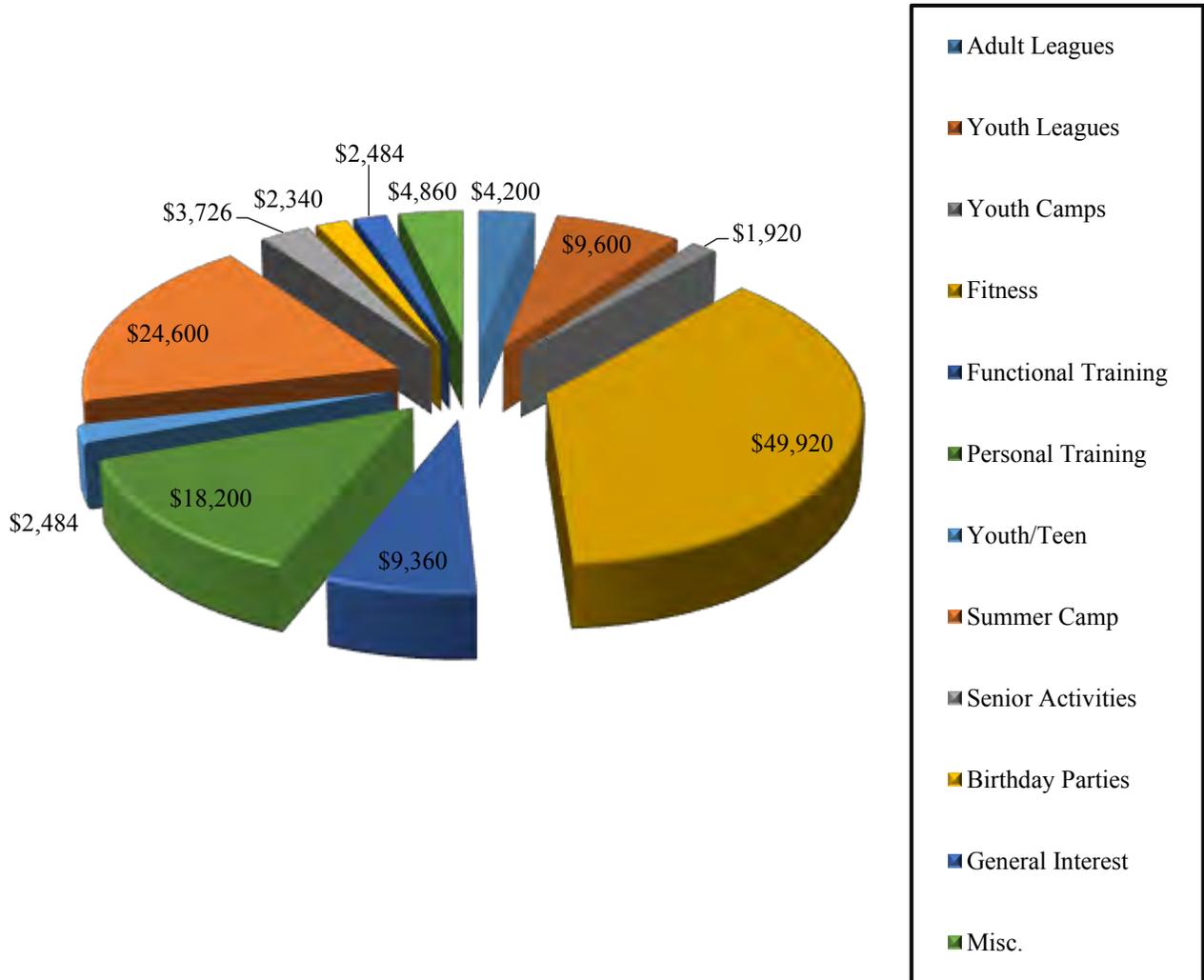
Category	
Adult Leagues	\$4,200
Youth Leagues	\$9,600
Youth Sports Camps	\$1,920
Fitness	\$49,920
Functional Training	\$9,360
Personal Training	\$18,200
Youth/Teen Activities	\$2,484
Summer Day Camp	\$24,600
Senior Activities	\$3,726
Birthday Parties	\$2,340
General Interest	\$2,484
Miscellaneous	\$4,860
TOTAL	\$133,694

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General Program Summary



NOTE: Some programs and classes will be on a contractual basis with the facility, where the facility will take a percentage of the revenues charged and collected. These programs have not been shown in this budget as a result.

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Program Revenue Estimates

This is a representative sample of possible general programming and revenue at the center.

Adult Leagues

Title	Classes	Fee	Seasons	Total Revenue
<i>Basketball</i>	6 teams	\$450.00	2 seasons	\$5,400
<i>Volleyball</i>	6 teams	\$200.00	2 seasons	\$2,400
TOTAL				\$7,800

Youth Leagues

Title	Teams	Players	Fee	Seasons	Total Revenue
<i>Soccer</i>	12 teams	10/team	\$75.00	2 seasons	\$18,000
<i>Basketball</i>	12 teams	10/team	\$75.00	2 seasons	\$18,000
TOTAL					\$36,000

Youth Sports Camps

Title	Classes	Fee	Camps	Total Revenue
<i>Basketball</i>	20 kids	\$75.00	1 camp	\$1,500
<i>Volleyball</i>	20 kids	\$75.00	1 camp	\$1,500
<i>Other</i>	20 kids	\$75.00	1 camp	\$1,500
TOTAL				\$4,500

Fitness

Title	Classes	Fee	Weeks	Total Revenue
<i>Fitness Classes</i>	32 classes/3 per class	\$10.00/cl.	52 weeks	\$49,920
<i>Functional Training</i>	6 classes/3 per class	\$10.00/cl.	52 weeks	\$9,360
<i>Personal Training</i>	10 sessions	\$45.00	52 weeks	\$23,400
TOTAL				\$82,680

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Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Youth/Teen</i>	3 classes/10 per class	\$50.00/sess.	4 sessions	\$6,000
<i>Summer Day Camp</i>	50 per week	\$125/wk.	10 weeks	\$62,500
<i>Senior Activities</i>	3 classes/8 per class	\$15.00/sess.	4 sessions	\$1,440
<i>Birthday Parties</i>	3 per week	\$200/pty.	52 weeks	\$31,200
<i>General Interest</i>	3 classes/8 per class	\$50.00/sess.	4 sessions	\$4,800
<i>Misc.</i>	3 classes/8 per class	\$50.00/sess.	4 sessions	\$4,800
TOTAL				\$110,740

Total General Program Revenue

\$241,720

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Admission Revenue Worksheet:

Daily

Category	Fee	# Per Day	Revenue	Days	Total
Adult	\$8.00	15	\$120		
Youth	\$6.00	5	\$30		
Senior	\$6.00	10	\$60		
		30	\$210	360	\$75,600
Non-Resident Fees – 75% of users @10% increase					\$5,670
TOTAL					\$81,270

Monthly Fee

Category	Fee	Months	# Sold	Revenue
Adult	\$20	12	225	\$54,000
Youth	\$13	12	50	\$7,800
Senior	\$13	12	100	\$15,600
Family	\$32	12	501	\$192,384
TOTAL			876	\$269,784
Non-Resident Fees - 75% of users @ 10% increase				\$20,234
10% of pass holders/loss of 25% of revenue				-\$6,745
TOTAL				\$283,273

3 Month Passes

Category	Fee	# Sold	Revenue
Adult	\$75	50	\$3,750
Youth	\$47	10	\$470
Senior	\$47	30	\$1,410
Family	\$131	110	\$14,410
TOTAL		200	\$20,040
Non-Resident Fees - 75% of users @ 10% increase			\$1,503
TOTAL			\$21,543

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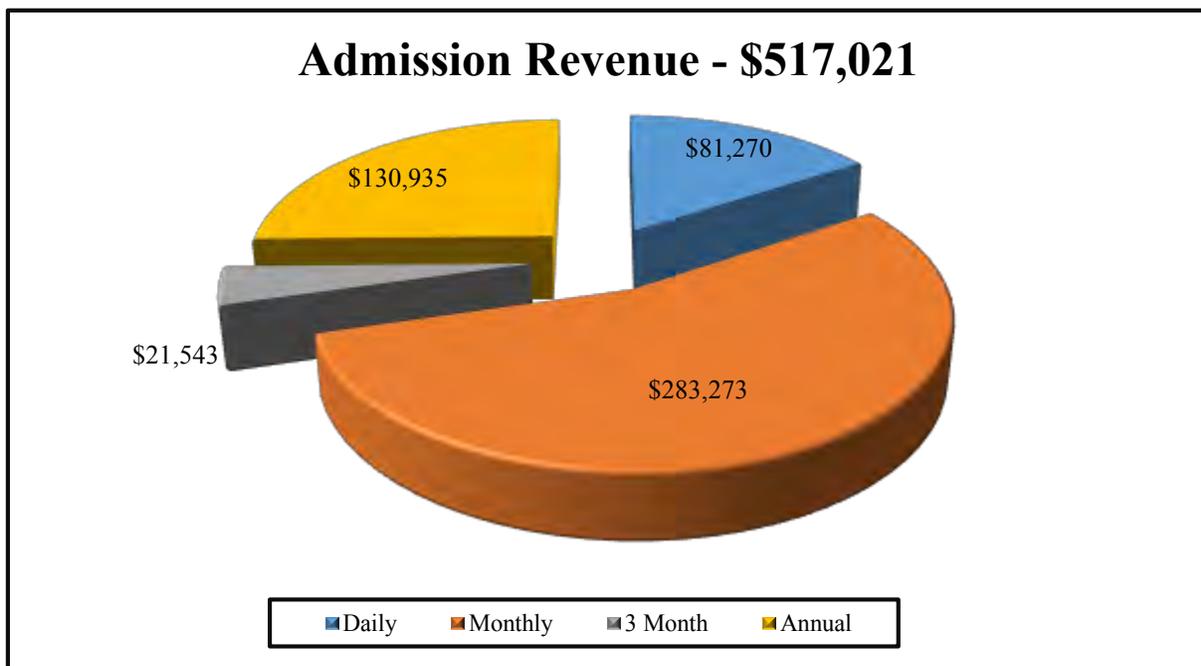
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Annual Passes

Category	Fee	# Sold	Revenue
Adult	\$200	120	\$24,000
Youth	\$125	10	\$1,250
Senior	\$125	50	\$6,250
Family	\$350	258	\$90,300
TOTAL		438	\$121,800
Non-Resident Fees - 75% of users @ 10% increase			\$9,135
TOTAL			\$130,935

Revenue Summary



NOTE: This work sheet was used to project possible revenue sources and amounts. These figures are estimates only, based on basic market information and should not be considered as guaranteed absolutes. This information should be utilized as a representative revenue scenario only and to provide possible revenue target ranges.