



# CITY OF CONCORD

A-33  
3-26 (0)  
3-29  
TA

## REPORT TO MAYOR AND THE CITY COUNCIL

**FROM:** Matthew R. Walsh, Dir. of Redevelopment, Downtown Services, & Special Projects

MKW

**DATE:** February 9, 2015

**SUBJECT:** CIP #443: City-wide Multigenerational Community Center  
"Operations Analysis" Business Plan

### Recommendation:

Accept the following report.

### Background:

As part of the current schematic design effort, the City commissioned an update to the 2011 "operations analysis" (a.k.a. business plan) for the project, as previously developed by Ballard and King, a recreational consulting firm based in Colorado. The recently finalized business plan was not included as part staff report to City Council dated February 3, 2015. Therefore, it is hereby being provided to the City Council to assist it with its consideration of the project. Please see the attached document for more information.

### Discussion:

The attached "operations analysis" serves as the basis for the City's operating revenue and expense projections for the project. Specifically, the information contained within the attached was used by city staff to develop financial pro formas for the project. Said pro formas were provided to the City Council as an exhibit to the February 3, 2015 staff report.

The attached operations analysis contains detailed information about the proposed pricing for key amenities within the facility. As such, staff will be sharing the attached document with potential users and stakeholders in order to fully inform them about anticipated costs they shall be charged for use of the facility should the project move forward.

As previously noted in the February 3<sup>rd</sup> report, the City Administration reduced revenue projections for all 3 design alternatives in order to make financial projections more conservative. Specifically, revenue projections were reduced by 30% from estimates developed by Ballard and King's for the first year of operations. For planning purposes, revenue reductions were gradually eased during the first 5 years of operations, so as year 5 projections are only 10% lower than those developed by Ballard and King.

The attached report will be uploaded to the Parks and Recreation Department's website on February 10<sup>th</sup>.

# OPERATIONS ANALYSIS

*Concord Community Center*



---

## **Section III - Operations Analysis**

The following operations analysis has been completed for the planned Concord Community Center. The following are the basic parameters for the project.

- The first year of operation will be FY 2017 (July 1, 2016-June 30, 2017). This budget represents the first full-year of operation.
- This community center will replace the existing Heights Community Center and some or all of the former Dame School.
- This operations analysis covers all aspects of the facility.
- The presence of other providers in the market will remain essentially the same.
- The center will be owned and operated by the City of Concord.
- The center will be located at Keach Park.
- This operations estimate is based on a preliminary program and basic concept plan for the facility only.
- Senior programming will be shared space used by several groups in Concord.
- Expenses and revenues associated with the operation of this facility have been shown. This includes credits from the existing Heights, East Concord, and Dame School facilities, which will be closed and their programs relocated to the new center.
- This will be a fee based facility with all uses of the gym and fieldhouse requiring fees to use.
- All spaces in the center (except the fieldhouse) will be air conditioned.
- No provision for any type of concessions has been shown (other than vending machines).
- When the new Concord Community Center opens the East Concord Community Center and West Street Ward House will no longer be used for recreational purposes and might be repurposed for other municipal purposes or sold by the City. The Green Street

# OPERATIONS ANALYSIS

*Concord Community Center*



---

Community Center will continue to be used for recreational purposes for the foreseeable future. Operating and capital expenses and associated programmatic revenues with the Green Street facility are not included in this business plan.

- The Parks and Recreation Department's administrative offices will be located at the new center and the office space at White Park will no longer be needed. It is anticipated that the Grounds Division of the Department will continue to operate from the current White Park facility for the foreseeable future.
- Utility costs were estimated with help from the design team and the City's energy consultant.
- The center will have a strong focus on recreation programming and rentals (especially in the gym and fieldhouse).

# OPERATIONS ANALYSIS

*Concord Community Center*



**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 New England. 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.

**Option 1 – Reuse the 1960’s Building/New Construction** – Gymnasium (2 high school courts), turfed field with track, elevated walk/jog track, (2) group exercise rooms, multi-use program room w/catering kitchen, program/classrooms (3), senior lounge, locker rooms and administration area – **Approximately 69,580 sq.ft.**

**Option 2 - New Construction** – Same basic elements except (2) classrooms. **Approximately 63,160 sq.ft.**

**Option 3 – Reuse portions of the 1940’s Building/New Construction** – Same basic elements except (4) classrooms. **Approximately 68,990 sq.ft.**

The possible addition of a library (5,000 SF) and CCTV (3,000 SF) has also been shown for each option as added space and expense/revenue.

**Operation Cost Models:**

<b>Personnel</b>	<b>Option 1 1960’s Rehab &amp; New</b>	<b>Option 2 New Construction</b>	<b>Option 3 1940’s Rehab &amp; New</b>
Comm. Ctr. Full-Time	\$144,000	\$144,000	\$144,000
Comm. Ctr. Part-Time	\$139,451	\$126,908	\$139,451
Comm. Ctr. Contract	\$98,720	\$98,720	\$98,720
<b>TOTAL</b>	<b>\$382,171</b>	<b>\$369,628</b>	<b>\$382,171</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



Commodities	Option 1 1960's Rehab & New	Option 2 New Construction	Option 3 1940's Rehab & New
Office Supplies (forms, paper, etc.)	\$5,000	\$5,000	\$5,000
Maintenance/Repair/Materials	\$15,000	\$15,000	\$15,000
Janitor Supplies	\$14,000	\$14,000	\$14,000
Rec. Supplies	\$35,000	\$35,000	\$35,000
Uniforms	\$3,000	\$3,000	\$3,000
Printing/Postage	\$10,000	\$10,000	\$10,000
Items for Resale (merchandise)	\$4,000	\$4,000	\$4,000
Other	\$2,000	\$2,000	\$2,000
<b>TOTAL</b>	<b>\$88,000</b>	<b>\$88,000</b>	<b>\$88,000</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



<b>Contractual</b>	<b>Option 1 1960's Rehab &amp; New</b>	<b>Option 2 New Construction</b>	<b>Option 3 1940's Rehab &amp; New</b>
Utilities (electric and gas) <sup>1</sup>	\$261,870	\$228,512	\$253,800
Water/Sewer	\$6,000	\$6,000	\$6,000
Insurance (property & liability)	\$10,000	\$9,000	\$10,000
Communications (phone)	\$5,000	\$5,000	\$5,000
Contract Services <sup>2</sup>	\$74,200	\$74,200	\$74,200
Rent Equipment	\$2,000	\$2,000	\$2,000
Marketing/Advertising	\$10,000	\$10,000	\$10,000
Training (staff time)	\$2,000	\$2,000	\$2,000
Conference	\$3,000	\$3,000	\$3,000
Trash Pickup	\$5,000	\$5,000	\$5,000
Dues & Subscriptions	\$500	\$500	\$500
Bank Charges (charge cards, EFT)	\$13,000	\$13,000	\$13,000
Other	\$3,000	\$3,000	\$3,000
<b>TOTAL</b>	<b>\$395,570</b>	<b>\$361,212</b>	<b>\$387,500</b>

<b>Capital</b>	<b>Option 1 1960's Rehab &amp; New</b>	<b>Option 2 New Construction</b>	<b>Option 3 1940's Rehab &amp; New</b>
Replacement Fund (minimum amount)	\$30,000	\$30,000	\$30,000
<b>TOTAL</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>

<sup>1</sup> Rates are based on \$1.517 per THERM for natural gas and \$.20 for KWH for electricity. Heating and cooling is figured at 90,000 BTU per SF/YR for renovated space and 75,000 BTU per SF/YR for new construction. Electricity is 13.9 KW per SF/YR for renovated space and 12.4 KW per SF/YR for new construction. It should be noted that rates for electricity and gas has been very volatile and could result in a substantially higher cost for utilities over time.

<sup>2</sup> Contract services cover maintenance contracts (equipment, mechanical systems, etc.-\$10,000), control systems work (building mechanical systems - \$7,500), alarm (security alarm - \$7,500), snow plowing (\$24,200), computer software costs (\$10,000), parking lot repairs (\$10,000) and other items (window washing, carpet cleaning, etc.-\$5,000).

# OPERATIONS ANALYSIS

*Concord Community Center*



All Categories	Option 1 1960's Rehab & New	Option 2 New Construction	Option 3 1940's Rehab & New
Personnel	\$382,171	\$369,628	\$382,171
Commodities	\$88,000	\$88,000	\$88,000
Contractual	\$395,570	\$361,212	\$387,500
Capital	\$30,000	\$30,000	\$30,000
<b>TOTAL EXPENSE</b>	<b>\$895,741</b>	<b>\$848,840</b>	<b>\$887,671</b>

**NOTE:** *Line items not included in this budget are exterior site maintenance and any vehicle costs.*

# OPERATIONS ANALYSIS

*Concord Community Center*



**Staffing Levels:**

*Community Center*

<b>New Full-Time Positions</b>	<b>Positions</b>	<b>Total</b>
Building Manager/Programs Super.	1	\$66,000
Custodian <sup>3</sup>	1	\$30,000
Salaries		\$96,000
Benefits (50%)		\$48,000
<b>TOTAL</b>	<b>2 F.T.E.</b>	<b>\$144,000</b>

Note: Pay rates were determined based on City of Concord job classifications and wage scales for similar positions. The positions listed are necessary to ensure adequate staffing for the facility's operation. **The wage scales for both the full-time and part-time staff positions reflect an anticipated wage for 2017.**

<sup>3</sup> The custodian position will be under the Recreation Department.



# OPERATIONS ANALYSIS

*Concord Community Center*



*Community Center-Option 1 & 3*

Part-Time Positions	Rate/Hour	Hours/Week
Facility Supervisor	\$15.00	48
Front Desk Attendant	\$10.00	40
Fieldhouse Supervisor <sup>4</sup>	\$10.00	37
Gym Supervisor <sup>5</sup>	\$10.00	37
Custodian	\$12.00	57
Program Instructors <sup>6</sup>		
General	Variable	\$8,880
Salaries		\$123,408
Benefits (13%)		\$16,043
F.T.E.	4.62	
<b>TOTAL</b>		<b>\$139,451</b>

Contract Positions	Rate	Amount
Program Instructors <sup>7</sup>		
General	Variable	\$98,720
<b>TOTAL</b>		<b>\$98,720</b>

<sup>4</sup> Position (and hours) is six months (30 weeks)

<sup>5</sup> Position (and hours) is six months (26 weeks) only, due to heavier use of the facility during the winter months.

<sup>6</sup> 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. General programs consist of sports leagues, fitness, instructional classes, summer camp and other activities.

<sup>7</sup> Program instructors that are paid on a contract basis.

# OPERATIONS ANALYSIS

*Concord Community Center*



*Community Center-Option 2*

<b>Part-Time Positions</b>	<b>Rate/Hour</b>	<b>Hours/Week</b>
Facility Supervisor	\$15.00	48
Front Desk Attendant	\$10.00	40
Gym Supervisor <sup>8</sup>	\$10.00	37
Custodian	\$12.00	57
<b>Program Instructors<sup>9</sup></b>		
General	Variable	\$8,880
Salaries		\$112,308
Benefits (13%)		\$14,600
F.T.E.	4.09	
<b>TOTAL</b>		<b>\$126,908</b>

<b>Contract Positions</b>	<b>Rate</b>	<b>Amount</b>
<b>Program Instructors<sup>10</sup></b>		
General	Variable	\$98,720
<b>TOTAL</b>		<b>\$98,720</b>

<sup>8</sup> Position (and hours) is six months (26 weeks) only, due to heavier use of the facility during the winter months.

<sup>9</sup> 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. General programs consist of sports leagues, fitness, instructional classes, summer camp and other activities.

<sup>10</sup> Program instructors that are paid on a contract basis.

# OPERATIONS ANALYSIS

*Concord Community Center*



## Library Expenses

The following expenses for the proposed 5,000 sq.ft. library addition to the Community Center has been developed by the Library Director.

Item	Library Budget
Utilities	\$18,090
Custodial/Maintenance (\$2.81 SF)	\$14,050
Property Insurance	\$1,075
Staff	
Librarian FT - (\$59,715 x 50%)	\$89,573
Library Tech. PT (72 hrs/wk x \$21.71 x 13%)	\$89,789
Library Page PT (32 hrs/wk x \$15.80 x 13%)	\$29,707
Professional Development	\$300
Mileage and Business Expenses	\$100
Professional & Technical Services	\$5,000
IT Contracts, Business & Tech. Equip. Repair	\$10,000
Communication	\$1,500
Postal/Delivery	\$900
Delivery	\$750
Materials and Supplies	\$5,000
Library processing fees for materials	\$5,000
Annual Collection Development	\$26,255
Periodicals	\$2,500
Minor Tools and Equipment	\$3,000
<b>Total</b>	<b>\$302,589</b>

# OPERATIONS ANALYSIS

Concord Community Center



---

## Concord Cable TV Expenses and Revenues

The following expenses and revenues are for the proposed 3,000 sq.ft. Concord Cable TV addition to the Community Center.

Item	CCTV Budget
<b>Expenses</b>	
Utilities	\$10,854
Custodial (\$2.81 SF)	\$8,430
Property Insurance	\$645
Property Taxes	\$8,533
<b>Total</b>	<b>\$28,462</b>
<b>Revenues</b>	
Property Taxes/Lease ( \$10 SF Triple Net)	\$30,000
Base Rent (\$17.46 SF)	\$52,380
Profit Margin (10% of Base Rent)	\$5,238
<b>Total</b>	<b>\$87,618.00</b>
<b>Difference</b>	<b>\$59,156</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



## 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	All Options
Daily Fees	\$76,755
20 Admission Discount Pass Card	\$106,680
Rentals <sup>11</sup>	\$116,150
Corporate/Group	\$10,000
<b>TOTAL</b>	<b>\$309,585</b>

<sup>11</sup> Rentals are based on the following:

Classroom	\$40/hr. x 6/wk x 50 wks =	\$12,000
Community Room	\$60/hr. x 4/wk x 50 wks =	\$12,000
Community Room	\$400/hr. x 1/wk x 36 wks =	\$14,400
Gymnasium	\$70/hr. x 2/day x 5/days x 50 wks =	\$35,000
Fieldhouse	\$100/hr. x 1/day x 5 days x 26 wks =	\$13,000
Fieldhouse	\$125/hr. x 1/day x 5 days x 26 wks =	\$16,250
Fieldhouse	\$125/hr. x 12/hrs x 9 days =	\$13,500

# OPERATIONS ANALYSIS

*Concord Community Center*



<b>Programs</b>	<b>All Options</b>
General	\$471,897
Contract Programs	\$5,000
<b>TOTAL</b>	<b>\$476,897</b>

<b>Other</b>	<b>All Options</b>
Resale Items (merchandise)	\$5,000
Special Events	\$2,000
Vending (contract pay- 15%-20%) <sup>12</sup>	\$10,000
Sponsorship/Advertising <sup>13</sup>	\$20,000
<b>TOTAL</b>	<b>\$37,000</b>

<b>All Categories</b>	<b>All Options</b>
Fees	\$309,585
Programs	\$476,897
Other	\$37,000
<b>TOTAL REVENUE</b>	<b>\$823,482</b>

<sup>12</sup> Vending includes food sales and drinks.

<sup>13</sup> Sponsorship/Advertising revenue is based on the following:  
 Gymnasium – Yearly banner \$1,000 x 10 sold = \$10,000  
 Fieldhouse – Yearly banner \$1,000 x 10 sold = \$10,000

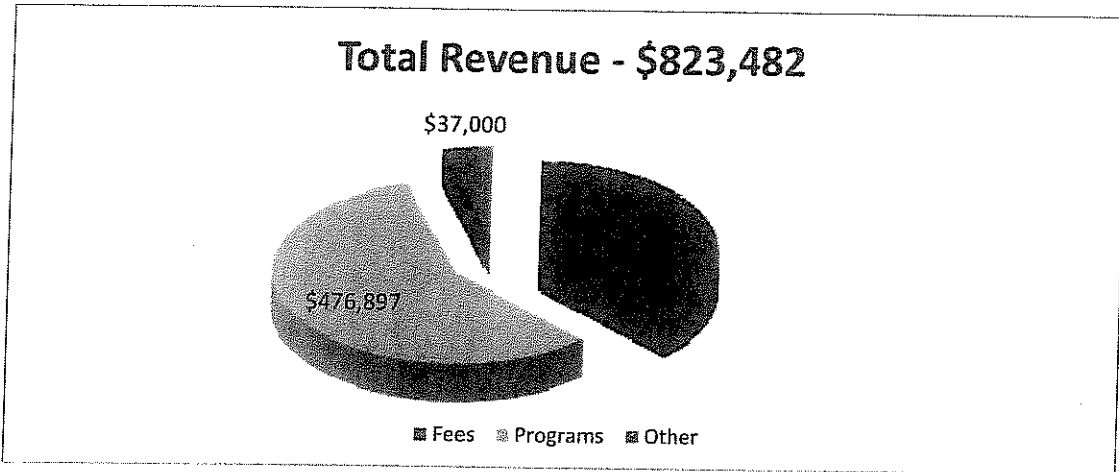
# OPERATIONS ANALYSIS

*Concord Community Center*



---

## Graphic Representation of Total Revenue



# OPERATIONS ANALYSIS

*Concord Community Center*



**Division III - Expenditure - Revenue Comparison**

1<sup>st</sup> Year of Operation

Category	Option 1 1960's Rehab & New	Option 2 New Construction	Option 3 1940's Rehab & New
Expenditures	\$895,741	\$848,840	\$887,671
Revenues	\$823,482	\$823,482	\$823,482
Difference	(\$72,259)	(\$25,358)	(\$64,189)
Recovery Rate	92%	97%	93%
Cost Savings(Building closures) <sup>14</sup>	\$30,133	\$30,133	\$30,133
Existing Recreation Programs	\$42,580	\$42,580	\$42,580
Adjusted Difference	\$454	\$47,355	\$8,524
Library Costs	(\$302,589)	(\$302,589)	(\$302,589)
Adjusted Difference	(\$302,135)	(\$255,234)	(\$294,065)
Concord Cable TV Costs	(\$28,462)	(\$28,462)	(\$28,462)
Concord Cable TV Revenues	\$87,618	\$87,618	\$87,618
Difference	\$59,156	\$59,156	\$59,156
Adjusted Difference	(\$242,979)	(\$196,078)	(\$234,909)

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.

**Cost Savings from Closures of Other Buildings:** With the completion of the new Concord Community Center, the East Concord Community Center, Heights Community Center and West Street Ward House will be closed as recreation facilities. In addition, the parks and recreation administrative offices will move from White Park to the new center.

<sup>14</sup> Building closures include Heights, East Concord, and the Parks and Recreation offices.



# OPERATIONS ANALYSIS

Concord Community Center



---

*Projected Cost Savings:*

Closing of East and Heights centers -	\$21,133
Parks & Recreation offices -	<u>\$9,000</u>
Total	\$30,133

Note: While the West Street Ward House will no longer be used for recreation purposes, it will still be owned and operated by the city so no credit has been taken.

**Budget Implication of Moving Existing Recreation Programs to the New Center:** With the completion of the new Concord Community Center, the East Concord Community Center, will be closed as a recreation facility. As a result, Summer Camps, Archery, and Dance programs will be moved to the new center.

*Projected Budget Implications:*

Total estimated revenue -	\$112,629
Total estimated expenses -	<u>\$70,049</u>
Total	\$42,580

**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 1-3 but a small decline in years 4-5.

# OPERATIONS ANALYSIS

*Concord Community Center*



## 5 Year Budget Projections

### Option 1

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Expenses	\$ 895,741.04	\$ 922,613.27	\$ 950,291.67	\$ 997,806.25	\$ 1,047,696.57
Revenues	\$ 823,482.00	\$ 864,656.10	\$ 907,888.91	\$ 953,283.35	\$ 981,881.85
Difference	\$ (72,259.04)	\$ (57,957.17)	\$ (42,402.76)	\$ (44,522.90)	\$ (65,814.71)
% Cost Recovery	92%	94%	96%	96%	94%
Cost Savings	30,133	30,133	30,133	30,133	30,133
Existing Prog. Rev	42,580	42,580	42,580	42,580	42,580
Adjusted Total	\$ 453.96	\$ 14,755.83	\$ 30,310.24	\$ 28,190.10	\$ 6,898.29
Adjusted Expenses	\$ 865,608.04	\$ 892,480.27	\$ 920,158.67	\$ 967,673.25	\$ 1,017,563.57
Adjusted Revenues	\$ 866,062.00	\$ 907,236.10	\$ 950,468.91	\$ 995,863.35	\$ 1,024,461.85
Difference	\$ 453.96	\$ 14,755.83	\$ 30,310.24	\$ 28,190.10	\$ 6,898.29
Library	\$ (302,589.00)	\$ (311,666.67)	\$ (321,016.67)	\$ (337,067.50)	\$ (353,920.88)
Adjusted Difference	\$ (302,135.04)	\$ (296,910.84)	\$ (290,706.43)	\$ (308,877.41)	\$ (347,022.59)
Cable TV	\$ 59,156.00	\$ 60,930.68	\$ 62,758.60	\$ 65,896.53	\$ 69,191.36
Adjusted Difference	\$ (242,979.04)	\$ (235,980.16)	\$ (227,947.83)	\$ (242,980.88)	\$ (277,831.24)

# OPERATIONS ANALYSIS

*Concord Community Center*



## Option 2

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Expenses	\$ 848,840.04	\$ 874,305.24	\$ 900,534.40	\$ 945,561.12	\$ 992,839.17
Revenues	\$ 823,482.00	\$ 864,656.10	\$ 907,888.91	\$ 953,283.35	\$ 981,881.85
Difference	\$ (25,358.04)	\$ (9,649.14)	\$ 7,354.51	\$ 7,722.23	\$ (10,957.32)
% Cost Recovery	97%	99%	101%	101%	99%
Cost Savings	30,133	30,133	30,133	30,133	30,133
Existing Prog. Rev	42,580	42,580	42,580	42,580	42,580
Adjusted Total	\$ 47,354.96	\$ 63,063.86	\$ 80,067.51	\$ 80,435.23	\$ 61,755.68
Library	\$ (302,589.00)	\$ (311,666.67)	\$ (321,016.67)	\$ (337,067.50)	\$ (353,920.88)
Adjusted Difference	\$ (255,234.04)	\$ (248,602.81)	\$ (240,949.16)	\$ (256,632.27)	\$ (292,165.20)
Cable TV	\$ 59,156.00	\$ 60,930.68	\$ 62,758.60	\$ 65,896.53	\$ 69,191.36
Adjusted Difference	\$ (196,078.04)	\$ (187,672.13)	\$ (178,190.56)	\$ (190,735.74)	\$ (222,973.85)

# OPERATIONS ANALYSIS

*Concord Community Center*



## Option 3

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Expenses	\$ 887,671.04	\$ 914,301.17	\$ 941,730.21	\$ 988,816.72	\$ 1,038,257.55
Revenues	\$ 823,482.00	\$ 864,656.10	\$ 907,888.91	\$ 953,283.35	\$ 981,881.85
Difference	\$ (64,189.04)	\$ (49,645.07)	\$ (33,841.30)	\$ (35,533.37)	\$ (56,375.70)
% Cost Recovery	93%	95%	96%	96%	95%
Cost Savings	30,133	30,133	30,133	30,133	30,133
Existing Prog. Rev	42,580	42,580	42,580	42,580	42,580
Adjusted Total	\$ 8,523.96	\$ 23,067.93	\$ 38,871.70	\$ 37,179.63	\$ 16,337.30
Library	\$ (302,589.00)	\$ (311,666.67)	\$ (321,016.67)	\$ (337,067.50)	\$ (353,920.88)
Adjusted Difference	\$ (294,065.04)	\$ (288,598.74)	\$ (282,144.97)	\$ (299,887.87)	\$ (337,583.58)
Cable TV	\$ 59,156.00	\$ 60,930.68	\$ 62,758.60	\$ 65,896.53	\$ 69,191.36
Adjusted Difference	\$ (234,909.04)	\$ (227,668.06)	\$ (219,386.37)	\$ (233,991.34)	\$ (268,392.22)

# OPERATIONS ANALYSIS

*Concord Community Center*



---

## Start-Up Costs:

It is anticipated that the City will need to allocate the following expenses prior to opening the building:

Staff – (Building Manager-4 months)	\$33,000
Supplies – (Start-up and Grand Opening)	<u>\$25,000</u>
Total	\$58,000

# OPERATIONS ANALYSIS

*Concord Community Center*



## Division IV - Fees and Attendance

**Projected Fee Schedule:** Revenue projections and attendance numbers were calculated from this fee model. Fees are for drop-in use of the gym, turf field and track.

Category	Daily Fee		20 Admission Discount Pass Cards	
	Resident	Non-res.	Resident	Non-res.
Adults	\$4.50	\$5.50	\$72.00	\$88.00
Youth (3-17 yrs)	\$4.00	\$5.00	\$64.00	\$80.00
Senior	\$4.00	\$5.00	\$64.00	\$80.00

Fitness        \$8/class Resident  
                   \$10/class Non-Resident

Rentals        \$40/hr        Classroom  
                   \$60/hr        Group Exercise Room  
                   \$60/hr        Community Room (per section, non-prime time)  
                   \$400/ 4 hr.    Community Room (all sections, 4 hour minimum, prime time)  
                   \$70/hr        Gymnasium (per court)  
                   \$100/hr       Fieldhouse (non-prime time)  
                   \$125/hr       Fieldhouse (prime time)

Note: 20 Admission discount pass cards are discounted 20% over the daily rate.

**Admission Rate Comparisons:** The above rates were determined based on the current city user fees and the competition in the area (public and private).

# OPERATIONS ANALYSIS

*Concord Community Center*



**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 342 days of operation.

<b>Yearly Paid Admissions</b>	<b>Description</b>	<b>Facility</b>
Daily	50 admissions/day	17,100
20 Admission Pass Cards	1,500 sold annually	30,000
<b>Total Yearly</b>		<b>47,100</b>
<b>Total Daily</b>		<b>138</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



---

**Hours of Operation:** The projected hours of operation of the Concord Community Center facility are as follows:

*Community Center*

**High Season** (October through May) - 34 weeks

Monday – Friday      8:00am-10:00pm  
Saturday/Sunday      8:00am-6:00pm

Hours per week: 90

**Low Season** (June through October) – 18 weeks

Monday – Friday      8:00am-9:00pm  
Saturday                8:00am-6:00pm  
Sunday                  Closed

Hours per week: 75

Hours may also vary by programming needs, use patterns and special event considerations.

*Library*

Mon./Wed./Sat.      9:00am-5:00pm  
Tue./Thurs.          12:00pm-8:00pm

Hours per week: 40



# OPERATIONS ANALYSIS

*Concord Community Center*



---

## Appendix

Part-Time Staff Hours

Program Revenue Projections

Admission Revenue Projections

# OPERATIONS ANALYSIS

*Concord Community Center*



**Part-Time Staff Hours:**

*High Season*

**Front Desk Supervisor**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-10:30P	6.5	1	5	32.5
Sat & Sun	8:00A-1:00P	5	1	2	10
	1:00P-6:30P	5.5	1	2	11
<b>TOTAL</b>					<b>53.5</b>

**NOTE:** *The hours between 8:00am and 5:00pm on weekdays is handled by the two existing full-time Recreation Assistants.*

**Front Desk Attendant**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-10:30P	6.5	1	5	32.5
Sat & Sun	1:00P-6:30P	5.5	1	2	11
<b>TOTAL</b>					<b>43.5</b>

**Fieldhouse Supervisor (Option 1 & 3 Only)**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:00P-10:00P	5	1	5	25
Sat & Sun	Noon-6:00P	6	1	2	12
<b>TOTAL</b>					<b>37</b>

**NOTE:** *This position is 30 weeks only during the winter months (October through April).*

**Gym Supervisor/Drop-in**

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

**NOTE:** *This position is 26 weeks only during the winter months (October through April).*

# OPERATIONS ANALYSIS

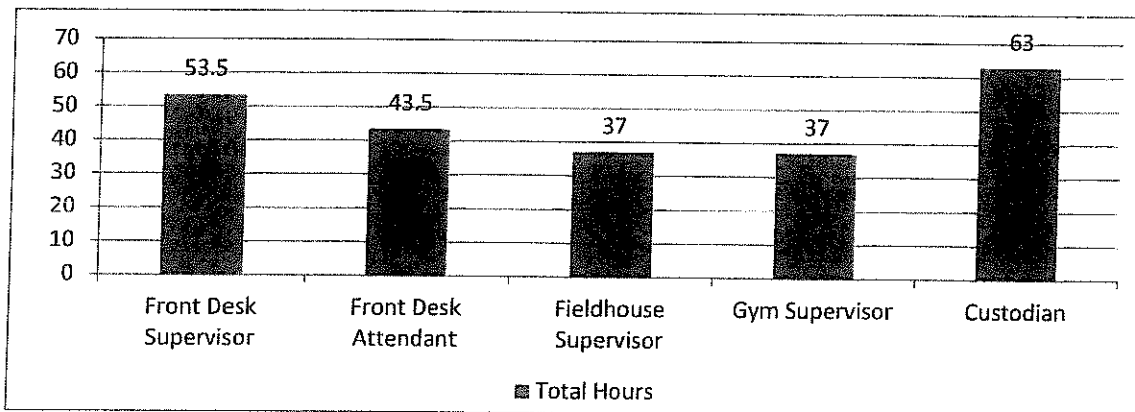
*Concord Community Center*



### Custodian/Building Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	3:00P-10:00P	7	1	5	35
Sat & Sun	8:00A-11:00A	3	1	2	6
	11:00A-3:00P	4	1	2	8
	3:00P-10:00P	7	1	2	14
<b>TOTAL</b>					<b>63</b>

### High Season Recommended Hours per Week for Successful Operation



# OPERATIONS ANALYSIS

*Concord Community Center*



*Low Season*

**Front Desk Supervisor**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-9:30P	5.5	1	5	27.5
Sat	8:00A-Noon	4	1	1	4
Sat.	Noon-6:30P	6.5	1	1	6.5
<b>TOTAL</b>					<b>38</b>

**NOTE:** *The hours between 8:00am and 5:00pm on weekdays is handled by the two existing full-time Recreation Assistants.*

**Front Desk Attendant**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-9:30P	5.5	1	5	27.5
Sat	1:00P-6:30P	5.5	1	1	5.5
<b>TOTAL</b>					<b>33</b>

**Custodian/Building Attendant**

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	3:00P-10:00P	7	1	5	35
Sat	8:00A-Noon	4	1	1	4
Sat	Noon-8:00P	8	1	1	8
<b>TOTAL</b>					<b>47</b>

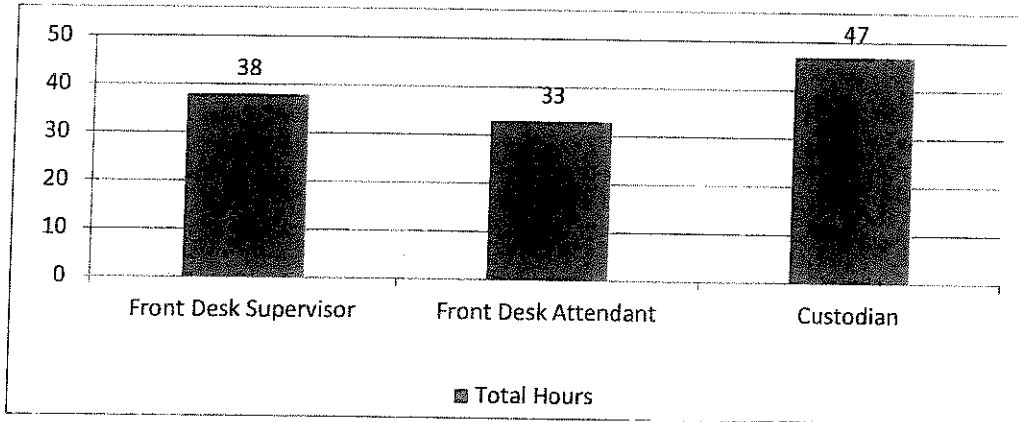
# OPERATIONS ANALYSIS

*Concord Community Center*



---

## Low Season Recommended Hours per Week for Successful Operation



# OPERATIONS ANALYSIS

*Concord Community Center*



**General Programs (New Programs Only)**

*Gym - Adult Leagues (basketball & volleyball) – High Season- 2 eight week seasons a year*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Basketball	Officials	2	\$20.00	9	16		\$5,760
	Scorer	1	\$10.00	9	16	\$1,440	
Volleyball	Off/Scorer	1	\$20.00	4	16		\$1,280
<b>TOTAL</b>						<b>\$1,440</b>	<b>\$7,040</b>

*Gym - Adult Leagues (basketball & volleyball) – Low Season- 2 eight week seasons a year*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Basketball	Officials	2	\$20.00	3	16		\$1,920
	Scorer	1	\$10.00	3	16	\$480	
Volleyball	Off/Scorer	1	\$20.00	1	16		\$320
<b>TOTAL</b>						<b>\$480</b>	<b>\$2,240</b>

*Gym - Youth Leagues (basketball & volleyball) – High Season- 2 eight week seasons a year*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Basketball	Coaches	3	Volunteer	3	16	\$0	
	Referees	2	\$20.00	3	14	\$0	\$1,680
Volleyball	Coaches	3	Volunteer	3	16	\$0	
	Referee	1	\$20.00	3	14	\$0	\$840
<b>TOTAL</b>						<b>\$0</b>	<b>\$2,520</b>

*Gym - Youth Leagues (basketball & volleyball) – Low Season- 2 eight week seasons a year*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Basketball	Coaches	3	Volunteer	2	16	\$0	
	Referees	2	\$20.00	2	14	\$0	\$1,120
Volleyball	Coaches	3	Volunteer	1	16	\$0	
	Referee	1	\$20.00	1	14	\$0	\$280
<b>TOTAL</b>						<b>\$0</b>	<b>\$1,400</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



*Gym - Youth Sports Camps*

League	Position	Staff	Rate/Game	Number	Hours	Contract
Basketball	Coaches	2	\$20.00	2	16	\$1,280
Volleyball	Coaches	2	\$20.00	2	16	\$1,280
Other	Coaches	2	\$20.00	2	16	\$1,280
<b>TOTAL</b>						<b>\$3,840</b>

*Fieldhouse - Adult Leagues (soccer, lacrosse, etc.) – High Season- 2 twelve week seasons*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Soccer	Officials	2	\$20.00	8	24		\$7,680
	Scorer	1	\$10.00	8	24	\$1,920	
Lacrosse/Ft.	Off/Scorer	2	\$10.00	6	24	\$2,880	
<b>TOTAL</b>						<b>\$4,800</b>	<b>\$7,680</b>

*Fieldhouse - Adult Leagues (soccer, lacrosse, etc.) – Low Season- 1 twelve week seasons*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Soccer	Officials	2	\$20.00	2	12		\$960
	Scorer	1	\$10.00	2	12	\$240	
Lacrosse/Ft.	Off/Scorer	2	\$10.00	2	12	\$480	
<b>TOTAL</b>						<b>\$720</b>	<b>\$960</b>

*Fieldhouse – Adult Tournaments*

League	Position	Staff	Rate/Game	Games	Tourn.	Hourly	Contract
Soccer	Officials	2	\$20.00	12	3		\$1,440
	Scorer	1	\$10.00	12	3	\$360	
Other	Officials	2	\$20.00	12	3		\$1,440
	Scorer	1	\$10.00	12	3	\$360	
<b>TOTAL</b>						<b>\$720</b>	<b>\$2,880</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



*Fieldhouse - Youth Leagues (soccer, lacrosse & football) – High Season- 2 eight week seasons a year (1 for football)*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Soccer	Coaches	12	Volunteer	6	16	\$0	
	Referees	2	\$20.00	6	14	\$0	\$3,360
Lacrosse	Coaches	6	Volunteer	3	16	\$0	
	Referee	1	\$20.00	3	14	\$0	\$840
Football	Coaches	6	Volunteer	3	8	\$0	
	Referee	3	\$20.00	3	7	\$0	\$1,260
<b>TOTAL</b>						<b>\$0</b>	<b>\$5,460</b>

*Fieldhouse - Youth Leagues (soccer & lacrosse) – Low Season- 2 eight week seasons a year*

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Hourly	Contract
Soccer	Coaches	8	Volunteer	4	16	\$0	
	Referees	2	\$20.00	4	14	\$0	\$2,240
Lacrosse	Coaches	4	Volunteer	2	16	\$0	
	Referee	1	\$20.00	2	14	\$0	\$560
<b>TOTAL</b>						<b>\$0</b>	<b>\$2,800</b>

*Fieldhouse – Youth Tournaments*

League	Position	Staff	Rate/Game	Games	Tourn.	Hourly	Contract
Soccer	Officials	2	\$20.00	12	3		\$1,440
	Scorer	1	\$10.00	12	3	\$360	
Other	Officials	2	\$20.00	12	3		\$1,440
	Scorer	1	\$10.00	12	3	\$360	
<b>TOTAL</b>						<b>\$720</b>	<b>\$2,880</b>



# OPERATIONS ANALYSIS

*Concord Community Center*



*Fieldhouse - Youth Sports Camps*

League	Position	Staff	Rate/Game	Number	Hours	Contract
Soccer	Coaches	2	\$20.00	2	16	\$1,280
Lacrosse	Coaches	2	\$20.00	2	16	\$1,280
Football	Coaches	2	\$20.00	2	16	\$1,280
Volleyball	Coaches	2	\$20.00	2	16	\$1,280
Other	Coaches	2	\$20.00	2	16	\$1,280
<b>TOTAL</b>						<b>\$6,400</b>

*Fitness Classes*

Day	Staff	Rate/Class	Classes/Week	Weeks	Contract
Mon, Wed, Fri	1	\$30.00	15	50	\$22,500
Tue, Thu	1	\$30.00	6	50	\$9,000
Weekend	1	\$30.00	3	50	\$4,500
<b>TOTAL</b>					<b>\$36,000</b>

*Youth/Teen Activities*

Staff	Staff Rate/Class	Classes/Week	Weeks	Contract
1	\$15.00	9	36	\$4,860
<b>TOTAL</b>				<b>\$4,860</b>

*Senior Activities*

Staff	Staff Rate/Class	Classes/Week	Weeks	Contract
1	\$15.00	6	36	\$3,240
<b>TOTAL</b>				<b>\$3,240</b>

*Birthday Parties*

Staff	Staff Rate/Party	Parties/Week	Weeks	Contract
1	\$15.00	4	52	\$3,120
<b>TOTAL</b>				<b>\$3,120</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



*Miscellaneous* (dance, martial arts, etc.)

Staff	Staff Rate/Class	Classes/Week	Weeks	Contract
1	\$15.00	10	36	\$5,400
<b>TOTAL</b>				<b>\$5,400</b>

### General Programs – Summary of Expenses

Category	Hourly	Contract	Total
Gym Adult Leagues – High Season	\$1,440	\$7,040	\$8,480
Gym Adult Leagues – Low Season	\$480	\$2,240	\$2,720
Gym Youth Leagues – High Season	\$0	\$2,520	\$2,520
Gym Youth Leagues – Low Season	\$0	\$1,400	\$1,400
Gym Youth Camps	\$0	\$3,840	\$3,840
Fieldhouse Adult Leagues - High	\$4,800	\$7,680	\$12,480
Fieldhouse Adult Leagues - Low	\$720	\$960	\$1,680
Fieldhouse Adult Tournaments	\$720	\$2,880	\$3,600
Fieldhouse Youth Leagues - High	\$0	\$5,460	\$5,460
Fieldhouse Youth Leagues - Low	\$0	\$2,800	\$2,800
Fieldhouse Youth Tournaments	\$720	\$2,880	\$3,600
Fieldhouse Youth Camps	\$0	\$6,400	\$6,400
Fitness Classes	\$0	\$36,000	\$36,000
Youth/Teen Activities	\$0	\$4,860	\$4,860
Senior Activities	\$0	\$3,240	\$3,240
Birthday Parties	\$0	\$3,120	\$3,120
Miscellaneous	\$0	\$5,400	\$5,400
<b>TOTAL</b>	<b>\$8,880</b>	<b>\$98,720</b>	<b>\$107,600</b>

**NOTE:** Some programs and classes will be on a contractual basis with the center, where the facility will take a percentage of the revenues (minimum 40% to as much as 50%) charged and collected. These programs have not been shown in this budget as a result.

# OPERATIONS ANALYSIS

*Concord Community Center*



## Program Revenue Estimates:

### General

#### Gym Adult Leagues – High Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Basketball</i>	18 teams	\$900.00	2 season	\$32,400
<i>Volleyball</i>	8 teams	\$900.00	2 season	\$14,400
TOTAL				\$46,800

#### Gym Adult Leagues – Low Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Basketball</i>	6 teams	\$900.00	2 season	\$10,800
<i>Volleyball</i>	2 teams	\$900.00	2 season	\$3,600
TOTAL				\$14,400

#### Gym Youth Leagues – High Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Basketball</i>	6 teams	\$800.00	2 season	\$9,600
<i>Volleyball</i>	6 teams	\$800.00	2 season	\$9,600
TOTAL				\$19,200

#### Gym Youth Leagues – Low Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Basketball</i>	4 teams	\$800.00	2 season	\$6,400
<i>Volleyball</i>	2 teams	\$800.00	2 season	\$3,200
TOTAL				\$9,600

# OPERATIONS ANALYSIS

*Concord Community Center*



## Gym Youth Sports Camps

Title	Participants	Fee	Camps	Total Revenue
<i>Basketball</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Volleyball</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Other</i>	20 kids	\$150.00	2 camps	\$6,000
TOTAL				\$18,000

## Fieldhouse Adult Leagues – High Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Soccer</i>	16 teams	\$1,000.00	2 seasons	\$32,000
<i>Lacrosse/Football</i>	12 teams	\$1,000.00	2 seasons	\$24,000
TOTAL				\$56,000

## Fieldhouse Adult Leagues – Low Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Soccer</i>	4 teams	\$1,000.00	1 seasons	\$4,000
<i>Lacrosse/Football</i>	4 teams	\$1,000.00	1 seasons	\$4,000
TOTAL				\$8,000

## Fieldhouse Adult Tournaments

Title	Teams	Fee	Tourn.	Total Revenue
<i>Soccer</i>	12 teams	\$250.00	3	\$9,000
<i>Other</i>	12 teams	\$250.00	3	\$9,000
TOTAL				\$18,000

## Fieldhouse Youth Leagues – High Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Soccer</i>	12 teams	\$900.00	2 seasons	\$21,600
<i>Lacrosse</i>	6 teams	\$900.00	2 seasons	\$10,800
<i>Football</i>	6 teams	\$900.00	1 season	\$5,400
TOTAL				\$37,800

# OPERATIONS ANALYSIS

*Concord Community Center*



## Fieldhouse Youth Leagues – Low Season

Title	Teams	Fee	Seasons	Total Revenue
<i>Soccer</i>	8 teams	\$900.00	2 seasons	\$14,400
<i>Lacrosse</i>	4 teams	\$900.00	2 seasons	\$7,200
TOTAL				\$21,600

## Fieldhouse Youth Tournaments

Title	Teams	Fee	Tourn.	Total Revenue
<i>Soccer</i>	12 teams	\$250.00	3	\$9,000
<i>Other</i>	12 teams	\$250.00	3	\$9,000
TOTAL				\$18,000

## Fieldhouse Youth Sports Camps

Title	Teams	Fee	Camps	Total Revenue
<i>Soccer</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Lacrosse</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Football</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Volleyball</i>	20 kids	\$150.00	2 camps	\$6,000
<i>Other</i>	20 kids	\$150.00	2 camps	\$6,000
TOTAL				\$30,000

## Fitness

Title	Classes	Fee	Weeks	Total Revenue
<i>Fitness Classes</i>	24 classes/12 per class	\$8.00/cl.	50 weeks	\$115,200
TOTAL				\$115,200

# OPERATIONS ANALYSIS

*Concord Community Center*



Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Youth/Teen</i>	3 classes/8 per class	\$50.00/sess.	4 sessions	\$4,800
<i>Senior Activities</i>	3 classes/8 per class	\$25.00/sess.	4 sessions	\$2,400
<i>Birthday Parties</i>	4 per week	\$130/pty.	52 weeks	\$27,040
<i>Misc.</i>	5 classes/8 per class	\$50.00/sess.	4 sessions	\$8,000
<b>TOTAL</b>				<b>\$42,240</b>

**General Programs – Summary of Revenues**

Category	
Gym Adult Leagues – High Season	\$46,800
Gym Adult Leagues – Low Season	\$14,400
Gym Youth Leagues – High Season	\$19,200
Gym Youth Leagues – Low Season	\$9,600
Gym Youth Camps	\$18,000
Fieldhouse Adult Leagues - High	\$56,000
Fieldhouse Adult Leagues - Low	\$8,000
Fieldhouse Adult Tournaments	\$18,000
Fieldhouse Youth Leagues - High	\$37,800
Fieldhouse Youth Leagues - Low	\$21,600
Fieldhouse Youth Tournaments	\$18,000
Fieldhouse Youth Camps	\$30,000
Fitness Classes	\$115,200
Youth/Teen Activities	\$4,800
Senior Activities	\$2,400
Birthday Parties	\$27,040
Miscellaneous	\$8,000
<b>TOTAL</b>	<b>\$454,840</b>

<b>Total General Program Revenue</b>	<b>\$454,840</b>
<b>Non - Resident (15% of participants x 25% additional fee)</b>	<b>+17,057</b>
<b>Adjusted Total</b>	<b>\$471,897</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



**Existing Programs that will be Moving to the Center:**

<b>Program</b>	<b>Expense</b>	<b>Revenue</b>	<b>Net Revenue</b>
<i>Summer Camps</i>			
Traditional Summer Camps	\$46,231	\$73,729	\$27,498
Mad Science Camp	\$4,710	\$6,200	\$1,490
Lego camp	\$4,875	\$6,875	\$2,000
Cooking Camp	\$660	\$3,560	\$2,900
Dance Camp	\$3,780	\$5,386	\$1,606
Archery Camp	\$625	\$875	\$250
Theater Camp	\$500	\$1,000	\$500
<i>School Year Programs</i>			
Archery Lessons	\$6,940	\$11,924	\$4,984
Dance Lessons	\$1,728	\$3,080	\$1,352
<b>Total</b>	<b>\$70,049</b>	<b>\$112,629</b>	<b>\$42,580</b>

# OPERATIONS ANALYSIS

*Concord Community Center*



## Revenue Worksheet:

### Daily

Category	Fee	# Per Day	Revenue	Days	Total
Adult	\$4.50	25	\$113		
Youth	\$4.00	15	\$60		
Senior	\$4.00	10	\$40		
		<b>50</b>	<b>\$213</b>	<b>344</b>	<b>\$73,100</b>
<b>Non-Res.</b>	<b>25%</b>	<b>20%/users</b>			<b>\$3,655</b>
<b>Total</b>					<b>\$76,755</b>

### 20 Admission

Category	Fee	# Sold	Revenue
Adult	\$72	700	\$50,400
Youth	\$64	600	\$38,400
Senior	\$64	200	\$12,800
		<b>1,500</b>	<b>\$101,600</b>
<b>Non-Res.</b>	<b>25% Higher</b>	<b>20%/users</b>	<b>\$5,080</b>
<b>Total</b>			<b>\$106,680</b>



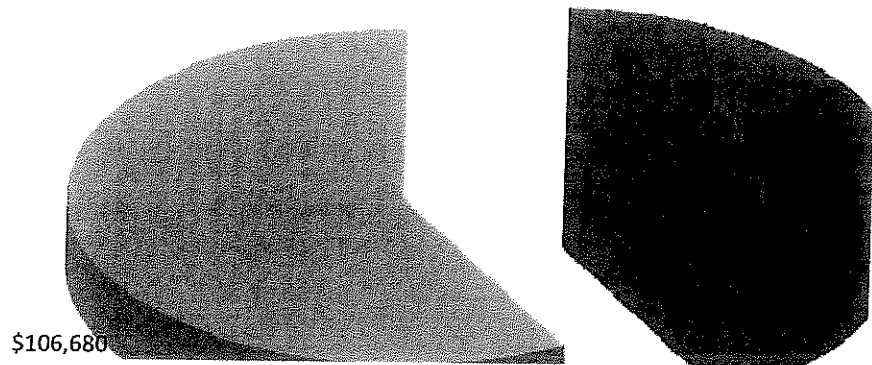
# OPERATIONS ANALYSIS

Concord Community Center



## Revenue Summary

### Membership & Daily Admission Revenue - \$18



**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.*