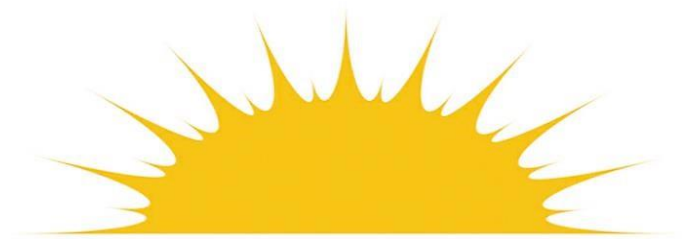




CITY OF MERRIAM

Parks and Recreation Facilities Master Plan

January 2017



MERRIAM

Just right.

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CHAPTER ONE – EXECUTIVE SUMMARY

This Facility Master Plan is the third planning option the city has prepared. The previous two plans for the Merriam Aquatic Center in 2014 and the Irene B. French Community Center Study completed in 2015 focused only on repairs to those existing facilities. This Facilities Master Plan focuses on development of new recreation facilities as a replacement for the existing recreation facilities.

This Executive Summary provides a brief overview of the planning process, the challenges and opportunities that were explored in addressing the community’s identified recreational needs, and the alternative improvement concepts that were shared with the City of Merriam and the community for review and evaluation.

The City of Merriam, Kansas, with a current population of 11,290, is located eight miles south of downtown Kansas City. The existing recreation infrastructure, including the Irene B. French Community Center (IBFCC) and Merriam Aquatic Center (MAC), are both aging facilities within the community which have been identified as needing repairs and improvements in the near future which require a significant investment of City resources. As such, the City of Merriam identified the need to develop a comprehensive Facilities Master Plan. This plan will serve as a roadmap if future development of new recreation facilities is pursued, balancing the recreational needs of the City within a financially feasible and sustainable manner.

In spring of 2016, the City of Merriam selected a Consultant Team consisting of PROS Consulting, Confluence, SFS Architecture, and ETC Institute to evaluate the potential of new recreation facilities in the City of Merriam as part of a Facilities Master Plan.

The goals for the Facilities Master Plan include:

- Engage the community in the planning process to better understand existing and emerging recreational needs;
- Review existing facilities relative to their ability to sustainably satisfy these identified needs;
- Develop alternative improvement solutions to address these needs;
- Provide facilitated review and evaluation of these alternatives to determine a preferred concept recommendation.

1.1 PLANNING PROCESS

To meet the goals and address the desires expressed by the City of Merriam, the Consulting Team developed a planning process utilizing a variety of assessment tools to collect input for further analysis.

In the first phase, the Consulting Team evaluated “Where the Department is today?” by reviewing past evaluation reports for the Irene B. French Community Center and the Merriam Aquatic Center. This review of the existing facilities was completed to assess current conditions and verify report findings identified previously from other consultant studies. In addition to this study, a programs analysis was completed allowing the Consulting Team to understand what current program offerings should continue and what new programs may be implemented to help meet the needs of the community. A financial analysis was conducted of current operating budgets, cost recovery levels, pricing strategies and overall cost of managing the existing facilities. The Consulting Team developed a level of service to determine what is currently provided by the Department as it applies to land, recreation amenities and recreation space in the City.

The second phase of the process focused on “Where we are going tomorrow?” This involved developing a list of potential sites that would support program and facility needs for the City of Merriam’s citizens. This process included an extensive public input process that included stakeholder interviews, focus group interviews, public forums, a statistical-valid survey and on-line survey. A market analysis was developed to determine what the current market looks like by conducting a demographic analysis, recreation trend analysis and a benchmark comparisons of what other communities are providing in recreation facilities, programs and cost.

The third phase of the process focused on “How do we get there?” This phase prioritized the needs of the community, determined what kind of recreation spaces are needed, the cost to develop and operate these potential facilities, how to fund the development and operational cost. From this process, the Consulting Team developed three concept plans for Vavra Park; where the proposed new community center and aquatic would be located.

Illustration of the Planning Process:



1.2 EXISTING FACILITIES

The **Irene B. French Community Center (IBFCC)** is an approximately 33,000 square foot building which was originally constructed as a school in 1911. Additions to the building occurred in 1938 (gymnasium) and 1951 (kitchen and classrooms). The building became an asset operated by the City of Merriam in 1989 after undergoing interior renovations and a small lobby expansion. The age of the facility and the infrastructure are showing obvious signs that it is reaching the end of its useful life. Many parts of the facility are unusable for recreation programs or other services that could be provided. Both facility's operations are highly tax subsidized now.

In 2015, a facility conditions assessment of the IBFCC was completed for the City of Merriam by Susan Richards-Johnson & Associates. That report documented the history of the building, additions, modifications, and existing conditions in great detail. The report recommended treatment approaches that included immediate needs and other rehabilitation and building addition scenarios to extend the life of the facility. The investment costs for repairs and immediate needs were estimated at \$375,000. Additional improvement scenarios ranged from an estimated \$5.6 million up to \$12 million to improve the facility over the next ten years.

Similar findings have been reported from a study conducted by Larkin Aquatics in 2014 for the **Merriam Aquatic Center**. All aquatic structures and amenities on site show significant signs of age and maintenance issues in addition to having poor paths of circulation, lack of accessibility, and inefficient facility organization for staff operations. Pool mechanical equipment and the pool basins are showing signs of significant concern and will require costly repair work or full replacement in the near future. The existing aquatic facility does not represent the highest and best use of the Vavra Park site.

It is the opinion of the Consulting Team that the size and configuration of the existing facilities do not meet the needs of the community. These issues have become evident through the public engagement process which sought feedback from the community on their needs and types of spaces that are most desired and utilized.



Irene B. French Community Center Basement



Merriam Aquatic Center Filtration Room

1.3 PUBLIC ENGAGEMENT

Building consensus for improving these facilities is predicated on involving all parties in the planning process. Understanding the city representatives, stakeholders and citizen's goals and desires for the facilities' financial performance and programming and incorporating those elements into the Facilities Master Plan ultimately created stronger support to further develop the project.

As part of the public engagement process, a series of **focus group meetings** were held over a two-day period. Participants included seniors, the local arts community, fitness focused citizens, Steering Committee members and community center users. Focus group participants echoed the concerns of the two facility studies citing the aging community and aquatics center. Users love the benefits these facilities offer to the community. However, there is significant recognition that they need to be upgraded or replaced. Focus group participants expressed there are mixed emotions in the community as to how to progress toward future facility development. Some in the community have strong feelings toward retaining the existing community center while others realize it has reached the end of its useful life.



First Community Public Forum



City Council & Steering Committee Work Session



Final Community Public Forum

To help assess the attitudes and interests of the community, a **statistically valid needs assessment survey** was administered by the ETC Institute during the summer of 2016. Goals were established by the City and ETC Institute to obtain completed surveys from at least 375 residents. The goal was exceeded with a total of 522 residents completing the survey. The overall results for the sample of 522 households have a precision level of at least +/-4.3% at the 95% level of confidence.

Within the ETC Institute survey, Merriam residents were asked to indicate their level of agreement with various statements regarding the value of having a community center in the City of Merriam. The responses indicated the strongest level of agreement with: it is valuable to me to have a community recreation center (76%), I believe a community recreation center boosts property values in our community (75%), and a community recreation center should generate revenue from user fees (71%).

From the survey results, **facility priority rankings were established** to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the Merriam Parks and Recreation Department. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically-valid community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.
- The survey is weighted to support 70% of the priority rankings scoring and all other inputs from staff, the public, local demographics and trends and consultant assessment make up the other 30%.

Facility Priority Rankings	
Facility	Overall Rank
Indoor walking / jogging track	1
Cardiovascular / fitness equipment areas	2
Indoor leisure swimming pools	3
Indoor lap lanes for exercise swimming	4
Senior activity / social areas	5
Gyms for basketball / volleyball	6
Rooms for recreation classes and other activities	7
Rooms for banquets & catered events	8
Rooms for community meetings & family gatherings	9
Aerobics / dance areas	10
Weightlifting exercise areas	11
Community meeting rooms	12
Café / coffee shop	13
Indoor archery / shooting range	14
Outdoor leisure swimming areas	15
Space for theatre or musical productions	16
Art gallery	17
Gaming areas with video games, billiards, etc	18
Pickleball courts	19
Arts and crafts areas	20
Rock climbing walls	21
Satellite post office	22
Photography studios	23
Library	24
Racquetball / handball courts	25

Should a new facility be created, choosing the right amenities will be a critical consideration to enhance its use among many demographic interests. With respect to programs and services, it will be important to ensure priorities exist for the resident and forward thinking takes place when creating new space to avoid regional replication. The following are the amenity priorities from the citizen survey for both a Community Center and Aquatic Center:

Survey Results - Community Center				
Rank	Households with children under age 10	Households with children ages 10-19	Households ages 20-54 (no children)	Households ages 55+ (no children)
1 st Choice	Indoor Jogging/ Walking rack (44%)	Indoor Jogging/ Walking rack (37%)	Indoor Jogging/ Walking rack (44%)	Indoor Jogging/ Walking rack (38%)
2 nd Choice	Indoor Leisure Swimming Pool (44%)	Cardiovascular/ Fitness Equipment Areas (33%)	Cardiovascular/ Fitness Equipment Areas (37%)	Cardiovascular/ Fitness Equipment Areas (36%)
3 rd Choice	Cardiovascular/ Fitness Equipment Areas (35%)	Indoor Leisure Swimming Pool (32%)	Weightlifting exercise areas (34%)	Senior Activity/ Social Areas (25%)
4 th Choice	Weightlifting exercise areas (26%)	Gyms (30%)	Indoor Lap Lanes for Exercise Swimming (29%)	Weightlifting exercise areas (24%)
5 th Choice	Gyms (22%)	Weighting exercise areas (25%)	Indoor Leisure Swimming Pool (25%)	Rooms for Community Meetings & Family Gathering (20%)
% That Selected at Least One Item	90%	83%	88%	77%

Survey Results - Outdoor Aquatics				
Rank	Households with children under age 10	Households with children ages 10-19	Households ages 20-54 (no children)	Households ages 55+ (no children)
1 st Choice	Zero Depth Entry Pool (64%)	Lazy River (59%)	Lazy River (57%)	Zero Depth Entry Pool (42%)
2 nd Choice	Lazy River (59%)	Zero Depth Entry Pool (43%)	Zero Depth Entry Pool (43%)	Lazy River (33%)
3 rd Choice	Water Slides (55%)	Water Slides (59%)	Outdoor Pool Lap Lanes (42%)	Outdoor Pool Lap Lanes (31%)
4 th Choice	Spray Pad (38%)	Outdoor Pool Lap Lanes (30%)	Water Slides (29%)	Diving Boards (29%)
% That Selected at Least One Item	98%	87%	89%	72%

In addition to focus group meetings and the statistically valid survey, Steering Committee members and the public were invited to **tour the two existing facilities** to understand current program elements and facility conditions. Participants in attendance were polled on the conditions of the two sites to understand preferences towards renovation of existing facilities or development of new facilities. Additional information was gathered through dot polling, allowing participants to provide feedback on preferred future facilities programs and amenities.

Tours of comparable facilities in the region provided feedback on facility layout, program elements, design and site character for members of the Steering Committee. Five community centers were visited in the cities of Olathe, Mission, Grandview, Belton and Lee’s Summit. The information gathered in each of these site tour meetings was recorded and used to guide the Consultant Team in future planning of the recommended new City of Merriam recreation facilities.

To gain an understanding of similar recreation/aquatic developments in the region, the Consulting Team and Merriam Parks and Recreation Staff, identified recreation facility metrics to be **benchmarked** against comparable cities and counties around the City of Merriam. Metrics were generated from twelve communities within 35 miles of the City. Studies were conducted to understand comparisons of recreation facilities, programs offered, membership fees, pricing and facility rental rates.

Throughout the process, a series of **public and Steering Committee input meetings** were conducted to gather direction on program elements, site preferences, and design character for the facilities. The input received during these meetings was confirmed by the findings of the statistically valid survey and formed the basis of conceptual design and financial goals for the Consultant Team. Continuity of information shared throughout the process enabled the participants to better understand the Consultant Team’s recommendations and next steps.

1.4 ALTERNATIVE RECREATION IMPROVEMENT CONCEPTS

Potential sites for new recreation and aquatic facilities were reviewed through discussions with City of Merriam officials and two preferred sites were identified for further analysis and development. These were the existing Irene B. French Community Center site within Downtown Merriam and Vavra Park, the current location of the Merriam Aquatic Center. Both sites are currently owned by the City of Merriam and were also chosen based on a lack of available open space within the city boundaries.

The results of the public input process were taken into consideration as the team looked at the feasibility of incorporating various programs into two initial sites identified for development. **Through the analysis of site restrictions, public input of priorities and discussion indicated that Vavra Park provides an opportunity to incorporate the preferred program at a single site.** The limitations and issues on the existing site of the Irene B. French Community Center, when compared with the benefits of visibility, available space, and ease of access by the community, were a few of the reasons provided for future facility development.

The team developed a series of site diagrams to facilitate a discussion with stakeholders regarding their priorities for these new facilities relative to site circulation, pedestrian access, safety, and presence on the park site. Further refinement and development of the site plans occurred allowing the Steering Committee and City Council to visualize building and programs on the site. The Steering Committee provided input on design providing the Consultant Team with a direction to further evaluate, develop and refine site and building design concepts. Each of the **refined concepts** was reviewed to verify direction.

Data gathered from the statistically valid survey, Consultant Team findings, and direction from City Council and Steering Committee meetings was used to develop three **alternative concepts** for the Vavra Park site. These three concepts included:

- Community Center with indoor and outdoor aquatics
- Community Center with outdoor aquatics only
- Community Center with indoor aquatics only

The three concepts were presented to the Steering Committee and to the Public in December 2016. At these presentations, the attendees were able to ask questions and to voice their support or concern for the concepts presented.

1.5 PREFERRED CONCEPT

Based on input from the December 2016 Steering Committee and Public meetings, **the preferred concept is the Community Center with Indoor and Outdoor Aquatics.** The preferred site development strategy locates a new community center and outdoor aquatic center toward the north end of Vavra Park in an area that is currently home to the Merriam Aquatic Center. The fact that it is already developed will help to minimize excessive excavation expenses compared to situating the facility up hill to the south. The remaining space is proposed as parking and pedestrian circulation allowing for small pockets of park/greenspace to be integrated adjacent to a new facility or remain as it exists presently. The preferred arrangement of facilities places a new community center in the northeast corner of the site along Slater Street. This proximity to the neighborhood east of Slater Street will require sensitivity when developing the architecture and adjacent landscape treatments to present an appropriate neighborhood interface for the new facility. A significant advantage of this location is the visibility that a new center will have to southbound traffic on IKEA Way. This provides a great opportunity for Merriam to make an

architectural statement, visible to many non-residents, with this important new civic asset. A new outdoor aquatic center is situated west of the community center similar to its current location on the site. The aquatic center lies in the foreground of the viewshed to a new community center from the north. It also takes advantage of the existing service access location.

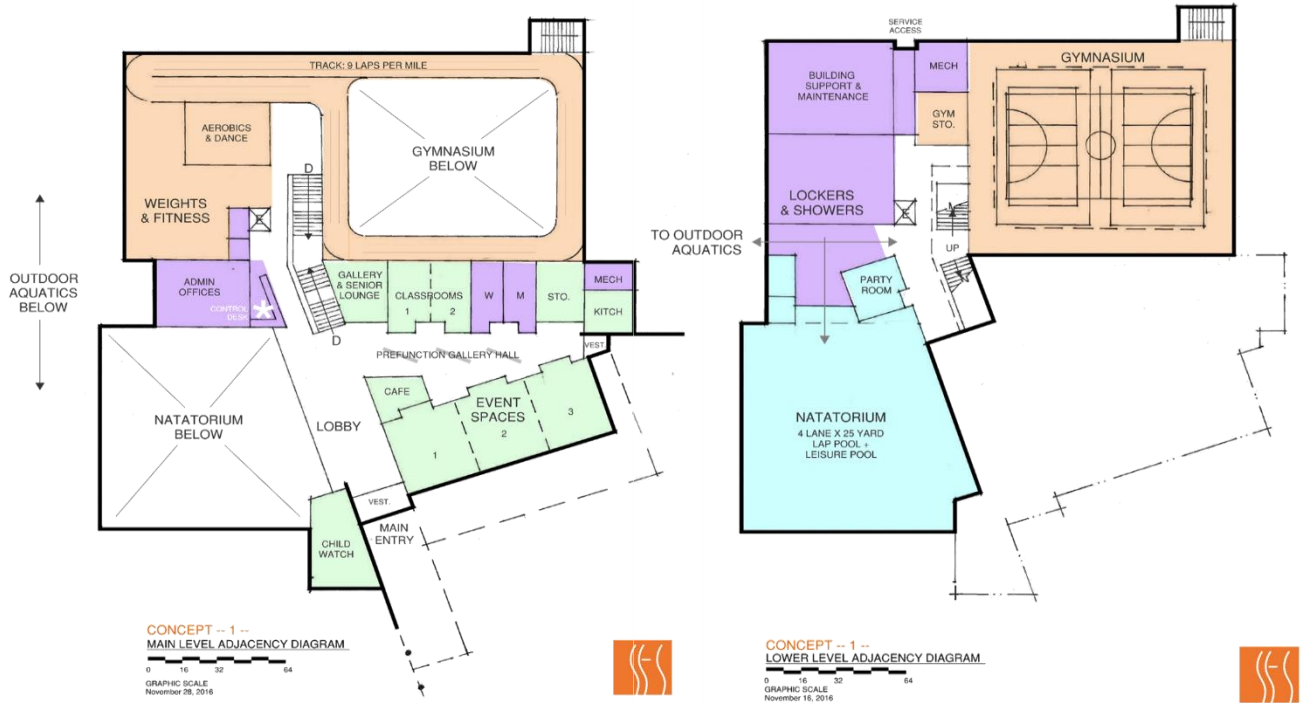
A primary factor in determining the overall site arrangement is providing one clearly visible and identifiable public entrance to the community center. This is accomplished by positioning the public parking on the south side of the facility, developing a prominent architectural entry treatment, and linking the two with a well-planned pedestrian entry sequence in the landscape. In this concept, all visitors pass through the main entrance of the community center with access to interior facilities as well as the seasonal outdoor aquatic center. This configuration simplifies control staffing and will also allow the indoor and outdoor facilities to share certain facilities reducing development cost and long term maintenance expense.

Site access is provided from Slater Street and IKEA Way to provide ease of access for visitors from various directions and to provide easy access for emergency service vehicles from the nearby police and fire stations. The access from IKEA Way also provides an easy connection point to the adjacent municipal parking lot in the event that overflow parking is needed for larger events that take place at the new facilities. Service vehicles have access from the north end of the site to minimize visual impact to the facility.

The following concept plan demonstrates how preferred facilities would be positioned in Vavra Park.



These concept plans illustrate the layout of a community center as two floors with an indoor aquatic center (natatorium), double gym, walking track, fitness center and hospitality and program spaces.



The following are preliminary costs to develop the community center with indoor and outdoor aquatics:

Community Center with Indoor and Outdoor Aquatics	
Construction Costs	\$25,547,500
Soft Costs	\$3,273,180
Contingency	\$1,277,376
TOTAL PROJECT COST	\$29,970,318

1.5.1 FUNDING OPTIONS FOR PREFERRED CONCEPT

While there is a sincere interest in the creation of a new pool and more functional indoor facilities, focus groups and staff would like to see attention given to financial sustainability with any new development.

Results from the ETC Institute survey indicate residents support the city using various funding options. For capital costs associated with building the facility it is likely municipal bonds would be required to finance **development of a new or renovated community recreation center**. Respondents were asked what option they would most likely support the City of Merriam using to repay such bonds. Twenty-five percent (25%) of respondents indicated they would most likely support a local sales tax increase, 6% indicated they would most likely support an increase to local property taxes, 24% indicated a preference for a combination of an increase in local property and sales tax, and 21% indicated they wanted no

increase in taxes. A 1/4-cent sales tax currently generates approximately 2 million dollars in annual revenue. With voter approval, the revenues from a new 1/4-cent sales tax could fund the debt service payments on a 20-year bond issue to construct the preferred community center and aquatic complex. If desired, a new sales tax could be coordinated with the expiration of the existing 1/4-cent pipes and streets sales tax set to expire on December 31, 2020.

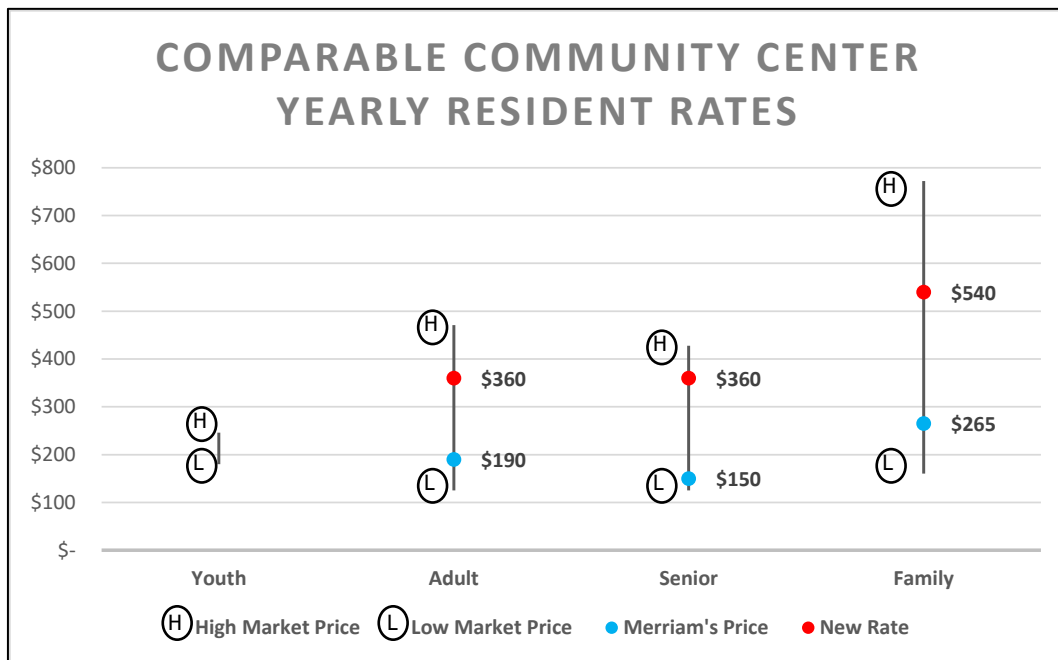
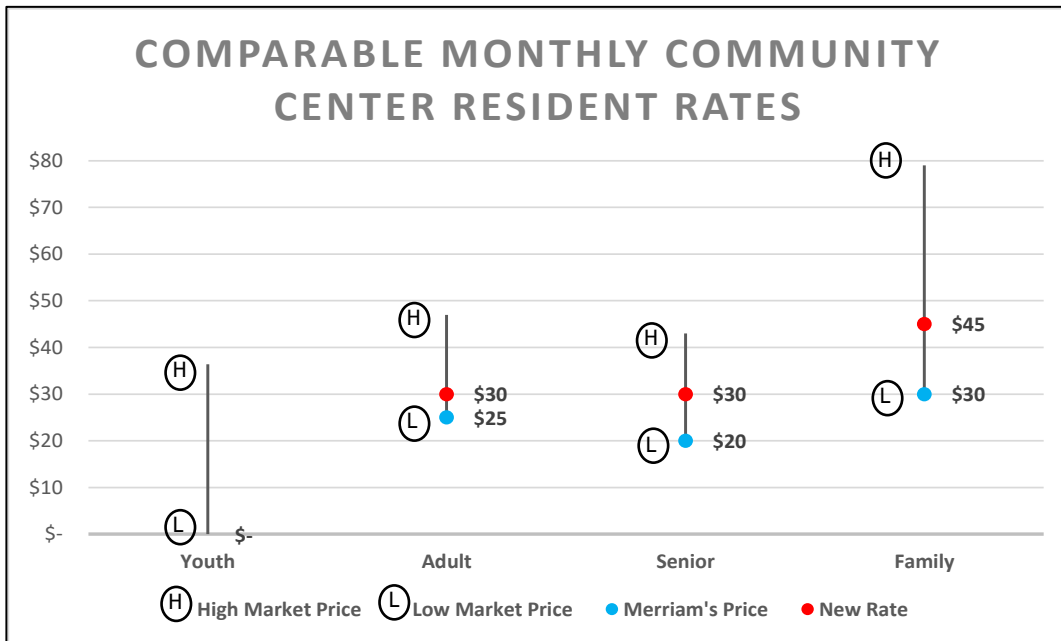
For **costs associated with the operation, maintenance, and long term care** of a new or renovated community recreation center, residents' preferences for this funding is summarized as follows: User fees paid by patrons to the center was the most supported option (74%), followed by support for a local sales tax increase (35%), and an increase to local property taxes (13%). Several alternatives are outlined in this study to identify ways to fund operations. Those alternatives include sales tax initiatives, user fees and memberships.

1.5.2 PRO FORMA FOR PREFERRED CONCEPT

To better understand the costs associated to operate a new community center with indoor and outdoor pool, an overall proforma was completed. A list of pro forma assumptions was established in order to depict a dynamic operation of cost and revenue options in a static environment. The validity of the pro forma and financial plan is based on these assumptions being met in their entirety. Although it is believed the information and assumptions constitute a reasonable basis for preparation of the projections, the achievements of any financial projection may be affected by fluctuating economic conditions and are dependent upon the occurrence of future events that cannot be assured. Therefore, actual results may vary from the projections and such variations could change based on when the facilities are constructed.

Currently, the existing Irene B. French Community Center and Merriam Aquatic Center have a combined tax subsidy rate of approximately \$814,045 which equates to a 26% cost recovery. If the preferred concept is built, membership rates will slightly increase over the current existing combined rates but will feature substantially better amenities for a much wider audience of users. The two charts below depict a high and a low rate that exists for comparable community centers in the Johnson County/Kansas City region. The (blue dots) depict what the City of Merriam charges for the existing Irene B. French Community Center versus what the new rate (red dots) would be if a new Community Center and Pool Complex were built and is the basis for the revenue impact in the pro-forma.

The comparable monthly community center resident rates are as follows:



The following assumptions are the basis of the pro forma projections:

Expenditures Assumptions

- Hours of operation
- Number of days open
- Staffing cost to operate facility
- Maintenance cost associated with maintaining facility
- Supply and equipment cost to maintain facility
- Update building costs as the facility ages

Revenue Assumptions

- Membership revenue
- Daily pass revenue
- Programs and rentals associated with providing services within the facility
- Other earned income opportunities to offset operating cost

PRO FORMA - YEAR 1	Revenues	Expenditures	Difference	Cost Recovery
MERRIAM COMMUNITY CENTER WITH INDOOR AND OUTDOOR AQUATICS	\$ 1,335,820.00	\$ 2,015,517.13	\$ (679,697.13)	66%

PRO FORMA - YEAR 6	Revenues	Expenditures	Difference	Cost Recovery
MERRIAM COMMUNITY CENTER WITH INDOOR AND OUTDOOR AQUATICS	\$ 1,548,581.49	\$ 2,175,989.76	\$ (627,408.27)	71%

1.5.3 RECOMMENDATION

Through the Master Plan process, community input indicated a preference for development of a dual use community center and aquatics center facility on the Vavra Park site. **The Consulting Team recommends a Community Center with an Indoor and Outdoor Pool as the preferred concept.**

If the City decides to move forward with developing a new facility at Vavra Park, **it will require at a minimum 2 1/2 years from the schedule of Architectural/Engineering procurement, pre-design, schematic design, design development, construction documents and permitting, bidding and negotiations, and construction up to a Grand Opening.**

In addition, consideration of all of the options for the existing site of the IBFCC will be need to be studied. There was significant resident support expressed in the ETC survey for demolishing the existing IBFCC if a new facility is developed on the Vavra Park Site. However, there may be alternative uses for the building (or portions of the building) that could provide value for the community. Similarly, if the building were demolished, the site could provide a great opportunity to develop new, valuable green space in downtown that would complement the Farmers’ Market. The rich history of the building and the strong emotional ties that many residents have with the facility warrant a thorough and thoughtful approach to its future.

CHAPTER TWO - PROJECT BACKGROUND

PROS Consulting, SFS, Confluence and ETC Institute were contracted to evaluate recreation facilities in the City of Merriam as part of a Facilities Master Plan. These facilities included the Irene B. French Community Center, Merriam Aquatic Center and adjacent Vavra Park and the Farmers' Market Site. The goal of the Facilities Master Plan was to determine alternative solutions for needed improvements to Irene B. French Community Center and the Merriam Aquatic Center facilities and or build new facilities that the community desires. Prior studies have identified the cost to update both sites to 2017 building standards, but this study considers the nature and cost to construct new facilities. The Irene B. French Community Center is 105 years old and the Merriam Aquatic Center is 31-years-old. Both are past their useful asset lifecycle.

The project analysis entailed a thorough review of all elements within new facilities and gathering community input to ascertain residents preferred facility options. The Steering Committee provided direction regarding resident input from numerous public opportunities in an effort to provide City Council a comprehensive facility master plan to consider for future discussions. The facility master plan study elements included the following:

- Site analysis and facility assessments of the existing community center and aquatic center
- Programs and services assessments of all programs provided at the community center and aquatic center
- Financial analysis of the existing community center and aquatic center
- Program services at each facility
- Level of service standards for existing facilities and amenities in the city
- Community outreach that included stakeholder interviews, focus groups and public forums
- Statistically valid survey to Merriam citizens
- On-line survey to Merriam residents
- Demographic and trends analysis for Merriam
- Benchmark and comparative analysis of other community centers in the metropolitan area
- Needs prioritization based on Merriam demographics, survey results, public input, benchmark analysis and site analysis work
- Operational and management standards
- Tours of other metropolitan city-owned facilities to determine the most efficient use of space and amenities
- Maintenance / operational standards and costing for new facilities
- Concept plans based on desired programs from the public for new facilities
- Capital improvement costs associated with the concept plans
- Financing recommendations
- Funding and revenue planning including operating pro forma of future facilities
- Strategic Action Plan to implement recommendations

This information was presented in various segments as technical reports over a nine-month period to the Steering Committee and City Council. Each technical report is outlined in this Facilities Master Plan for review by the community.

The Irene B. French Community Center (IBFCC) is an approximately 33,000 square foot building which was originally constructed as a school in 1911. Additions to the building occurred in 1938 (gymnasium and classrooms) and 1951 (kitchen and classrooms) The building became what is currently known as the Irene B. French Community Center operated by the City of Merriam in 1989 after undergoing limited

interior renovations and the expansion of the lobby as well as stairs and an elevator to provide access to the upper floors. Since the building has been owned and operated by the City of Merriam it has been maintained very well. However, the age of the facility and the infrastructure are showing signs that it is reaching the end of its useful life.

In 2015, a facility conditions assessment was completed for the city by Susan Richards-Johnson & Associates. This report thoroughly and extensively documented the history of the building, additions, modifications, and existing conditions. In addition to antiquated building systems, significant issues were identified with infrastructure, life safety, and accessibility to bring the building up to current building codes. The on-going, deferred, and up-coming critical maintenance issues are extensive and estimated to be extremely costly. The report recommended treatment approaches that included immediate needs and other rehabilitation and building addition scenarios for the future of the facility. The immediate needs of the facility to be completed within two years were estimated at \$375,000. Over the course of the next ten years, additional improvement scenarios which had detailed supporting documentation with estimates that ranged from \$5.6 million up to \$12 million to improve the facility.

IBFCC has consistently served the Merriam community in various capacities for over a hundred years, however the severity and quantity of issues that are present in the building will require a significant capital investment and a complete exterior and interior renovation and rehabilitation. Additionally, the size and configuration of the existing building does not lend itself to the contemporary needs of the community. These issues have become evident through an engagement process which sought feedback from the community on the needs and types of spaces most desired.

The Merriam Aquatic Center (MAC), located in Vavra Park, includes a large outdoor 50-meter competition lap pool, multiple slides and a themed zero-depth entry toddler pool. The range of features and water depths available for diverse age groups is adequate, but does not reach the senior or active aging adult age group very effectively. On the surrounding pool deck, shade is limited, however, ample space is provided for seating, lounging, and concessions.

The MAC includes three buildings: an admissions area, basket room, and shower rooms, a concession building and pool mechanical building. All three structures show significant signs of age and maintenance issues in addition to having poor paths of circulation, lack of accessibility, and poor staff efficiency. Pool mechanical equipment and the pool basins are showing several signs of significant concern and will require some costly repair work or full replacement in the near future. Detailed observations and recommendations were outlined in an aquatic facility evaluation performed by Larkin Aquatics in 2014. A minimal number of these recommendations have been implemented due to the cost of the work and uncertainty of the future of the facility. The pool has a relatively low cost recovery level.

Merriam residents indicated through various input data collected from focus groups, two public forums and the citizen survey, as well as the Steering Committee the importance of having a recreation facility and pool in the city:

- A new community center and pool is supported by a margin of 56% to 11% from the citizen survey
- Citizens' value having a community recreation center by a wide margin based on a survey results of 76% that said having a community center and pool is important to living in Merriam.

CHAPTER THREE – PUBLIC ENGAGEMENT

3.1 STAKEHOLDER, STAFF, AND COMMUNITY FOCUS GROUP SUMMARY

Community stakeholder, focus groups and Merriam City Staff interviews were held on May 17th and 18th of 2016 at the community center. A total of 62 people participated in the two days of interviews and represented a cross section of people across the city. PROS Consulting, Confluence and SFS conducted the interviews.

3.1.1 COMMUNITY STAKEHOLDER SUMMARY

It appears that there are good funding options available for consideration by the city should there be an interest among community members to pursue such a large endeavor to create a new aquatic center or community center. There are many questions to be asked and responded to as this planning effort moves forward. The city appears to be open to reasonable alternatives to financing with good economic modeling.

There are mixed emotions in the community as to how progress toward facility development might take place. Some in the community have strong feelings toward retaining the existing community center while others realize it has reached operational obsolescence. To avoid unneeded conflict community stakeholders will need to be kept “in the loop” as discussions proceed to ensure they understand the rationale that takes place when recommendations are offered.

The reflection of some community members is that there are people in the community who like the status quo and the idea of using existing resources as they are improved or reinvented.

People who have a compassionate link to the community center often identify inventive ways to recreate the use. While these are helpful, it will be important that when determining methods to create new use, they recognize the limitations of post construction operational funding. Operational costs in the facility that is determined to be the best fit for the community and the location of placement will have an impact on the city budget. Many feel ease of access for all ages is a critical consideration in the community which may determine the ultimate location of a new facility if developed.

It is important to respect the history of the center. However, the city may need to move on. The current use may not represent the highest and best use of the location/site. It appears the community would gravitate to something exciting, new, and progressive that is right sized and priced for Merriam that meets the needs of a variety of resident demographics. Something that the people want. The facilities that are created or reinvented need to be designed to attract more families. What is needed is a design and amenities that will make the facilities more attractive to residents so they get what they are paying for with their tax dollars.





Some community members offered ideas about reinventing the facility into alternative spaces such as office incubators, older adult meeting spaces or as a trail connector. It is important to remember that if a new facility is created it needs to have a focus toward being a true multipurpose community center. The current facility was not initially considered a community center until after the city made the purchase. It was designed as a school which limits its programming capability.

3.1.2 STAFF AND COMMUNITY FOCUS GROUP SUMMARY

Focus group participants hold the City of Merriam administration and park and recreation department in high regard. Particular attention was given to the ability of the staff to attend to the needs of program participants. Customer service skills were rated high among respondents. Community members enjoy the creativity and diversity of programs for young and older residents. While the aquatic center and community center are acknowledged to be dated, users hold them in high regard. Residents equally recognize the importance of open space and useful indoor spaces for year-round activity. Aquatic experiences are an important commodity.

Much concern is centered on the aging community center and aquatic center. Users love the benefits these facilities offer to the community. On the other hand, there is significant recognition that they need to be upgraded or replaced. The community center is not capable of hosting large local community gatherings and the organizers of these events have taken their events to other local nearby cities. Many feel a similar facility to Matt Ross Community Center in Overland Park would be welcome.

While there is a sincere interest in the creation of a new aquatic center and more functional indoor facilities, focus groups and staff would like to see attention given to financial sustainability in concert with the consideration of new development. It is important to consider wisely the reinvention of the use of existing spaces and the adaptation of new creative program spaces when developing new facilities. Economic feasibility is of critical importance. Respondents recognize the importance of the survey and its contribution to knowledge moving forward. Partners need to be selected carefully to ensure they have like interests in the success for those relationships to work in Merriam.

There is an interest in an increase of programs in the arts and expanded opportunities for evening classes. Improved awareness for these types of programs would be beneficial.

Community responses toward facility needs in the community centered on an interest in retaining tennis courts in the neighborhoods. The farmers' market is an important element in the community that residents would like to see grow. Some feel there is a need for ball fields of varying types. The availability of varying fitness facility memberships was also mentioned.

Operational and maintenance issues centered on the current aquatic center and community center. Issues most discussed include the gaseous odors, poor water pressure, undersized gym and meeting rooms. Due to the apparent appreciation for the facility, respondents offered comments of possible reinvention of the spaces for other uses.

Responses implied there is a shortage of funding and a desire for new funding from non-residents. There is an awareness that other neighboring communities reap the benefits of expatriate funding and the City of Merriam needs to consider the same. Increased solicitation of the business community to facility memberships would also be a beneficial economic strategy.

While respondents recognize there are costs associated with operating an aquatic center, it is felt as a necessary facility in the community. Should a new aquatics facility be created, choosing the right amenities will be a critical consideration to enhance its use among many demographic interests.

With respect of programs and services addressing changes in Merriam in the future, it will be important to ensure priorities exist for the resident and forward thinking takes place when creating new space to avoid regional replication.

There is a strong feeling for creating a new facility, however, continued interest exists when trying to save the existing facility for a practical use. Studies need to take place to understand inherent costs for each strategy.



3.2 STATISTICALLY VALID SURVEY RESULTS

ETC Institute administered a needs assessment survey for the City of Merriam during the summer of 2016. The survey was administered to identify options to consider in the development of the Facilities Master Plan. The survey information is used to help the city make the most informed decisions possible. The Master Plan will provide a roadmap toward how to serve the citizens of Merriam now and into the future. As the city faces difficult decisions regarding the future of the Merriam Aquatic Center and the Irene B. French Community Center the results of this survey ensure the city is taking a resident-driven approach for a long-term solution.



3.2.1 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the City of Merriam. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.MerriamParksSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Merriam from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

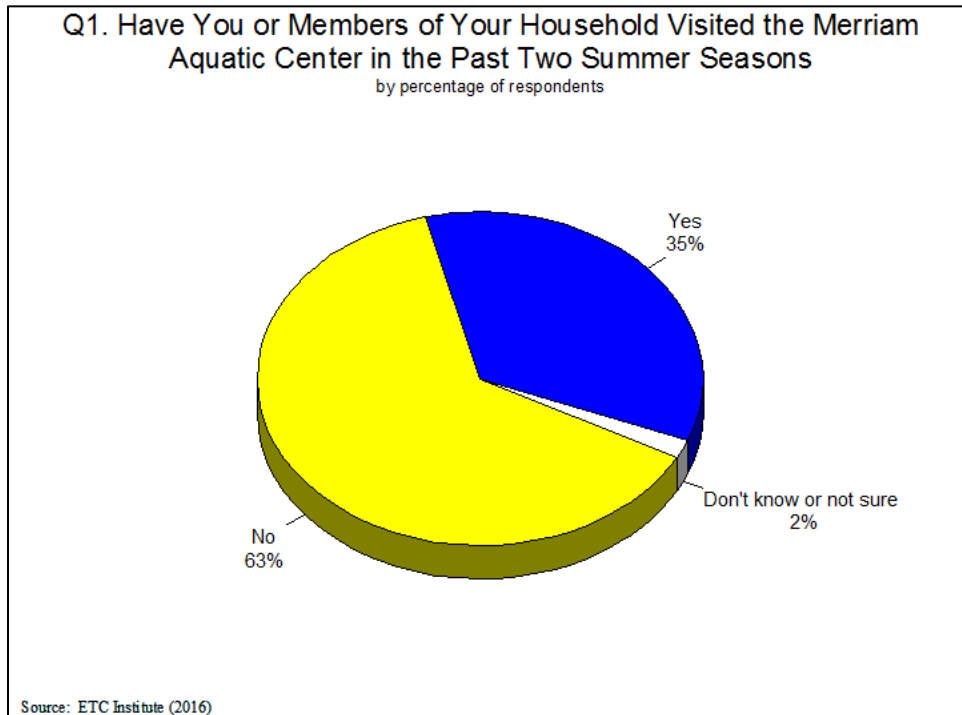
The goal was to obtain completed surveys from at least 375 residents. The goal was exceeded with a total of 522 residents completing the survey. The overall results for the sample of 522 households have a precision of at least +/-4.3% at the 95% level of confidence.

The major findings of the survey are summarized on the following pages. All results can be found in **APPENDIX A**.

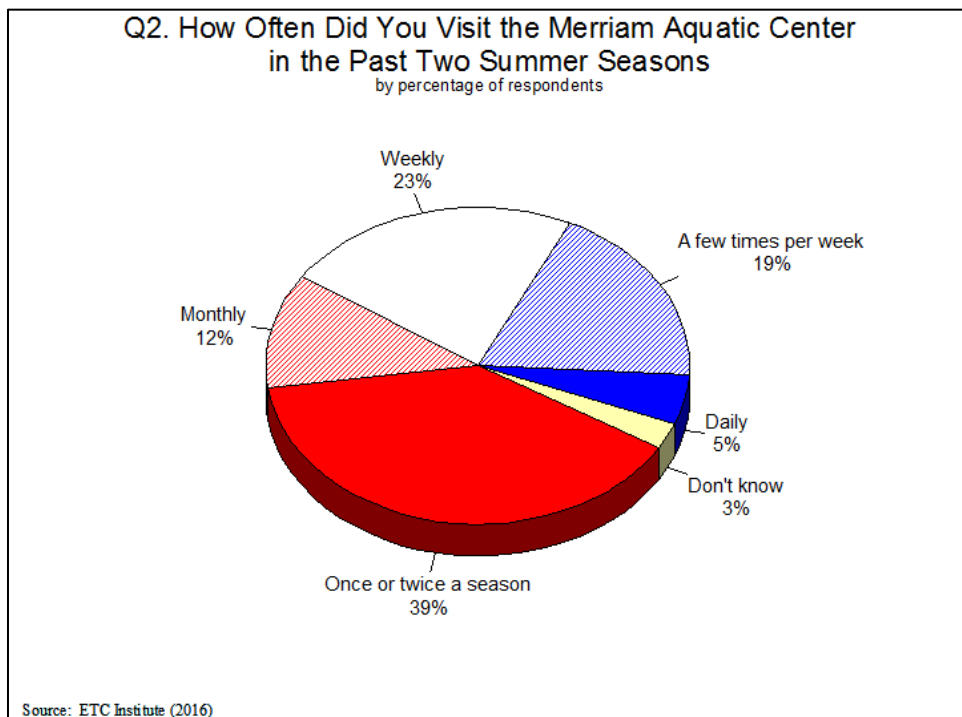


3.2.2 USE OF MERRIAM AQUATIC CENTER

Thirty-five percent (35%) of households surveyed indicated that they had visited the Merriam Aquatic Center during the past two summer seasons.

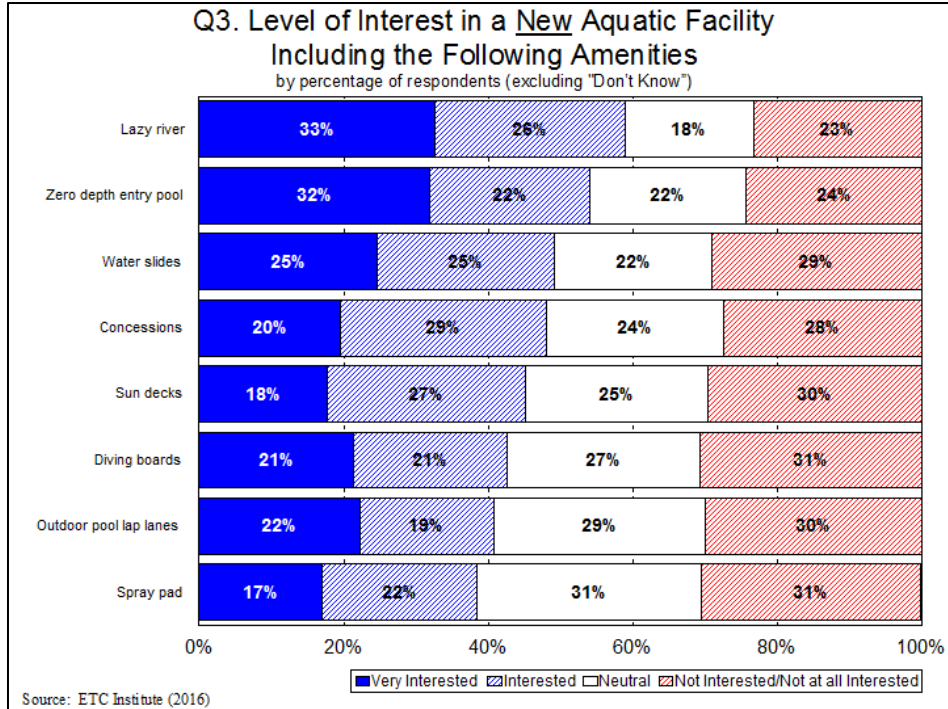


Five percent (5%) indicated they had visited daily, 19% of respondents indicated they had visited the aquatic center a few times per week, 23% visited weekly, 12% visited monthly, and 39% visited once or twice a season.

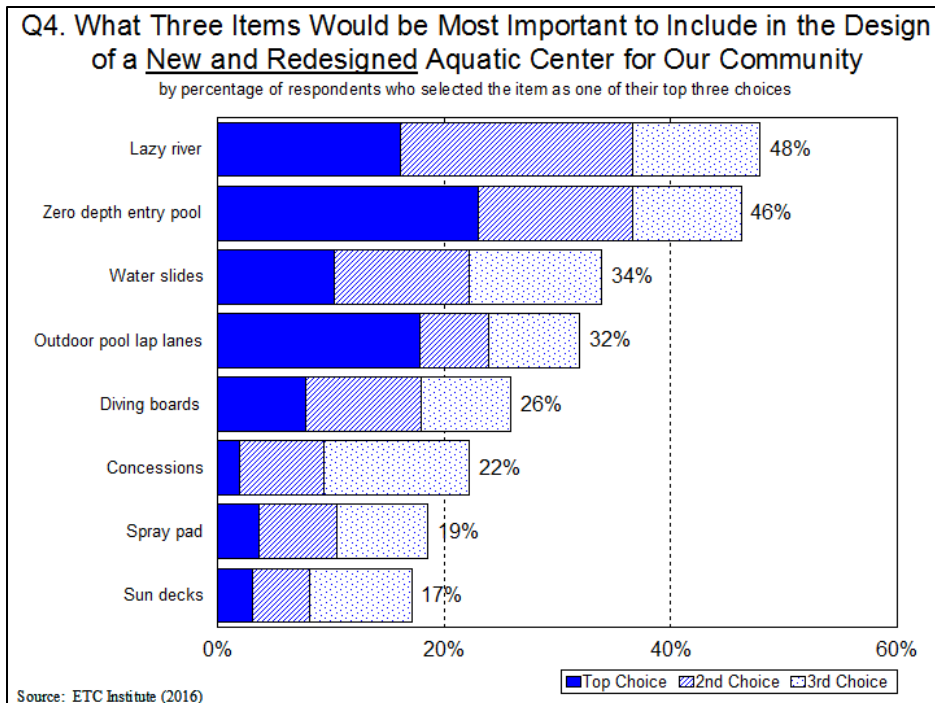


3.2.3 INTEREST IN AMENITIES FOR A NEW AQUATIC CENTER

Respondents were asked to indicate their level of agreement in potential amenities for a new aquatic center. Over half (59%) of respondents indicated they were “very interested” (33%) or “interested” (26%) in a lazy river. The other amenities which respondents indicated high interest were a zero-depth entry pool (54%), water slides (50%), and concessions (49%).

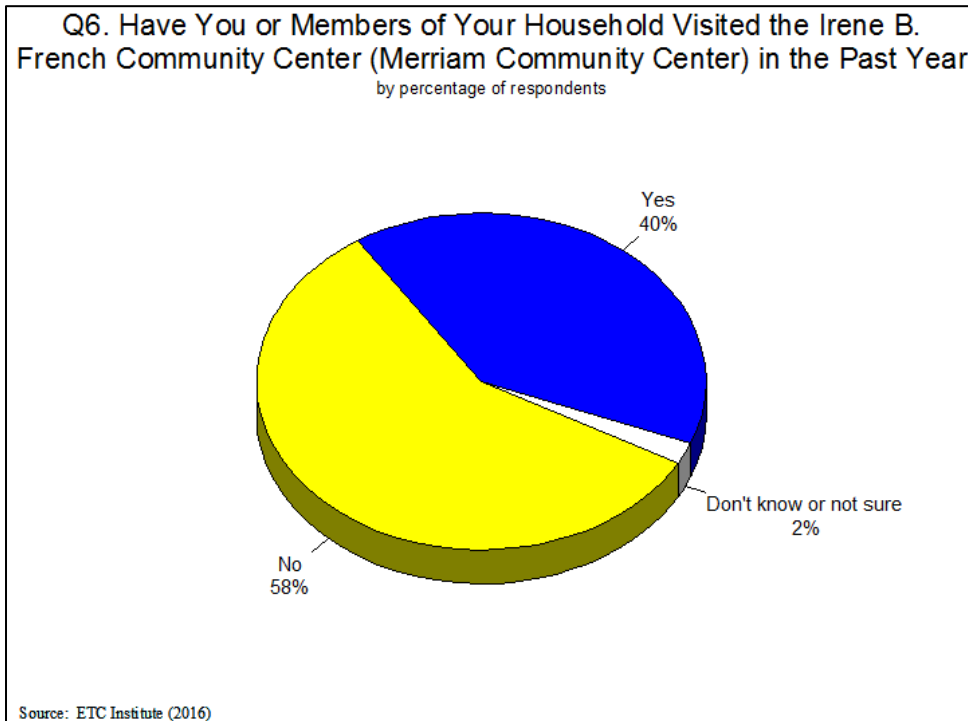


Respondents were then asked to indicate which three amenities would be the most important in the design of a new aquatic center. Based on the sum of the respondent’s top three choices those amenities were lazy river (48%), zero depth entry pool (46%), and water slides (34%).

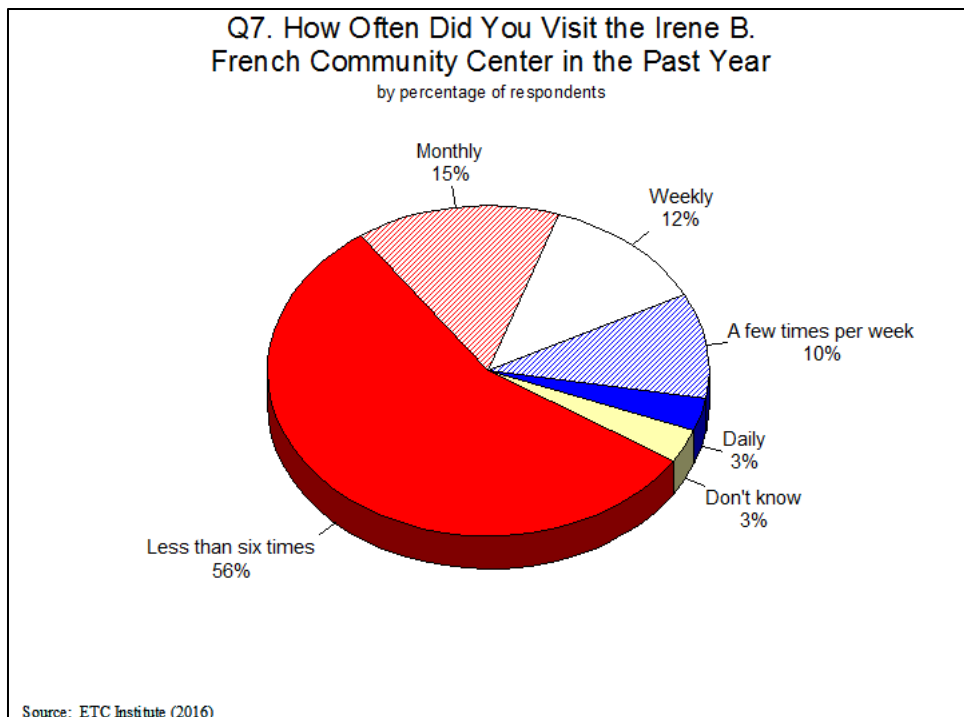


3.2.4 USE OF THE IRENE B. FRENCH COMMUNITY CENTER

Forty percent (40%) of households surveyed indicated that they had visited the Irene B. Community Center during the past year.



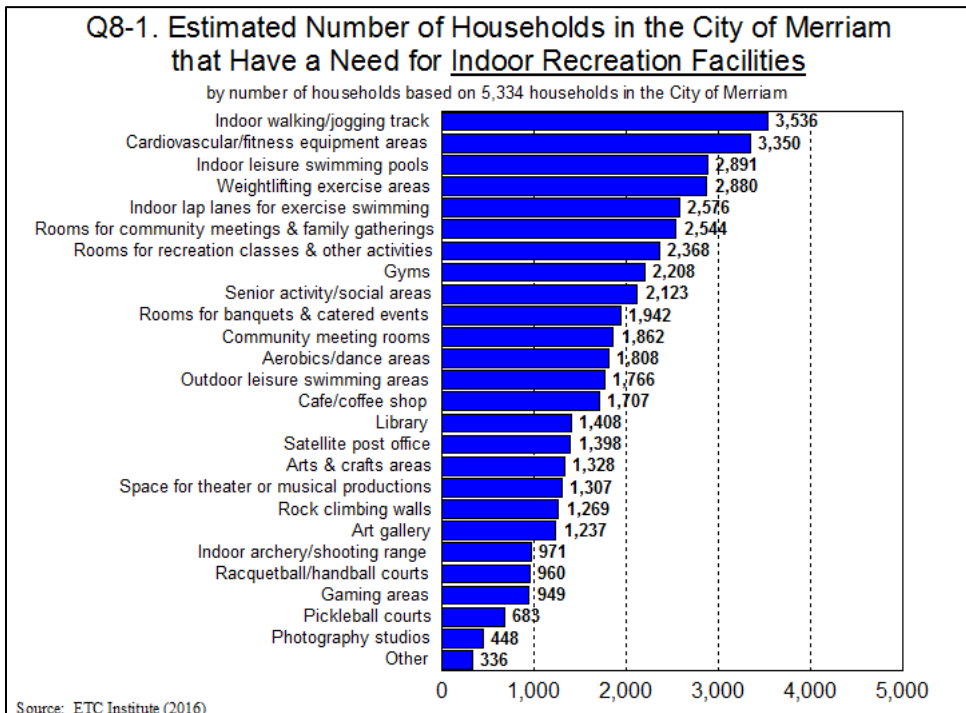
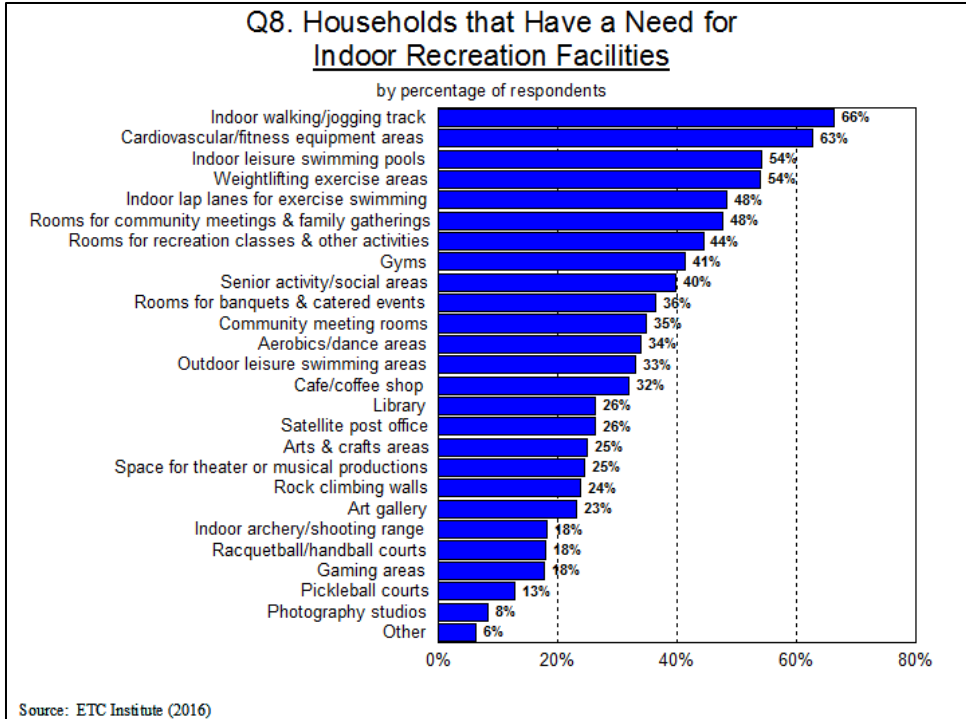
Of those that indicated they had visited, 3% indicated they had visited daily, 10% of respondents indicated they had visited the community center a few times per week, 12% visited weekly, 15% visited monthly, and 56% visited less than six times.



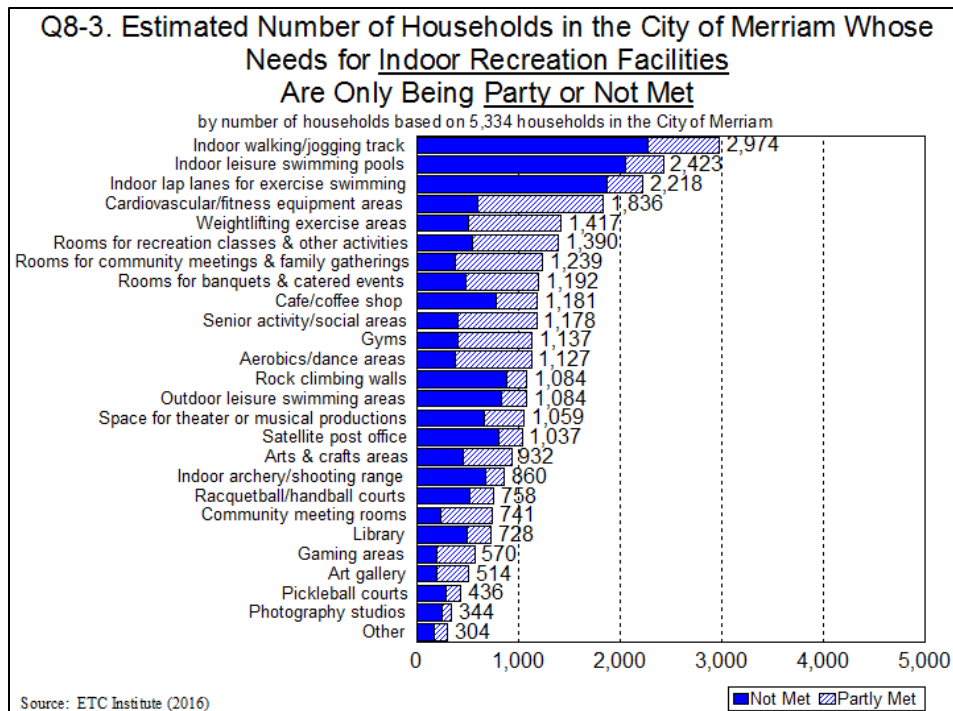
3.2.5 INDOOR RECREATION FACILITY NEEDS AND PRIORITIES

Respondents were asked to identify if their household had a need for 26 recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

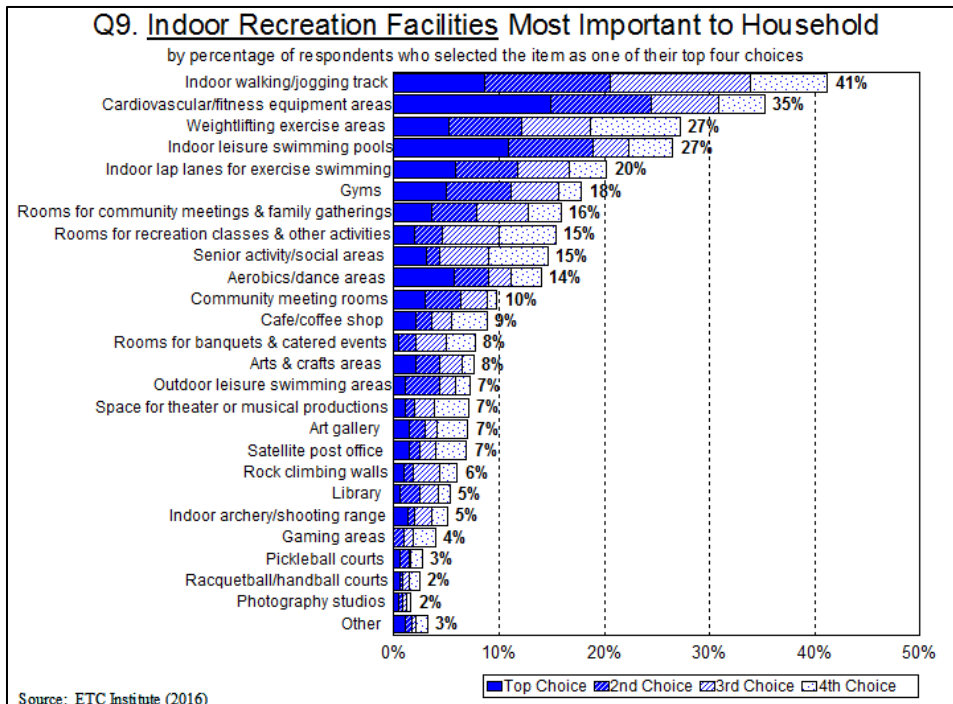
The three recreation facilities with the highest percentage of households that indicated a need for the facility were: indoor walking and jogging track (66%), cardiovascular and fitness equipment areas (63%), and indoor leisure swimming pools (54%).



ETC Institute estimates a total of 2,974 of the 5,334 households in the City of Merriam have unmet needs for an indoor walking and jogging track. The estimated number of households that have unmet needs for each of the 26 facilities that were assessed is shown in the table below



In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the three most important facilities to residents were: indoor walking and jogging track (41%), cardiovascular and fitness equipment areas (35%), and weightlifting exercise areas (27%). The percentage of residents who selected each facility as one of their top four choices is shown below.



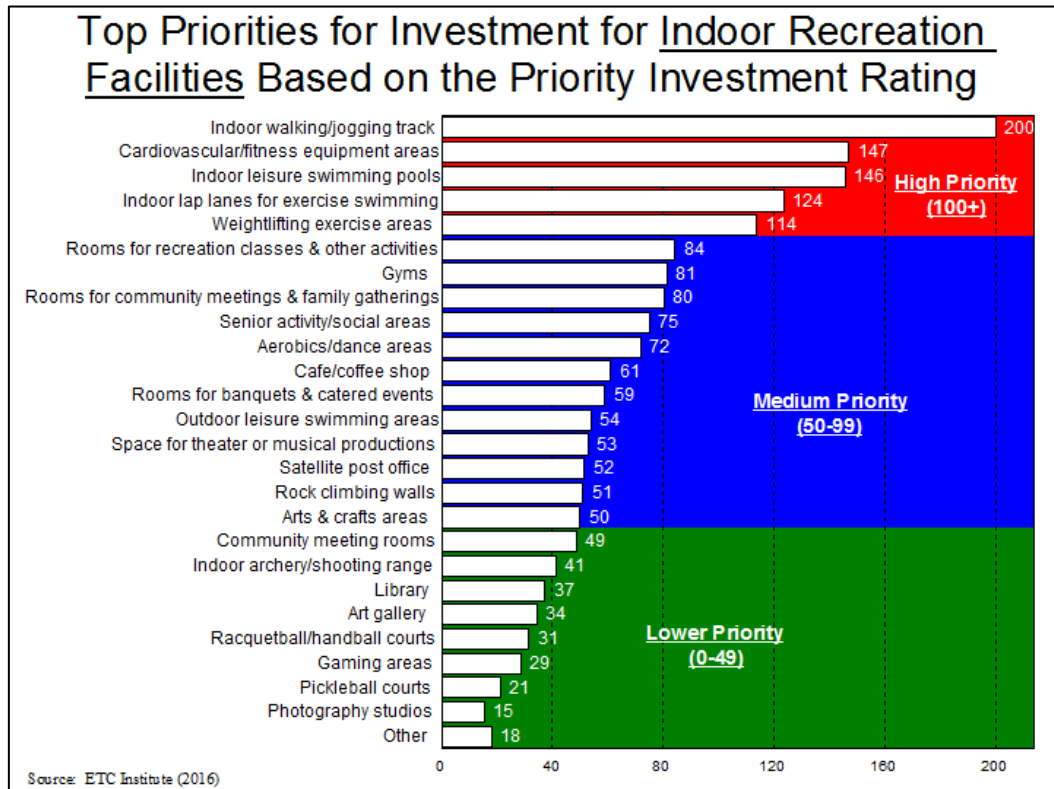
3.2.6 PRIORITIES FOR FACILITY INVESTMENTS

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility.

Based on the Priority Investment Rating (PIR), the following five facilities were rated as high priorities for investment:

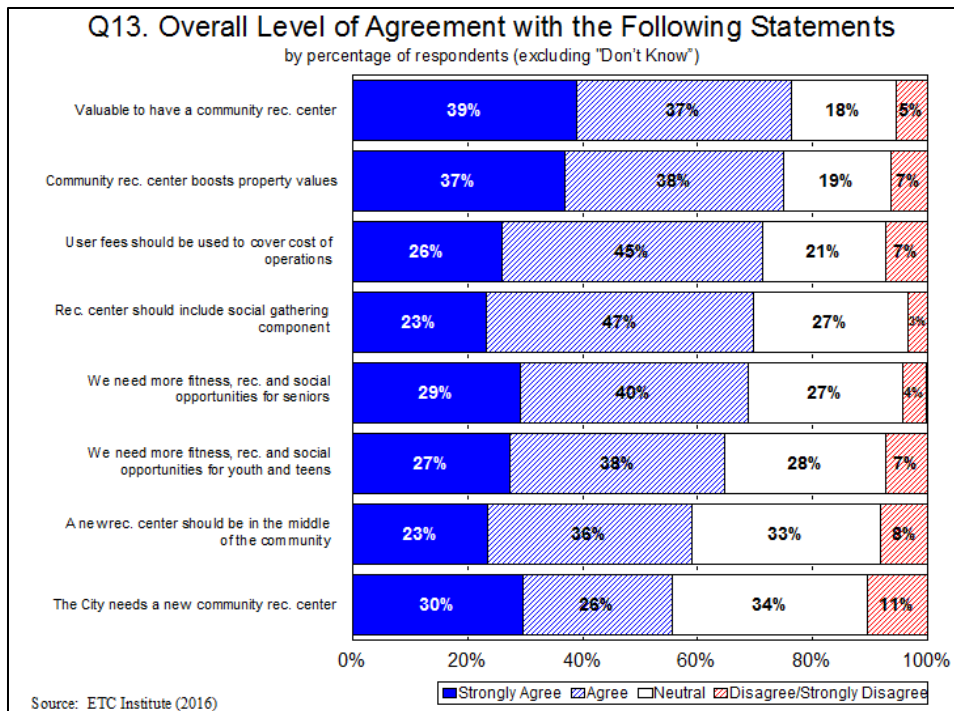
- Indoor walking and jogging track (PIR=200)
- Cardiovascular and fitness equipment areas (PIR=147)
- Indoor leisure swimming pools (PIR=146)
- Indoor lap lanes for exercise swimming (PIR=124)
- Weightlifting exercise areas (PIR=114)

The chart below shows the Priority Investment Rating for each of the 26 facilities/amenities that were assessed on the survey.

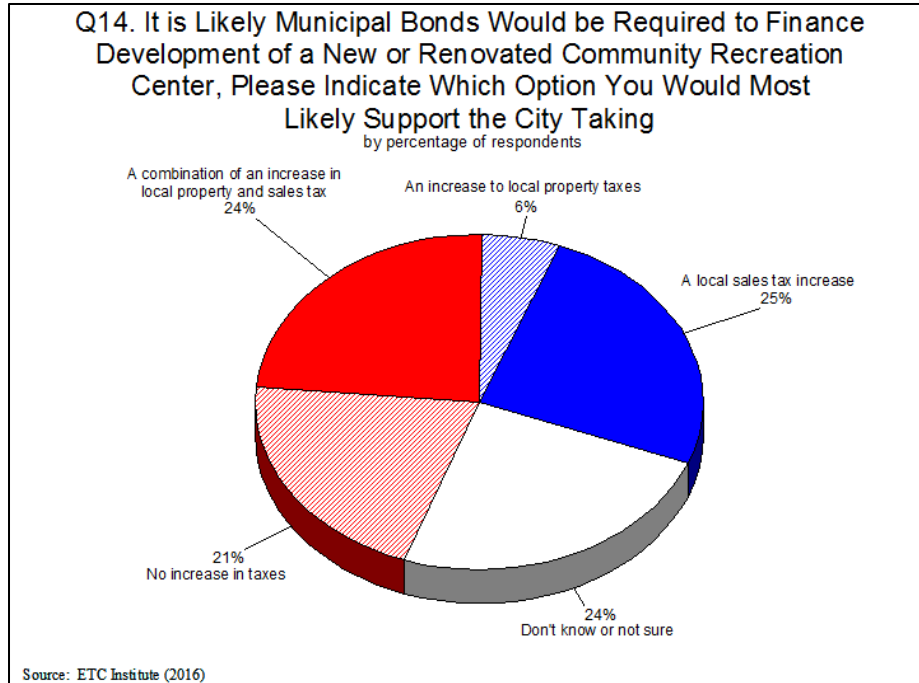


3.2.7 ADDITIONAL FINDINGS

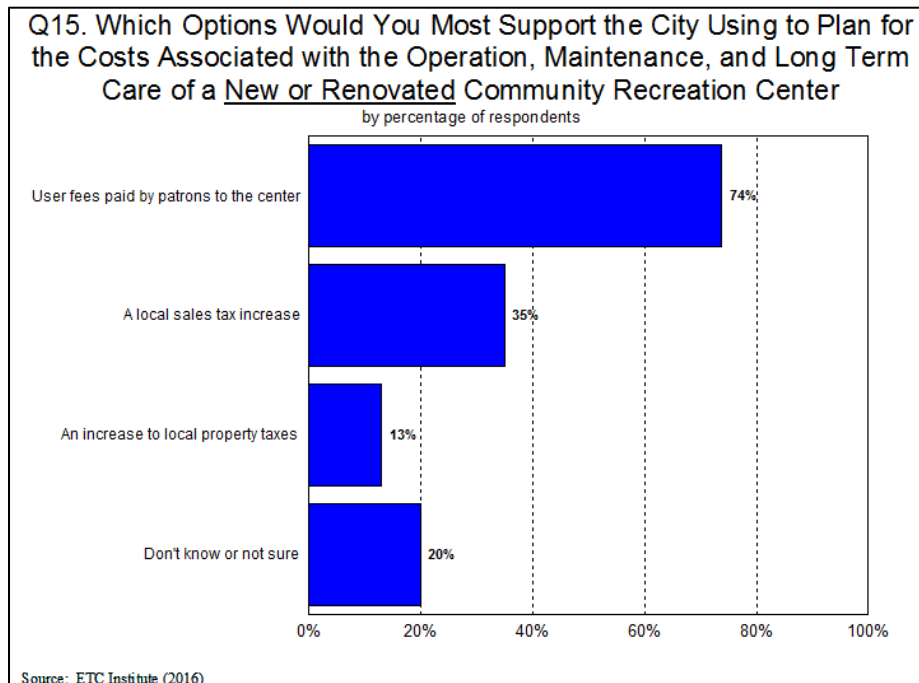
Respondents were asked to indicate their level of agreement with various statements regarding the value of having a community center in the City of Merriam. The three statements respondents indicated the strongest level of agreement are: it is valuable to me to have a community recreation center (76%), I believe a community recreation center boosts property values in our community (75%), and a community recreation center should generate revenue from user fees (71%). The statement which respondents showed the lowest level of agreement was that the City of Merriam needs a new community recreation center (56%).



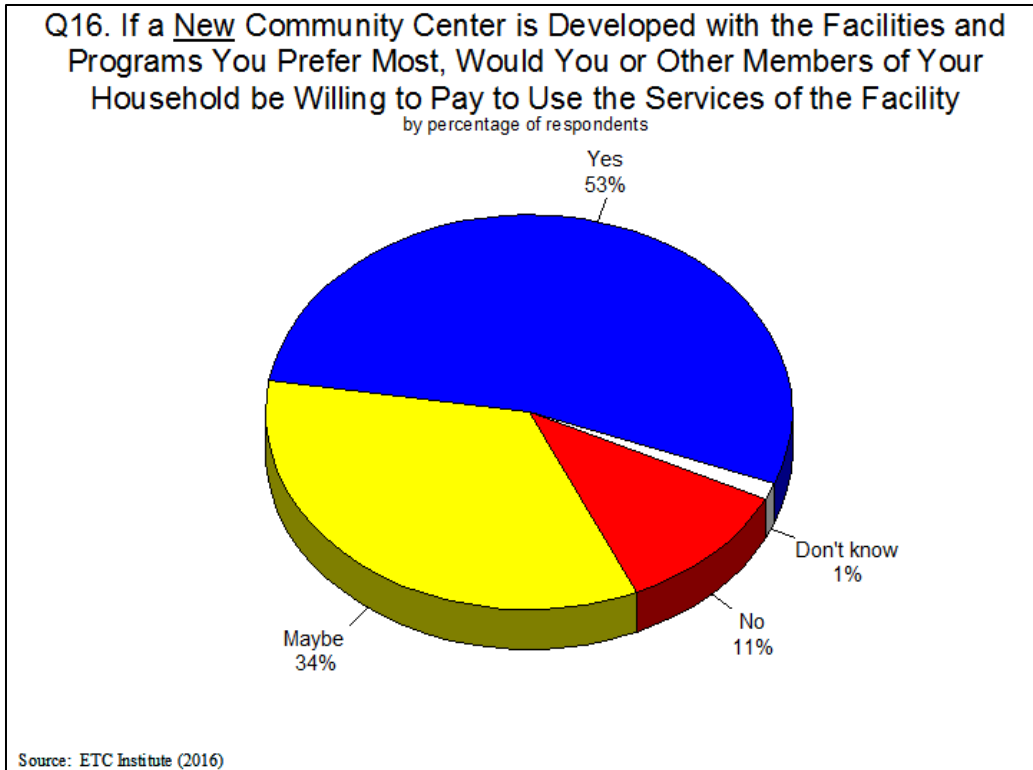
It is likely municipal bonds would be required to finance development of a new or renovated community recreation center and respondents were asked what option they would most likely support the city taking in order to repay such bonds. Twenty-five percent (25%) of respondents indicated they would most likely support a local sales tax increase, 6% indicated an increase to local property taxes, 24% indicated a combination of an increase in local property and sales tax, and 21% indicated they wanted no increase in taxes.



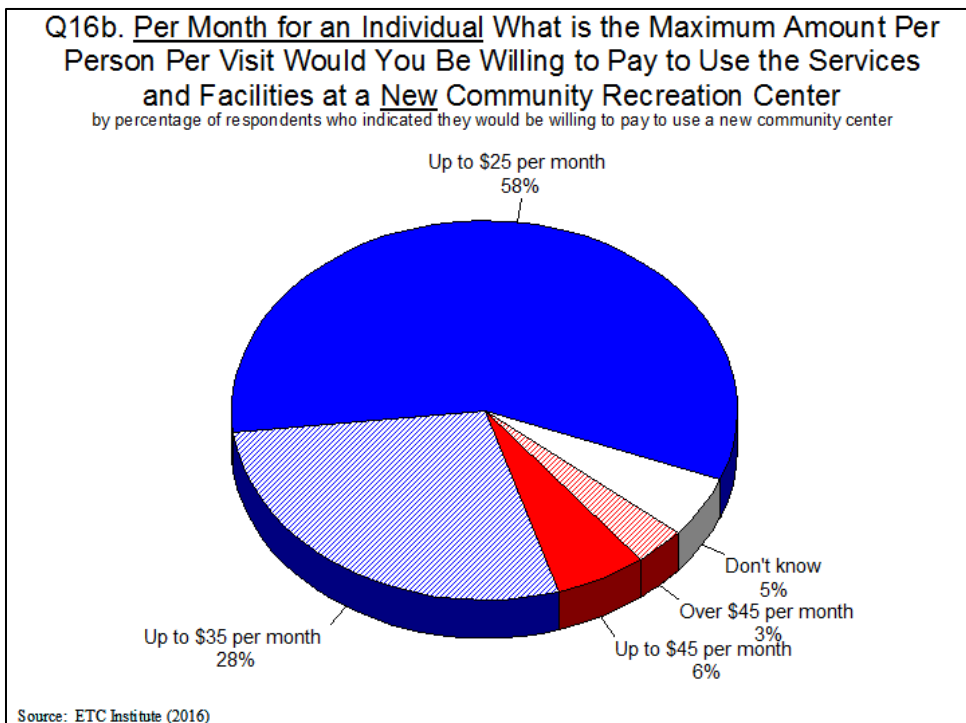
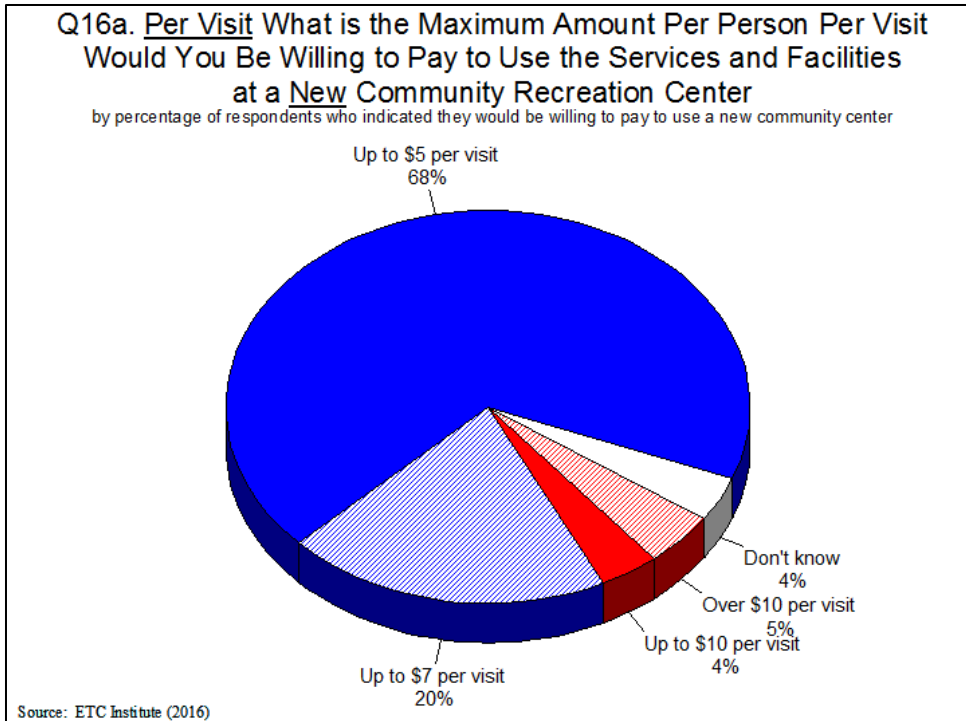
Respondents were then asked to indicate what options they support the city using to plan for the costs associated with the operation, maintenance, and long term care of a new or renovated community recreation center. User fees paid by patrons to the center received the most support (74%) followed by a local sales tax increase (35%), and an increase to local property taxes (13%).



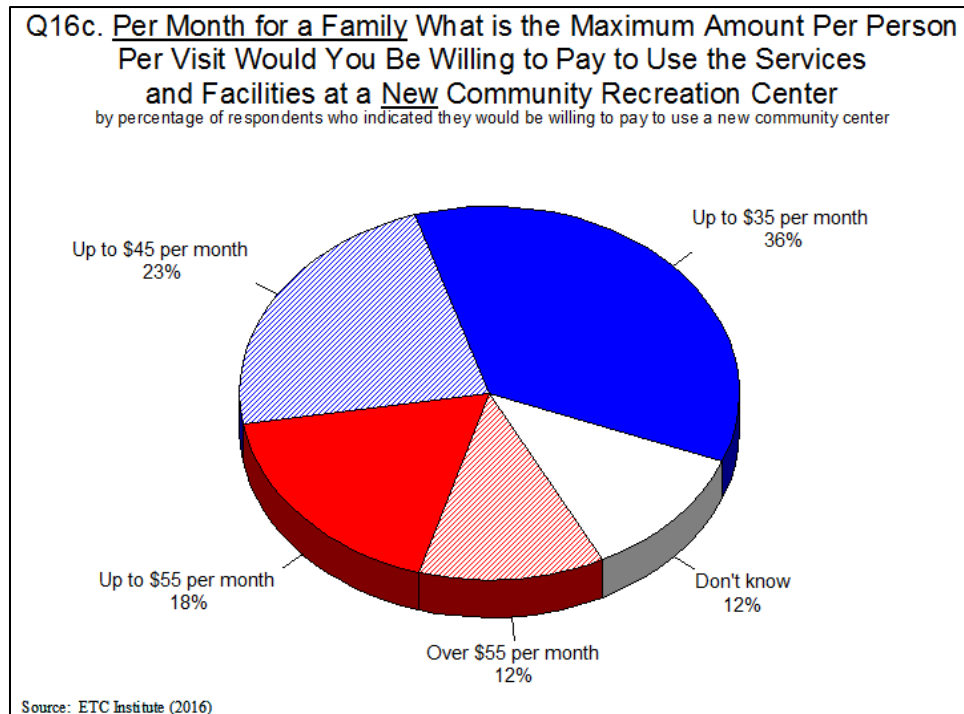
With the development of a new community center in mind, respondents were asked whether or not they would pay to use the services of the new facility. Over half (53%) indicated they would pay, 34% indicated that they would maybe pay, and 11% said no they would not pay.



Respondents who indicated they would pay or would maybe pay to use a new community center were asked how much they would pay per visit, per month for an individual, and per month for a family. An overwhelming 68% of respondents indicated they would pay up to \$5 per visit for an individual, 58% would pay up to \$25 per month for an individual.



Results were split when it came to costs for a family per month. Thirty-six percent (36%) of respondents indicated they would pay up to \$35 per month for a family, 23% would pay up to \$45 per month, 18% would pay up to \$55 per month, and 12% would pay over \$55 per month.



3.2.8 CONCLUSION AND FINDINGS

When analyzing the facilities offered by the City of Merriam Parks and Recreation Department the same amenities that were the most important to respondent’s households and had the highest level of need and unmet need were for an indoor walking and jogging track, gyms for sports and free play, fitness areas for classes and self-directed cardio machines and free weights and water for learn to swim activities and fitness type programs. Focusing on an indoor walking and jogging track within the city would provide the greatest benefit for the largest number of residents. Cardiovascular and fitness equipment areas and an indoor leisure swimming pool were both among the most needed amenities and also had some of the highest unmet need. Focusing on these amenities will give the city the opportunity to provide the greatest benefit for the largest number of residents.

In order to ensure that the City of Merriam continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed in **Appendix A**.

As part of the community input process, PROS Consulting conducted an on-line survey (powered by SurveyMonkey) for a better understanding of the characteristics, preferences, and satisfaction levels of Merriam residents in relation to facilities, amenities and recreation programs/services. The survey was available from August 15th through September 19th and received a total of 81 responses.



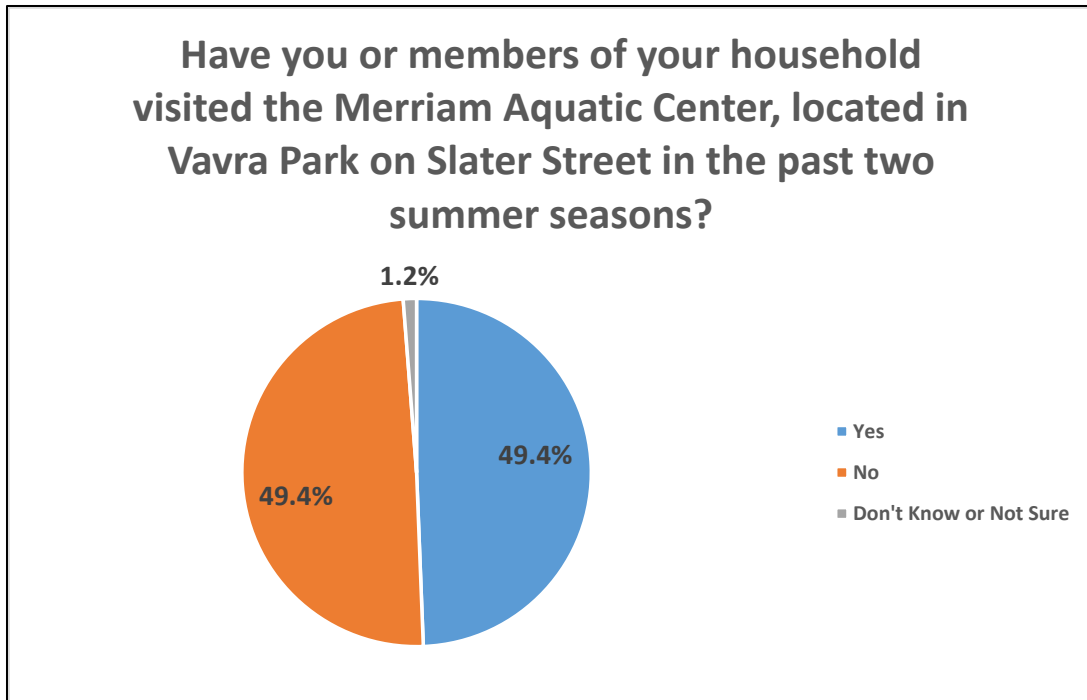
The on-line survey emulated the statistically-valid survey questions distributed by ETC. This allowed the citizens of Merriam another opportunity to provide input even if they did not receive the statistically-valid survey.

The major findings of the survey are summarized on the following pages. All results can be found in **APPENDIX B**.

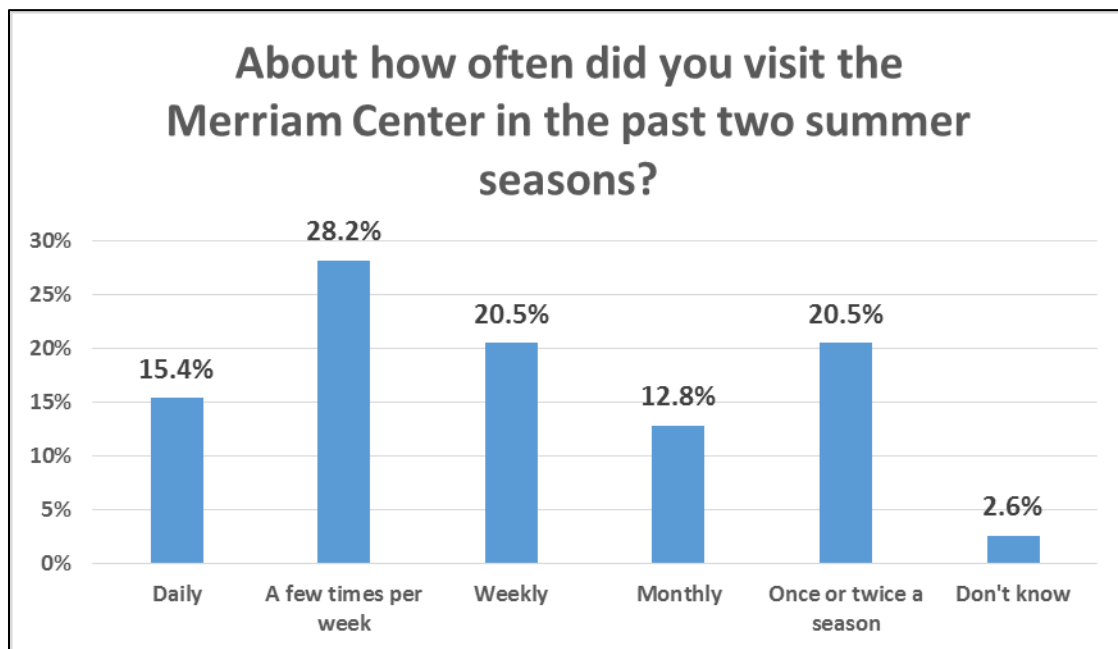


3.2.9 USE OF MERRIAM AQUATIC CENTER

Forty-nine percent (49%) of households surveyed indicated that they had visited the Merriam Aquatic Center during the past two summer seasons.

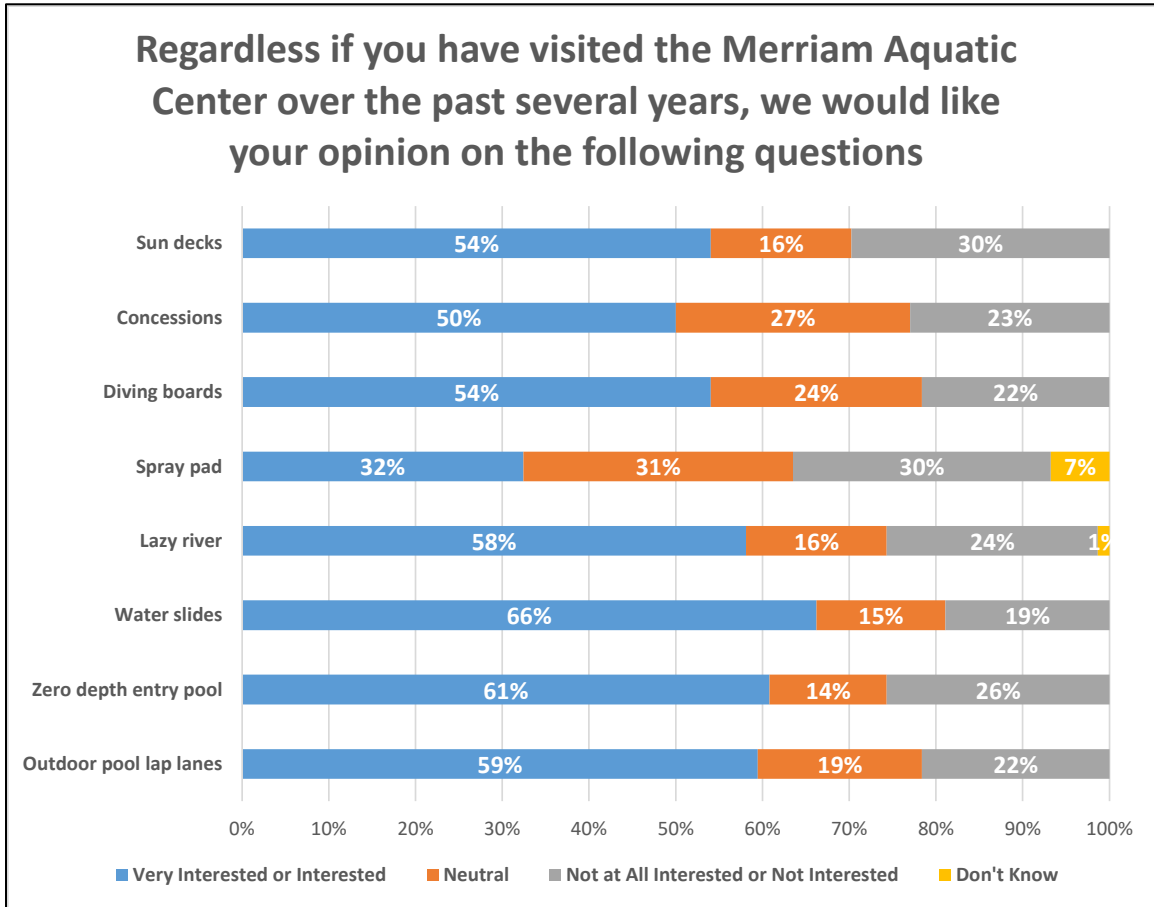


Twenty eight percent (28%) of respondents visited the Merriam Center a few times per week, 21% visited weekly, and 21% visited the Center once or twice a season.



3.2.10 INTEREST IN AMENITIES FOR A NEW AQUATIC CENTER

Sixty-six percent (66%) of respondents indicated they were “very interested” (33%) or “interested” (26%) in water slides. Other amenities which respondents indicated high interest were a zero-depth entry pool (61%), outdoor pool lap lanes (59%), and lazy river (58%).

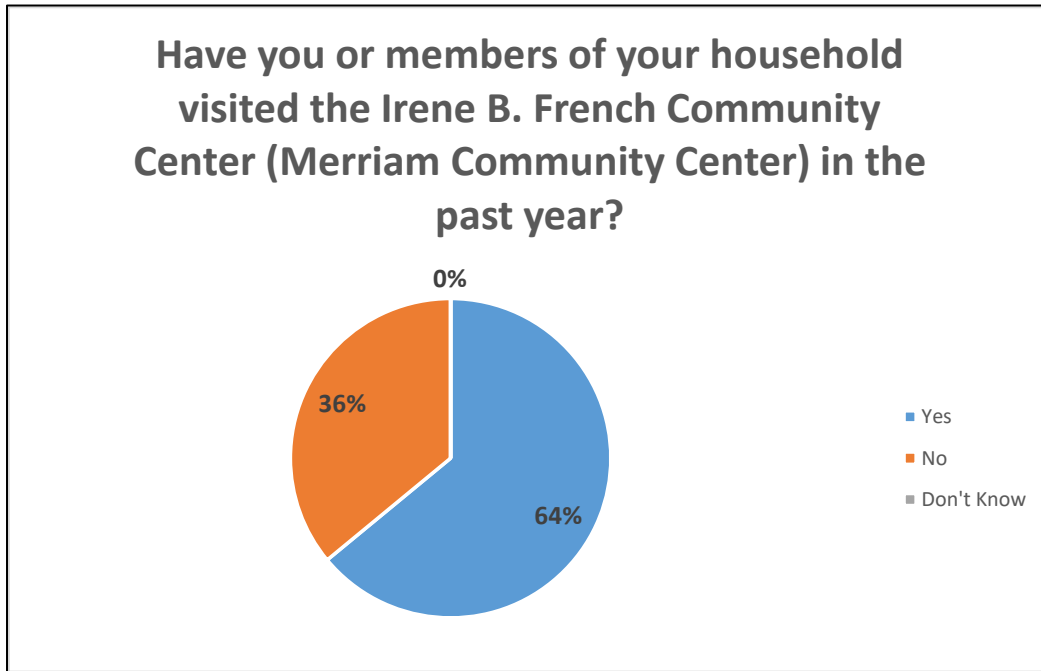


Top three 1st choices for respondents are outdoor pool lap lanes (27%), zero depth entry pool (27%), and a lazy river (21%).

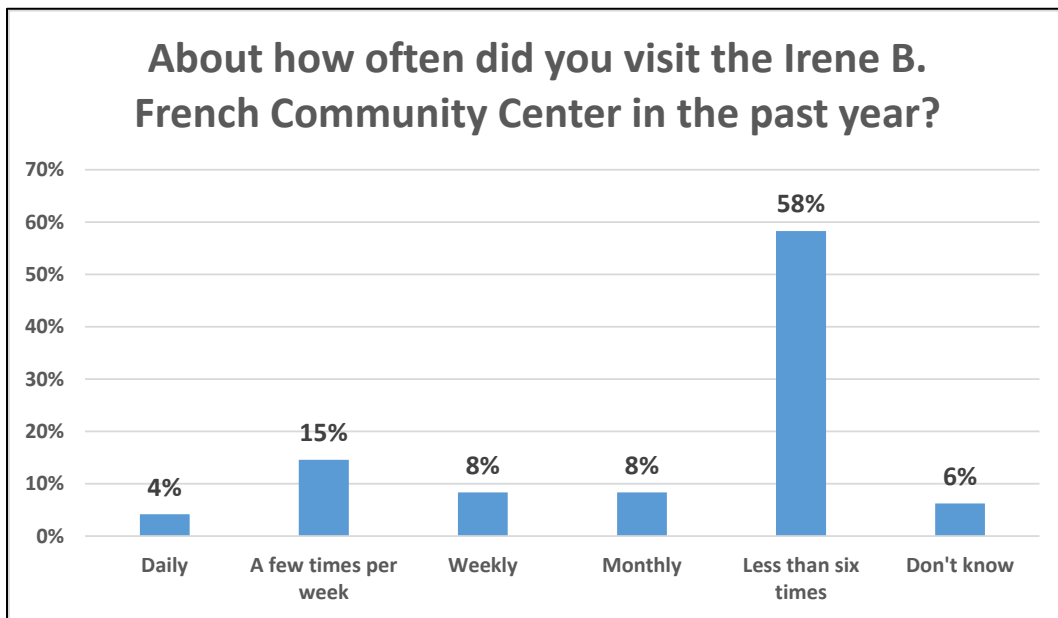
Which THREE of the items listed in Question 3 do you think would be most important to include in the design of a new or redesigned aquatic center for our community?			
Amenities	1st Choice	2nd Choice	3rd Choice
Outdoor pool lap lanes	27%	13%	3%
Zero depth entry pool	27%	13%	13%
Lazy river	21%	13%	13%
Water slides	8%	24%	20%
NONE	7%	9%	10%
Diving boards	4%	14%	14%
Spray pad	3%	1%	9%
Concessions	3%	7%	7%
Sun decks	0%	6%	11%

3.2.11 USE OF THE IRENE B. FRENCH COMMUNITY CENTER

Sixty-four percent (64%) of respondents indicated that they had visited the Irene B. French Community Center during the past year.



Fifty-eight percent (58%) of respondents visited the Irene B. French Community Center less than six times in the past year, followed by 15% visited a few times per week.

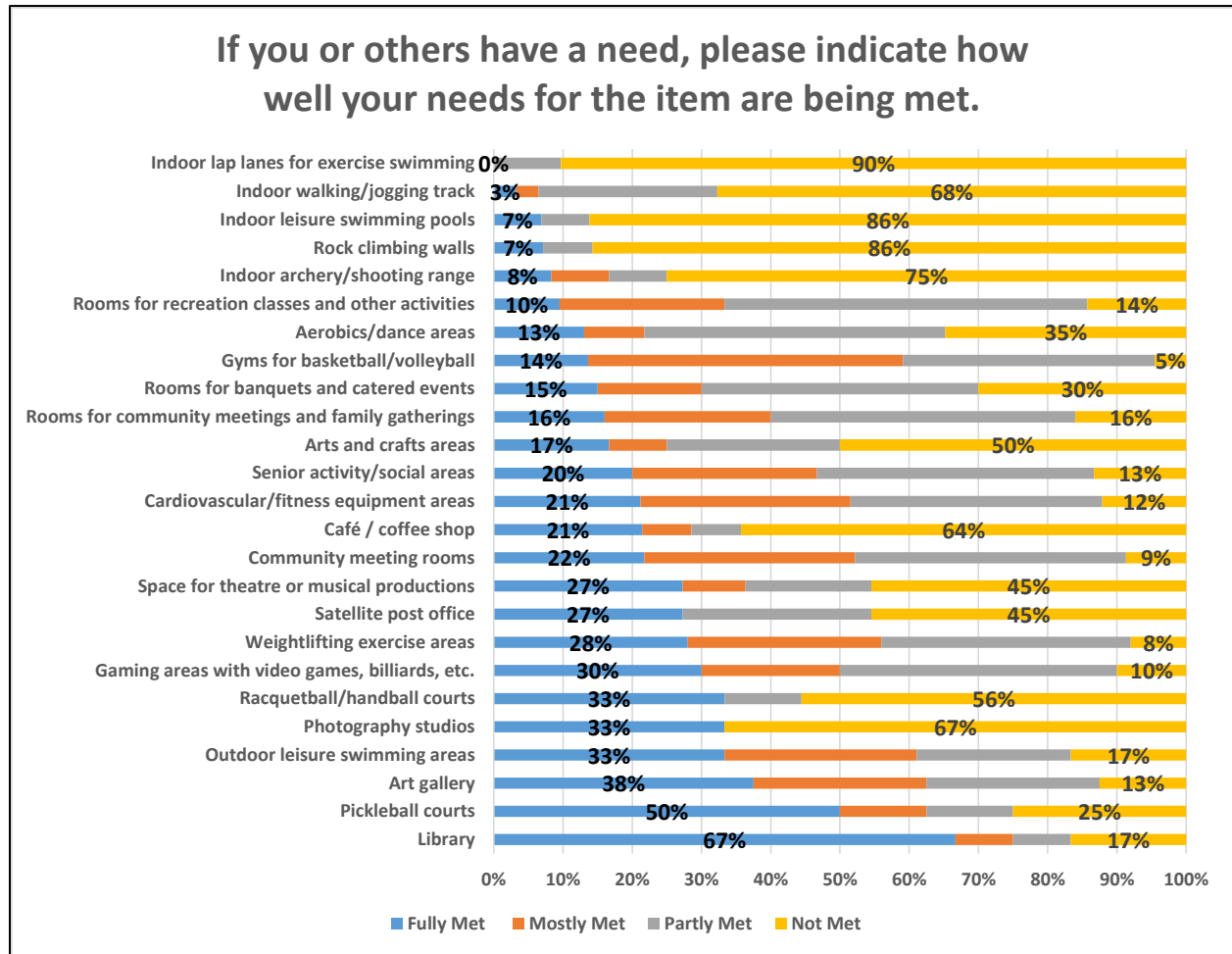


3.2.12 INDOOR RECREATION FACILITY NEEDS AND PRIORITIES

Top three facility/amenity that respondents have a need for are cardiovascular/fitness equipment areas (78%), indoor walking/jogging track (71%), and weightlifting exercise areas (67%).

Do you have a need for this facility or amenity?	Yes	No
Cardiovascular/fitness equipment areas	↑ 77.78%	↓ 22.22%
Indoor walking/jogging track	↑ 71.43%	↓ 28.57%
Weightlifting exercise areas	↑ 67.21%	↓ 32.79%
Indoor lap lanes for exercise swimming	→ 62.30%	→ 37.70%
Rooms for community meetings and family gatherings	→ 62.30%	→ 37.70%
Indoor leisure swimming pools	→ 58.73%	→ 41.27%
Community meeting rooms	→ 56.45%	→ 43.55%
Rooms for recreation classes and other activities	→ 55.00%	→ 45.00%
Gyms for basketball/volleyball	→ 54.10%	→ 45.90%
Rooms for banquets and catered events	→ 52.46%	→ 47.54%
Aerobics/dance areas	→ 45.90%	→ 54.10%
Senior activity/social areas	→ 45.00%	→ 55.00%
Outdoor leisure swimming areas	→ 40.00%	→ 60.00%
Rock climbing walls	↓ 37.29%	↑ 62.71%
Art gallery	↓ 35.59%	↑ 64.41%
Café / coffee shop	↓ 33.87%	↑ 66.13%
Arts and crafts areas	↓ 28.81%	↑ 71.19%
Indoor archery/shooting range	↓ 28.81%	↑ 71.19%
Gaming areas with video games, billiards, etc.	↓ 27.12%	↑ 72.88%
Library	↓ 25.42%	↑ 74.58%
Racquetball/handball courts	↓ 25.00%	↑ 75.00%
Pickleball courts	↓ 22.03%	↑ 77.97%
Space for theatre or musical productions	↓ 20.69%	↑ 79.31%
Satellite post office	↓ 20.00%	↑ 80.00%
Photography studios	↓ 13.33%	↑ 86.67%

Top facilities not currently meeting needs of respondents are indoor lap lanes for exercise swimming, indoor walking/jogging track, indoor leisure swimming pools, and rock climbing walls.

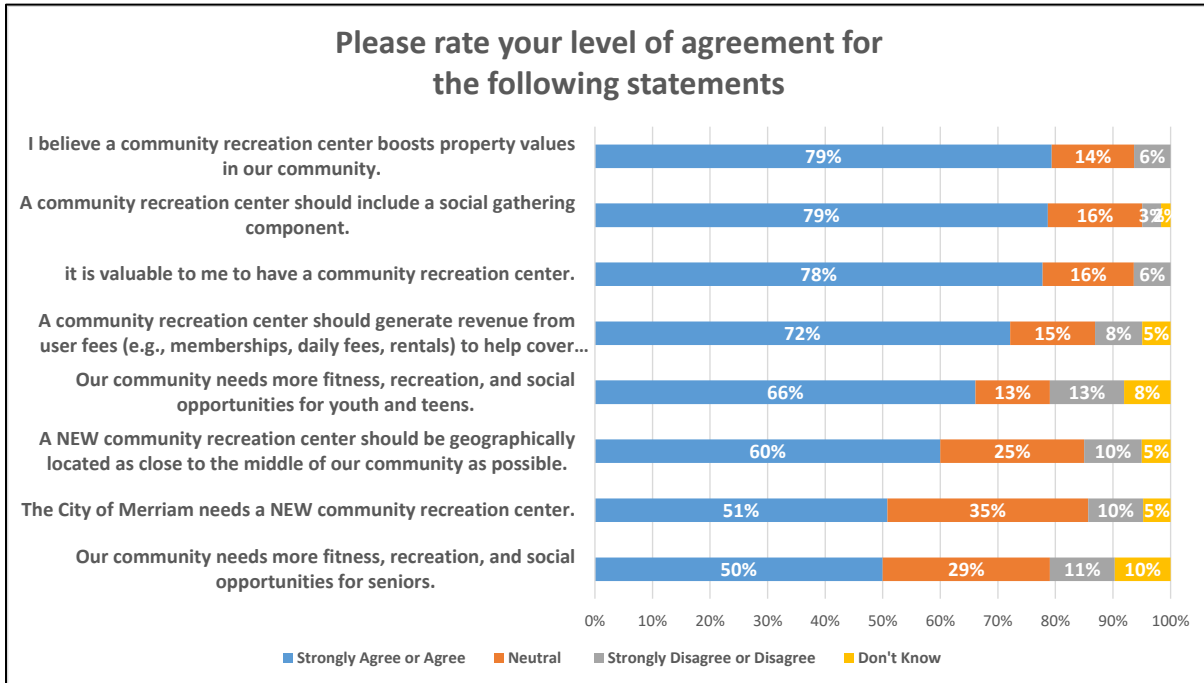


Top three amenities for 1st choice for respondents are cardiovascular/fitness equipment areas (23%), indoor leisure swimming pools (13%), and indoor lap lanes for exercise swimming (10%).

Facilities/Amenities	1st	2nd	3rd	4th
Cardiovascular/fitness equipment areas	23.33%	13.56%	8.47%	6.78%
Indoor leisure swimming pools	13.33%	8.47%	0.00%	5.08%
Indoor lap lanes for exercise swimming	10.00%	6.78%	6.78%	3.39%
Indoor walking/jogging track	8.33%	20.34%	8.47%	6.78%
Aerobics/dance areas	6.67%	3.39%	3.39%	0.00%
NONE	6.67%	5.08%	5.08%	5.08%
Gyms for basketball/volleyball	5.00%	3.39%	11.86%	10.17%
Art gallery	3.33%	1.69%	1.69%	3.39%
Rooms for community meetings and family gatherings	3.33%	1.69%	6.78%	6.78%
Rooms for banquets and catered events	3.33%	0.00%	1.69%	1.69%
Weightlifting exercise areas	3.33%	11.86%	5.08%	6.78%
Arts and crafts areas	1.67%	5.08%	1.69%	1.69%
Café / coffee shop	1.67%	0.00%	1.69%	6.78%
Community meeting rooms	1.67%	5.08%	6.78%	1.69%
Indoor archery/shooting range	1.67%	0.00%	1.69%	0.00%
Racquetball/handball courts	1.67%	0.00%	1.69%	5.08%
Rock climbing walls	1.67%	3.39%	5.08%	3.39%
Satellite post office	1.67%	0.00%	0.00%	0.00%
Space for theatre or musical productions	1.67%	1.69%	0.00%	1.69%
Gaming areas with video games, billiards, etc.	0.00%	0.00%	1.69%	5.08%
Library	0.00%	1.69%	0.00%	0.00%
Outdoor leisure swimming areas	0.00%	0.00%	3.39%	0.00%
Photography studios	0.00%	0.00%	1.69%	3.39%
Pickleball courts	0.00%	0.00%	1.69%	1.69%
Rooms for recreation classes and other activities	0.00%	3.39%	6.78%	10.17%
Senior activity/social areas	0.00%	3.39%	6.78%	3.39%

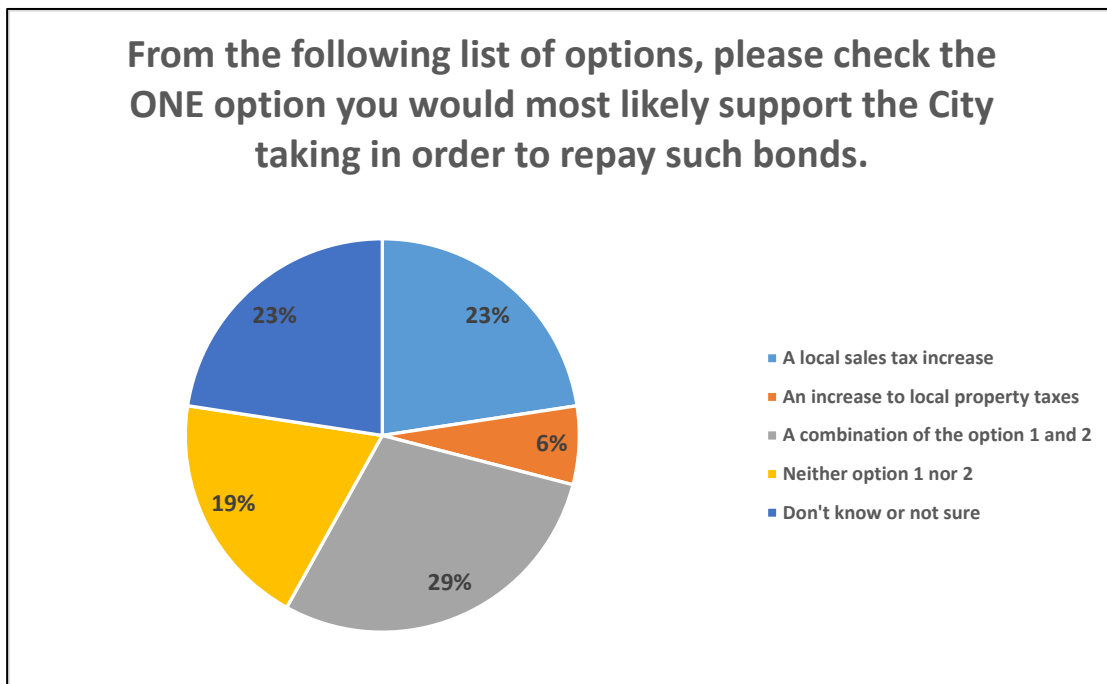
3.2.13 OVERALL VALUE AND SUPPORT

Three statements respondents indicated the strongest level of agreement with are: I believe a community recreation center boosts property values in our community (79%), a community recreation center should include a social gathering component (79%), and it is valuable to me to have a community recreation center (78%). The statement which respondents showed the lowest level agreement was that our community needs more fitness, recreation, and social opportunities for seniors.

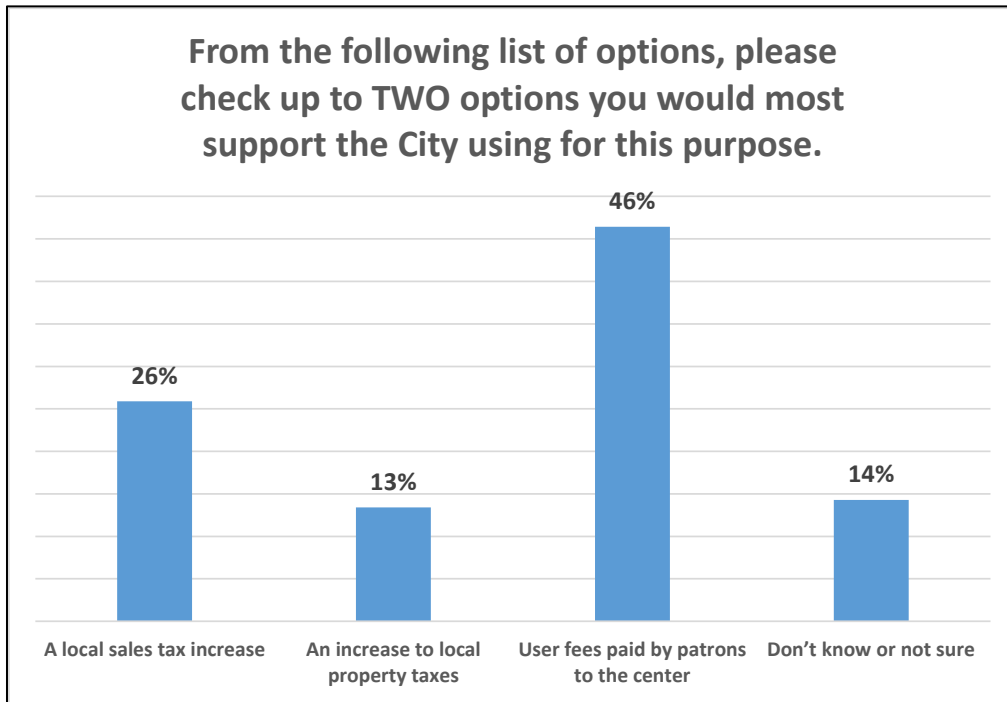


3.2.14 OVERALL VALUE AND FUNDING SUPPORT

Twenty-three percent (23%) of respondents indicated they would most likely support a local sales tax increase, 23% indicated an increase to local property taxes and 29% percent said neither option 1 or 2.

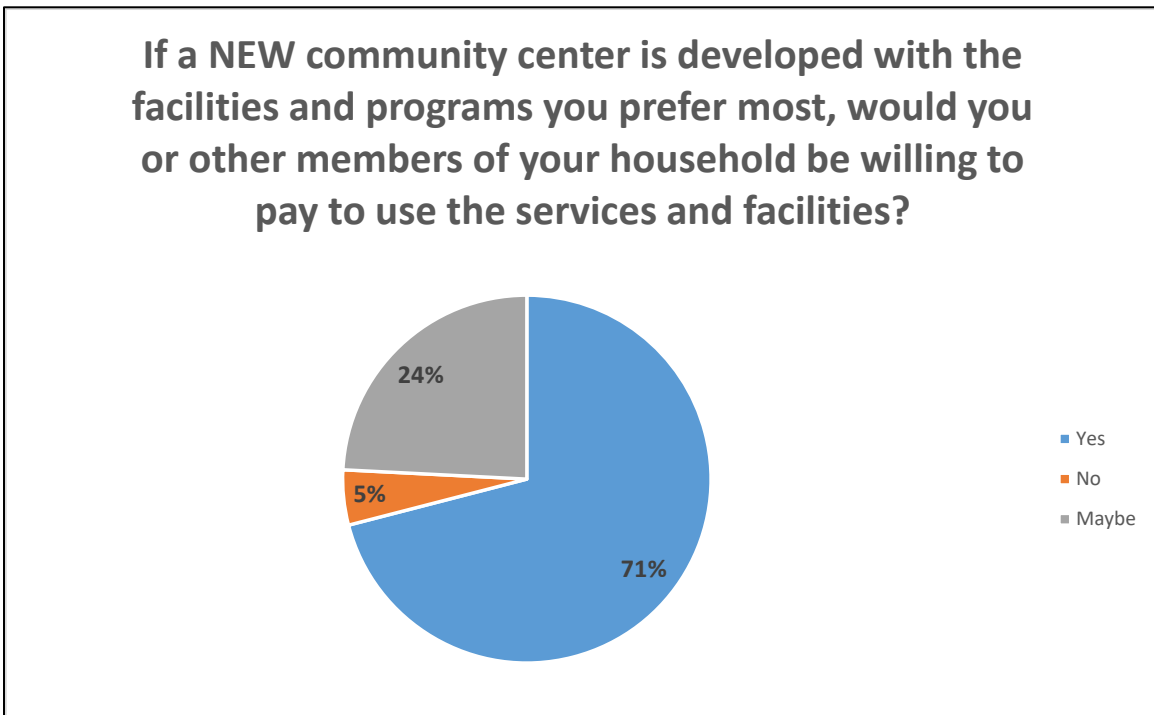


User fees paid by patrons to the community center received the most support (46%) followed by 26% indicated local sales tax increase, 14% don't know or not sure, and 13% indicate an increase to local property taxes.

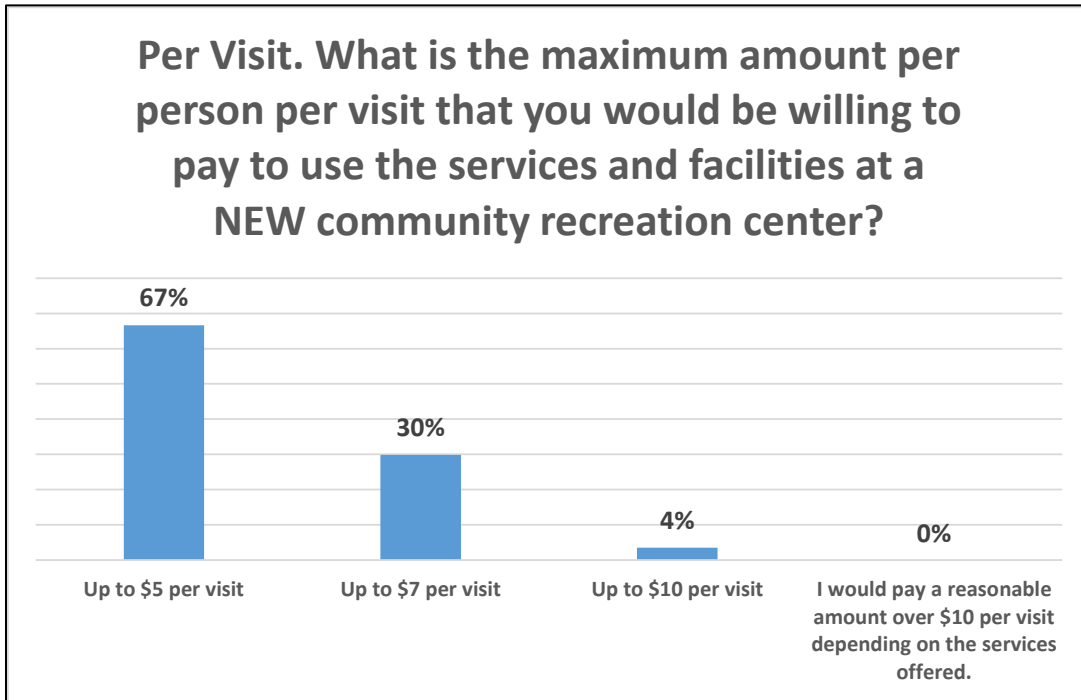


3.2.15 FUNDING A NEW FACILITY

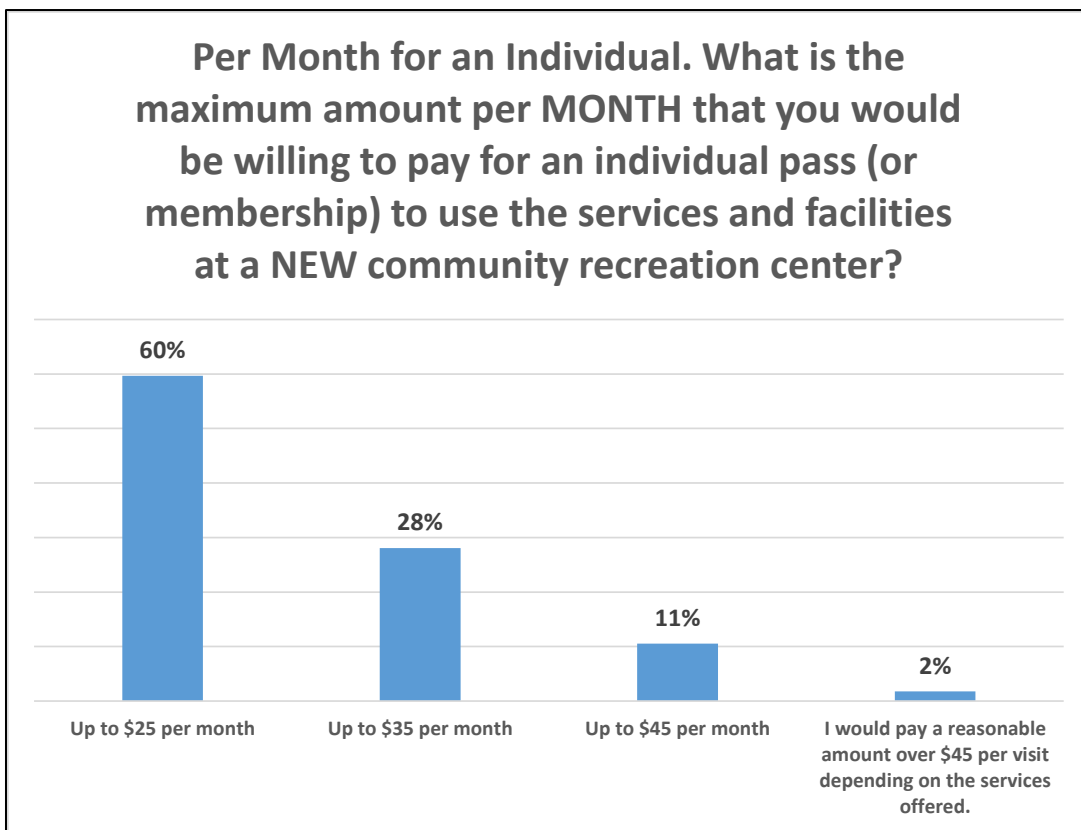
Seventy-one percent (71%) indicated they would pay to use the services at a new facility, 5% said no and 24% said maybe.



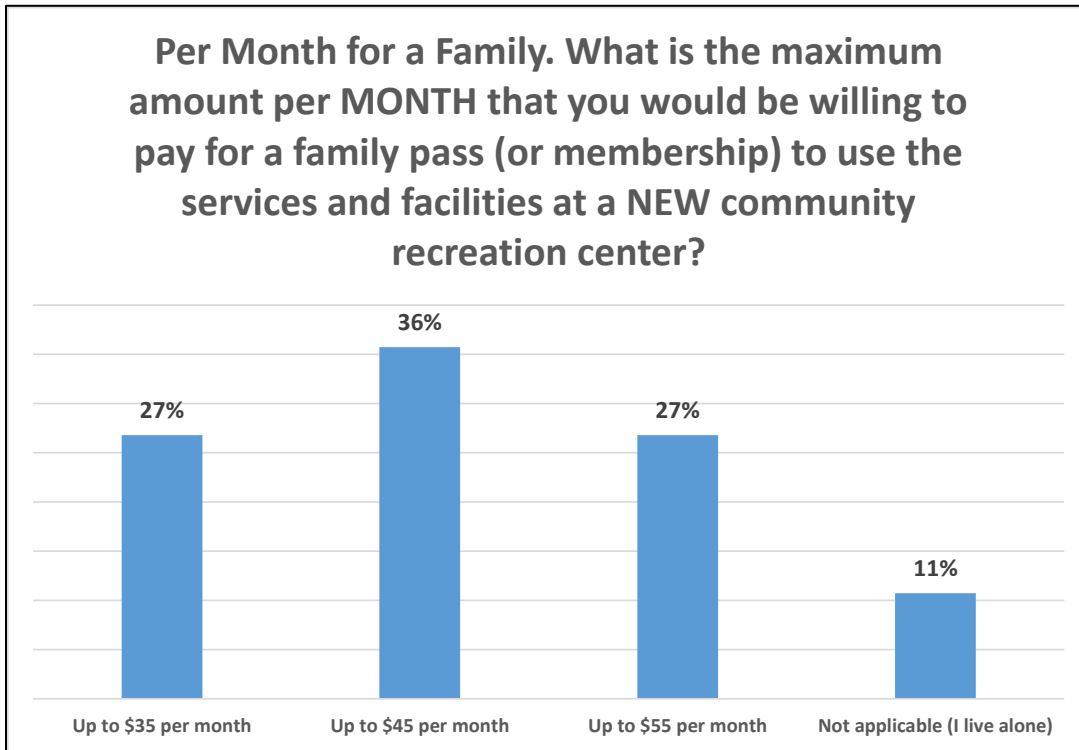
Sixty-seven percent (67%) of respondents would pay up to \$5 per visit, 30% up to \$7 per visit, and 4% said up to \$10 per visit.



Sixty percent (60%) indicated they would pay up to \$25 per month for an individual, 28% said up to \$35 per month, and 11% up to \$45 per month.



Twenty-seven percent (27%) indicated they would pay up to \$35 per month for a family, 36% would up to \$45 per month, and 27% would pay up to \$55 per month.



3.2.16 CONCLUSION AND FINDINGS

When comparing the on-line survey results to the statistically-valid results; four out of the top five recreation facilities and amenities that respondents have a need for mirror the statistically-valid survey results. These facilities and amenities include:

- Cardiovascular/fitness equipment areas
- Indoor walking/jogging track
- Weightlifting exercise areas
- Indoor lap lanes for exercise swimming

Top choice for most important indoor recreation facilities and amenities to on-line survey respondents included cardiovascular/fitness equipment areas, indoor leisure swimming pools, and indoor lap lanes for exercise swimming. The City should focus on offering programs and amenities that cater to indoor aquatic spaces, indoor walking/jogging track and indoor fitness areas. These amenities and facilities were both among the most needed and most important to on-line survey respondents and statistically-valid survey respondents.

CHAPTER FOUR – MARKET ANALYSIS

4.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the City of Merriam, Kansas. This analysis is reflective of the total population, and its key characteristics such as population density, age distribution, households, gender, ethnicity, and household income.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

4.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in May 2016 and reflects actual numbers as reported in the 2010 Census, and estimates for 2015 and 2020 as obtained by ESRI. Straight line linear regression was utilized for projected 2025 and 2030 demographics. The geographic boundary of Merriam was utilized as the demographic analysis boundary shown in **Figure 1**.

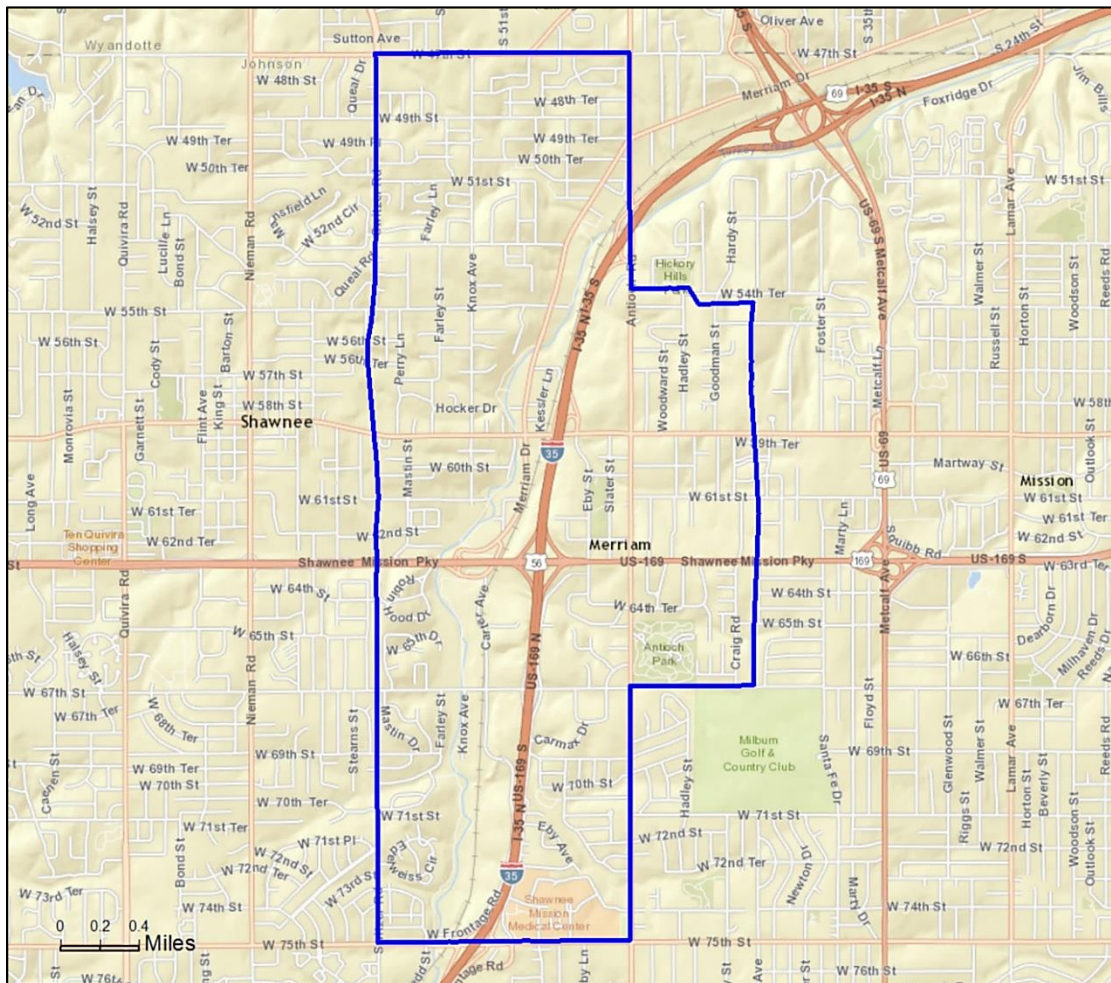


Figure 1-City of Merriam Boundaries

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race



4.1.2 CITY OF MERRIAM POPULACE

POPULATION

The city has witnessed minimal change in recent years. From 2010 to 2015, the total population underwent a slight increase of 1.8%, from 11,003 to 11,201. Projecting ahead, the total population of Merriam is expected to continue to slightly increase over the next 15 years. Based on predictions through 2030, the local population is anticipated to have approximately 12,143 residents living within 5,610 households. See Figure 2.

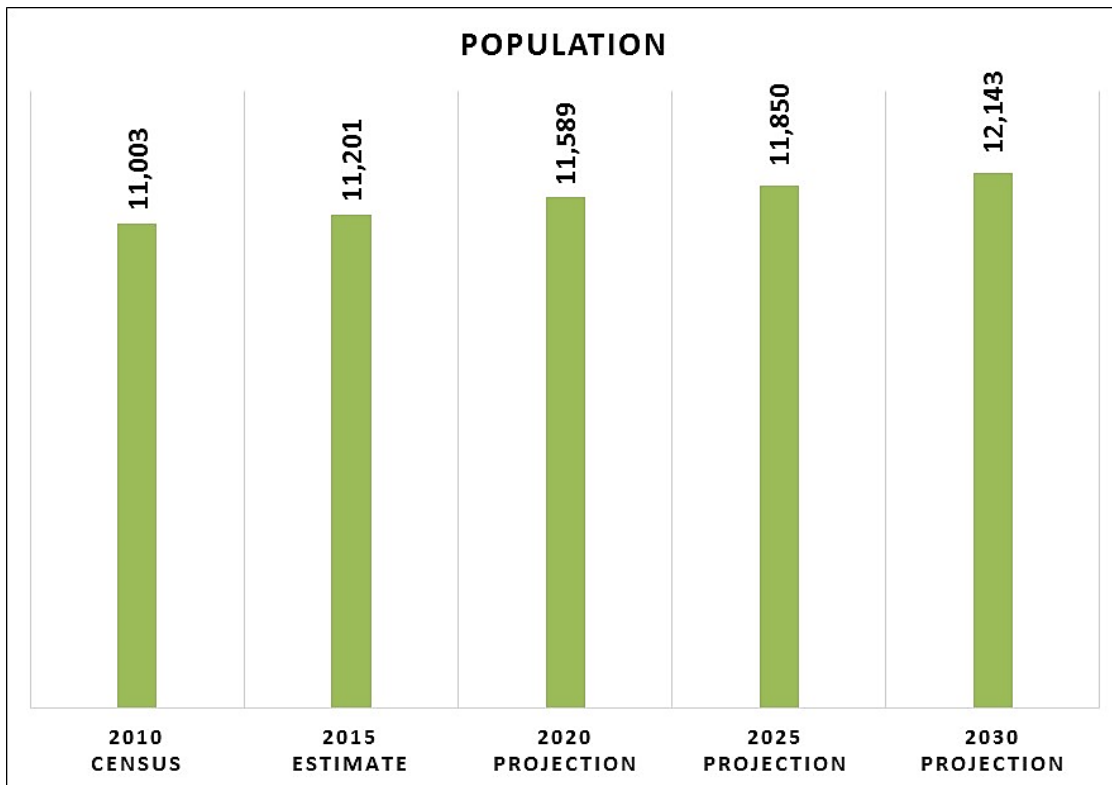


Figure 2-Total Population

AGE SEGMENTATION

Evaluating the distribution by age segments, the city’s largest age segment is the 55+ group. Currently, the 55+ group represents 30% of the population, which is just slightly larger than the second most populous age segment (35-54). The smallest is the <18 age segment which constitutes 20.1% of the population and this group along with the 18-34 age group is projected to remain the smallest through 2030. The 55+ age population is expected to grow to 34.4% over the next 15 years and will be the only age segment projected to increase. See Figure 3.

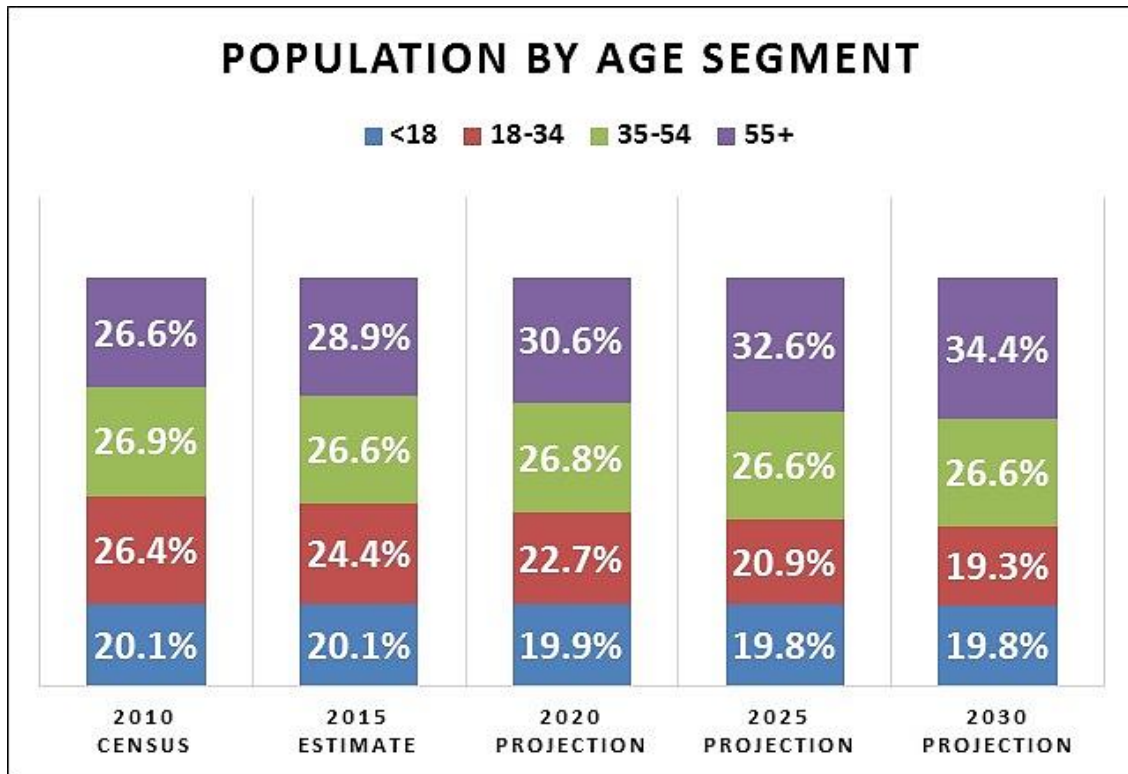


Figure 3-Population Age By Segments

RACE AND ETHNICITY

When analyzing race and ethnicity, the city is diversifying. The 2015 estimate shows that 81% of the population falls into the White Alone category. Projections for 2030 expect the White Alone population to decrease to 74.79%. The Hispanic/Latino population represented 10.69% of the 2010 population, and is expected to reach 15.11% by 2030. The Black Alone population is the largest minority group and is projected to represent 10% of the population by 2030. See Figures 4 and 5.

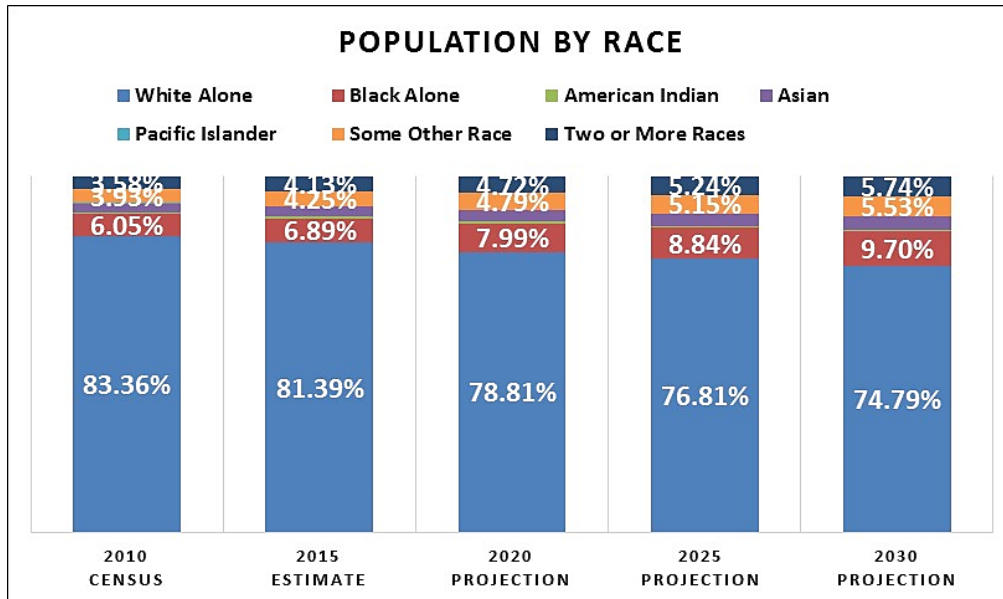


Figure 4 - Population By Race

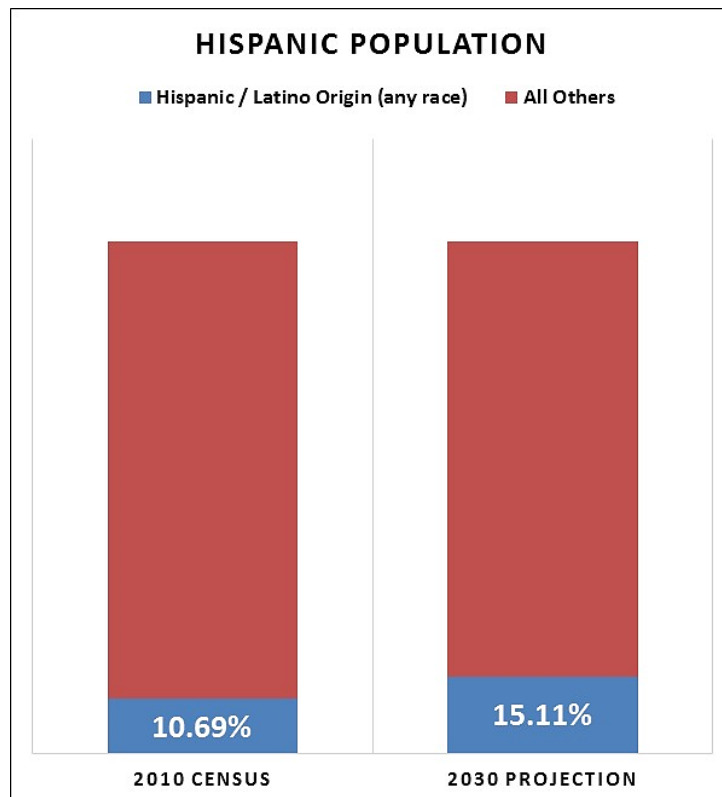


Figure 5- Hispanic/Latino Origin Population

As observed in **Figure 6**, the city’s per capita and median household income mirrors state and national averages. Merriam’s income averages are projected to increase in the years to come.

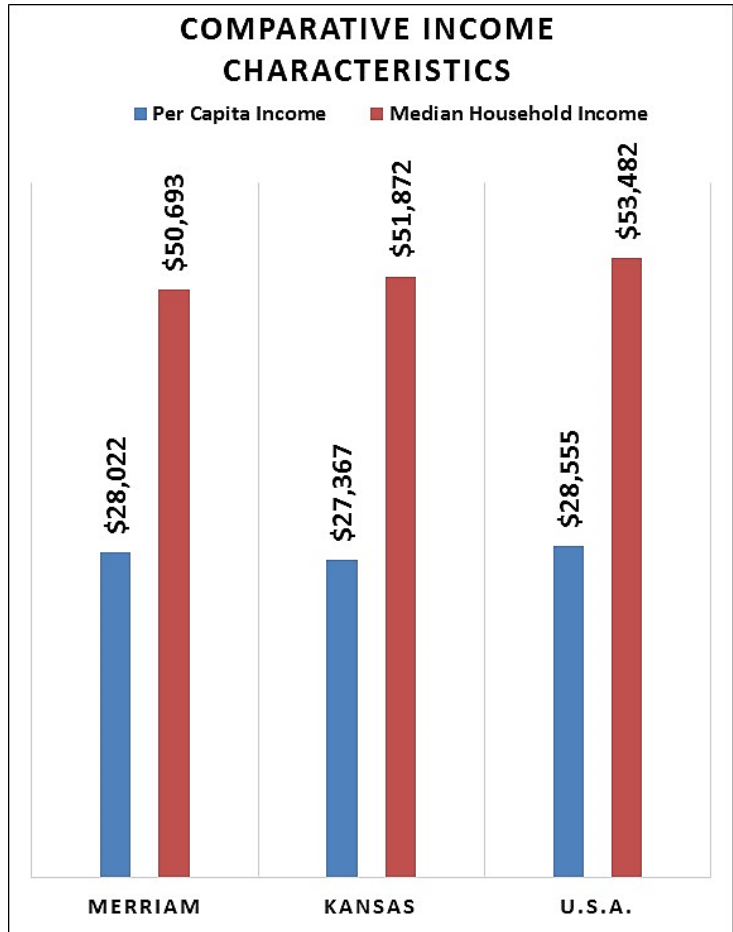


Figure 6 - Comparative Income Characteristics

4.1.3 CITY OF MERRIAM IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

POPULATION

The population is increasing and is projected to experience 8.4% population growth over the next 15 years. The number of households is projected to experience an 11% growth rate over the same timeframe. With a growing population, recreation services must grow commensurate to the population. Additionally, development will continue over the next 15 years and the parks and recreation system will need to strategically invest, develop, and maintain facilities in relation to housing development areas.

AGE SEGMENTATION

The city's aging trend is significant because programs and facilities focused on an active adult (55+ population) will become an even greater importance as the population changes in the years to come. Representatives of given age segments have different likings towards activities. For example, older adults may enjoy passive recreation activities more so than active. However, with the millennial generation surpassing the baby boomer population, multi-generational facilities and services will be crucial to help support different age segments throughout the city in the years to come.

RACE AND ETHNICITY

A more diverse population will require continued foresight and planning on Merriam's behalf. Traditional programming and service offerings may not be appropriate for a segment comprised of a large minority population. For example, the Hispanic/Latino population may use passive recreation differently than other user groups and for different durations of time. Picnic shelters for large (typically multi-generational) families may be more important to the Hispanic/Latino population whereas it may not be as high significance to the White Alone population. Understanding how different races and ethnicities, found within Merriam, use park amenities and learn about park programs can help the system better plan for new developments and market programs.

HOUSEHOLDS AND INCOME

With a median and per capita household income at or slightly lower than state and national averages, it would be important for Merriam to provide offerings that are focused on the value of money while still offering a good quality product. It would also benefit the system to look into different funding and revenue strategies to help the department cover costs.



4.1.4 MARKET PROFILE

LEVEL OF EDUCATION

The following chart depicts the education level of adults 25 years and older within Merriam. Approximately 94% of residents have at least a high school diploma, and approximately 44% have an Associate’s degree or better. See Figure 7.

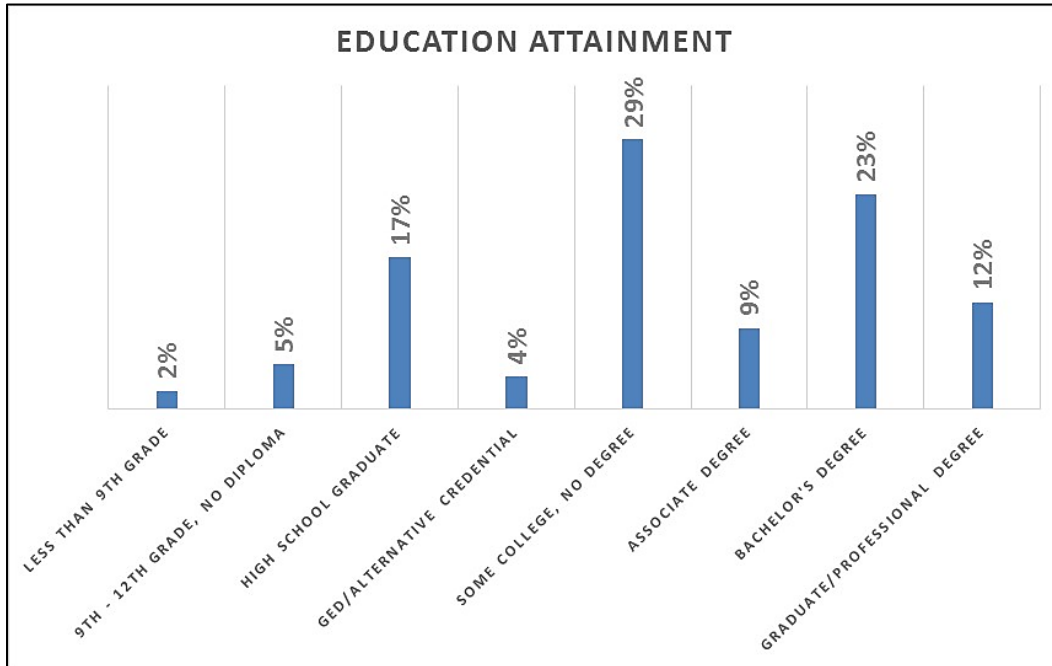


Figure 7- Education Attained

UNEMPLOYMENT RATE

As illustrated below, 5% of residents within Merriam were unemployed in 2015. This is lower than the current national unemployment rate (5.4%) but higher than the State of Kansas rate of (4.3%) as reported by the Bureau of Labor Statistics in April 2015. See Figure 8.

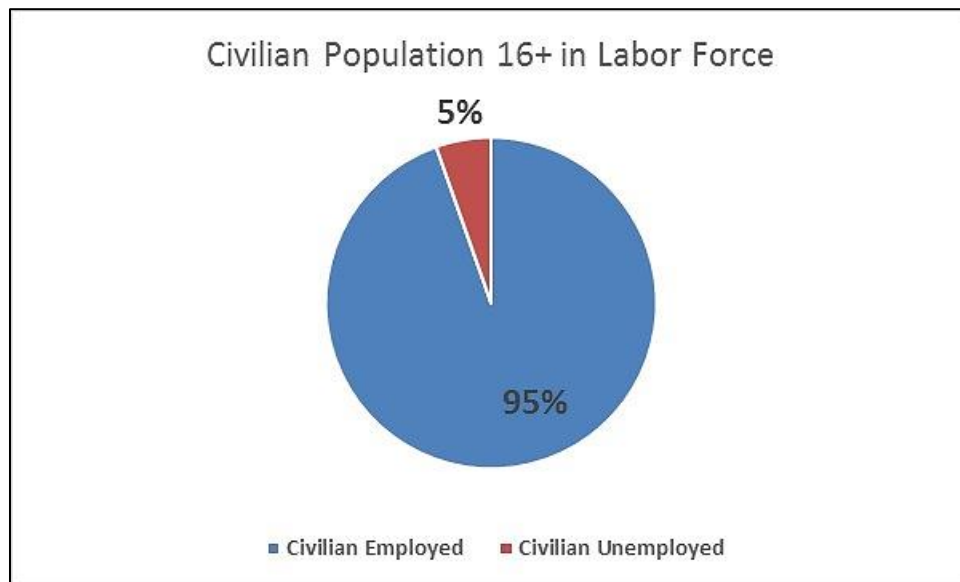
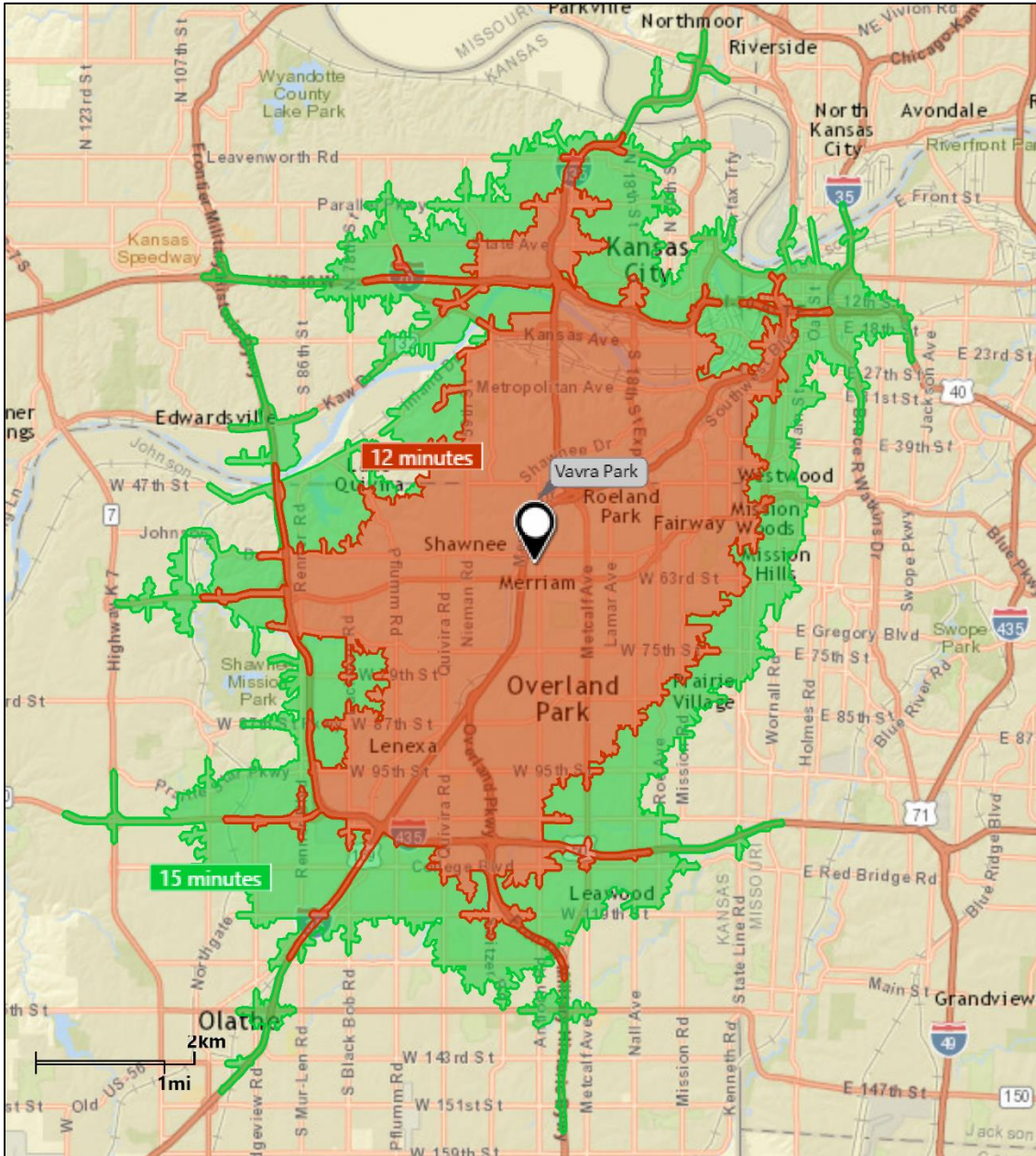


Figure 8- Labor Force Statistics

The following map depicts a 12 and 15-minute drive time from Merriam Aquatic Center in Vavra Park. This service area shows the potential market that could be served if a new community and aquatic center were to be built. The chart below shows population, household and income figures for each drive time for years 2016 and 2021. Vavra Park site was chosen for the analysis due to being located in the heart of the Merriam as well as within one mile of IBFCC.



2016 Summary	12 Minutes	15 Minutes
Population	233,559.00	409,839.00
Households	100,200.00	176,210.00
Median Household Income	\$ 55,338.00	\$ 55,109.00

2021 Summary	12 Minutes	15 Minutes
Population	243,320.00	428,504.00
Households	104,308.00	184,128.00
Median Household Income	\$ 60,808.00	\$ 60,796.00

4.2 TRENDS ANALYSIS

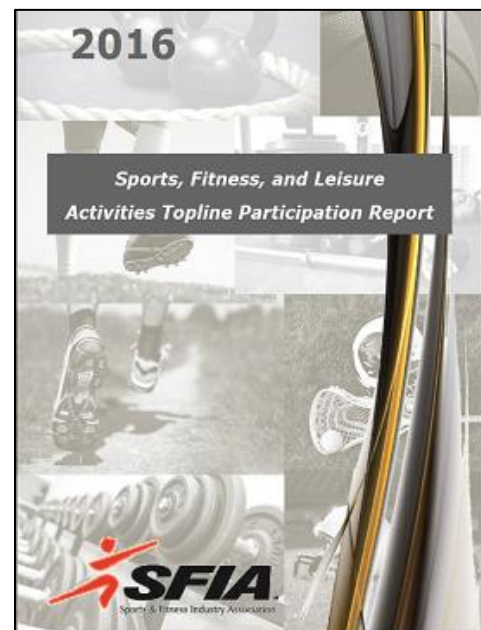
Information released by sports & Fitness Industry Association's (SFIA) 2016 Study of Sports, Fitness, and Leisure Activities Topline Participation Report reveals that the most popular sport and recreation activities include: fitness walking, treadmill, running/jogging, and free weights. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social application. For example, although fitness activities are mainly self-directed, people enjoy walking and working out with other individuals because it can offer a degree of camaraderie.

The popularity of many outdoor adventure and water-based activities has experienced positive growth based on the most recent findings; however, many of these activities' rapid increase in participation is likely a product of their relatively low user base, which may indicate that these sharp upward trends may not be sustained long into the future.

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23.4 million people reportedly participating in 2015. In general, nearly every sport with available data experienced an increase in participation, which is a reversal from the five-year trend of declining participation in sports. Sports that have experienced significant growth in participation are squash, boxing, lacrosse, rugby, roller hockey, and field hockey - all of which have experienced growth in excess of 30% over the last five years. More recently, roller hockey, racquetball, indoor soccer, boxing, and flag football were the activities with the most rapid growth during the last year. Many sports programs for Merriam's community are handled by larger entities in the region due to space restrictions.

According to the Physical Activity Council, "inactive" is defined as an individual that doesn't take part in any physical activity. Over the last five years, the number of inactive individuals has increased 7.4% from 76 million in 2010 to 81.6 million in 2015. However, looking at just the past year, from 2014 to 2015, the US saw a slight decrease of 0.6% from 82.7 to 81.6 million individuals. Although this recent shift is very promising, inactivity remains a dominant force in society, evidenced by the fact that 27.7% of the population falls into this category.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Leisure Activities Topline Participation Report 2016 was utilized to evaluate national sport and fitness participatory trends. The study is based on survey findings by the Physical Activity Council from a total of 32,658 on-line interviews carried out in 2015. The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the US.



4.2.1 NATIONAL TRENDS IN GENERAL SPORTS

The sport most heavily participated in for 2015 was basketball (23.4 million), which has a participation figure well in excess of the other activities in the general sports category. The popularity basketball can be attributed to the ability to compete with relatively small number of participants. Basketball’s success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2010, squash has emerged as the overall fastest growing sport, as it has experienced a rise in participation levels by 66% over the last five years. In the most recent year, the fastest growing sports were racquetball (8%), squash (7%), indoor soccer (6%), wrestling (5%) and cheerleading (4%).

Overall, activities in the general sports categories show very promising growth in the most recent year. In general, the strong recent growth in sports is a reversal of the five-year trends, as nearly every activity declining in the long run has tipped the scale to show positive growth in the past year. The following trends are of activities that can be provided in a community center environment.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2010	2014	2015	10-15	14-15
Basketball	25,156	23,067	23,410	-6.9%	1.5%
Tennis	18,719	17,904	17,963	-4.0%	0.3%
Badminton	7,645	7,176	7,198	-5.8%	0.3%
Volleyball (Court)	7,315	6,304	6,423	-12.2%	1.9%
Soccer (Indoor)	4,920	4,530	4,813	-2.2%	6.2%
Gymnastics	4,418	4,621	4,679	5.9%	1.3%
Racquetball	4,603	3,594	3,883	-15.6%	8.0%
Cheerleading	3,134	3,456	3,608	15.1%	4.4%
Pickleball	N/A	2,462	2,506	N/A	1.8%
Wrestling	2,536	1,891	1,978	-22.0%	4.6%
Squash	1,031	1,596	1,710	65.9%	7.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 9 - National Participatory Trends in General Sports

4.2.2 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced participation growth among the American population. In 2015, fitness swimming is the absolute leader in overall participation (26 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, competition swimming reported the strongest growth (7%) among aquatic activities, followed by fitness swimming (4%) and aquatic exercise (1%). It should be noted, in 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise also has a strong participation base, and has experienced steady growth since 2010. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land based exercises, including aerobic fitness, resistance training, flexibility, and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Swimming (Fitness)	N/A	25,304	26,319	4.0%	N/A
Aquatic Exercise	8,947	9,122	9,226	1.1%	3.1%
Swimming (Competition)	N/A	2,710	2,892	6.7%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 10 - National Participatory Trends in Aquatics

4.2.3 NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had nearly 110 million participants in 2015. This factor represents a 2.4% decrease from the previous year. Other leading fitness activities based on total number of participants include treadmill (50 million), running/jogging (48 million), hand weights (43 million), stretching (36 million), and stationary cycling (36 million).

Over the last five years, the activities growing most rapidly are high impact aerobics (41%), and yoga (20%), and Tai Chi (11%). In the last year, activities with the largest gains in participation included barre (12%), cardio cross trainer (7%), boxing for fitness (6%) and Tai Chi (6%). It should be noted that many of the activities growing most rapidly have a relatively low user base, which allows for more drastic shifts in terms of percentage. The recent decline in the extremely popular activities of fitness walking and running / jogging paired with widespread growth in activities with lower participation levels, may suggest that those engaging in fitness activities are actively looking for new forms of exercise. These fitness activities can all be found in a community center environment.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2010	2014	2015	10-15	14-15
Fitness Walking	112,082	112,583	109,829	-2.0%	-2.4%
Treadmill	52,275	50,241	50,398	-3.6%	0.3%
Running/Jogging	46,650	51,127	48,496	4.0%	-5.1%
Free Weights (Hand Weights) under 15 lbs	N/A	41,670	42,799	N/A	2.7%
Stretching	35,720	35,624	35,776	0.2%	0.4%
Stationary Cycling (Recumbent/Upright)	36,036	35,693	35,553	-1.3%	-0.4%
Weight/Resistant Machines	39,185	35,841	35,310	-9.9%	-1.5%
Free Weights (Dumbbells) over 15 lbs	N/A	30,767	31,409	N/A	2.1%
Elliptical Motion Trainer	27,319	28,025	27,981	2.4%	-0.2%
Free Weights (Barbells)	27,194	25,623	25,381	-6.7%	-0.9%
Yoga	20,998	25,262	25,289	20.4%	0.1%
Calisthenics/Bodyweight Exercise	N/A	22,390	22,146	N/A	-1.1%
Choreographed Exercise	N/A	21,455	21,487	N/A	0.1%
Aerobics (High Impact)	14,567	19,746	20,464	40.5%	3.6%
Stair Climbing Machine	13,269	13,216	13,234	-0.3%	0.1%
Cross-Training Style Workout	N/A	11,265	11,710		4.0%
Stationary Cycling (Group)	7,854	8,449	8,677	10.5%	2.7%
Pilates Training	8,404	8,504	8,594	2.3%	1.1%
Cardio Cross Trainer	N/A	7,484	7,982	N/A	6.7%
Boot Camp Style Cross-Training	N/A	6,774	6,722	N/A	-0.8%
Cardio Kickboxing	6,287	6,747	6,708	6.7%	-0.6%
Martial Arts	6,002	5,364	5,507	-8.2%	2.7%
Boxing for Fitness	4,788	5,113	5,419	N/A	6.0%
Tai Chi	3,193	3,446	3,651	14.3%	5.9%
Barre	N/A	3,200	3,583	N/A	12.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 11 - National Participatory Trends in General Fitness

4.3 SERVICE PROVIDER ANALYSIS

As part of the master planning process, PROS Consulting, along with Merriam Parks and Recreation staff, identified recreation facility metrics to be benchmarked against comparable cities and counties around the City of Merriam. These same agencies were also used for Merriam’s Parks and Recreation salary study. The following are the 12 benchmark agencies:

Agency	Distance from Merriam
Blue Springs Parks & Recreation	35 mins, 27.9 miles
Gladstone Parks & Recreation	25 mins, 17.7 miles
Kansas City, MO Parks & Recreation	17 mins, 9.6 miles
Leawood Parks & Recreation	21 mins, 8.6 miles
Lenexa Parks & Recreation	13 mins, 7 miles
Mission Parks & Recreation	9 mins, 2.5 miles
Olathe Parks & Recreation	20 mins, 13.5 miles
Overland Parks & Recreation	12 mins, 4.6 miles
Prairie Village Parks & Recreation	15 mins, 6 miles
Riverside Parks & Recreation	19 mins, 16.4 miles
Shawnee Parks & Recreation	4 mins, 1.3 miles
Johnson County Park & Recreation District	located within

4.3.1 RECREATION FACILITIES

The following chart shows the number of recreation facilities operated by each agency. Kansas City, MO Parks and Recreation visibly have the most indoor recreation facilities due to the size of the population they serve. Following Kansas City, Lenexa, Olathe, and Overland Parks and Recreation have the most recreation facilities. Every agency, except Johnson County Park and Recreation District, has an outdoor pool and/or aquatic center and most of the agencies have an indoor recreation center.

Agency	Recreation Centers	Community Rental Halls	Cultural & Historic Centers	Nature Centers	Outdoor Pools/Aquatic Centers
Merriam Parks & Recreation	1	1			1
Blue Springs Parks & Recreation	1	1			1
Gladstone Parks & Recreation	1				1
Kansas City, MO Parks & Recreation	10		8	3	11
Leawood Parks & Recreation		2			1
Lenexa Parks & Recreation	2 (1 under development)	1	1		3
Mission Parks & Recreation	1				1
Olathe Parks & Recreation	1		2		4
Overland Parks & Recreation	2				5
Prairie Village Parks & Recreation		1			1
Riverside Parks & Recreation					1
Shawnee Parks & Recreation	1	1			2
Johnson County Park & Recreation District	2			1	

4.3.2 RECREATION FACILITY DESCRIPTION

The following table describes the size of the recreation facility found within each agency.

Agency	Recreation/ Community Centers	Community Rental Halls	Cultural & Historic Centers	Nature Centers	Outdoor Pools
Merriam Parks & Recreation	33,000 sq. ft.	accommodates up to 50 people			8 lane, 50-meter pool, diving boards, spray features, slides, zero-depth entry pool for small children
Blue Springs Parks & Recreation	76,000 sq. ft.	14,000 sq. ft.	-	-	8 lane, 50-meter pool Wading pool Spray features, Slides
Gladstone Parks & Recreation	84,000 sq. ft.	-	-	-	8 lane, 50-meter pool Spray features, Slides
Kansas City, MO Parks & Recreation	233,778 sq. ft.	-	4 Museums 2 Cultural Centers	3 Nature Centers	4 junior pools 5 major pools 2 water parks
Leawood Parks & Recreation		accommodates up to 300 people	-	-	
Lenexa Parks & Recreation	100,000 sq. ft.	accommodates up to 200 people	1 Museum	-	2 lap pools 1 water park 8 lane, 25-meter pool Spray features, slides
Mission Parks & Recreation	130,000 sq. ft.	-	-	-	8 lane, 25-meter pool Wading pool Spray features, Slides

Agency	Recreation/ Community Centers	Community Rental Halls	Cultural & Historic Centers	Nature Centers	Outdoor Pools
Olathe Parks & Recreation	72,000 sq. ft.	-	1 Historic Site 1 Museum		3 lap pools 1 water parks
Overland Parks & Recreation	132,000 sq. ft.	-	-	-	3 lap/leisure pools 2 water parks
Prairie Village Parks & Recreation	-	accommodates up to 45 people	-	-	Pool Complex - featuring 5 different lap, leisure, and plunge pools
Riverside Parks & Recreation	-		-	-	3,750 sq. ft. pool Diving boards, splash & play area
Shawnee Parks & Recreation	24,000 sq. ft.	accommodates up to 240 people	-	-	2 large aquatic centers
Johnson County Park & Recreation District	24,000 sq. ft.	-	-	Nature Center	

4.3.3 PROGRAMS OFFERED

The majority of the agencies offers a wide variety of programs for each of the different age segments along with types of programs, from youth sports to senior classes and trips. Prairie Village offers tennis lessons and has a swim team while Riverside primarily focus on sports, aquatics, and special events.

Agency	Special Events	Adult Classes	Adult Sports & Fitness	Youth Classes	Youth Sports	Day Camps	Aquatics	50+ Classes & Trips
Merriam Parks & Recreation	X	X	X	X	X	X	X	X
Blue Springs Parks & Recreation	X	X	X	X	X	X	X	X
Gladstone Parks & Recreation	X	X	X	X	X	X	X	X
Kansas City Parks & Recreation	X	X	X	X	X	X	X	X
Leawood Parks & Recreation	X	X	X	X	X	X	X	
Lenexa Parks & Recreation	X	X	X	X	X	X	X	X
Mission Parks & Recreation	X	X	X	X	X	X	X	X
Olathe Parks & Recreation	X	X	X	X	X	X	X	
Overland Parks & Recreation	X	X	X	X	X	X	X	X
Prairie Village Parks & Recreation	X		X		X		X	
Riverside Parks & Recreation	X		X		X		X	
Shawnee Parks & Recreation	X	X	X	X	X	X	X	X
Johnson County Park & Recreation District	X	X	X	X	X	X	X	X

4.3.4 RECREATION CENTER MEMBERSHIP PRICING COMPARISON

The following tables illustrate recreation centers' membership rates for residents and non-residents. Memberships are primarily broken into daily rates, monthly memberships, and yearly membership. Merriam Parks and Recreation currently does not offer youth memberships.

Olathe's membership rates are the highest, while Johnson County membership rates are the lowest. Blue Springs Fieldhouse offers a unique opportunity for their members to save money. The Fieldhouse partnered with several businesses throughout Blue Springs to offer discounts at participating local businesses by showing their Blue Springs Fieldhouse membership. Blue Springs calls this their Perks Plus Program.

RECREATION CENTER RESIDENT PRICING

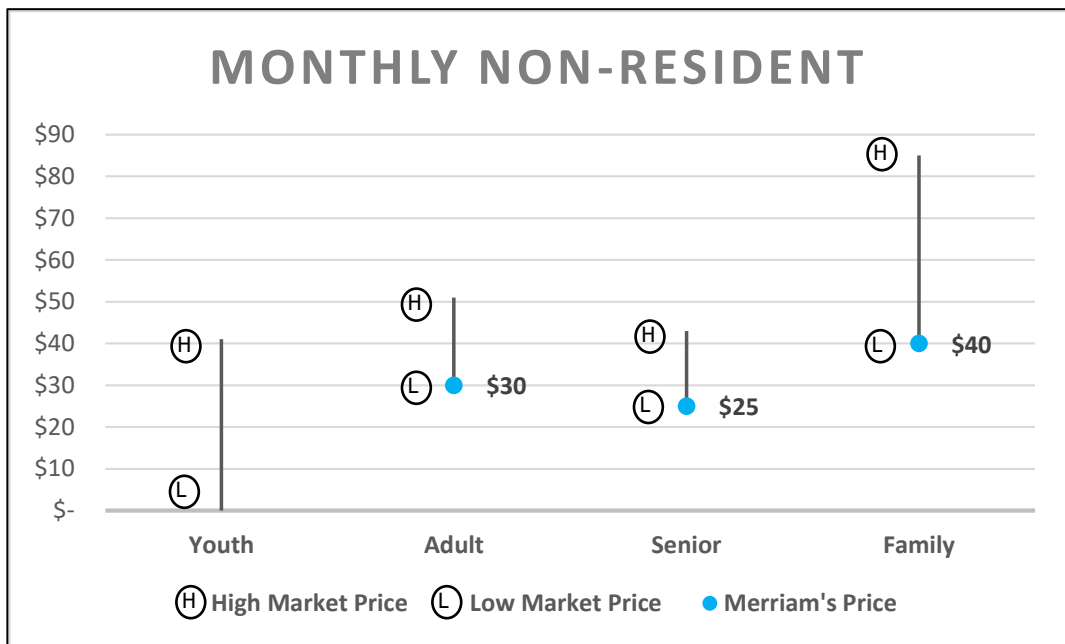
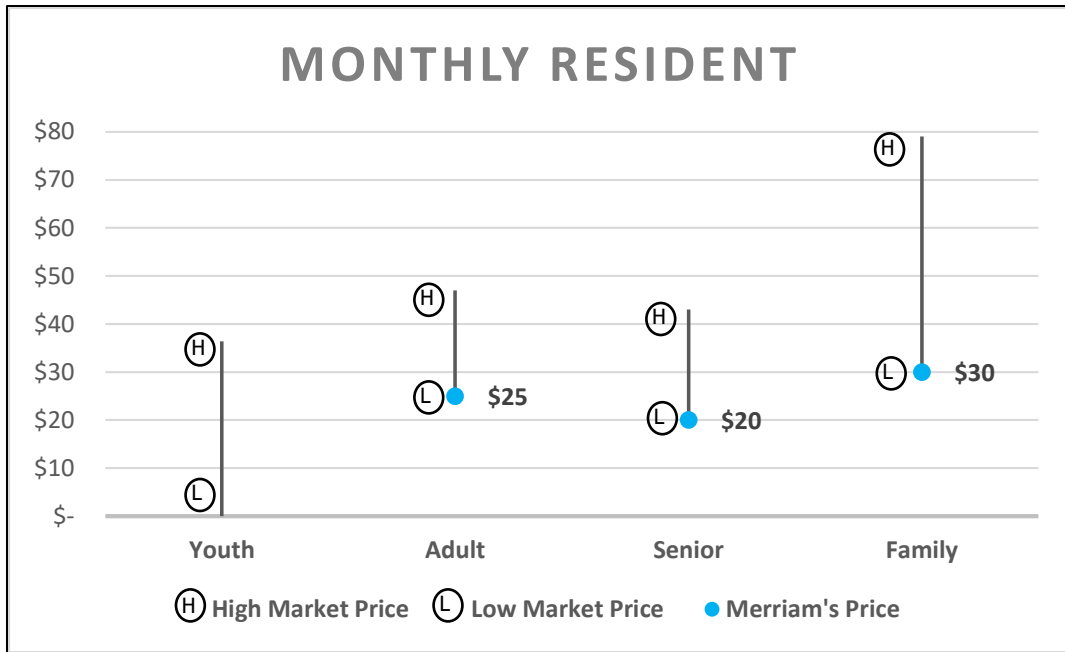
Resident Memberships	Daily	Monthly				Yearly			
	Individual	Youth	Adult	Senior	Family	Youth	Adult	Senior	Family
Merriam Parks and Recreation	\$ 5.00	\$ -	\$ 25.00	\$ 20.00	\$ 30.00	\$ -	\$ 190.00	\$ 150.00	\$ 265.00
Blue Springs Parks & Recreation	\$ 5.00	\$ 15.00	\$ 25.00	\$ 20.00	\$ 55.00	\$ 180.00	\$ 300.00	\$ 240.00	\$ 660.00
Gladstone Parks & Recreation	\$ 10.00	\$ 36.40	\$ 41.60	\$ 36.40	\$ 67.60	\$ 234.00	\$ 310.96	\$ 234.00	\$ 570.96
Kansas City, MO Parks & Recreation	\$ 5.00	Free	\$ 30.00	\$ 25.00	N/A	Free	\$ 300.00	\$ 250.00	N/A
Leawood Parks & Recreation	N/A	N/A				N/A			
Lenexa Parks & Recreation	N/A	N/A				N/A			
Mission Parks & Recreation	\$ 7.00	\$ 26.00	\$ 32.00	\$ 26.00	\$ 47.00	\$ 246.00	\$ 318.00	\$ 246.00	\$ 504.00
Olathe Parks & Recreation	\$ 7.00	\$ -	\$ 47.00	\$ 43.00	\$ 79.00	\$ -	\$ 471.00	\$ 428.00	\$ 772.00
Overland Parks & Recreation	\$ 7.00	\$ 24.00	\$ 30.00	\$ 24.00	\$ 46.00	\$ 245.00	\$ 315.00	\$ 245.00	\$ 500.00
Prairie Village Parks & Recreation	N/A	N/A				N/A			
Riverside Parks & Recreation	N/A	N/A				N/A			
Shawnee Parks & Recreation	N/A	N/A				N/A			
Johnson County Park & Recreation District	N/A	N/A				N/A	\$ 125.00	\$ 125.00	\$ 160.00

RECREATION CENTER NON-RESIDENT PRICING

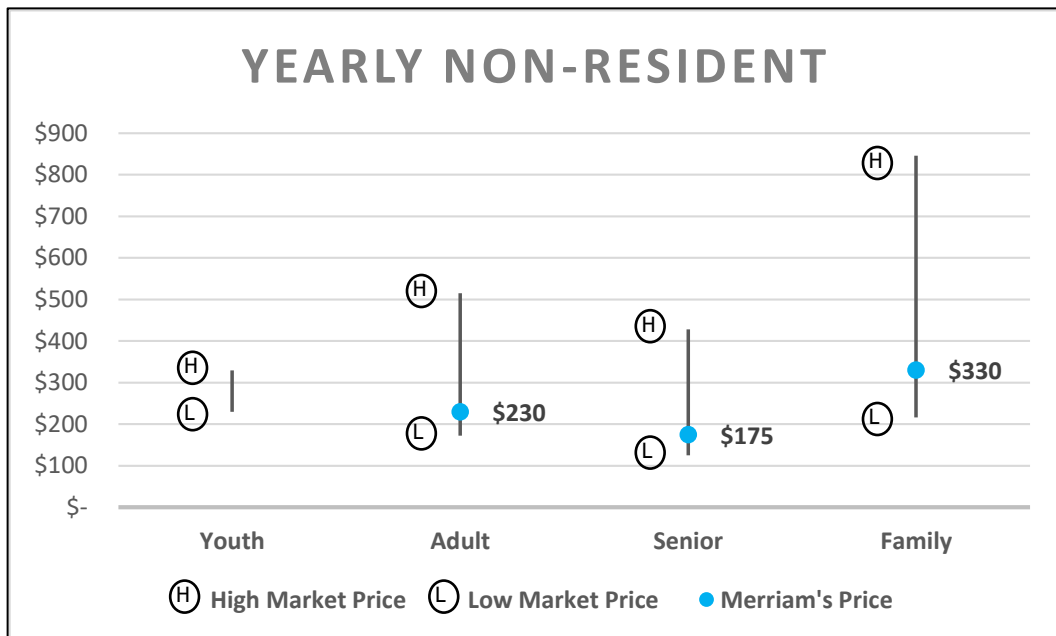
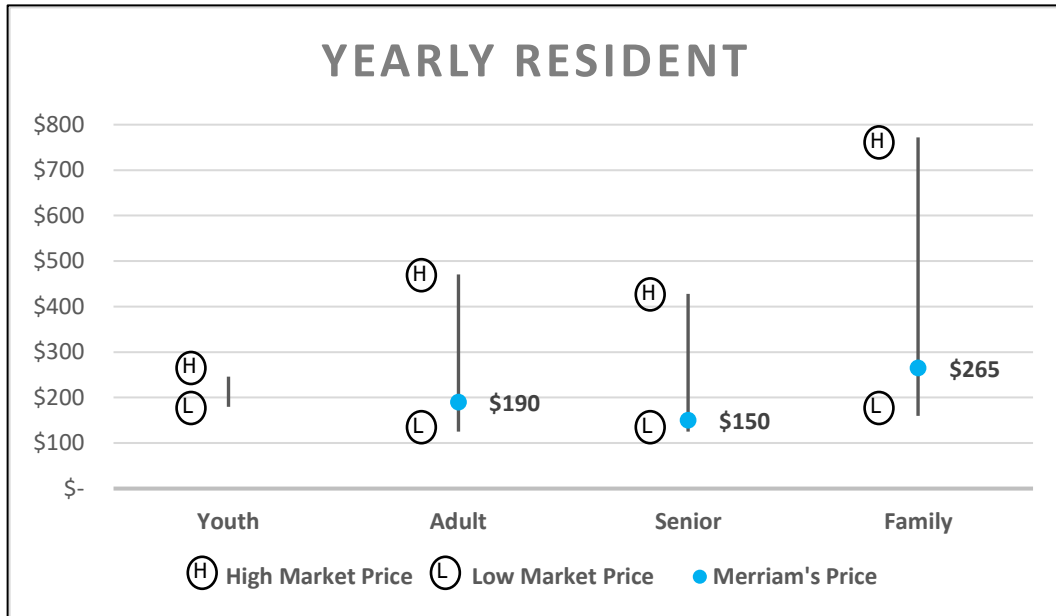
Non-Resident Memberships	Daily	Monthly				Yearly			
	Individual	Youth	Adult	Senior	Family	Youth	Adult	Senior	Family
Merriam Parks and Recreation	\$ 6.00	\$ -	\$ 30.00	\$ 25.00	\$ 40.00	\$ -	\$ 230.00	\$ 175.00	\$ 330.00
Blue Springs Parks & Recreation	\$ 10.00	N/A				N/A			
Gladstone Parks & Recreation	\$ 10.00	\$ 41.00	\$ 50.96	\$ 41.00	\$ 83.20	\$ 299.00	\$ 414.96	\$ 299.00	\$ 674.96
Kansas City, MO Parks & Recreation	N/A	N/A				N/A			
Leawood Parks & Recreation	N/A	N/A				N/A			
Lenexa Parks & Recreation	N/A	N/A				N/A			
Mission Parks & Recreation	\$ 7.00	\$ 32.00	\$ 43.00	\$ 32.00	\$ 68.00	\$ 329.00	\$ 452.00	\$ 329.00	\$ 761.00
Olathe Parks & Recreation	\$ 8.00	\$ -	\$ 51.00	\$ 43.00	\$ 85.00	\$ -	\$ 515.00	\$ 428.00	\$ 846.00
Overland Parks & Recreation	\$ 7.00	\$ 31.00	\$ 42.00	\$ 31.00	\$ 67.00	\$ 320.00	\$ 445.00	\$ 320.00	\$ 725.00
Prairie Village Parks & Recreation	N/A	N/A				N/A			
Riverside Parks & Recreation	N/A	N/A				N/A			
Shawnee Parks & Recreation	N/A	N/A				N/A			
Johnson County Park & Recreation District	N/A	N/A				N/A	\$ 172.00	\$ 125.00	\$ 216.00

The following charts compare Merriam’s rates to the high and low-end cost for monthly and yearly membership rates for residents and non-residents. When comparing, Merriam’s rates are considerably lower than most competitors.

RECREATION CENTER MONTHLY MEMBERSHIP COMPARISON



RECREATION CENTER YEARLY MEMBERSHIP COMPARISON



4.3.5 POOL/AQUATIC CENTER MEMBERSHIP PRICING COMPARISON

The following table shows pool/aquatic centers’ season pass rates for residents and non-resident. Season passes are primarily broken into family, adult, senior and daily pass rates. Memberships vary based on amenities offered and the size of the pool. Some agencies are offering membership packages that include visits to their recreation center and to their outdoor aquatic pool.

Merriam Parks and Recreation also partner with Mission, Roeland, Fairway, Leawood and Prairie Village to offer an aquatic super pass that allows users to visit other outdoor municipal pools. These passes range from an individual - \$25-\$30 and household - \$50-\$55. Merriam as well offers a 10-visit punch card ranging from \$54 to \$73.

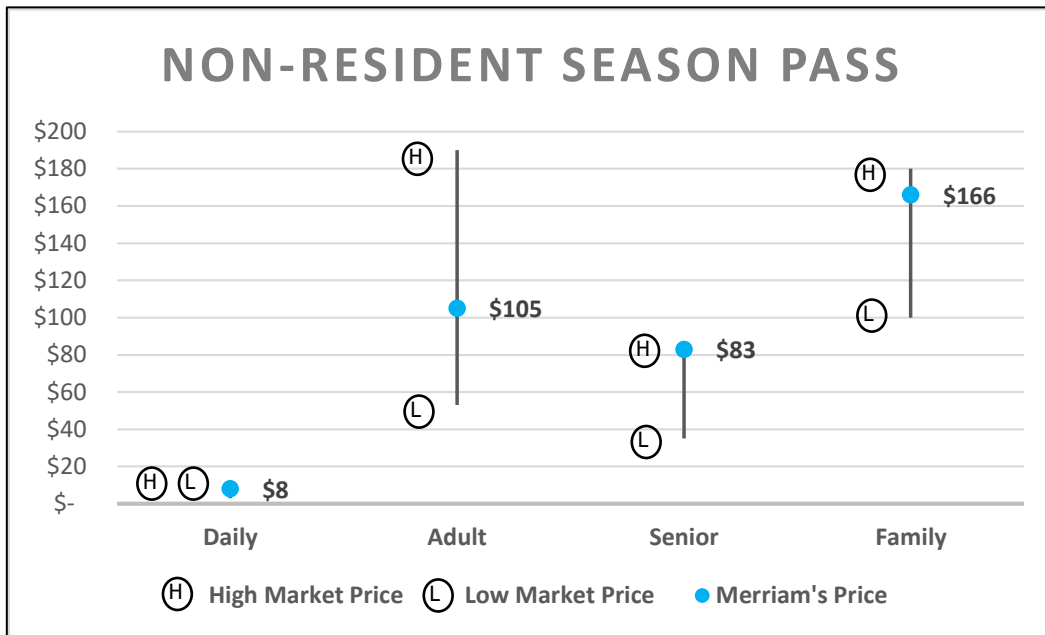
Agency	Resident Season Pass				Non - Resident Season Pass			
	Family	Adult	Senior	Daily	Family	Adult	Senior	Daily
Merriam Parks & Recreation	\$ 105	\$ 68	\$ 53	\$ 6	\$ 166	\$ 105	\$ 83	\$ 8
Blue Springs Parks & Recreation	\$ 140	\$ 85	\$ 85	\$ -	N/A			
Gladstone Parks & Recreation	\$ 135	\$ 80	\$ 55	\$ -	\$ 150	\$ 100	\$ 60	\$ -
Kansas City, MO Parks & Recreation	\$ -	\$25-85	\$25-70	\$3-9	N/A			
Leawood Parks & Recreation	\$ -	\$ 38	\$ 28	\$ 6	\$ -	\$ 53	\$ 43	\$ 6
Lenexa Parks & Recreation	\$ 110	\$ 60	\$ 28	\$ 6	\$ 175	\$ 95	\$ 35	\$ 8
Mission Parks & Recreation	\$ 120	\$ 70	\$ -	\$ 6	\$ 170	\$ 100		\$ 8
Olathe Parks and Recreation	\$ 141	\$ 74	\$ 46	\$ 6	\$ 176	\$ 99	\$ 46	\$ 8
Overland Parks & Recreation	\$ 115	\$ 63	\$ 30	\$ 6	\$ 165	\$ 85	\$ 85	\$ 7
Prairie Village Parks & Recreation	\$ -	\$ 45	\$ 40	\$ 8	\$ -	\$ 75	\$ 65	\$ 8
Riverside Parks & Recreation	\$ 75	\$ 50	\$ -	\$ 3	\$ 100	\$ 65	\$ -	\$ 3
Shawnee Parks & Recreation	\$ 124	\$ 62	\$ -	\$ 6	\$ 180	\$ 190	\$ -	\$ 8
Johnson County Park & Recreation District	N/A				N/A			

The following charts compare Merriam's rates to the high and low-end cost for season passes for residents and non-residents.

RESIDENT SEASON PASS RATES



NON-RESIDENT SEASON PASS RATES



4.3.6 RENTAL SPACE PRICING

Each of the benchmark agencies offers meeting/event rental space at their recreation center or at a community rental hall. This section describes each agency’s rental space and pricing. Many agencies offer packaged rates for receptions, birthday parties, and all day events. They also may offer equipment rentals and set-up fees. All rates listed within each agency were collected in August 2016.

MERRIAM PARKS & RECREATION

Merriam Parks and Recreation has multiple facilities with available rental space. Along with the Irene B. French Community Center and Merriam Marketplace, the Department has three park shelters available to rent for half and full days. The park system offers after hour operating rates, wedding packages and discounted packages for rentals longer than four hours. Each reservation has a \$150 security deposit. The gymnasium is the largest space which is 2,752 square feet and doesn’t support all the rental needs of the community with many large group gatherings leaving the city to find larger meeting spaces that the existing community center cannot accommodate.

Venue Rates: Community Center

Rooms	Square Feet	Resident	Non-Resident	Commercial
Jenks Gymnasium	2,752	\$19 per hour	\$24 per hour	\$28 per hour
Large Multipurpose Room	Hocker Grove 1,342 & Campbell 1,220	\$45 per hour	\$57 per hour	\$68 per hour
Small Multipurpose Room	South Park 437 & Half Hocker Grove 671	\$29 per hour	\$37 per hour	\$43 per hour
Class Room	414	\$18 per hour	\$23 per hour	\$27 per hour
Merriam Park Room	553	\$18 per hour	\$23 per hour	\$27 per hour
Conference Room	306	\$18 per hour	\$23 per hour	\$27 per hour
Game Room	759	\$23 per hour	\$29 per hour	\$34 per hour

Venue Rates: Merriam Marketplace

Time Frame	Resident	Non-Resident	Commercial
Half Day	\$72	\$100	\$110
Full Day	\$122	\$132	\$166

BLUE SPRINGS PARKS & RECREATION

Blue Springs has a community rental hall that is 14,000 square feet used for community rentals and some programming for residents.

Venue Rates: Community Rental Hall

Rooms	Deposit	Rental Rate	Non-Resident Surcharge
Entire Building (14,000 sq. ft.)	\$200	\$515 (first 2 hrs.)	\$125
Additional Hour		\$40	
Multi-Purpose Room (4,300 sq. ft.)	\$200	\$485 (first 2 hrs.)	\$125
Additional Hour		\$35	
Small Rooms (500-861 sq. ft.)	\$75	\$70 (first 2 hrs.)	\$25
Additional Hour		\$20	
Kitchen (per hour)		\$45	

GLADSTONE PARKS & RECREATION

Gladstone’s community center has a banquet facility that is 4,000 square feet and can seat up to 250 people. The banquet facility can be divided into three separate rooms that are 1,200 square feet accommodating 55 people.

Venue Rates: Community Center

Rooms	Occupancy Theatre/Banquet	Square Feet	Member Fee	Non-Member Fee
1 Room (25’x46’)	100/60	1,350	\$35 per hour	\$50 per hour
2 Rooms (50’x46’)	250/150	2,700	\$60 per hour	\$80 per hour
3 Rooms (79’x46’)	400/250	4,000	\$90 per hour	\$120 per hour
Kitchen		400	\$25 flat rate	\$35 flat rate
Meeting Room	15	325	\$20 per hour	\$25 per hour
Party Room	25	600	\$25 per hour	\$30 per hour
½ Gym		4,500	\$30 per hour	\$40 per hour

There is also a \$200 refundable damage deposit on all room rentals except for the party room (\$50 deposit). An additional \$200 deposit if alcohol is served.

LEAWOOD PARKS & RECREATION

Leawood has four different multi-purpose rooms, located in the lower level of city hall that can be used for different community events/programs. The rooms can accommodate groups from 10 to 200. The park system also has a community rental hall called Lodge at Ironwoods that will accommodate up to 300 people.

Venue Rates: Multi-Purpose Rooms

Room	Capacity	Resident	Non-Resident	Business	Civic / Not for Profit
Room 1	225	\$150 per hour	\$175 per hour	\$195 per hour	\$140 per hour
Room 2	40	\$50 per hour	\$65 per hour	\$85 per hour	\$40 per hour
Room 3	25	\$30 per hour	\$45 per hour	\$65 per hour	\$20 per hour
Room 4	12	\$35 per hour	\$50 per hour	\$70 per hour	\$25 per hour

Venue Rates: Community Rental Hall

Resident	Non-Resident	Business	Leawood Civic / Not for Profit	Non-Leawood Civic / Not for Profit
\$290 per hour	\$340 per hour	\$350 per hour	\$280 per hour	\$290 per hour

Leawood also offers discount package rates for longer time-frames as well as discounted rates for non-prime time hours (Monday - Thursday 8:30 am - 5:00 pm). There is a fee of \$275 at the time of reservation and a \$250 security deposit for damage.

LENEXA PARKS & RECREATION

Lenexa’s community center offers three rooms for rental. Lenexa also has a senior center with rental space along with a community hall that can accommodate up to 20 people. Lenexa offers package rates and multi-hour discounts for Lenexa resident only.

Venue Rates: Community Center

Room	Non-Prime Time			Prime Time		
	Resident	Non-Resident	Commercial	Resident	Non-Resident	Commercial
Room 1 (8,736 sq. ft.)	\$50 per hour	\$100 per hour	\$200 per hour	\$100 per hour	\$200 per hour	\$300 per hour
Room 2 (1,404 sq. ft.)	\$25 per hour	\$50 per hour	\$75 per hour	\$50 per hour	\$75 per hour	\$100 per hour
Room 3 (520 sq. ft.)	\$20 per hour	\$25 per hour	\$50 per hour	\$40 per hour	\$50 per hour	\$75 per hour

Venue Rates: Senior Center

Room	Non-Prime Time			Prime Time		
	Resident	Non-Resident	Commercial	Resident	Non-Resident	Commercial
Senior Center	\$40 per hour	\$75 per hour	\$100 per hour	\$50 per hour	\$100 per hour	\$150 per hour

Venue Rates: Community Hall

Room	Non-Prime Time		Prime Time	
	Resident	Non-Resident	Resident	Non-Resident
Entire Facility	\$75 per hour	\$100 per hour	\$150 per hour	\$170 per hour
One Floor Rental (only available during non-prime time hours)	\$65 per hour	\$75 per hour	N/A	
Saturday Package Rate (entire facility 8 am to midnight)	\$2,000	\$2,400	N/A	

Lenexa Parks & Recreation Department charges a damage deposit of \$150 for each reservation and a \$250 deposit if serving alcohol.

MISSION PARKS & RECREATION

Mission’s community center has eight rental rooms that can be combined to create multiple different sized spaces. The smaller room is 512 square feet and the largest combination of rooms produces 3,800 square feet. The park system also offers reception packages and all day business conference rates.

Venue Rates: Community Center

Room	Square Feet	Security Deposit	During Operating Hours	After Operating Hours
Multi-Purpose Room	850	\$50	\$30 per hour	\$54 per hour
Breakout Room	850	\$50	\$30 per hour	\$54 per hour
Party Room	512	\$50	\$30 per hour	\$54 per hour
Meeting Room A	850	\$50	\$30 per hour	\$54 per hour
Meeting Room B with Kitchen	850	\$150	\$55 per hour	\$79 per hour
Meeting Rooms A & B with Kitchen	1,700	\$200	\$85 per hour	\$109 per hour
Meeting Rooms A, B & Lounge with Kitchen	2,300	\$250	\$115 per hour	\$139 per hour
Conference Room C	1,400	\$100	\$40 per hour	\$64 per hour
Conference Room D	1,100	\$100	\$40 per hour	\$64 per hour
Conference Room E with Kitchen	1,300	\$200	\$40 per hour	\$64 per hour
Conference Room C & D	2,500	\$200	\$80 per hour	\$104 per hour
Conference Room D & E with Kitchen	2,400	\$300	\$105 per hour	\$129 per hour
Conference Room C, D & E with Kitchen	3,800	\$400	\$145 per hour	\$169 per hour

PRAIRIE VILLAGE PARKS & RECREATION

The park system has a small community center rental hall that is available to rent and can accommodate up to 45 people. Tables and chairs are provided with each reservation. There is an additional charge of \$120 for an alcohol permit and a \$100 security deposit for serving alcohol.

Venue Rates: Community Rental Hall

Organized Meeting/Class Reservations	\$20 per hour
Party/Shower/Reception	\$40 per hour

OLATHE PARKS & RECREATION

Olathe’s community center has one room that can be divided into 3 different rooms for rentals. Each rental includes tables, chairs, and kitchen and patio access.

Venue Rates: Community Center

Room	Seating Capacity	Prime Time	Non-Prime Time		
			Members	Non Members/ Business	Civic / Not for Profit
1 Room	64	\$50 per hour	\$35 per hour	\$40 per hour	\$30 per hour
2 Rooms	128	\$100 per hour	\$70 per hour	\$80 per hour	\$60 per hour
3 Rooms	192	\$150 per hour	\$105 per hour	\$120 per hour	\$90 per hour
Entire Building (flat rate)		N/A	\$670 per hour	\$715 per hour	\$625 per hour

OVERLAND PARKS & RECREATION

Overland Parks and Recreation has two community centers that offer multiple rental rooms in both of the centers. Each center offers discounted packages for rentals longer than six hours and after-hour rates. Non-Overland Park businesses pay 1.5 times the rate. The agency does not have non-resident rates for rentals.

Venue Rates: Community Center

Rooms	Matt Ross Community Center		Tomahawk Ridge Community Center	
	Prime Time	Non-Prime Time	Prime Time	Non-Prime Time
Multipurpose Room:				
One Room	\$45 per hour	\$40 per hour	\$37 per hour	\$32 per hour
Two Rooms	\$90 per hour	\$80 per hour	\$74 per hour	\$64 per hour
Three Rooms	\$135 per hour	\$120 per hour	\$111 per hour	\$96 per hour
Classrooms:				
Large Room	\$29 per hour	\$24 per hour	\$25 per hour	\$20 per hour
Small Room	\$15 per hour	\$10 per hour		
Party Room	\$30 per hour	\$25 per hour		
Conference Rooms	\$25 per hour	\$20 per hour	\$30 per hour	\$25 per hour

SHAWNEE PARKS & RECREATION

Shawnee Parks and Recreation have rental rooms that can accommodate groups from 25 to 500 people. The entire facility is available to rent as well and will accommodate up to 715 people. A 20% premium is applied to all Saturday rentals. Tables and chairs are included with each rental. Shawnee Parks and Recreation also have a community rental hall available for large groups or wedding receptions.

Venue Rates: Civic Center

Rooms	Capacity	Civic Group	Shawnee Resident or Business	Non-Resident	Commercial
Multipurpose Room	500	\$72 per hour	\$90 per hour	\$120 per hour	\$149 per hour
Multipurpose Room/Kitchen	500	\$92 per hour	\$115 per hour	\$153 per hour	\$191 per hour
1 Meeting Room	25	\$12 per hour	\$15 per hour	\$20 per hour	\$25 per hour
2 Meeting Rooms	50	\$24 per hour	\$30 per hour	\$40 per hour	\$50 per hour
3 Meeting Rooms	75	\$32 per hour	\$40 per hour	\$53 per hour	\$66 per hour
Little Theatre	65	\$32 per hour	\$40 per hour	\$53 per hour	\$66 per hour
Senior Room	75	\$32 per hour	\$40 per hour	\$53 per hour	\$66 per hour
Full Building Rental	715	\$160 per hour	\$200 per hour	\$266 per hour	\$332 per hour

Venue Rates: Community Hall

Room	Capacity	Civic Group	Shawnee Resident or Business	Non-Resident	Commercial
Town Hall Sun-Thurs	240	\$80 per hour	\$100 per hour	\$125 per hour	\$150 per hour
Town Hall Fri-Sat	240	\$96 per hour	\$120 per hour	\$150 per hour	\$180 per hour

JOHNSON COUNTY PARK & RECREATION DISTRICT

Johnson County Park and Recreation District has multiple rooms within each community center and nature center available to rent. The county also has two golf courses, welcome centers, and indoor pavilions that are available to rent as well. The prices vary depending on size of room, alcohol served, and time requested.

KANSAS CITY, MO PARKS & RECREATION

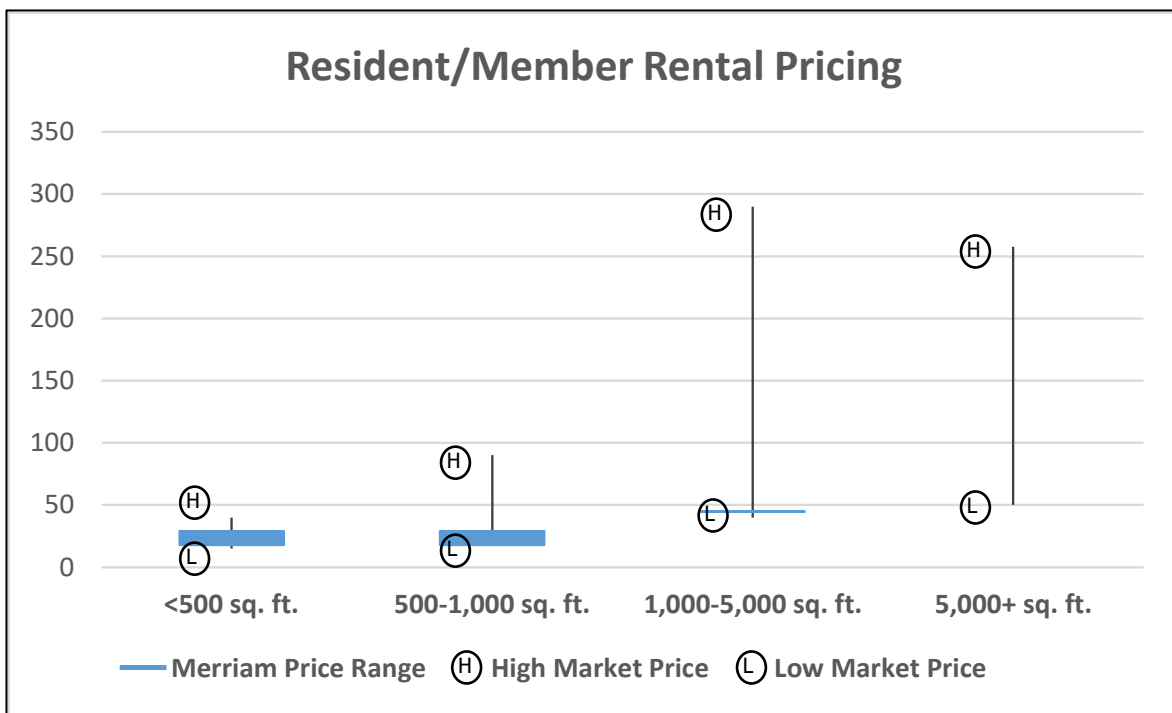
KC Parks has nine facilities that can accommodate meeting/event space for a variety of group sizes. Prices vary depending on size of room, alcohol served, location and time requested.

4.3.7 RENTAL PRICING COMPARISON

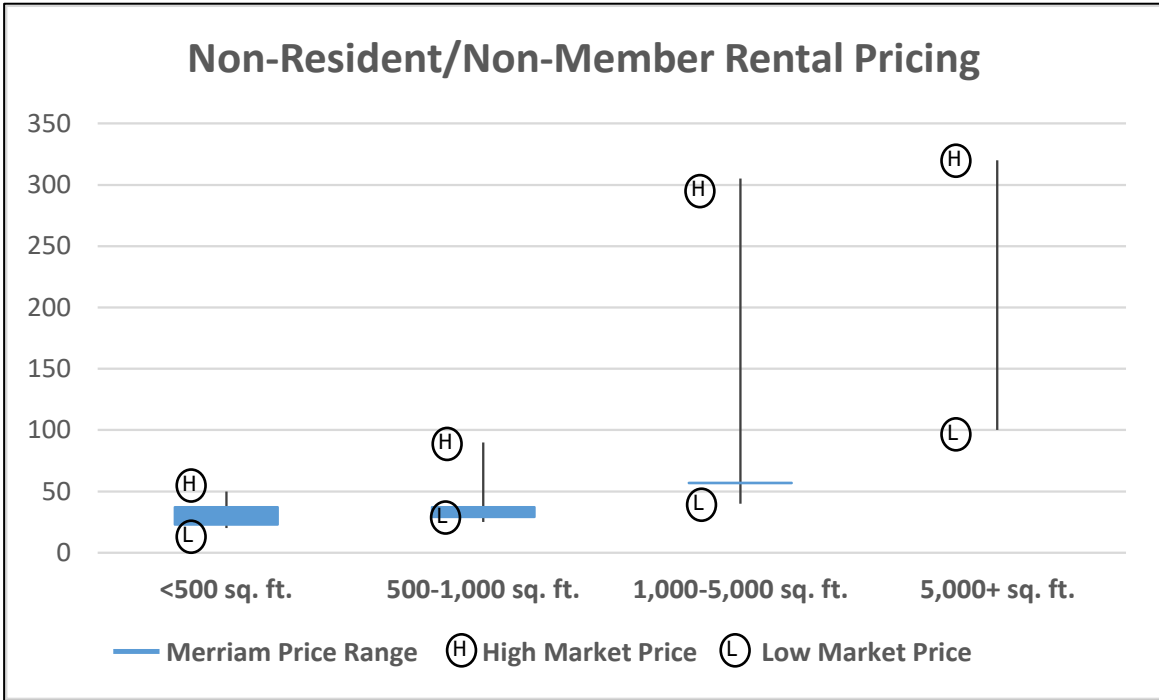
The following charts compare Merriam’s room rental rates to the high and low-end cost for rental rooms for residents and non-residents.

The pricing varies greatly from each benchmark agency due to size of room, amenities available within each room, time of day for rental, and year/condition of facility. Many benchmark agencies also acquire a deposit at time of rental. The blue line indicates the price range of Merriam’s rentals by the square footage of the room. The larger the blue line the wider level of room pricing exist within Merriam’s Irene B. French Community Center facility.

RESIDENT/MEMBER ROOM RENTAL PRICING



NON-RESIDENT/NON-MEMBER ROOM RENTAL PRICING



CHAPTER FIVE – PROGRAM ASSESSMENT

As part of the Facility Master Planning process, the consulting team performed a Recreation Program Assessment of the programs and services offered by the City of Merriam Parks & Department (MPRD, or the Department). The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, weaknesses, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement and in determining future programs and services for residents.

The planning team based these program findings and comments from a review of information provided by MPRD, including program descriptions, financial data, website content, web survey feedback, demographic information, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.



5.1 CORE PROGRAM AREAS

5.1.1 FRAMEWORK

The mission of the Merriam Parks and Department is *to provide first class facilities and parks, and enhance the quality of life for all residents and visitors through education, recreation, and cultural opportunities*. This is accomplished through over 80 individual program offerings as well as partnering with other organizations on events and special promotions, such as the Turkey Creek Car & Motorcycle Show, sponsored by various private companies such as Hendrick Chevrolet and State Farm Insurance, the annual Turkey Creek Festival & 5K in partnership with Johnson County Park & Recreation and City of Merriam, and Cruise Night, sponsored by the Downtown Merriam Partnership.

Full-time staff with responsibilities for programs include the MPRD Director and Assistant Director, Recreation Supervisor, Assistant Recreation Coordinator, Administrative Assistant, Farmers' Market Supervisor, Farmers' Market Coordinator, and Aquatic Center Manager. Several part-time, seasonal, and contract staff also assist with program delivery.

Staff communicate with the community through the MPRD website, hosted by the City of Merriam, and a dedicated and active Facebook page, Twitter account, and YouTube channel. A long-form program guide is published on-line and in hard copy each season, and includes a comprehensive list of programs and events.

5.1.2 EXISTING CORE PROGRAM AREAS

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people, especially in a community such as Merriam. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

In consultation with Department staff, the planning team identified the following Core Program Areas currently being offered MPRD:

AQUATICS

This core program area provides programming through the community pool, including private and group swim lessons, swim team, rentals, and parties. The goal is to provide water safety instruction and healthy activity options during the summer to keep kids safe and out of trouble. Examples of programs offered include:

- Preschool Aquatics
- Swim Team
- Parent & Child Swim
- Swim Lessons, various levels

Programs in this area apply primarily to youth under the age of 18, while being relevant to all ages. Programs provide a needed public service central to the MPRD mission.

SPECIAL EVENTS

This core program area includes special events throughout the year for various ages. The goal is to enhance the quality of recreation opportunities for various age participants that are fun, diverse, safe and affordable. Examples of programs offered in this area include:

- Yoga in the Park
- Pooch Paddle
- Breakfast with Santa
- Heartland Workshop
- Turkey Creek Festival 5k
- Daddy Daughter Princess Ball

Programs in this area apply to all ages. Most programs in this area fill a need that is important to the community, while others provide an enhanced community offering.

ADULT PROGRAMS

This core program area includes exercise, fitness, social, and wellness activities for adults. The goal is to provide for and promote a healthy lifestyle by offering opportunities for people to learn, connect and share - providing the opportunity to "play" for a lifetime. Examples of program offerings in this area include:

- Bootcamp
- Zumba Fit
- Dancing in Merriam
- The KI Society
- Pickleball
- Iyengar Yoga, various levels

Programs in this area apply primarily to adults between the ages of 18-55 and are important to the community.

YOUTH PROGRAMS

This core program area includes exercise, fitness, social, and wellness activities for youth. The goal is to provide for and promote a healthy lifestyle by offering opportunities for people to learn, connect and share - developing the skills to "play" for a lifetime. Examples of program offerings in this area include:

- Okinawan Karate
- Preschool Park

- Tri-Star Basketball Clinic
- Youth Tennis, various levels
- CSI Merriam
- Challenger Sports Player Development

Programs in this area apply primarily to youth under the age of thirteen and are important to the community.

SENIOR PROGRAMS

This core program area includes exercise, fitness, social, and wellness activities for seniors. The goal is to provide for and promote a healthy lifestyle by offering opportunities for people to learn, connect and share - providing the opportunity to "play" for a lifetime. Examples of program offerings in this area include:

- Silver Screen Matinee
- Merriam 50+ Club
- Chair Yoga
- JOCO Meal Program
- Senior Wii
- Pickleball

Programs in this area apply primarily to adults over the age of 55 and most programs represent an essential public need fulfilling the MPRD mission to the community.

ART

This core program area includes art workshops and monthly art exhibits. The goal is to increase public awareness of the visual arts by providing a setting for exhibition and education. Examples of offerings in this program area include:

- Dare to Dabble
- Coffee and Canvas
- High School Art Show
- Hanging Basket Workshop
- Monthly Art Exhibits
- Opening Night Receptions

Programs in this area apply primarily to adults over the age of 18, but have a secondary customer base of teenagers between the ages of 13-17. Programs offered in this area vary from being essential to the community to providing an enhanced community offering.

FARMERS' MARKET

This core program area includes a Farmers' Market on Saturday and Wednesday at the Merriam Marketplace. The goal is to provide the community the ability to buy fresh and local produce and craft type items from local vendors and provide a draw to the downtown area for vendors and merchants. As well as helps promote urban farming for local growers/producers.

This program applies primarily to adults and provides an important broad community benefit. This program also has a secondary age market that helps educate children to where food sources originates.

5.1.3 SUMMARY

Currently, MPRD has a few program offerings that enable residents to participate in these sport and fitness activities, particularly yoga and aerobics for adults and youth swimming, soccer, tennis, and basketball. However, key gaps in program offerings include team sports and aquatics for adults, and additional youth sports such as softball and volleyball. Frisbee, golf, weight lifting, and walking for exercise, are all underrepresented program offerings. It would be useful to determine why these gaps exist. Are these gaps being filled by competitors in the marketplace? Perhaps these programs are not cost-effective to offer, or facilities are not available?

In order to ground-truth these results, the planning team recommends checking these findings against surveys, and even implementing additional survey methods or questions to determine how applicable current programming is to residents. Use participation statistics and Lifecycle analysis to determine whether a program is becoming irrelevant to the community. As demographics and trends evolve, MPRD staff should track changes and ensure that program offerings continue to meet the desires of local residents.

5.2 RECREATION PROGRAM STRATEGY ANALYSIS

5.2.1 AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified.

Primary and Secondary Ages Served by Core Program Area						
Core Program Area	Preschool (5 and Under)	Elementary (Age 6-12)	Teens (Age 13-17)	Adult (Age 18+)	Senior (Age 55+)	All Ages Programs
Aquatics	P	P	P	S		P
Special Events	P	P	S	P	P	P
Adult Programs				P		
Youth Programs	P	P		S		
Senior Programs					P	
Art			S	P	P	S
Farmers Market	S	S	S	P	P	S

For this report, an Age Segment Analysis was completed for each Core Program Area offered by MPRD. However, it is ideal to also identify the primary and secondary target age segment by individual program. This is useful when creating or updating program plans for individual programs. An Age Segment Analysis can also be incorporated into Mini Business Plans for comprehensive program planning. Additionally, aggregating individual program age segments into an overview table such as above makes it easy to identify potential age gaps in program offerings. For example, based on this table, there may be a lack of programs for teenagers. However, the demographics reports show that this age segment currently represents a smaller portion of the population. Teenagers also often find activities through school and may not need additional programming provided for them. The planning team suggests that MPRD staff investigate further to confirm the programming needs of this group.

<i>Lifecycle Stage</i>	<i>Description</i>	<i>Actual Program Distribution*</i>		<i>Recommended Distribution</i>
Introduction	<i>New program; modest participation</i>	27%	43%	50-60% total
Take-Off	<i>Rapid participation growth</i>	4%		
Growth	<i>Moderate, but consistent population growth</i>	12%		
Mature	<i>Slow participation growth</i>	44%	44%	40%
Saturation	<i>Minimal to no participation growth; extreme competition</i>	2%	13%	0-10% total
Decline	<i>Declining participation</i>	11%		

5.2.2 PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing every program identified by MPRD staff members to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data but, rather, is based on staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various life cycle categories of the MPRD’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

The Lifecycle analysis depicts a fairly stable trend, with program distributions very close to the recommended mix of lifecycle stages. The Introduction, Take-off, and Growth stages represent the pipeline of programs for MPRD - this is where innovation takes place and programs can be tested, with some percentage expected to fail. The distribution here is fairly close to ideal, with the percentage in the Take-off stage just a little lower than recommended. This may indicate a higher failure rate in the Introduction stage of programming.

The Mature stage is also very close to ideal - this segment represents this is MPRD’s stable foundation of programs that balance out the new programs and those in decline. There is a higher than ideal number of programs in Decline; it is likely that these programs should be discontinued to make way for new program offerings. One exception to this is if the program serves an essential need, and a niche population group would be missing an important service were the program discontinued.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, MPRD could include an annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs offered as an incentive for additional innovation and alignment with community trends.

5.2.3 PROGRAM CLASSIFICATION

Conducting a classification of services informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should to be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

The three classifications used are Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following table describes each of the three classifications in these terms.

	<i>ESSENTIAL Programs</i>	<i>IMPORTANT Programs</i>	<i>VALUE-ADDED Programs</i>
<i>Public interest; Legal Mandate; Mission Alignment</i>	<ul style="list-style-type: none"> • <i>High public expectation</i> 	<ul style="list-style-type: none"> • <i>High public expectation</i> 	<ul style="list-style-type: none"> • <i>High individual and interest group expectation</i>
<i>Financial Sustainability</i>	<ul style="list-style-type: none"> • <i>Free, nominal or fee tailored to public needs</i> • <i>Requires public funding</i> 	<ul style="list-style-type: none"> • <i>Fees cover some direct costs</i> • <i>Requires a balance of public funding and a cost recovery target</i> 	<ul style="list-style-type: none"> • <i>Fees cover most direct and indirect costs</i> • <i>Some public funding as appropriate</i>
<i>Benefits (i.e., health, safety, protection of assets).</i>	<ul style="list-style-type: none"> • <i>Substantial public benefit (negative consequence if not provided)</i> 	<ul style="list-style-type: none"> • <i>Public and individual benefit</i> 	<ul style="list-style-type: none"> • <i>Primarily individual benefit</i>
<i>Competition in the Market</i>	<ul style="list-style-type: none"> • <i>Limited or no alternative providers</i> 	<ul style="list-style-type: none"> • <i>Alternative providers unable to meet demand or need</i> 	<ul style="list-style-type: none"> • <i>Alternative providers readily available</i>
<i>Access</i>	<ul style="list-style-type: none"> • <i>Open access by all</i> 	<ul style="list-style-type: none"> • <i>Open access</i> • <i>Limited access to specific users</i> 	<ul style="list-style-type: none"> • <i>Limited access to specific users</i>

With assistance from MPRD staff, a classification of programs and services (presented below and on the following pages) was conducted of all of the recreation programs offered.

Core Program Area	ESSENTIAL Programs <i>Mostly PUBLIC good; Part of the Mission; Serves majority of the Community Highest Level of Subsidy offered -- "This program MUST be offered"</i>
Aquatics	<ul style="list-style-type: none"> • Parent/Child Swim • Preschool Aquatics • Swim Level 1 • Swim level 2 • Swim Level 3 • Swim Level 4
Special Events	----
Adult Programs	----
Youth Programs	<ul style="list-style-type: none"> • Preschool Park
Senior Programs	<ul style="list-style-type: none"> • Silver Screen Matinee • Merriam 50+ Club • Flexercise • JOCO Meal Program • Chair Yoga • AARP Smart Driver Course • Senior Wii • Ageless Yoga • Senior Movie
Art	<ul style="list-style-type: none"> • High School Art Show
Farmers' Market	----

Core Program Area	<p align="center">IMPORTANT Programs</p> <p>Mix of PUBLIC & PRIVATE good; Important to the community; Serves the broad community Some level of subsidy offered -- "This program SHOULD USUALLY be offered"</p>
Aquatics	<ul style="list-style-type: none"> • Private Swim Lessons
Special Events	<ul style="list-style-type: none"> • Turkey Creek Car and Motorcycle Show • Yoga in the Park • Funday Sunday • Pooch Paddle • Halloween Happening • Mania in Merriam • Sundown w/ Santa, Breakfast w/ Santa • Brown Party in Park, Quail Creek Party in Park, Campbell Park Party in Park • Cruise Night • Heartland Workshop • 25th Anniversary Events • Daddy Daughter Princess Ball • Brunch with Bunny • Yoga in the Heartland • Community Garage Sale • Tail Waggin/ on the Trail • Volunteer Appreciation • Turkey Creek 5k, Turkey Creek Festival • May Day Party
Adult Programs	<ul style="list-style-type: none"> • Boot Camp • Zumba Fit, Zumba • Turkey Busters • Iyengar Yoga, Levels 1, 2 • Gentle Yoga, Yoga Express, Yoga Flow, Unlimited Yoga, Ultimate Yoga • Dancing in Merriam • Yoshika Aikido • Belly Dancing • The KI Society • Pickleball • Merriam Minions
Youth Programs	<ul style="list-style-type: none"> • Okinawan Karate • KI Society Aikido • Knee High Netters • Challenger Sports Mini Kickers • Challenger Sports Player Development • CSI Merriam • Youth Tennis, Beginner & Intermediate • The KI Society • Tri-Star Basketball Clinic
Senior Programs	<ul style="list-style-type: none"> • Bingo • Pickleball
Art	<ul style="list-style-type: none"> • Heartland Exhibition • Monthly Art Exhibits • Opening Night Receptions
Farmers' Market	<ul style="list-style-type: none"> • Farmers' Market

Core Program Area	VALUE-ADDED Programs <i>Mostly PRIVATE good; Enhanced Community Offering; Serves niche groups Limited to no subsidy -- "This program is NICE to offer"</i>
<i>Aquatics</i>	<ul style="list-style-type: none"> • <i>Swim Team</i>
<i>Special Events</i>	<ul style="list-style-type: none"> • <i>Summer Sunday</i> • <i>Truck Tuesday</i>
<i>Adult Programs</i>	<ul style="list-style-type: none"> • <i>Iyengar Yoga, Level 3</i> • <i>Advanced Belly Dancing</i>
<i>Youth Programs</i>	<ul style="list-style-type: none"> • <i>Youth Tennis, Private</i>
<i>Senior Programs</i>	----
<i>Art</i>	<ul style="list-style-type: none"> • <i>Dare to Dabble</i> • <i>Coffee and Canvas</i> • <i>Hanging Basket Workshop</i>
<i>Farmers' Market</i>	----

5.2.4 COST OF SERVICE & COST RECOVERY

Cost recovery targets should be identified for each Core Program Area, at least, and for specific programs or events where realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals.

Determining cost recovery performance and using it to inform pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost of Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps, and adjust program prices accordingly.

The following provide more detail on steps 2 & 3.



UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department program staff should be trained on this process. The figure below illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.

A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but provides information that can be used to price programs based upon accurate delivery costs.

The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service.

Agencies use Cost of Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the MPRD between one another. Cost Recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

COST RECOVERY BEST PRACTICES

Cost recovery targets can vary based on the core program area, and even at the program level within a core program area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification. Cost recovery targets should generally reflect the degree to which a program provides a public versus private good. Programs providing public benefits (i.e. Essential programs) should be subsidized more by the Department; programs providing private benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

	<i>ESSENTIAL Programs</i>	<i>IMPORTANT Programs</i>	<i>VALUE-ADDED Programs</i>
<i>Description</i>	<ul style="list-style-type: none"> • Part of the organizational mission • Serves a majority of the community • “We must offer this program” 	<ul style="list-style-type: none"> • Important to the community • Serves large portions of the community • “We should offer this program” 	<ul style="list-style-type: none"> • Enhanced community offerings • Serves niche groups • “It is nice to offer this program”
<i>Desired Cost Recovery</i>	• None to Moderate	• Moderate	• High to Complete
<i>Desired Subsidy</i>	• High to Complete	• Moderate	• Little to None

Programs in the Essential category are critical to achieving the departmental mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization. Programs falling into the Important or Value-Added classifications generally represent programs that receive lower priority for subsidization. Important programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall). Value Added programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

CURRENT COST RECOVERY

Merriam Parks and Department is ahead of peer organizations in cost recovery. Not only has MPRD set cost recovery goals, the Department exceeds those goals in two of the core program areas: Special Events and Farmers’ Market. The cost recovery goals for these two are set about right for core program areas with the majority of programs listed as Important. If these two core program areas continue to exceed goals, the goal should be increased.

Cost Recovery: Goal vs. Actual			
Core Program Area	Cost Recovery Goal (%)	Actual Cost Recovery, Most Recent FY (%)	Notes/Comments
Aquatics	60%	50%	Under, but close to meeting goal
Special Events	38%	45%	Currently exceeds goal
Adult Programs	65%	40%	Most programs taught by a third-party instructor; 70/30 split of revenue
Youth Programs	30%	15%	Most programs taught by a third-party instructor; 70/30 split of revenue
Senior Programs	30%	15%	Most programs taught by a third-party instructor; 70/30 split of revenue
Art	30%	10%	Well below goal
Farmers Market	38%	40%	Currently exceeds goal

The core program areas with the most programs in the Essential category are Aquatics and Senior Programs; it is expected that these would have lower cost of recovery levels. While Senior Programs does behave this way, Aquatics has a strong cost recovery level.

Most individual programs in Adult Programs, Youth Programs, and Art are classified as Important, with a few in the Value-Added category. It is expected that these core program areas would have slightly higher cost recovery levels, and Adult Programs does come the nearest to meeting its goal. However, MPRD staff may want to look at cost of service and pricing in these areas, reexamine program classification, and review cost recovery goals for these areas.

PRICING

The pricing of programs should be established based on the Cost of Service Analysis, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy goals. The table on the following page lists the pricing strategies currently in use by MPRD:

Pricing Strategies Currently in Use by MPRD	Core Program Area						
	Aquatics	Special Events	Adult Programs	Youth Programs	Senior Programs	Art	Farmers' Market
Age Segment							
Family/ Household Status	X	X					
Residency	X						
Weekday/Weekend							X
Prime / Non-Prime Time							
Group Discounts	X	X					
By Location							
By Competition (Market Rate)	X		X	X	X		X
By Cost Recovery Goals	X	X	X	X	X	X	
By Customer's Ability to Pay	X			X			

Overall, the degree to which pricing strategies are used currently is above average for peer agencies, but could be stronger with the exploration of additional pricing strategies to help meet cost recovery goals. Greater use of Group Discounts or Family/Household pricing beyond Aquatics and Special Events, and adding in price difference by Age Segment programming may enable increased revenue and participation numbers while keeping programs affordable to more residents, particularly for seniors.

Weekday/Weekend (for everyday programs) and Prime/Non-prime pricing strategies can help to manage participation, and pricing by Location can help to stabilize usage patterns. Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies.

Program staff are currently aware of competitor offerings and pricing. Regular environmental scans of the local market are completed to assess competition, and a partial list of competitors is maintained. This benchmarking process is an important piece of determining program offerings and pricing. If the cost of service is too high and competitor pricing too low, it may not be an effective use of resources to offer that program through MPRD.

5.3 MARKETING, PROMOTION, AND ASSESSMENT

5.3.1 CURRENT MPRD MARKETING AND PROMOTION

The Merriam Parks and Department currently communicates with residents through the use of media such as seasonal program guides (print and online), the MPRD website (hosted by City of Merriam), fliers and direct mail brochures, road signs, paid advertisements, radio and television, print newsletters and in-facility signage, email lists, online newsletters, and through social media using Facebook, Twitter, and YouTube.

5.3.2 BEST PRACTICES FOR MARKETING AND PROMOTION

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. MPRD has multiple areas of focus that need to be addressed in communications. There is currently a reliance upon multiple types of media to deliver those messages, but it is unclear whether the right messages are being received by the right people. Similarly, the community must perceive the interconnectedness of the whole messaging process. It is recommended that MPRD develop a strategic marketing plan.

A Department-wide strategic marketing plan should address the following:

- Target audiences/markets identification
- Key messages for each target market
- Communication channels/media for each target market (may be different by target audience)
- Graphic identity and use protocols
- Style handbook for all marketing material
- Social media strategies and tactics
- Communication schedule
- Marketing roles and responsibilities
- Staffing requirements

An effective marketing plan must build upon and integrate with supporting plans, such as this Facility Master Plan, and directly coordinate with organization priorities. The plan will also provide specific guidance as to how MPRD’s identity and brand needs to be consistently portrayed across the multiple methods and deliverables used for communication.

5.4 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today’s realities require most public park and Departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency’s mission. Effective partnerships and meaningful volunteerism are key strategy areas for the Department to meet the needs of the community in the years to come.

5.4.1 VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for MPRD, its program and special event offerings. While the Department has many volunteers, particularly for special events, it lacks a formal volunteer policy. In developing the policy, some best practices that the Department should be aware of in managing volunteers include:

- Involve volunteers in cross-training to expose them to various departmental functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (or, a designated program staff with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency

overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.

- A key part of maintaining the desirability of volunteerism in the agency is maintaining a good reward and recognition system. MPRD offers several forms of recognition including an annual appreciation event. These and other forms of recognition should be identified and summarized as policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also, include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- In addition to number of volunteers and volunteer hours, categorize and track volunteerism by type and extent of work, such as:
 - Regular volunteers: Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
 - Special event volunteers: Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
 - Episodic volunteers: Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
 - Volunteer interns: Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
 - Community service volunteers: Volunteers who are volunteering over a specified period of time to fulfill a community service requirement
- Encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

5.4.2 PARTNERSHIP MANAGEMENT

Merriam Parks and Recreation Department currently works with several different types of partners throughout the community. While program staff do keep a partial list of these partners, a full database should be developed to track these partners and partnerships. As with tracking of volunteer hours, tracking partnerships helps show leadership making budget decisions how well the department is able to leverage limited resources.

The use of formalized agreements is a critical part of partnership management. Many times, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. MPRD currently does a good job of maintaining agreements with many key partners and sponsors, including Flags4Freedom, IKEA, JCPRD, and other area park and recreation agencies. These agreements promote fairness and equity within existing and future partnerships while helping staff manage against potential internal and external conflicts.

While the planning team did not review all agreements held by the Department, it appears that most reflect the principles necessary for partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes.

Partnerships can differ in nature depending upon if the partner is a public, nonprofit, or private entity. Agreements will need to vary in form and outcome for each. Detailed guidance and recommendations on partnership policies for these different types of partnerships is presented in **Appendix D**.

5.5 PROGRAM – STANDARDS AND QUALITY MANAGEMENT

The relationship between meeting the needs of the community, achieving the agency mission, and executing service delivery is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the service foundation that already exists within MPRD. Based on the planning team’s observations, the Department’s program offerings are solid, but enhancements to program standards and quality management practices would yield overall improvements to the services provided to the community. This section is intended to provide resources and insight to move MPRD to a higher level of sophistication in service, with the goal of becoming a national leader among agency peers.

5.5.1 PROGRAM STANDARDS

The practice of using program standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. One of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with thousands of service transactions, in-person and online, from multiple staff members dealing with a diverse audience at a variety of facilities within the system.

Currently, the Department does a good job of tracking participation numbers, participant to staff ratio, program cancellation rate, and customer satisfaction. Participation levels are tracked on a spreadsheet with daily counts; participant/staff ratios, program cancellation, and customer satisfaction could easily be added to this same spreadsheet, keeping all key metrics in one place for easy reference.

Post-program surveys are used to measure satisfaction, as are recurring customer surveys, and in-facility or in-park surveys; statistically valid surveys are also administered regularly. Surveys can be very useful indicators of success if used in the right way - keeping the number of questions to a minimum and avoiding survey fatigue. Additional ways to collect customer feedback include a pre-program survey (used with post-program survey to measure change), and lost customer surveys and non-customer surveys, which show what offerings may be missing. The statistically valid surveys are critical to continue administering; these serve to substantiate the more informal surveys and carry more weight with leadership, key decision-makers, and the public.

5.5.2 QUALITY MANAGEMENT

In addition to measuring satisfaction, it is useful to have procedures in place to ensure that core program standards are being met across the spectrum of program offerings. This is particularly important when managing part-time, contractual, and seasonal staff. While all staff should be trained to perform to a core set of standards, it is useful to have extra training and checks in place for staff who are not as regularly exposed to the standards as full-time staff are. For staff who are delivering programs that require an extra layer of health and safety knowledge or training, such as Lifeguards or vehicle drivers, training and quality checks should be extra rigorous.

Currently, MPRD has systems in place to:

- Regularly and consistently update policies and procedures
- Check on the quality of instructors
- Develop lesson plans
- Evaluate performance
- Train staff in customer service
- Train staff in basic life safety
- Train staff in enhanced life safety
- Provide specialty skill training
- Provide marketing training
- Review full-time, part-time, and seasonal staff performance

Additional performance or quality standards for MPRD to consider implementing include:

- Offering continuing education opportunities
- Training on tracking/calculating cost of service and cost of facility operations
- Diversity training, with a focus on aging adults and the Hispanic/Latino culture to meet demographic changes



5.6 RECOMMENDATIONS

5.6.1 CORE PROGRAM AREA RECOMMENDATIONS

EVALUATE CORE PROGRAM AREA AND INDIVIDUAL PROGRAM RELEVANCE REGULARLY

The existing Core Program Areas are generally well-organized to provide a mix of essential, important, and enhanced offerings to the community, and are prepared to respond to forecasted demographic changes over the next fifteen years. However, individual programs within each area may not be meeting the current needs and desires of the community. MPRD staff should evaluate core program areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and recreation trends in the local community. Implementing additional surveys to program participants and the larger community is a good way to help differentiate between national vs. local trends.

5.6.2 PROGRAM STRATEGY RECOMMENDATIONS

ANALYZE INDIVIDUAL PROGRAMS AND PROGRAM MIX

While the mix of Core Program Areas is strong and ready to evolve with ongoing demographic and trend changes, based on trend information and participation/lifecycle statistics, the individual programs may not be as relevant to the community as they could be. Cost recovery levels and pricing strategies may also need an update to better align them with Core Program Area goals.

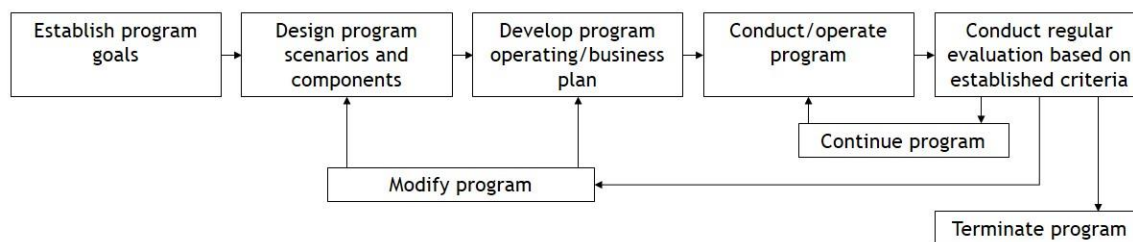
In general, MPRD staff should begin a cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

Mini Business Plans

The planning team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be created on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, Cost of Service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

Program Evaluation Cycle

Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Mini Business Plan process.



Program Decision-making Matrix

When developing program plans and strategies, it is useful to consider all of the Core Program Area and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goal should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. A simple, easy-to-use tool similar to the table below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

Program	Core Program Area	Age Segment	Lifecycle	Classification	Cost Recovery	Other Factors

5.6.3 MARKETING & PROMOTION RECOMMENDATIONS

DEVELOP A STRATEGIC MARKETING PLAN

Assign one staff person as point person to coordinate marketing efforts; incorporate this into the job description or consider hiring a part-time marketing coordinator. Establish priority segments to target in terms of new program/service development and communication tactics. Establish and review regularly performance measures for marketing.

LEVERAGE VOLUNTEERS & PARTNERS FOR MARKETING

Enhance relationships with partners that can leverage marketing efforts through cross-promotion. Build volunteerism to serve marketing and communication efforts. Recruit new volunteers with new skills as the marketing program grows.

5.6.4 PROGRAM STANDARDS & QUALITY MANAGEMENT RECOMMENDATIONS

TRACK KEY METRICS IN ONE PLACE

The Participant spreadsheets are a great way to track one key metric; add the other metrics already tracked to the same spreadsheet file for a single program performance reference source. Use additional survey methods to track performance against goals; incorporate this information into the Mini Business Plan process.

PROVIDE SPECIALTY TRAINING TO ACHIEVE GOALS

Train staff on performance metric tracking as well as the cost of service and/or cost of facility operations. Assess training needs to help fulfill recommendations in the program assessment and Facility Master Plan process and implement additional training of staff to meet those needs.

5.7 PRIORITY RANKINGS

The purpose of the Facility Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the Merriam Parks and Recreation Department. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically-valid community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.

A weighted scoring system is used to determine the priorities for parks and recreation facilities:

Data Source	Component	Weighting
Quantitative Data	Unmet Needs Reported by the Community Survey - This is used as a factor from the total number of households stating whether they have a need for a facility and the extent to which their need for facilities has been met. Survey participants were asked to identify this for 25 different facilities.	35%
	Importance Rankings Reported by the Community Survey – This is used as a factor from the importance allocated to a facility by the community. Each respondent was asked to identify the top four most important facilities.	35%
Qualitative Data	Synthesis of Trends and Anecdotal Information - This factor is derived from the planning team’s evaluation of facility priority based on survey results, community input, stakeholder interviews, staff input, local demographics, and recreation trends.	30%

These weighted scores provide an overall score and priority ranking for the system as a whole. The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

As seen below, are the priorities identified through the quantitative and qualitative data analysis. Top five priorities for the community are indoor walking/jogging track, cardiovascular/fitness equipment areas, indoor leisure swimming pools, indoor lap lanes for exercise swimming and senior activity/social areas.

Facility	Overall Rank
Indoor walking / jogging track	1
Cardiovascular / fitness equipment areas	2
Indoor leisure swimming pools	3
Indoor lap lanes for exercise swimming	4
Senior activity / social areas	5
Gyms for basketball / volleyball	6
Rooms for recreation classes and other activities	7
Rooms for banquets & catered events	8
Rooms for community meetings & family gatherings	9
Aerobics / dance areas	10
Weightlifting exercise areas	11
Community meeting rooms	12
Café / coffee shop	13
Indoor archery / shooting range	14
Outdoor leisure swimming areas	15
Space for theatre or musical productions	16
Art gallery	17
Gaming areas with video games, billiards, etc	18
Pickleball courts	19
Arts and crafts areas	20
Rock climbing walls	21
Satellite post office	22
Photography studios	23
Library	24
Racquetball / handball courts	25

CHAPTER SIX – SITE AND FACILITY ASSESSMENT

6.1 FACILITIES INVENTORY AND ASSESSMENT

6.1.1 MERRIAM SITE ANALYSIS SUMMARY

Through discussions with City of Merriam Officials, two potential sites were identified for further analysis and development of future recreation facility locations. These sites were chosen based on lack of available open space within the landlocked city boundaries, parcels currently owned by the city removing need for land acquisition and centralized access for residents within Merriam. The two sites determined to be most feasible for facility development were the existing Irene B. French Community Center site within Downtown Merriam and Vavra Park.

To determine the preferred site for a new community center and outdoor aquatics facility development, feasibility for development was analyzed based on the following influences:

- Slope
- Access - vehicular and pedestrian
- Vegetation
- Existing Infrastructure
- Available Land
- Existing adjacencies
- Floodplain
- Development costs

6.1.2 IRENE B FRENCH COMMUNITY CENTER SITE

The existing Irene B. French Community Center site is located west of I-35, north of Johnson Drive between Kessler and Merriam Lane. The site is located north of the downtown area and is surrounded by several light industrial and automotive sales and repair parcels. Detailed analysis of the existing Irene B. French Community Center site show a variety of opportunities and constraints for the development of a shared community center and outdoor aquatics facility. Adjacency to the existing Merriam Farmers' Market site, Turkey Creek Trail and existing infrastructure reducing development costs indicate this location's opportunities would positively influence the site's ability to house the new recreation facilities. Gradual slopes, existing vegetation and existing access for vehicular traffic from multiple locations off 57th Street and Kessler Lane also support the initial findings for development of the facilities on the site. Pedestrian access is limited to pedestrians entering off the Turkey Creek Trail as adjacencies are not residential. Further study of this location shows that available land to develop the co-mingled community center and outdoor aquatics facility may not be adequate to house both facilities and accommodate the parking counts needed to support both facilities. This is further supported by the review of floodplain in the area which limits developable land. Based on analysis of the floodplain within the area, an outdoor aquatics facility would not be feasible adjacent to the community center at this location, while accommodating the parking necessary for the two recreation facilities.

6.1.3 VAVRA PARK SITE

The Vavra Park site, currently home to the Merriam Aquatic Center, sits on the eastern side of Merriam between 60th Terrace and West 62nd Terrace just east of I-35. The site is overlooked on the west by Ikea, Merriam City Hall, Merriam Police Department and the fire station. To the north and south, commercial and multi-family parcels look on to the existing park and aquatic areas. Although surrounded on three

sides by commercial and civic uses, the site is more accessible to pedestrian and vehicular traffic by citizens within closer proximity to residential parcels east of the park.

Opportunities to develop a dual use community center and outdoor aquatics facility at Vavra Park are supported by the larger site accommodating both facilities and the supporting infrastructure needed for parking. In addition, existing utilities serving the Merriam Aquatic Center would reduce infrastructure costs for development of the facility. Unlike the Irene B. French Community Center site, floodplain is not an issue limiting the ability to develop the site.

The character of the park site creates a welcoming feel, by integrating these facilities into the park, the recreational feel to the facility is supported. However, large trees, steeper slopes and large existing retaining wall on the west side of the site creates some development challenges. Preserving the vegetation and working with slopes to minimize impacts will be critical in achieving the desired character for the facility. Additional buffering of the surrounding parcels will be necessary to minimize views to and from the site from surrounding commercial parcels and minimize noise from service areas.

6.1.4 PROCESS

Building consensus for development of a new community center and outdoor aquatics facility is predicated on involving all parties in the planning process. Understanding the city, stakeholders and citizen's goals and desires for the facilities' financial performance and programming and incorporating those elements into the master plan ultimately creates strong support to further develop the project. To meet the desires of the groups identified above, transparency and heavy involvement in the decision-making process have guided the consulting team's approach to the facilities master plan.

Throughout the process, a series of public and Steering Committee input meetings were conducted to gather direction on program elements, site preferences, and design character for the facilities. The input received during these meetings was confirmed through the statistically valid survey and formed the basis of design for the consultant team. Each meeting, starting with initial programming and existing facilities reviews, built upon the information obtained during prior meetings. This continuity of information, shared throughout the process, enabled the participants to better understand the design team's recommendations and next steps.

In addition to input meetings, Steering Committee members and the public were invited to tour the Irene B. French Community Center and Merriam Aquatic Center facilities to understand existing program elements and facility conditions. Participants viewing the facilities were polled on the conditions of the two sites to understand preferences towards renovation of existing facilities or development of new facilities. Steering Committee members were also invited to tour comparable facilities in the region with the consultant team and provide feedback on facility layout, program elements, design and site character. The information gathered in each of these meetings was recorded and used to guide the consultant team in planning of the new Merriam Recreation Facilities.

6.2 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards is a matrix displaying inventory for Merriam Parks and Recreation and other similar providers. By totaling the inventory and applying Merriam's population we can understand the current level of service for the City of Merriam.

These standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. LOS standards can and will change over time as the program lifecycles change and demographics of a community change.



PARKS:	2016 Inventory - Developed Facilities					Anticipated Future Park Development 2016 - 2021			
	Park Type	Merriam Inventory	Antioch Park*	Schools**	Total Inventory	Current Service Level based upon population			Inventory
Mini Park Acres	-	-	-	-	-	acres per	1,000		
Neighborhood Park Acres	16.67	-	-	16.67	1.49	acres per	1,000		
Community Park Acres	25.50	-	-	25.50	2.28	acres per	1,000		
Regional Park Acres	-	43.48	-	43.48	3.88	acres per	1,000		
Special Use Facility/Sports Complex	-	-	-	-	-	acres per	1,000		
Natural Resource & Trail Acres	36.91	-	-	36.91	3.30	acres per	1,000		
Total Park Acres	79.08	43.48	-	122.56	10.94	acres per	1,000		
OUTDOOR AMENITIES:									
Shelters	3.00	4.00	-	7.00	1.00	site per	1,600	Tennis court at Brown Park will be removed and replaced with a shelter	1.00
Pavilions	1.00	-	-	1.00	1.00	site per	11,201		
Multi-Purpose Fields (Soccer, Football, Cricket, Lacrosse, Rugby)	4.00	-	-	4.00	1.00	field per	2,800		
Ball Fields	-	-	-	-	1.00	field per	#DIV/0!		
Basketball Courts	1.00	1.00	-	2.00	1.00	court per	5,601		
Tennis Courts	-	2.00	-	2.00	1.00	court per	5,601		
Playgrounds	6.00	2.00	2.00	10.00	1.00	site per	1,120		
Dog Parks	-	-	-	-	1.00	site per	#DIV/0!		
Skate Park	-	-	-	-	1.00	site per	#DIV/0!		
Sand Volleyball	1.00	-	-	1.00	1.00	site per	11,201		
Paved Multi-Use Trails (Miles)	7.00	2.00	-	9.00	0.80	miles per	1,000		
Soft Trails (Miles)	-	-	-	-	-	miles per	1,000		
Outdoor Pools	1.00	-	-	1.00	1.00	site per	11,201		
INDOOR AMENITIES:									
Recreation/Gymnasium (Square Feet)	33,000.00	-	-	33,000.00	2.95	SF per	person		
2015 Estimated Population	11,201								
2020 Estimated Population	11,589								

Notes:

*Antioch Park is owned and operated by Johnson County Parks and Recreation District.

**Schools include Merriam Elementary and Crestview Elementary

CHAPTER SEVEN – CONCEPT SITE ANALYSIS

To begin conceptual planning the consultant team reviewed the results of the community input meetings and survey data to create a building space program which responds directly to the most desired and supported space types. All of the highest priority spaces from the input and engagement process are addressed in the following program and conceptual building diagrams, which directly impact operations pro forma and cost recovery of the facility. Aquatics was a high priority feature and various options for incorporating indoor and outdoor aquatics were studied to understand spatial and capital requirements. In the following program of spaces, the space types are color-coded by type to correspond to the concept diagrams for additional reference.

The concept diagrams show three different potential layouts of a community recreation center on the Vavra Park site.

- Community Center with indoor and outdoor aquatics
- Community Center with indoor aquatics only (slightly larger indoor aquatics than Concept 1)
- Community Center with outdoor aquatics only

Each of the concepts include identical space programs with variation only in the aquatic components. Since competitive and recreational lap swimming was a priority, each concept maintained a minimum requirement to meet that need. In concepts that included outdoor aquatics, the lap swimming need is proposed to be met with an eight-lane x 25 yard lap pool with deep water while the indoor aquatic component includes a four-lane x 25 yard pool for recreational year-round lap swimming. In the concept that did not include any outdoor aquatics, the indoor aquatics was increased in size to include a six-lane x 25 yard cool water lap pool specifically for competitive and recreational swimming.

7.1 COMMUNITY CENTER PROGRAM PLAN

		NSF	GSF	Cost
Facility Administration Spaces		960	1,200 SF	\$280,000
	Supervisor's office	120		private office
	Asst Supervisor	120		private office
	Open Office Workstations	150		(3) workstations at 50 s.f. each
	Work Room	100		10 x 10 area
	Conference Room / Break Rm.	200		
	Computer Server Closet	60		
	Storage	60		
	Circulation	150		
10,906 SF	Required Building Support Spaces	7,765	9,706 SF	\$2,400,000
	Lobby	1,000		
	Lounge	750		
	Control Desk	250		
	Men's Locker Rooms	1,000		
	Women's Locker Rooms	1,000		
	(4) Family RRs/Showers	1,200		
	Vending Area	80		
	Men's RR	250		
	Women's RR	250		
	Custodial	75		
	Building Mechanical Room	300		
	Sprinkler Valve Room	60		
	Main Electrical Distribution Room	200		
	Maintenance/ Receiving	500		
	Custodial Room	150		
	Maintenance Office Area	100		
General Building Storage	600			
				Cleaning supplies, attic stock space Typically within another space

10,238 SF

		NSF	GSF	Cost
Café /Juice Bar Seating Prep/Service Area Storage		250	313 SF	\$150,000
			100	
			110	
			40	
Gallery / Exhibit Space + Senior Adult Lounge Exhibits Storage		1,000	1,250 SF	\$200,000
			950	
			50	
Child Watch / Babysitting Read/Play Space Kids RR Storage		765	956 SF	\$225,000
			650	Capacity: 25 Children, 3 staff
			40	
			75	
25 Person Classroom Classroom Storage		700	875 SF	\$185,000
			650	Capacity: 25 per Room (NTE 49 if connected) Adjacent to other Classroom, able to be connected by partition
			50	Adjacent to Community Room/Events Hall, directly accessible.
25 Person Classroom Classroom Storage		700	875 SF	\$185,000
			650	Capacity: 25 per Room (NTE 49 if connected)
			50	Adjacent to other Classroom, able to be connected by partition
240 Person Community Room / Events Hall Events Space/Community Rooms Storage		4,100	5,125 SF	\$1,200,000
			3,600	Seats 300 for banq/conf/meeting Dividable into three 1500 SF rooms
			500	Adjacent to one Classroom, directly accessible.
Catering Kitchen Kitchen/Warming Area Storage		675	844 SF	\$195,000
			600	Kitchen Equipment NIC - Allow \$65,000
			75	

28,705 SF

	NSF	GSF	Cost
MAC Single HS / Double MS Courts Gymnasium	12,014	15,018 SF	\$3,525,000 (1) 50 x 84 or (2) 42 x 74 courts with overhead volleyball nets Space for tip and roll bleachers only, track clearance overhead
Gymnasium	11,564		
Storage	450		
Elevated Walk / Jog Track	6,500	8,125 SF	\$1,050,000 9-10 laps per mile, 3 lanes Extended outside of gymnasium footprint Typically at entrance to track and track turns/corners
Walk/Jog Track	5,900		
Stretching Area	600		
3,200 sf Weight / Fitness	3,200	4,000 SF	\$1,040,000
Cardio	1,500		
Circuit / Resistance	500		
Free Weights	750		
Fitness Supervisor	50		May be shared space
Stretching Area	300		
Storage	100		
Equipment			Allow \$225,000 for equipment NIC
24 Person Aerobics/Dance Studio	1,250	1,563 SF	\$550,000 Accommodates up to 30 people
Aerobics/Dance Studio	1,100		
Storage	150		

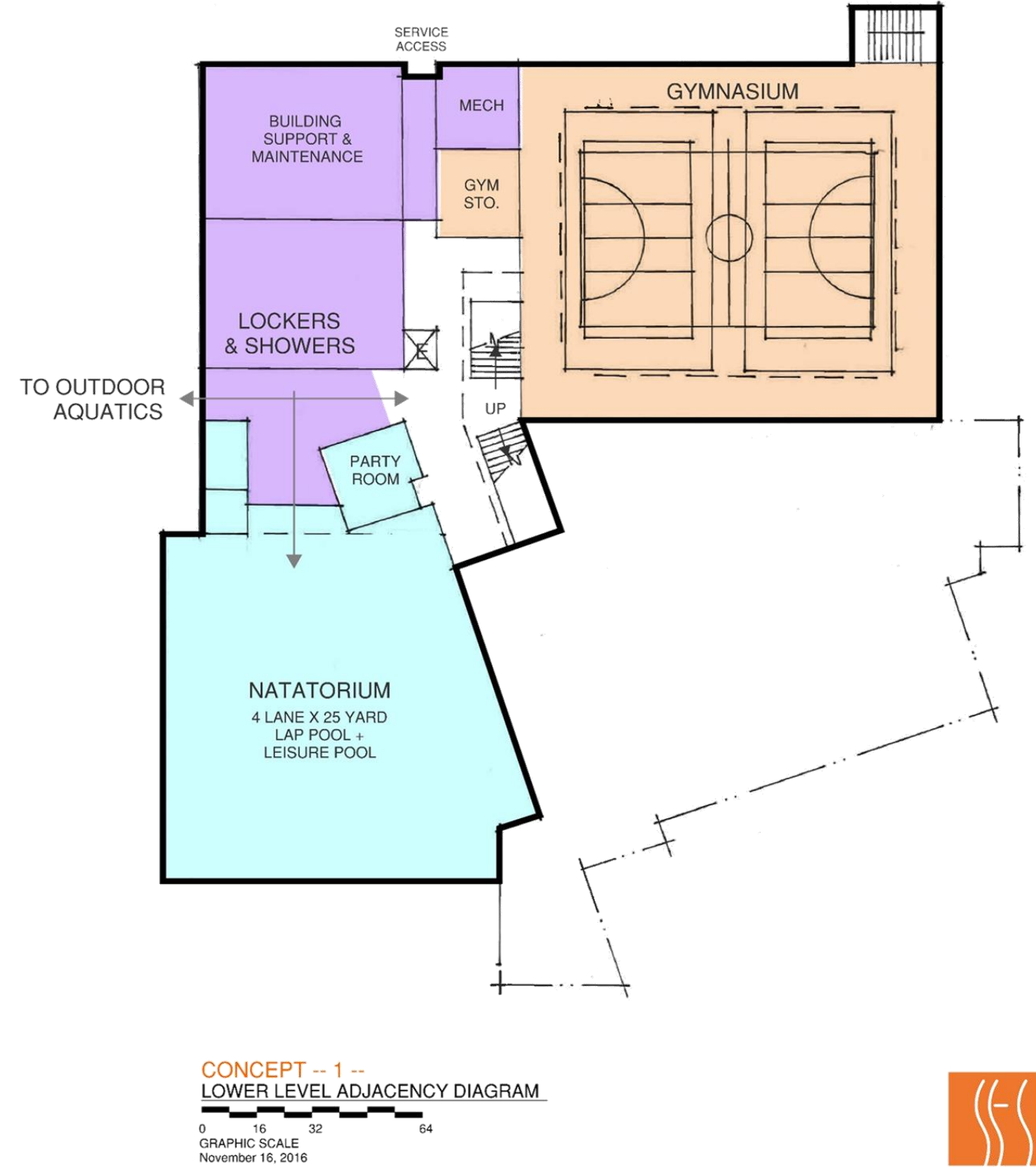
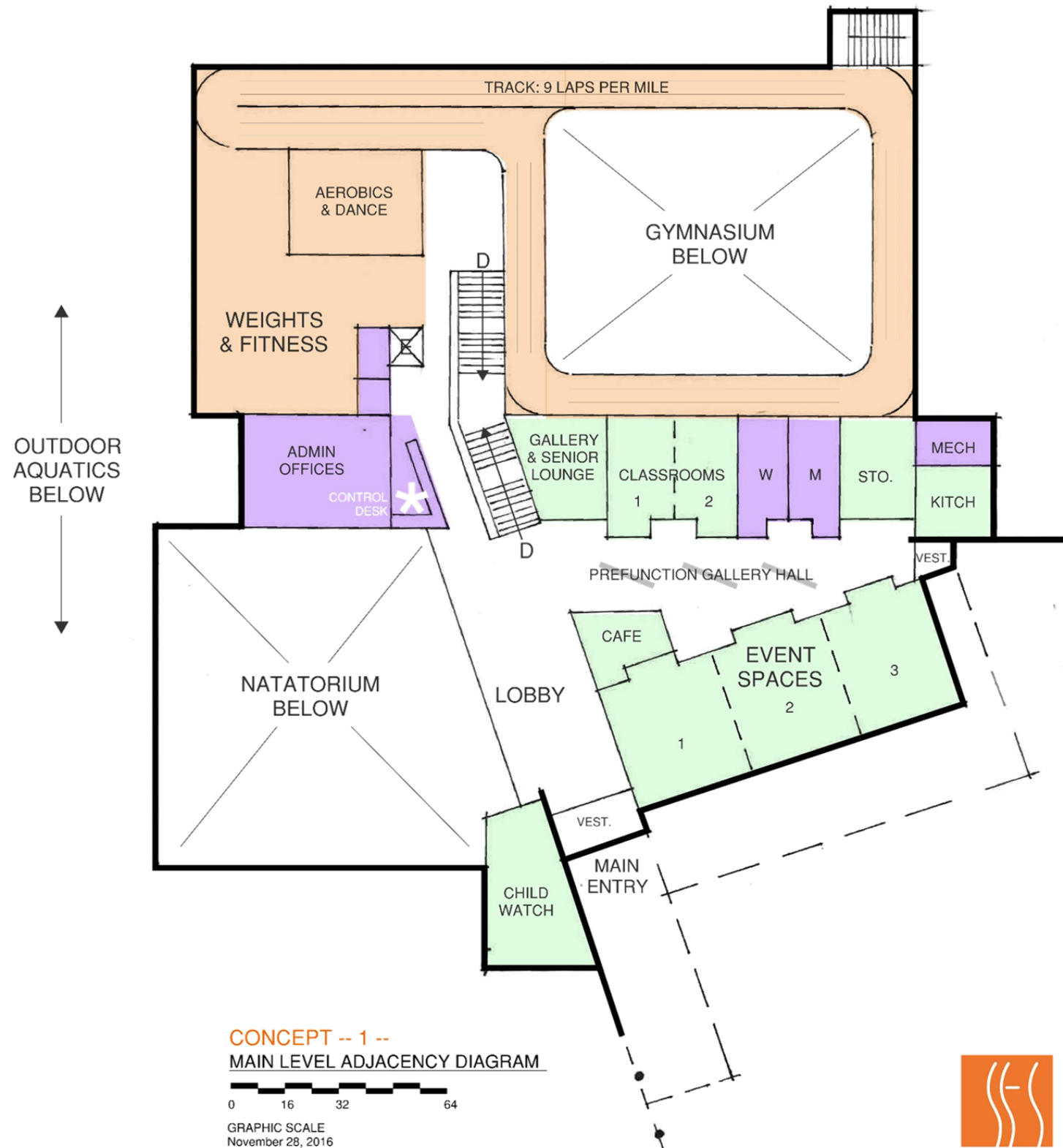
4x25 Lap + Leisure option
13,775 SF

	NSF	GSF	Cost
2800 SF Leisure + Lap Pool Leisure Pool 5ft depth max Toddler Slide, Spray Features Defender filters, UV Sanitation	2,800		water surface area; cost in natatorium below
4-Lane x 25-Yard Lap Pool Lap Swimming 5ft depth max Toddler Slide, Spray Features Defender filters, UV Sanitation	2,400		water surface area 4 x 25yd; cost in natatorium below
6-Lane x 25-Yard Lap Pool (only in Option 2) Lap Swimming 5ft depth max Toddler Slide, Spray Features Defender filters, UV Sanitation	3,400		water surface area 6 x 25yd; cost in natatorium below
Natatorium w/ 4 lane Pool	9,800	12,250 SF	\$5,350,000
Natatorium w/ 6 lane Pool (only in Option 2)	7,500	9,375 SF	\$4,500,000
Natatorium Enclosure - Leisure Pool	4,000		Pools are in same space, separate bodies of water/filtration/sanitation
Natatorium Enclosure - 6x Lap Pool	5,800		
Natatorium Enclosure - 4x Lap Pool	3,500		
Aquatics Support	2,760	3,450 SF	\$800,000 Guards, office
Guard Room	200		Need to validate space with outdoor pool
Manager's Office	80		Need to validate space with outdoor pool
First Aid	80		Need to validate space with outdoor pool
Additional Locker/Shower Space	400		\$80,000
Pool Storage	750		Need to validate space with outdoor pool
Pool Equipment Room	1,250		Need to validate space with outdoor pool
Wet Classroom / Party Room	760	950 SF	\$225,000 Single CR for party of 20 kids
Classroom	720		
Storage	40		

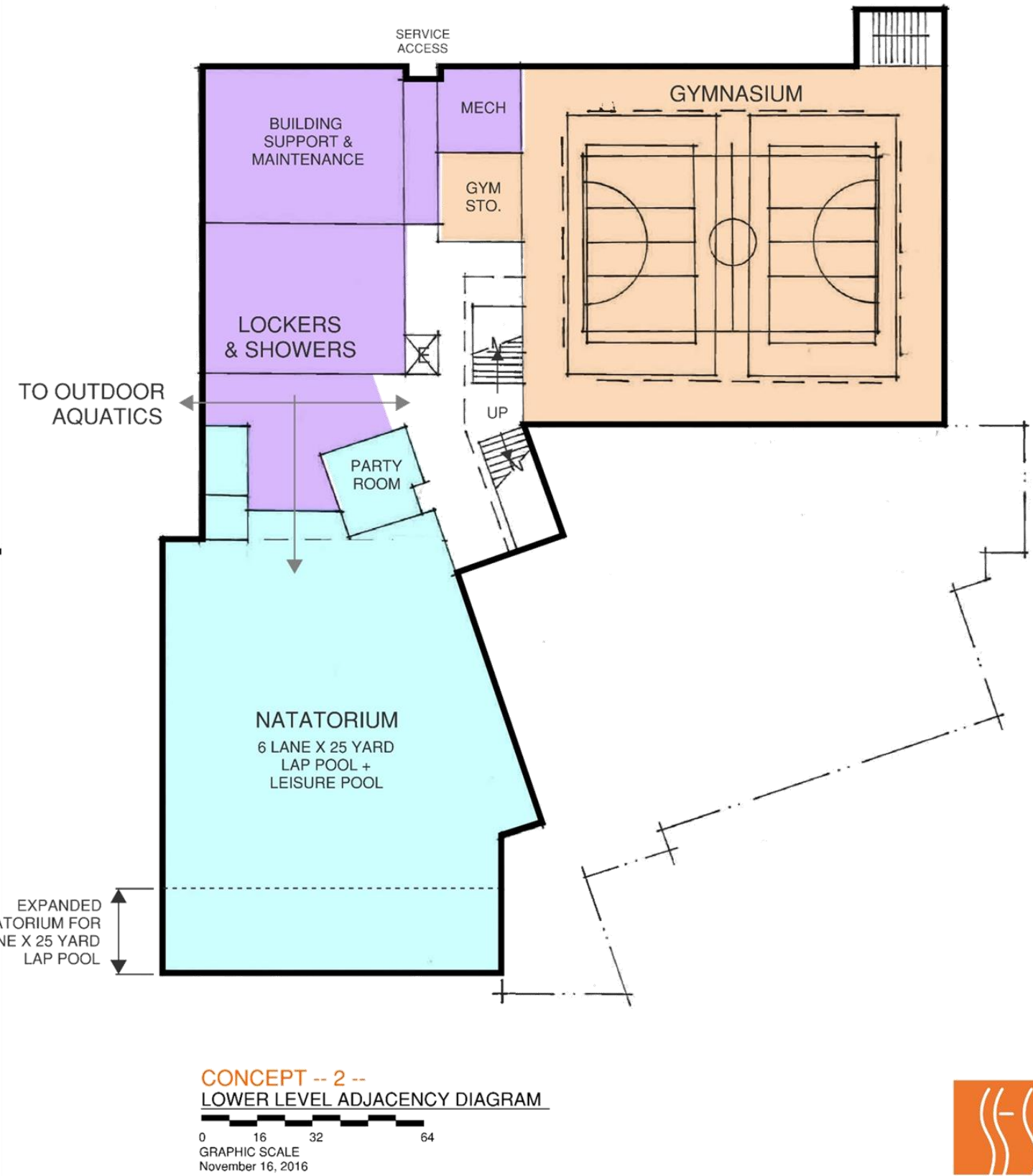
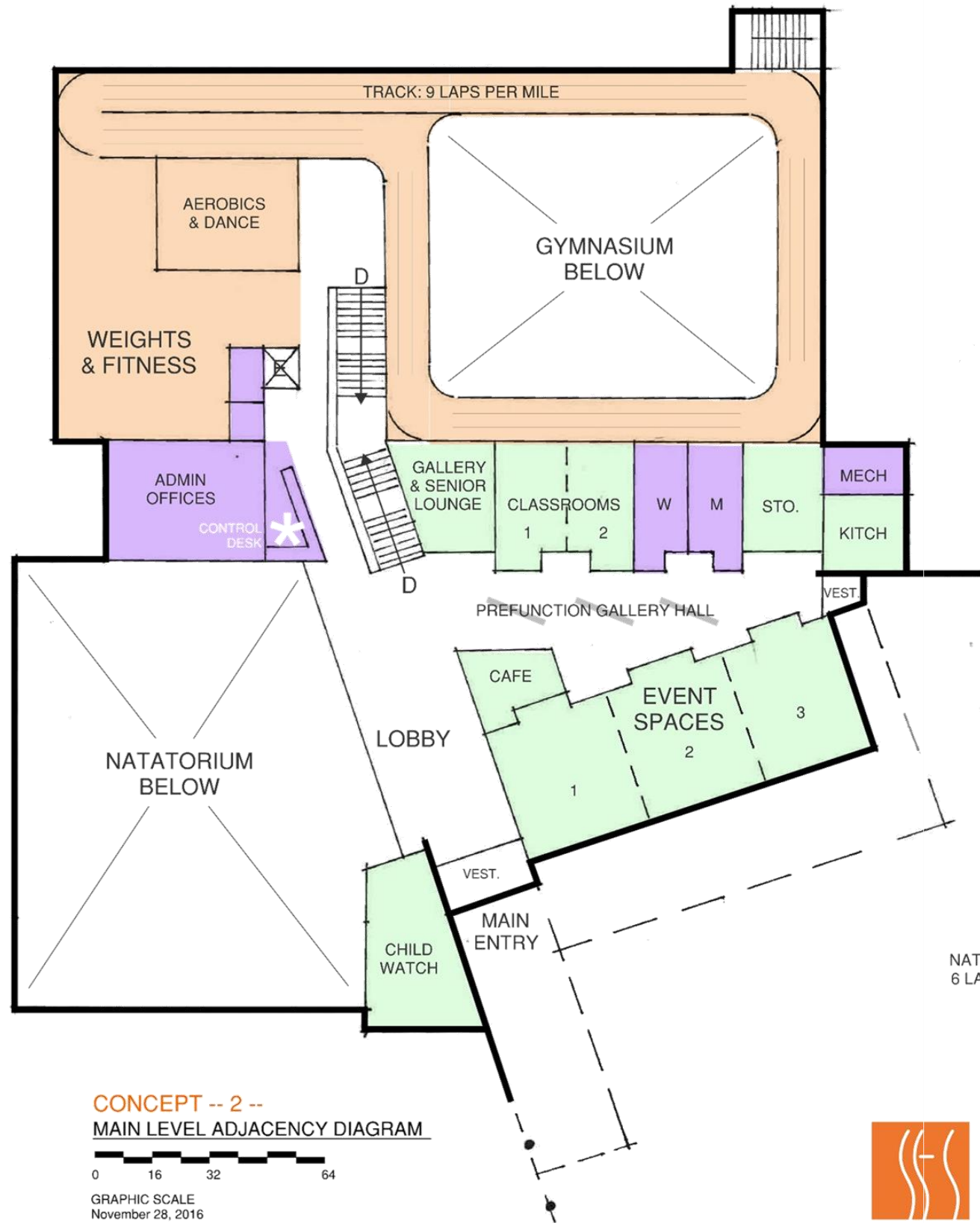
		NSF	GSF	Cost
Small Outdoor Spray Ground	Spray Features/Deck	500		\$300,000 Allowance for interactive spray features in program below
	Pool Equipment Room	200		
Large Outdoor Leisure Pool	Lazy River	2,000		\$1,600,000 Area not included in gross building total 10ft wide x 200 lin ft Leisure Pool and Plunge Pool
	Pools	4,000		
	Slides			\$325,000 Flume body slide, theme slide, toddler slide
	Bath House (Use Indoor Pool Lockers)			In building program
	Pool Equipment Room	400		\$150,000 Adjacent to building, may be shared with Natatorium if occurs
Outdoor 8-Lane x 25-Yard Lap Pool	Pool	4,750		\$1,900,000 8-lane x 25 yard w/ circ. 8-lane x 25 yard
	Pool Deck	13,500		
	Pool Equipment Room			\$75,000 In building program
	Pool Storage			In building program
	Fencing			\$75,000
Concessions	Concessions	600	750 SF	\$175,000 Concessions to be located within or directly adjacent to building \$35,000 Equipment allowance
	Storage	500 100		

7.2 CONCEPT PLANNING

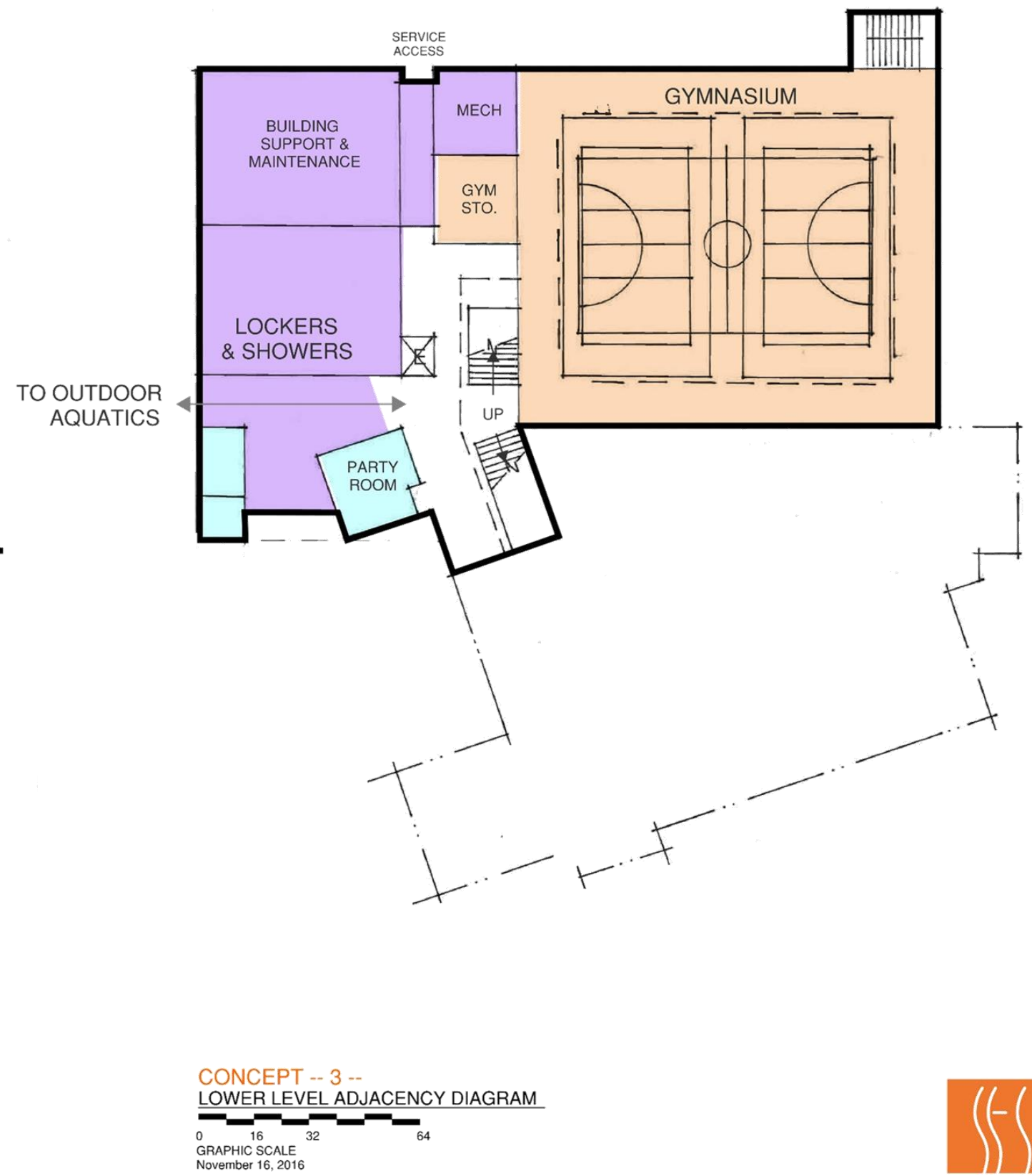
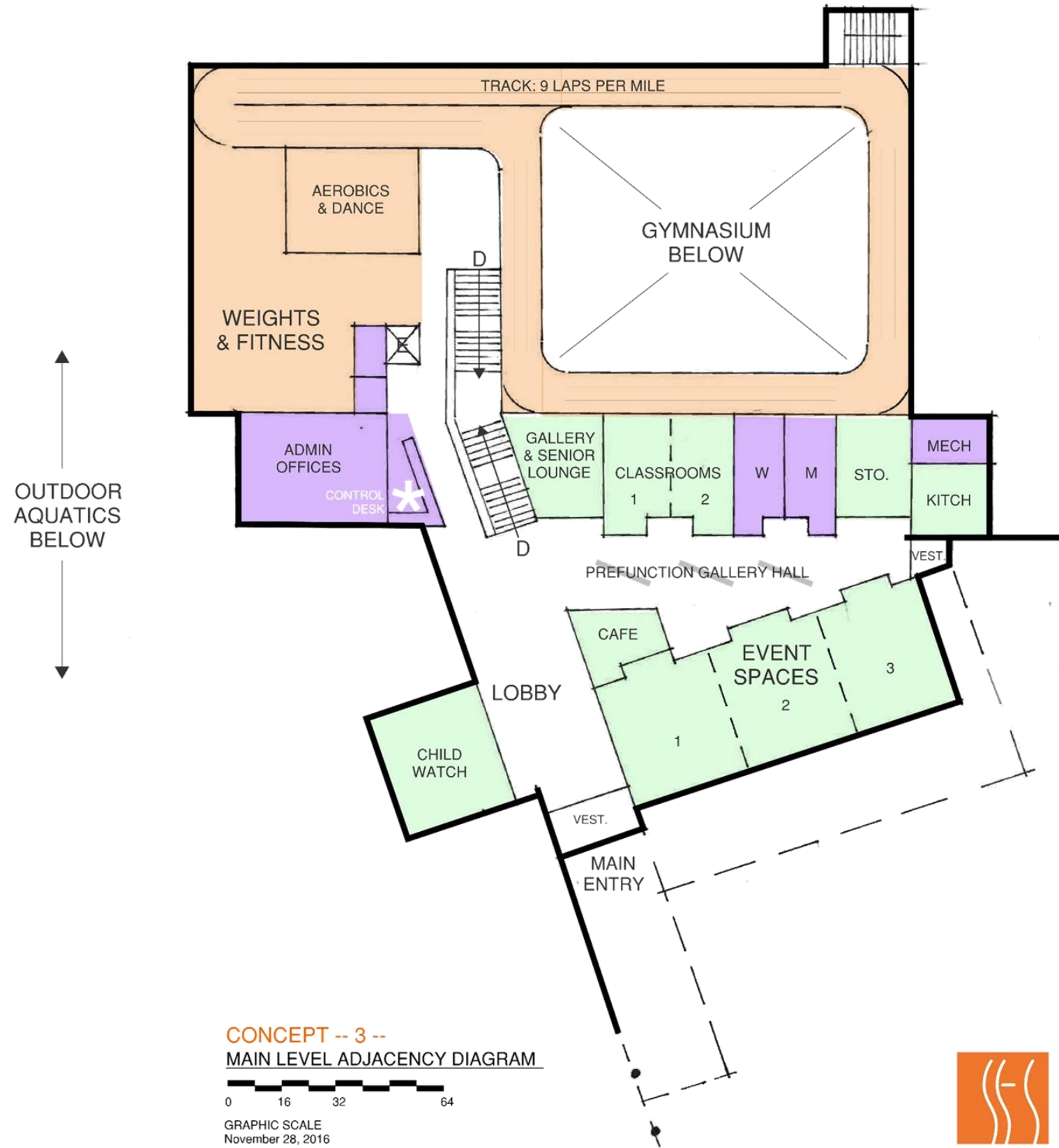
7.2.1 FLOOR PLAN CONCEPT 1: COMMUNITY CENTER WITH INDOOR AND OUTDOOR AQUATICS



7.2.2 FLOOR PLAN CONCEPT 2: COMMUNITY CENTER WITH INDOOR AQUATICS ONLY



7.2.3 FLOOR PLAN CONCEPT 3: COMMUNITY CENTER WITH OUTDOOR AQUATICS ONLY



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7.2.4 AERIAL VIEW SITE CONCEPT 1: COMMUNITY CENTER WITH INDOOR & OUTDOOR AQUATICS



7.2.5 AERIAL VIEW SITE CONCEPT 2: COMMUNITY CENTER WITH INDOOR AQUATICS ONLY



7.2.6 AERIAL VIEW: SITE CONCEPT 3: COMMUNITY CENTER WITH OUTDOOR AQUATICS ONLY



7.3 COST OPTIONS FOR THREE CONCEPTS

The construction costs included in the following conceptual opinions of probable costs include labor and material for 2016 escalated to an assumed mid-point of construction of May 2018. All scope and costs should be reviewed based on actual funding, design, and construction schedules.

7.3.1 COMMUNITY CENTER WITH INDOOR AND OUTDOOR AQUATICS (CONCEPT 1)

Project Component	Quantity	Unit Cost	Cost	Notes
FACILITY CONSTRUCTION (Building + Site Cost)			\$25,547,500	Mid-point of Construction May 2018
FACILITY COST	64,374 SF	subttl	\$21,425,000	
Community Center and Indoor Aquatics	\$264 /SF		\$17,000,000	4-lane lap pool
Outdoor Aquatic Center			\$4,425,000	
SITE CONSTRUCTION		subttl	\$1,800,000	
Demolition	1 LS	\$175,000	\$175,000	Vavra Park only; does not include IBFCC site
Site Improvement Costs	1 LS	\$1,625,000	\$1,625,000	
DESIGN + ESTIMATE CONTINGENCY	10%		\$2,322,500	based on site and facility cost
SOFT COSTS			\$3,273,180	
Land Acquisition	1 LS	\$0	\$0	City-owned property
FFE - Furniture, Fixtures & Equipment				
Kitchen Equipment	1 Allow	\$40,000	\$40,000	
Fitness Equipment	1 Allow	\$265,000	\$265,000	
General FF&E				
Office Furnishings and Equipment	1 Allow	\$35,000	\$35,000	Workstations, appliances, storage, seating, etc
Public Spaces	1 Allow	\$225,000	\$225,000	Seating, vending, trash, etc
Technology/Security/Telecom/Data	1 Allow	\$275,000	\$275,000	Surveillance, Software, Hardware, etc
Professional Fees				
A/E Fees	8.8%		\$2,248,180	
Construction Testing	1 Allow	\$90,000	\$90,000	Special Inspections & Testing Requirements
Plan Review Fees	1 Allow	\$10,000	\$10,000	Confirm Merriam to waive internal fees
Commissioning	1 Allow	\$85,000	\$85,000	HVAC + A/V Cx
SUB-TOTAL ALL PROJECT COSTS			\$28,820,680	
POST-OCCUPANCY CONTINGENCY		0.5%	\$127,738	For initial start-up costs (of const cost)
OWNER DISCRETIONARY CONTINGENCY		4.5%	\$1,149,638	Discretionary contingency (of const cost)
GRAND-TOTAL ALL PROJECT COSTS			\$29,970,318	-- CONCEPT 1 --

7.3.2 COMMUNITY CENTER WITH INDOOR AQUATICS ONLY (CONCEPT 2)

Project Component	Quantity	Unit Cost	Cost	Notes
FACILITY CONSTRUCTION (Building + Site Cost)			\$21,395,000	Mid-point of Construction May 2018
FACILITY COST	67,249 SF	subttl	\$17,850,000	
Community Center and Indoor Aquatics	\$265 /SF		\$17,850,000	Larger Indoor Aquatics (6 lane x 25 yard)
Outdoor Aquatic Center			\$0	No Outdoor Aquatics
SITE CONSTRUCTION		subttl	\$1,600,000	
Demolition	1 LS	\$175,000	\$175,000	Vavra Park only; does not include IBFCC site
Site Improvement Costs	1 LS	\$1,425,000	\$1,425,000	
DESIGN + ESTIMATE CONTINGENCY	10%		\$1,945,000	based on site and facility cost
SOFT COSTS			\$2,907,760	
Land Acquisition	1 LS	\$0	\$0	City-owned property
FFE - Furniture, Fixtures & Equipment				
Kitchen Equipment	1 Allow	\$40,000	\$40,000	
Fitness Equipment	1 Allow	\$265,000	\$265,000	
General FF&E				
Office Furnishings and Equipment	1 Allow	\$35,000	\$35,000	Workstations, appliances, storage, seating, etc
Public Spaces	1 Allow	\$225,000	\$225,000	Seating, vending, trash, etc
Technology/Security/Telecom/Data	1 Allow	\$275,000	\$275,000	Surveillance, Software, Hardware, etc
Professional Fees				
A/E Fees	8.8%		\$1,882,760	
Construction Testing	1 Allow	\$90,000	\$90,000	Special Inspections & Testing Requirements
Plan Review Fees	1 Allow	\$10,000	\$10,000	Confirm Merriam to waive internal fees
Commissioning	1 Allow	\$85,000	\$85,000	HVAC + A/V Cx
SUB-TOTAL ALL PROJECT COSTS			\$24,302,760	
POST-OCCUPANCY CONTINGENCY		0.5%	\$106,975	For initial start-up costs (of const cost)
OWNER DISCRETIONARY CONTINGENCY		4.5%	\$962,775	Discretionary contingency (of const cost)
GRAND-TOTAL ALL PROJECT COSTS			\$25,265,535	-- CONCEPT 2 --

7.3.3 COMMUNITY CENTER WITH OUTDOOR AQUATICS ONLY (CONCEPT 3)

Project Component	Quantity	Unit Cost	Cost	Notes
FACILITY CONSTRUCTION (Building + Site Cost)			\$20,559,000	Mid-point of Construction May 2018
FACILITY COST	54,999 SF	subttl	\$16,890,000	
Community Center	\$227 /SF		\$12,465,000	No Indoor Aquatics
Outdoor Aquatic Center			\$4,425,000	
SITE CONSTRUCTION		subttl	\$1,800,000	
Demolition	1 LS	\$175,000	\$175,000	Vavra Park only; does not include IBFCC site
Site Improvement Costs	1 LS	\$1,625,000	\$1,625,000	
DESIGN + ESTIMATE CONTINGENCY	10%		\$1,869,000	based on site and facility cost
SOFT COSTS			\$2,824,192	
Land Acquisition	1 LS	\$0	\$0	City-owned property
FFE - Furniture, Fixtures & Equipment				
Kitchen Equipment	1 Allow	\$40,000	\$40,000	Workstations, appliances, storage, seating, etc Seating, vending, trash, etc Surveillance, Software, Hardware, etc
Fitness Equipment	1 Allow	\$265,000	\$265,000	
General FF&E				
Office Furnishings and Equipment	1 Allow	\$35,000	\$35,000	
Public Spaces	1 Allow	\$225,000	\$215,000	
Technology/Security/Telecom/Data	1 Allow	\$275,000	\$275,000	
Professional Fees				
A/E Fees	8.8%		\$1,809,192	
Construction Testing	1 Allow	\$90,000	\$90,000	Special Inspections & Testing Requirements
Plan Review Fees	1 Allow	\$10,000	\$10,000	Confirm Merriam to waive internal fees
Commissioning	1 Allow	\$85,000	\$85,000	HVAC + A/V Cx
SUB-TOTAL ALL PROJECT COSTS			\$23,383,192	
POST-OCCUPANCY CONTINGENCY		0.5%	\$102,795	For initial start-up costs (of const cost)
OWNER DISCRETIONARY CONTINGENCY		4.5%	\$925,155	Discretionary contingency (of const cost)
GRAND-TOTAL ALL PROJECT COSTS			\$24,308,347	-- CONCEPT 3 --

CHAPTER EIGHT - FINANCIAL STRATEGY

The Financial Strategy for Merriam Parks and Recreation was developed for discussion purposes and address opportunities for the city to consider in the operation and funding of the parks and recreation recommended facilities for the future.

Park and recreation systems across the United States today have learned to develop a clear understanding of how to manage and develop revenue options to support parks and recreation facilities and services in a municipality based system due to the limited availability of tax dollars. Park and recreation systems no longer rely on taxes as their sole revenue option, but have developed new sources of revenue options to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing of services, cost recovery rates and partnership agreements for programs and facilities provided to the community. They also have developed strong partnerships that are fair and equitable in the delivery of services based on who receives the service, for what purpose, benefit and associated costs. The City of Merriam has had a very successful approach to economic development when it comes to major retail businesses and car dealerships and could apply the same principles in place now for future parks and recreation facilities as they do to their overall development strategy.

PROS have outlined several options for the city to consider to support the capital and operational needs of Merriam Parks and Recreation facilities outlined in the Facilities Master Plan.

Establishing a dedicated funding source would provide annual support to the department's operational budget and their capital needs for the community center and indoor pool complex.

PROS developed a financial plan that is outlined in three pro formas in **Section 8.3**. The pro formas are for the following three facility concepts:

- Community Center with Indoor and Outdoor Aquatics
- Community Center with Indoor Aquatics Only
- Community Center with Outdoor Aquatics Only



8.1 CAPITAL FINANCING OF THE RECOMMENDED FACILITIES

The following finance strategy should be considered for development of the community center. This is based on the results of the statistical valid community survey. The survey indicated the following:

- Residents would like to see a combination of user fees and taxes that support the development (sales tax or property tax) and operations of a new community center and pool from users' fees by 71% for using these two funding processes to 7% against.
- Sales tax is the preferred tax to support the development of the facility over property taxes 35% to 13%.

With support for new facilities, a major component is understanding the resources that are available for financing. The statistically valid survey asked the question: "It is likely Municipal Bonds would be required to finance development of a new or renovated community recreation center. Please indicate which option you would most likely support the city taking". The response was 25% supported a local sales tax increase; 24% supported a combination of an increase in local property and sales tax; 21% supported no increase in taxes; 6% supported an increase in property tax; 24% did not know.

The consulting team and staff outlined the options that would make the most sense to pursue. Staff also felt it was important to make the cost of a renovated or new facility relative to each resident and answer the question "what will it cost me?" The goal is to explain the funding strategies available that would need to be utilized in two of the three options (partial demolition with rebuild or build new).

The consulting team and staff are recommending to the elected officials they should issue Municipal Bonds for a project of this nature. There are two types of bonds - revenue and general obligation. Revenue bonds use the revenue and interest generated from a facility to repay the debt. This is not a recommended funding option as it has a higher interest rate and has a negative impact on the city's bond rating which is currently Aa2. The preferred and more acceptable bonding option is the general obligation bond which uses the full faith and credit of the city's taxing power and requires a vote of the public. There are two taxes that can be utilized to fund a general obligation bond - property and sales tax. Currently, Merriam residents pay an estimated 14 cents in property tax per every dollar of city-wide revenue generated. This is the lowest ratio of property tax to city-wide revenue when compared to Roeland Park (25 cents), Mission (27 cents), Prairie Village (34 cents) and Shawnee (36 cents). Although this comparison shows capacity to raise property tax, this would not be the recommendation of staff.

Staff is recommending utilizing sales tax. The unique consideration for the use of sales tax is that anyone spending money in Merriam contributes to this revenue source. This opportunity for revenue is measured by the city's "pull factor". The term "pull factor" refers to how many non-residents a community "pulls" in for shopping purposes, a value which can be used to assess the relative strength of a local retail economy. A community's pull factor also determines how well it holds onto existing business and attracts new business, as opposed to losing businesses to other places. A pull factor above 1.00 indicates that a community attracts more retail sales than it loses when residents shop outside the city. Currently, Merriam's pull factor is 4.67, the highest in the state of Kansas. How this relates to Merriam residents is that for every \$1 of sales tax generated, Merriam residents contributed approximately 18 cents.

If a new facility was built and required a general obligation bond of approximately \$25 million, how would this type of improvement impact Merriam residents? First, the bond payment on \$25 million is roughly a debt service payment of \$2 million annually for 20 years. Currently, a ¼-cent sales tax generates approximately \$2 million per year, of which staff estimates after calculating the pull factor,

only \$360,000 a year would be paid by Merriam residents. Since Merriam's population is approximately 11,300 residents, this calculates to \$32/year/resident or one McDonald's Happy Meal per month.

According to Kansas state statute, issuance of bonds to build recreation facilities also requires a vote of the public. As decisions are made as to which option is the most suitable, bond counsel would help clearly define the process and ballot language as well as more accurately provide financing details.

8.1.1 CAPITAL FUNDING AND REVENUE STRATEGIES

The following financial options outline opportunities for the city to consider in supporting the capital improvements outlined in this Facility Master Plan. These are typical funding options that most public agencies use to support development of park and recreation facilities across the United States as well as in Johnson County. These are listed as financial tools for the city to consider.

General Obligation Bond: A general obligation bond is a municipal bond secured by a city to improve public assets. This has been the primary source of funding for most park and recreation systems when they do capital improvements across this country. General Obligation Bonds are a tool used by local governments to borrow money and are usually provided through a voted property tax bond measure or sales tax issue to finance a general obligation bond.

Maintenance Endowment Fund: This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

Tax Increment Finance District (TIF): Commonly used for financing redevelopment projects. TIF revenue has been used for park acquisition, maintenance, and improvements in many cities. TIFs can be used to fund park and recreation improvements and development as an essential infrastructure cost. In Merriam, the proposed new community center and pool complex is in a TIF District now and could receive some revenues from the TIF if statutory requirements are met.

Sales Taxes: Some cities and states allocate a percentage of local or state wide sales tax specifically for parks and recreation facility development. A general sales tax applies to a broad base of goods which means a substantial amount of revenue can be generated with a relatively low tax rate. The city has a strong sales tax program in place now that could be renewed and dedicated to the new community center and pool complex.

Transient Guest Tax: This funding source is used by many cities to fund improvements to parks from hotels that benefit from the parks in the form of sporting events or special events where participants stay in hotels when they use city owned recreation facilities. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events, hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. Tracking the economic value back to the hotels is important to build trust with the hotel business community.

8.2 OPERATIONAL FINANCING OF THE RECOMMENDED FACILITIES

In an effort to help the Merriam Parks and Recreation Department achieve greater financial sustainability (overall percentage of operational cost recovery), PROS suggest there are two ways to get there. The first way is to incorporate sustainability design and operating principles (see Topics of Importance in Section 8.2.1) and the second is to create more funding options (see Operational Funding and Revenue Strategies in Section 8.2.2).

INTRODUCTION

In order to successfully manage the business elements of an expanded Merriam Parks and Recreation Department, there are areas of emphasis in which the park system must be proficient. These areas include the following:

- Partnering
- Government Finance
- Cost Recovery
- Operational Management

These best practice funding options suggestions and recommendations for operations of community recreation facilities are offered for the city to incorporate into their management practices. For Merriam, the community desired a combination of user fees and taxes to support the operation of any future community center and pool complex. This is occurring now within the Department at both recreation facilities operated by the city.

No two park and recreation agencies are alike. Their differences stem from how they are governed to how they are funded and operated. The purpose of this section of the Master Plan is to assist city leaders and managers to identify the things that they will need to address to insure future financial sustainability (overall higher levels of cost recovery) for the Park and Recreation Department.

If an agency clearly is familiar with how they resolve these important issues, the future financial sustainability of the parks and recreation department will be successful.

8.2.1 TOPICS OF IMPORTANCE

PARTNERING REQUIREMENTS

- Never allow a private or a not-for-profit group to make money using city owned facilities without the city receiving a share of the gross revenue.
- Have working, signed agreements with all types of partners to include (public/private, public/not for profit and public/public partners). This requires separate operational policies on each type of partnership that is established.
- Do not partner with any single group unless the city has their own direct and indirect costs determined. Understand the equitable investment the partner or partners are putting into the relationship.
- All partnerships must have working agreements with measurable outcomes. They are to be reviewed at least every two years as one means to hold each other accountable.

GOVERNMENT FINANCE

- Best practice agencies are investing at a minimum 3-5% a year to protect their existing assets they own in on-going capital improvements. They typically put these dollars in a maintenance endowment account to be used for facility upgrades as needed.

- Develop a Partnership Development Policy within the parks and recreation department to pursue grants, establish effective partnerships, create earned income, and develop business plans with staff managing revenue producing facilities to maximize their earned income capability.

COST RECOVERY FOR A COMMUNITY CENTER OR POOL FACILITY

- Replace revenue-producing equipment every 5 years to keep the user experience relevant and competitive. These would include such items as fitness equipment. The operating pro-forma provide the time frames of when equipment needs to be updated in the community center. For fitness equipment, it is usually 5-7 years for replacement as an example.
- Know the true costs to deliver program services and facilities, both direct and indirect costs so that the department can determine the true costs of services on a unit cost basis. So, a unit cost is what it costs to maintain a square foot of the community center, the pool or the cost on a per visitor or user basis to take a class or use the facility for a basketball league.
- This helps to determine how to establish equitable partnerships and when to outsource tasks that are too expensive to provide with public employees.
- In order to effectively track data and develop an understanding of unit costs, it will be crucial that the staff has adequate training in unit cost tracking.
- Develop mini-business plans for key core program services that are provided in the community center facility and the pool facility itself to maximize use, efficiency and revenue capability.
- Design the recreation community center facility and pool for efficiency, productivity and to produce revenue that will offset operational costs at a predetermined cost recovery goal.
- Develop a financial policy that allows the department to keep all earned income revenue in their operating budget or a percentage of earned income without lowering tax dollars received.
- Bid services every three years when your costs are higher than the private sector to keep costs competitive in the market place.
- Develop an annual revenue plan for the community center and pool.
- National average budget for marketing and branding of revenue producing facilities at 3-5% of total operational costs of the facility. This would include branding costs that enhance visibility and recognition that support the outcomes desired.
- Inform users and partners of what facility costs are so they appreciate the value the city is putting into place for the community center, pool or program service. This strategy will help to reduce entitlement.
- Track user analytics to understand who and how often the facilities are being used by patrons.
- Understand concession management, what it takes to make it worth the time and investment for the department to provide the service versus an outside contractor. Don't allow special interest groups to have exclusive rights to concession operations without paying the department for some level of gross revenue.

OPERATIONAL MANAGEMENT

- Track employee costs of similar sized facilities across the Kansas City Metro area. Understand the wages and benefits for all park and recreation positions every five years to understand how competitive the city's wages are with other systems. Judge if you are below an acceptable level with or above the standard desired for wages and benefits. The goal should be no more than 55-60% of total operational budget costs of the facilities developed tied to employee cost which includes both salary and benefit costs.

8.2.2 OPERATIONAL FUNDING AND REVENUE STRATEGIES

The following financial options outline opportunities for the city to consider in supporting the operational costs associated with managing the Department and the development of existing or new community recreation facilities for the future. These are used by all neighboring cities in Johnson County as well as Johnson County Parks and Recreation District as well as across the United States.

User Fees: As the Department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in the Pricing Policy for the facilities to be developed, and scaled according to the public versus private benefit of the service. User fees should be in the form of Facility Memberships that are monthly or yearly, Daily Fees, rental fees, program fees, art shows, concession and food fees, and non-resident fees.

Permit Fees: This fee is normally incorporated for exclusive reservations for picnic shelters, special events area that are provided by the Parks and Recreation Department to private associations or businesses for competition tournaments held in the City by other organizations who make a profit off of city owned parks facilities. Permit fees need to include a base fee for all direct and indirect costs for the Department to provide the space on an exclusive basis plus a percentage of the gross for major special events or sports tournaments held on park owned permitted facilities. These should be incorporated as part of the business plan for revenue producing sites.

Sales Taxes: Some cities and states allocate a percentage of local or state wide sales tax specifically for parks and recreation facility development. A general sales tax applies to a broad base of goods which means a substantial amount of revenue can be generated with a relatively low tax rate. The city has a strong sales tax program in place now that could be renewed and dedicated to the new community center and pool complex.

Transient Guest Tax: This funding source is used by many cities to fund improvements to parks from hotels that benefit from the parks in the form of sporting events or special events where participants stay in hotels when they use city owned recreation facilities. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events, hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. Tracking the economic value back to the hotels is important to build trust with the hotel business community.

8.2.3 SURVEY OPERATIONAL FINDINGS

Although funding the capital portion is important, understanding the long term operational impact is proven to be more expensive over the life of the building.

- Residents indicate that they would be willing to pay to use the facility 53% to 11% if it was developed and 34% said maybe which will depend on rather the facility has the programs and amenities they are looking for in recreation services.
- Five to Seven dollars per visit was supported by 88% of the respondents to the survey.
- A per month **individual membership** was supported by 93% of survey respondents with 58% willing to pay \$25 dollars a month; 28% willing to pay \$35 dollars a month; 9% willing to pay up to \$45 dollars a month.
- The per month **family membership** rate was supported by 88% willing to pay \$35-\$55 dollars a month.

Currently, residents support the existing Merriam Aquatic Center and Irene B. French Community Center with an \$814,045 a year in subsidized support.

8.3 PRO FORMA FOR THREE CONCEPTS

The Merriam Community Recreation Center financial plan is outlined in the three pro formas and various schedules presented in this chapter of the report. The conceptual plan is based on the three multi-generational facility concepts:

- Community Center with Indoor and Outdoor Aquatics
- Community Center with Indoor Aquatics Only
- Community Center with Outdoor Aquatics Only

A list of pro forma assumptions was established in order to depict a dynamic operation in a static environment; these assumptions are presented on the following pages of this report. The validity of the pro forma and financial plan is based on these assumptions being met in their entirety. Although it is believed the information and assumptions constitute a reasonable basis for preparation of the projections, the achievements of any financial projection may be affected by fluctuating economic conditions and are dependent upon the occurrence of future events that cannot be assured. Therefore, actual results may vary from the projections and such variations could be material. These assumptions outline how the Merriam Community Recreation Center could be operated and maintained, as well as how the services should be priced.

Following discussion with the staff, an aggressive approach to programming was applied to the Merriam Community Recreation Center's financial plan. By aggressive approach this means that the facilities would be programmed at 60% of the time space is scheduled with fee driven programs that are tied back to the cost recovery goal of the facilities. PROS does not deem this aggressive market capture as an insurmountable mission; however, to accomplish this goal, the Merriam Community Recreation Center must operate in a flexible, entrepreneurial approach, allowing for program changes, and when necessary, real-time adjustment of operations to market conditions. Due to the ability to transfer a current successful level of recreation programs base to the new Community Recreation Center, the lack of a true multi-generational facility currently in Merriam, and the limited number of family aquatic leisure facilities in the Merriam Area, it is expected that memberships and programs will generate sufficient revenues to allow for net revenue neutral and/or positive operations.

8.3.1 OPERATIONS AND FINANCIAL PLAN ASSUMPTIONS

The initial development of the feasibility and business plan study focused on developing a clear set of assumptions. The end product focuses on determining operating costs and revenue streams of the Merriam Community Recreation Center; this included developing an operational budget and a pricing strategy to best meet the outcomes desired while accounting for market factors. It is the intent of the business plan to keep membership projections low for both pricing and sales.

Schedules summarizing the expenditures and revenues, along with the notes and assumptions set forth, are integral to the analysis and conclusions stated in the financial plan. These notes and assumptions should be carefully read and considered when reviewing the schedules.

GENERAL ASSUMPTIONS

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which the Merriam Community Recreation Center will ultimately be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by

understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

- Operations and financial plan is based on major components as depicted in concept plans.
- The pro forma budget is based on 2016 dollar values.
- Salaries are based on 2016 salaries of equivalent job descriptions.
- Existing administrative and program staff are counted against the building operational costs as well as new positions that are needed to operate the building.

CAPITAL INVESTMENT ASSUMPTIONS

- Capital investment for the Merriam Community Recreation Center is based on the concept plan and components as detailed in program spaces identified to date.

PRICING ASSUMPTIONS

- Pricing is outlined for each individual program within the electronic Excel model and summarized within this report document.
 - Detailed pricing for each program were provided to the staff and can be found within **Appendix E.**
- Pricing is value based, meaning that pricing was determined based on typical market rates based on the assumed level of service received.
- Pricing comparisons to other fitness related facilities were used for guidelines for developing the pricing schedule, however, the ultimate goal of value provided was utilized for developing the pro forma.

GENERAL EXPENSE AND REVENUE ASSUMPTIONS

- Expenses are projected to be 100% of projected costs beginning in the modeled year “Operating Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs.
- Revenues are projected to be 100% of projected revenue capacity beginning in the modeled year “Operating Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs.
- Percentage of cost recovery is based on the assumed market participation and value/market based pricing.
- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized for employee benefits and utilities.
- If a higher percentage of cost recovery is needed, operating expenses and pricing will be analyzed for potential adjustments.
- All projections are based on assumptions and estimates made within the electronic Excel model
- Pro forma assumptions beginning in “Operating Year 1” are based on management and staff performing extensive lead-in/pre-opening marketing, promotions, and programming tailored to the customer base.
- Pro forma program is based on a very aggressive program offering (60% of total available space) that will require detailed scheduling to allow for successive usages on a regular basis.

STAFFING ASSUMPTIONS

- The Pro Forma includes the existing six full-time positions and adding a fitness coordinator, two aquatic coordinators, and a customer service coordinator totaling 10 full-time positions.

- Center staffing is a direct result of the requirement of the operating hours to be net revenue positive.
- Center staffing is based on “lean management” practices where all positions/human resources expended for any goal other than the creation of value for the customer base are nonessential.
- As the Community Center reaches operational and programmatic maturity, additional staff persons will most likely be required.
- Staffing salary/wages based on current salaries as well as national averages found in the fitness and aquatic industry.
- General benefits for full-time staff have been calculated based on input from the City of Merriam.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored at a percentage of total seasonal staff salary and full-time staff overtime, excluding any general benefits.

CENTER CONTRACTUAL ASSUMPTIONS

- Center utilities are estimated at \$3.50 per square foot.

CENTER OPERATING HOURS ASSUMPTIONS

- Center operating hours are 93 hours per week and are assumed to be:
 - Monday - Thursday - 6AM to 10:00PM
 - Friday - 6AM to 9:00PM
 - Saturday - 8:00AM to 5:00PM
 - Sunday - Noon to 5:00PM
- Holidays during which the Center will be closed are:
 - New Year’s Day
 - Easter Sunday
 - Thanksgiving Day
 - Christmas Eve Day
 - Christmas Day
 - New Year’s Eve Day

MARKET BASE

- The Merriam Area was utilized as the market base for the Center

OPERATING/GROWTH INPUT ASSUMPTIONS

- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized
 - Revenues are projected to growth annual by 3% through growth in users and fee adjustments
 - Salaries and Benefit growth rate is calculated at 4.0% annual growth due to the potential volatility of the insurance/pension fund requirements
 - Supplies growth rate is calculated at 3% annual growth due to inflation
 - Services growth rate is calculated at an average of 4.0% annual growth due to inflation and the potential volatility of the energy sector
- Percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model

8.3.2 COMMUNITY CENTER WITH INDOOR AND OUTDOOR AQUATICS (CONCEPT 1)

PRO FORMA

MERRIAM COMMUNITY CENTER WITH INDOOR AND OUTDOOR AQUATICS SIX YEAR PRO FORMA

BASELINE: REVENUES AND EXPENDITURES

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$553,000.00	\$569,590.00	\$586,677.70	\$604,278.03	\$622,406.37	\$641,078.56
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Custodial	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fitness	\$243,000.00	\$250,290.00	\$257,798.70	\$265,532.66	\$273,498.64	\$281,703.60
Indoor Aquatics	\$99,550.00	\$102,536.50	\$105,612.60	\$108,780.97	\$112,044.40	\$115,405.73
Recreation	\$91,600.00	\$94,348.00	\$97,178.44	\$100,093.79	\$103,096.61	\$106,189.51
Parties	\$15,000.00	\$15,450.00	\$15,913.50	\$16,390.91	\$16,882.63	\$17,389.11
Rentals	\$98,100.00	\$101,043.00	\$104,074.29	\$107,196.52	\$110,412.41	\$113,724.79
Child Care	\$22,320.00	\$22,989.60	\$23,679.29	\$24,389.67	\$25,121.36	\$25,875.00
Concessions	\$45,000.00	\$46,350.00	\$47,740.50	\$49,172.72	\$50,647.90	\$52,167.33
Outdoor Aquatics	\$168,250.00	\$173,297.50	\$178,496.43	\$183,851.32	\$189,366.86	\$195,047.86
Total	\$1,335,820.00	\$1,375,894.60	\$1,417,171.44	\$1,459,686.58	\$1,503,477.18	\$1,548,581.49

Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Administration	\$594,481.00	\$603,250.80	\$612,367.04	\$621,843.45	\$631,694.31	\$641,934.44
Building Maintenance	\$167,205.00	\$168,496.80	\$169,834.12	\$171,218.60	\$172,651.94	\$174,135.89
Custodial	\$110,300.00	\$114,707.00	\$119,290.13	\$124,056.43	\$129,013.22	\$134,168.13
Fitness	\$299,686.10	\$306,468.10	\$313,519.88	\$320,852.19	\$328,476.19	\$336,403.52
Indoor Aquatics	\$336,436.43	\$338,158.93	\$339,939.90	\$341,781.38	\$343,685.45	\$345,654.30
Recreation	\$97,677.50	\$98,107.50	\$98,553.80	\$99,017.03	\$99,497.82	\$99,996.87
Parties	\$17,324.60	\$17,344.60	\$17,365.40	\$17,387.03	\$17,409.53	\$17,432.93
Rentals	\$17,892.50	\$18,342.50	\$18,809.00	\$19,292.62	\$19,793.98	\$20,313.77
Child Care	\$22,570.00	\$22,600.00	\$22,630.90	\$22,662.73	\$22,695.51	\$22,729.27
Concessions	\$38,250.00	\$39,780.00	\$41,371.20	\$43,026.05	\$44,747.09	\$46,536.97
Outdoor Aquatics	\$313,694.00	\$317,959.00	\$322,384.25	\$326,975.85	\$331,740.13	\$336,683.68
Total	\$2,015,517.13	\$2,045,215.23	\$2,076,065.62	\$2,108,113.35	\$2,141,405.18	\$2,175,989.76

Total Cost Recovery	66%	67%	68%	69%	70%	71%
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REVENUES AND EXPENDITURES

**MERRIAM COMMUNITY CENTER WITH INDOOR AND OUTDOOR AQUATICS SUMMARY
BASELINE: REVENUES AND EXPENDITURES**

SERVICE TITLE	Revenues	Expenditures	Revenues Over (Under) Expenditures	Cost Recovery - Percent
Passes	\$553,000.00	\$0.00	\$553,000.00	-
Administration	\$0.00	\$594,481.00	(\$594,481.00)	0%
Building Maintenance	\$0.00	\$167,205.00	(\$167,205.00)	0%
Custodial	\$0.00	\$110,300.00	(\$110,300.00)	0%
Fitness	\$243,000.00	\$299,686.10	(\$56,686.10)	81%
Indoor Aquatics	\$99,550.00	\$336,436.43	(\$236,886.43)	30%
Recreation	\$91,600.00	\$97,677.50	(\$6,077.50)	94%
Parties	\$15,000.00	\$17,324.60	(\$2,324.60)	87%
Rentals	\$98,100.00	\$17,892.50	\$80,207.50	548%
Child Care	\$22,320.00	\$22,570.00	(\$250.00)	99%
Concessions	\$45,000.00	\$38,250.00	\$6,750.00	118%
Outdoor Aquatics	\$168,250.00	\$313,694.00	(\$145,444.00)	54%
Total	\$1,335,820.00	\$2,015,517.13	(\$679,697.13)	66%

8.3.3 COMMUNITY CENTER WITH INDOOR AQUATICS ONLY (CONCEPT 2)

PRO FORMA

MERRIAM COMMUNITY CENTER WITH INDOOR AQUATICS ONLY SIX YEAR PRO FORMA
BASELINE: REVENUES AND EXPENDITURES

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$553,000.00	\$569,590.00	\$586,677.70	\$604,278.03	\$622,406.37	\$641,078.56
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Custodial	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fitness	\$243,000.00	\$250,290.00	\$257,798.70	\$265,532.66	\$273,498.64	\$281,703.60
Aquatics	\$99,550.00	\$102,536.50	\$105,612.60	\$108,780.97	\$112,044.40	\$115,405.73
Recreation	\$91,600.00	\$94,348.00	\$97,178.44	\$100,093.79	\$103,096.61	\$106,189.51
Parties	\$15,000.00	\$15,450.00	\$15,913.50	\$16,390.91	\$16,882.63	\$17,389.11
Rentals	\$98,100.00	\$101,043.00	\$104,074.29	\$107,196.52	\$110,412.41	\$113,724.79
Child Care	\$22,320.00	\$22,989.60	\$23,679.29	\$24,389.67	\$25,121.36	\$25,875.00
Concessions	\$45,000.00	\$46,350.00	\$47,740.50	\$49,172.72	\$50,647.90	\$52,167.33
Total	\$1,167,570.00	\$1,202,597.10	\$1,238,675.01	\$1,275,835.26	\$1,314,110.32	\$1,353,533.63

Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Administration	\$594,481.00	\$603,250.80	\$612,367.04	\$621,843.45	\$631,694.31	\$641,934.44
Building Maintenance	\$167,205.00	\$168,496.80	\$169,834.12	\$171,218.60	\$172,651.94	\$174,135.89
Custodial	\$110,300.00	\$114,707.00	\$119,290.13	\$124,056.43	\$129,013.22	\$134,168.13
Fitness	\$299,686.10	\$306,468.10	\$313,519.88	\$320,852.19	\$328,476.19	\$336,403.52
Aquatics	\$336,436.43	\$338,158.93	\$339,939.90	\$341,781.38	\$343,685.45	\$345,654.30
Recreation	\$97,677.50	\$98,107.50	\$98,553.80	\$99,017.03	\$99,497.82	\$99,996.87
Parties	\$17,324.60	\$17,344.60	\$17,365.40	\$17,387.03	\$17,409.53	\$17,432.93
Rentals	\$17,892.50	\$18,342.50	\$18,809.00	\$19,292.62	\$19,793.98	\$20,313.77
Child Care	\$22,570.00	\$22,600.00	\$22,630.90	\$22,662.73	\$22,695.51	\$22,729.27
Concessions	\$38,250.00	\$39,780.00	\$41,371.20	\$43,026.05	\$44,747.09	\$46,536.97
Total	\$1,701,823.13	\$1,727,256.23	\$1,753,681.37	\$1,781,137.50	\$1,809,665.05	\$1,839,306.08

Total Cost Recovery	69%	70%	71%	72%	73%	74%
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REVENUE AND EXPENDITURES

MERRIAM COMMUNITY CENTER WITH INDOOR AQUATICS ONLY SUMMARY

BASELINE: REVENUES AND EXPENDITURES

SERVICE TITLE	Revenues	Expenditures	Revenues Over (Under) Expenditures	Cost Recovery - Percent
Passes	\$553,000.00	\$0.00	\$553,000.00	-
Administration	\$0.00	\$594,481.00	(\$594,481.00)	0%
Building Maintenance	\$0.00	\$167,205.00	(\$167,205.00)	0%
Custodial	\$0.00	\$110,300.00	(\$110,300.00)	0%
Fitness	\$243,000.00	\$299,686.10	(\$56,686.10)	81%
Aquatics	\$99,550.00	\$336,436.43	(\$236,886.43)	30%
Recreation	\$91,600.00	\$97,677.50	(\$6,077.50)	94%
Parties	\$15,000.00	\$17,324.60	(\$2,324.60)	87%
Rentals	\$98,100.00	\$17,892.50	\$80,207.50	548%
Child Care	\$22,320.00	\$22,570.00	(\$250.00)	99%
Concessions	\$45,000.00	\$38,250.00	\$6,750.00	118%
Total	\$1,167,570.00	\$1,701,823.13	(\$534,253.13)	69%

8.3.4 COMMUNITY CENTER WITH OUTDOOR AQUATICS ONLY (CONCEPT 3)

PRO FORMA

MERRIAM COMMUNITY CENTER WITH OUTDOOR AQUATICS ONLY SIX YEAR PRO FORMA

BASELINE: REVENUES AND EXPENDITURES

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$370,300.00	\$381,409.00	\$392,851.27	\$404,636.81	\$416,775.91	\$429,279.19
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Custodial	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fitness	\$243,000.00	\$250,290.00	\$257,798.70	\$265,532.66	\$273,498.64	\$281,703.60
Recreation	\$91,600.00	\$94,348.00	\$97,178.44	\$100,093.79	\$103,096.61	\$106,189.51
Parties	\$15,000.00	\$15,450.00	\$15,913.50	\$16,390.91	\$16,882.63	\$17,389.11
Rentals	\$98,100.00	\$101,043.00	\$104,074.29	\$107,196.52	\$110,412.41	\$113,724.79
Child Care	\$22,320.00	\$22,989.60	\$23,679.29	\$24,389.67	\$25,121.36	\$25,875.00
Concessions	\$45,000.00	\$46,350.00	\$47,740.50	\$49,172.72	\$50,647.90	\$52,167.33
Outdoor Aquatics	\$168,250.00	\$173,297.50	\$178,496.43	\$183,851.32	\$189,366.86	\$195,047.86
Total	\$1,053,570.00	\$1,085,177.10	\$1,117,732.41	\$1,151,264.39	\$1,185,802.32	\$1,221,376.39

Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Administration	\$594,481.00	\$603,250.80	\$612,367.04	\$621,843.45	\$631,694.31	\$641,934.44
Building Maintenance	\$157,405.00	\$158,696.80	\$160,034.12	\$161,418.60	\$162,851.94	\$164,335.89
Custodial	\$134,090.50	\$135,205.50	\$136,355.95	\$137,542.99	\$138,767.81	\$140,031.62
Fitness	\$299,686.10	\$306,468.10	\$313,519.88	\$320,852.19	\$328,476.19	\$336,403.52
Recreation	\$97,677.50	\$98,107.50	\$98,553.80	\$99,017.03	\$99,497.82	\$99,996.87
Parties	\$17,324.60	\$17,344.60	\$17,365.40	\$17,387.03	\$17,409.53	\$17,432.93
Rentals	\$17,892.50	\$18,342.50	\$18,809.00	\$19,292.62	\$19,793.98	\$20,313.77
Child Care	\$22,570.00	\$22,600.00	\$22,630.90	\$22,662.73	\$22,695.51	\$22,729.27
Concessions	\$38,250.00	\$39,780.00	\$41,371.20	\$43,026.05	\$44,747.09	\$46,536.97
Outdoor Aquatics	\$313,694.00	\$317,959.00	\$322,384.25	\$326,975.85	\$331,740.13	\$336,683.68
Total	\$1,693,071.20	\$1,717,754.80	\$1,743,391.54	\$1,770,018.53	\$1,797,674.32	\$1,826,398.96

Total Cost Recovery	62%	63%	64%	65%	66%	67%
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REVENUES AND EXPENDITURES**MERRIAM COMMUNITY CENTER WITH OUTDOOR AQUATICS ONLY SUMMARY
BASELINE: REVENUES AND EXPENDITURES**

SERVICE TITLE	Revenues	Expenditures	Revenues Over (Under) Expenditures	Cost Recovery - Percent
Passes	\$370,300.00	\$0.00	\$370,300.00	-
Administration	\$0.00	\$594,481.00	(\$594,481.00)	0%
Building Maintenance	\$0.00	\$157,405.00	(\$157,405.00)	0%
Custodial	\$0.00	\$134,090.50	(\$134,090.50)	0%
Fitness	\$243,000.00	\$299,686.10	(\$56,686.10)	81%
Recreation	\$91,600.00	\$97,677.50	(\$6,077.50)	94%
Parties	\$15,000.00	\$17,324.60	(\$2,324.60)	87%
Rentals	\$98,100.00	\$17,892.50	\$80,207.50	548%
Child Care	\$22,320.00	\$22,570.00	(\$250.00)	99%
Concessions	\$45,000.00	\$38,250.00	\$6,750.00	118%
Outdoor Aquatics	\$168,250.00	\$313,694.00	(\$145,444.00)	54%
Total	\$1,053,570.00	\$1,693,071.20	(\$639,501.20)	62%

CHAPTER NINE – IMPLEMENTATION PLAN

When developing a Parks and Recreation Facilities Master Plan it is important to establish a Vision and Mission for the department to guide its efforts for the future. Vision says what the department wants to be known for and Mission indicates how we get there.

9.1 VISION STATEMENT

The following vision presents how the City of Merriam desires to be viewed as it applies to recreation facilities in the future:

“Our Vision for Recreation Facilities for the City of Merriam is to provide the most up to date, modern indoor and outdoor recreation facilities for the residents of the city. Our facilities will be highly efficient, financially sustainable and will provide the widest age segment appeal for all residents of the city for the next 50 years.”

9.2 MISSION STATEMENT

The following is the mission for how the City of Merriam will implement the vision:

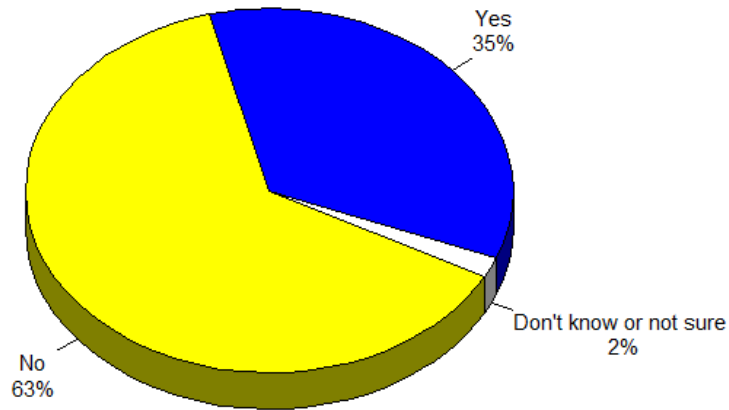
“Our Mission is to provide recreation services to people of all ages through effective, modern and efficient recreation facilities that maximizes everyone’s experiences and the value of living in Merriam.”

9.2.1 OVERVIEW

Goals, specific strategies, and detailed tactics for Merriam Parks and Recreation are provided in **Appendix G** of this Parks and Recreation Facilities Master Plan. The recommendations are meant to serve as a guide and should be flexible to adapt to changing trends and needs over time. This will ensure that the Parks and Recreation Facilities Master Plan truly serves as a living document, which is dynamic and proactively meeting community needs and vision over time.

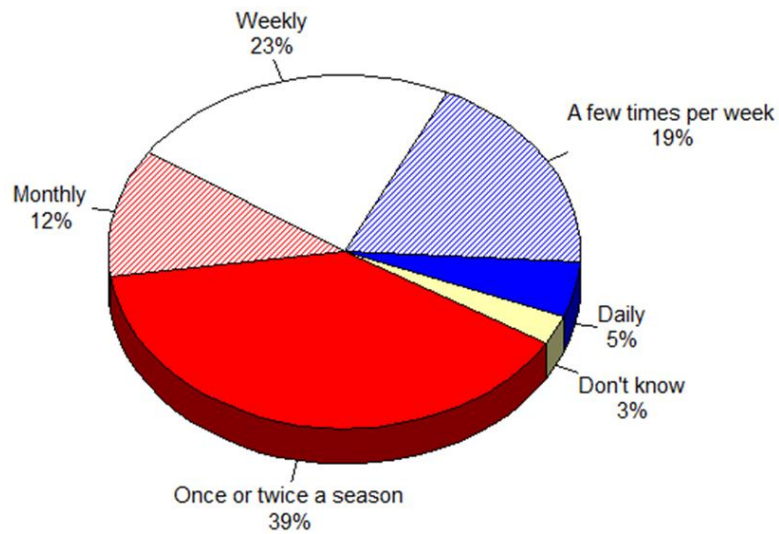
APPENDIX A - DETAILED STATISTICALLY SURVEY RESULTS

Q1. Have You or Members of Your Household Visited the Merriam Aquatic Center in the Past Two Summer Seasons
by percentage of respondents

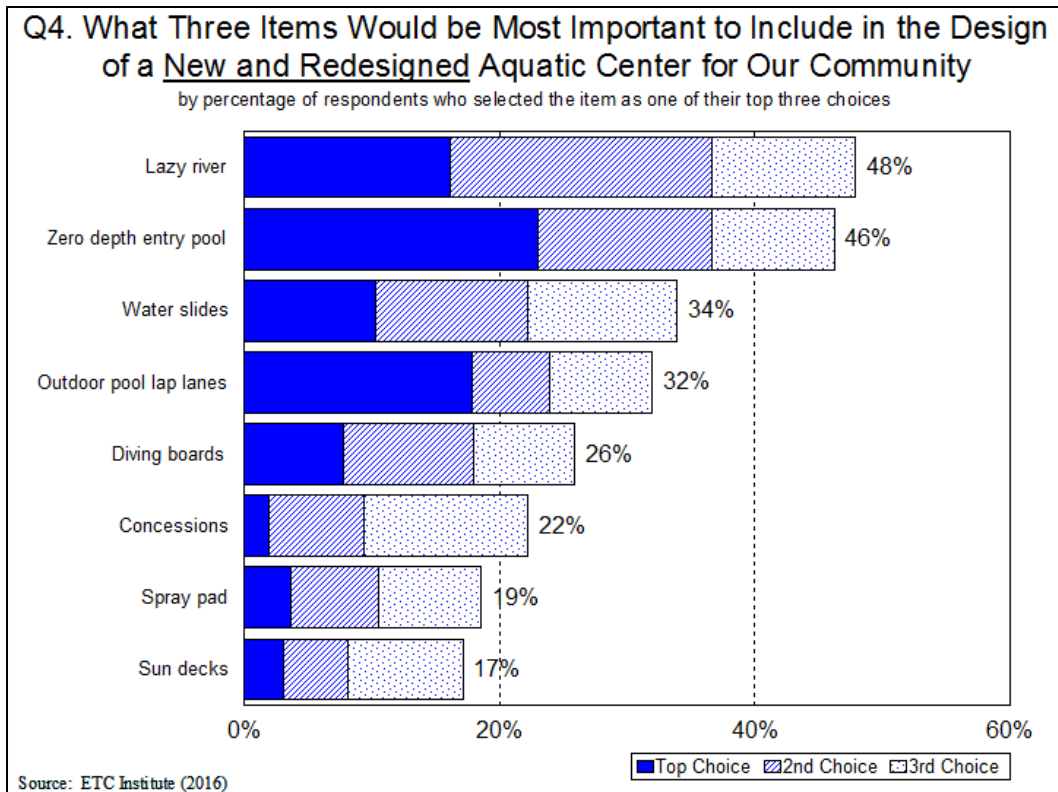
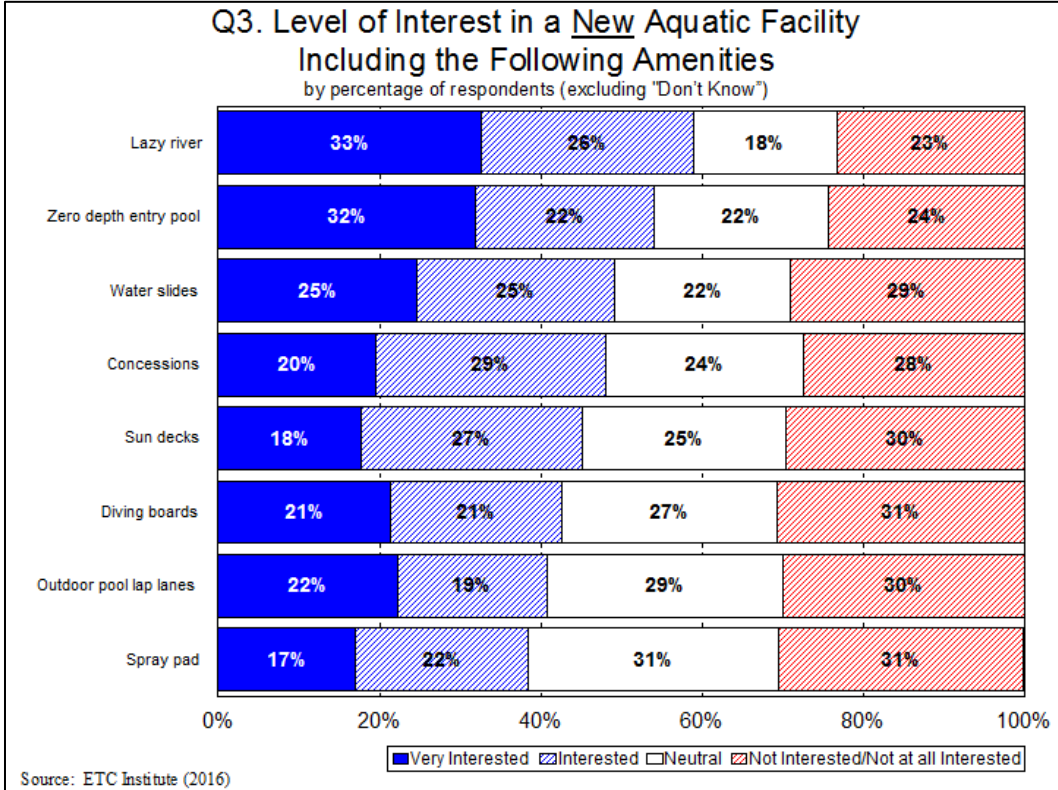


Source: ETC Institute (2016)

Q2. How Often Did You Visit the Merriam Aquatic Center in the Past Two Summer Seasons
by percentage of respondents

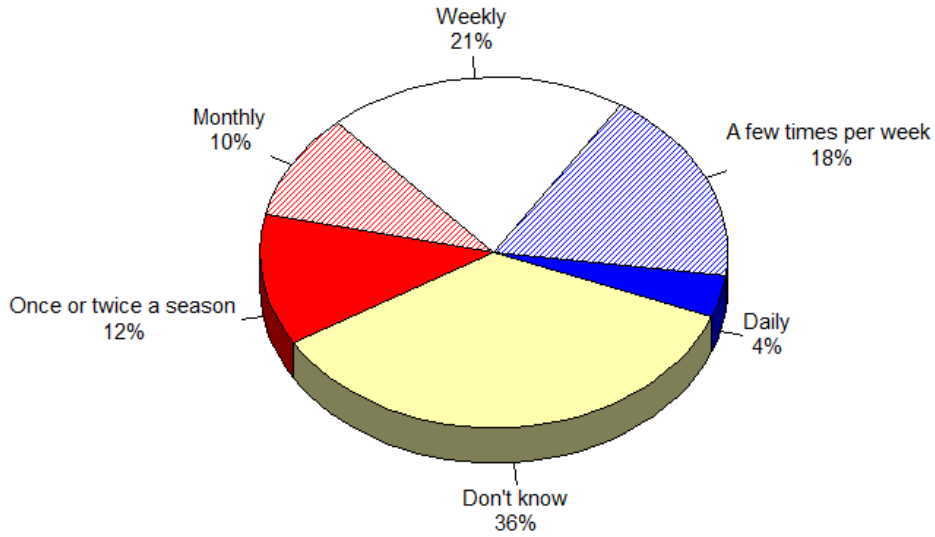


Source: ETC Institute (2016)



Q5. If the New Aquatic Center is Developed Which Included the Features You Chose as Most Important How Often Would You or Other Members of Your Household Use the Facility

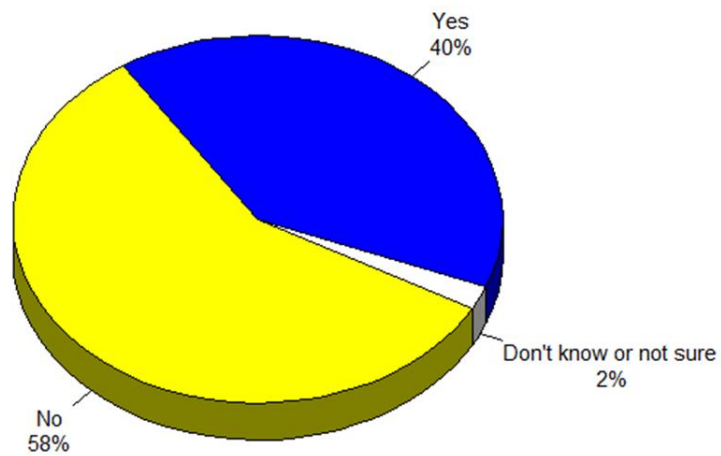
by percentage of respondents



Source: ETC Institute (2016)

Q6. Have You or Members of Your Household Visited the Irene B. French Community Center (Merriam Community Center) in the Past Year

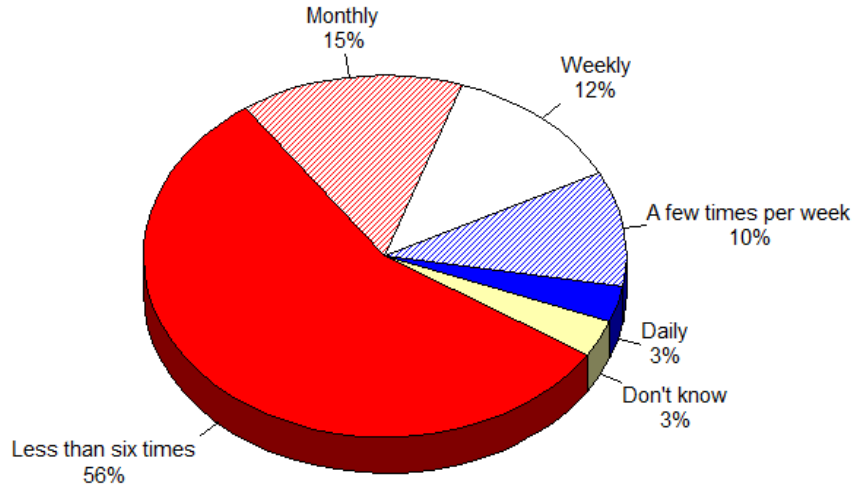
by percentage of respondents



Source: ETC Institute (2016)

Q7. How Often Did You Visit the Irene B. French Community Center in the Past Year

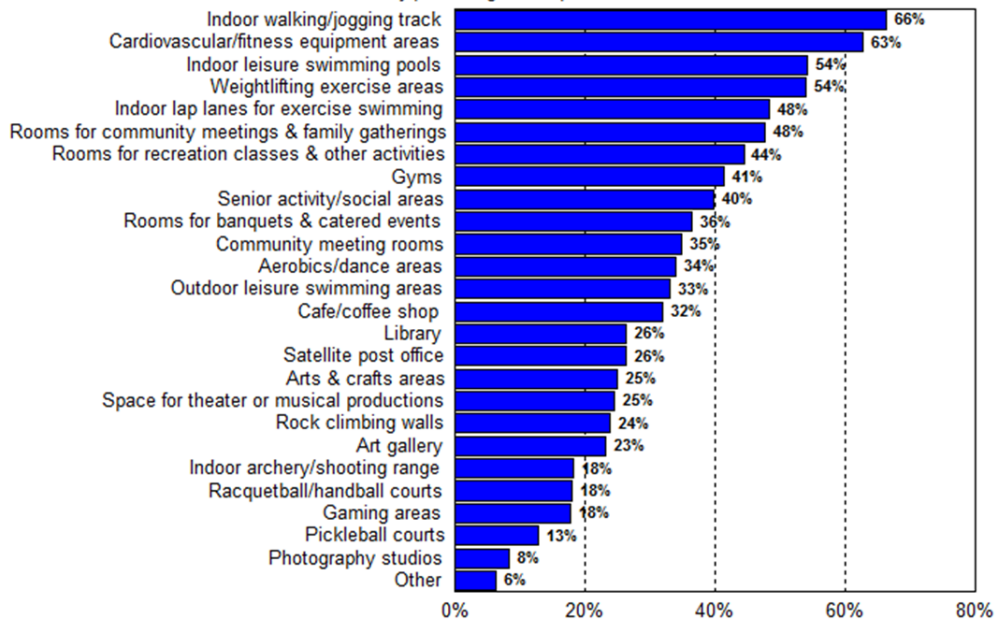
by percentage of respondents



Source: ETC Institute (2016)

Q8. Households that Have a Need for Indoor Recreation Facilities

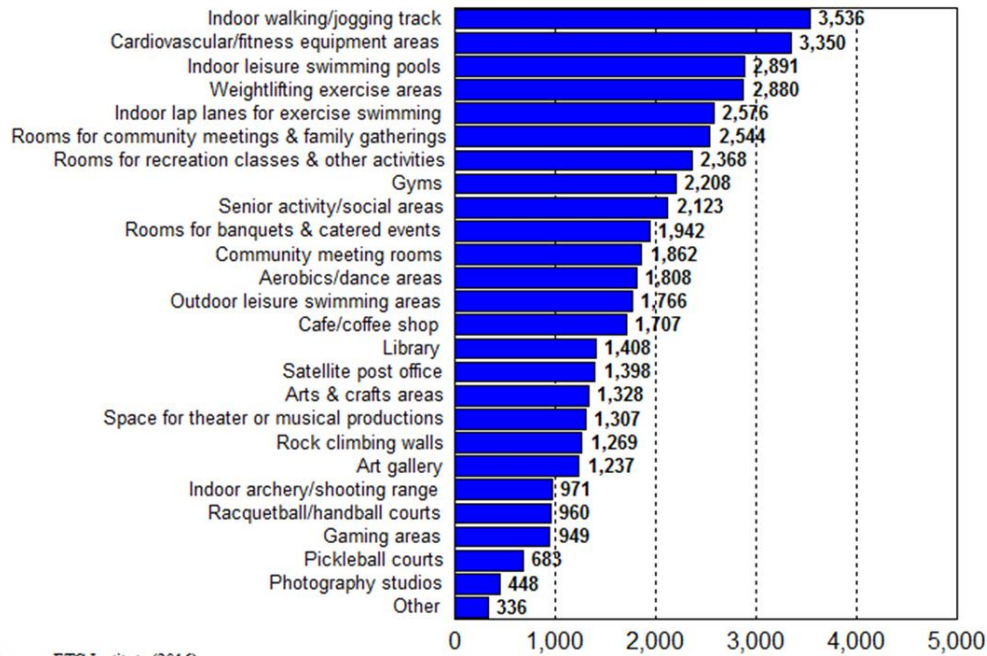
by percentage of respondents



Source: ETC Institute (2016)

Q8-1. Estimated Number of Households in the City of Merriam that Have a Need for Indoor Recreation Facilities

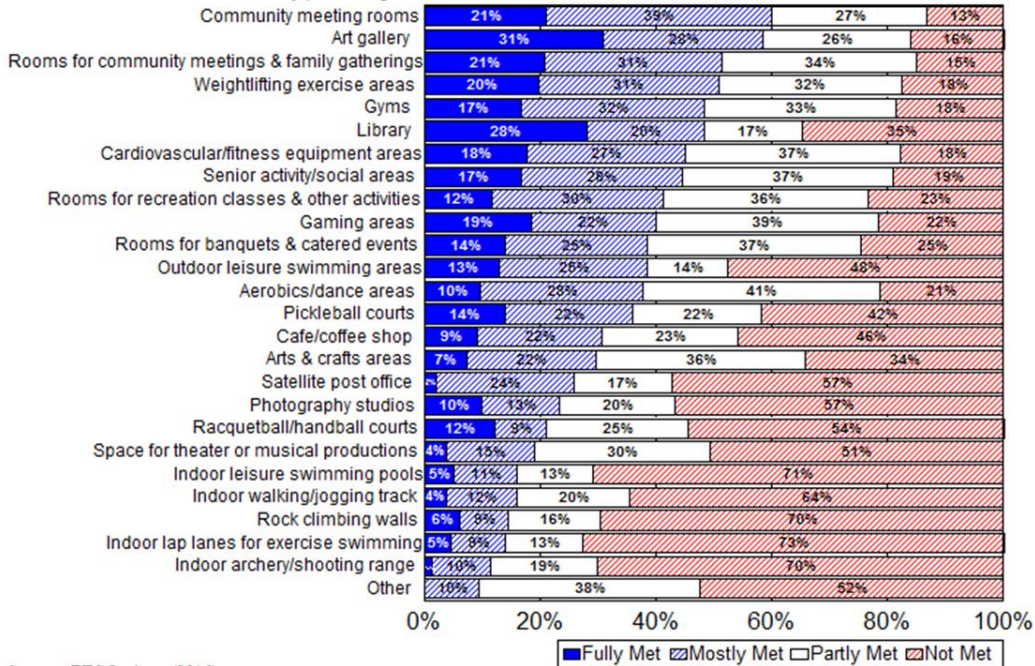
by number of households based on 5,334 households in the City of Merriam



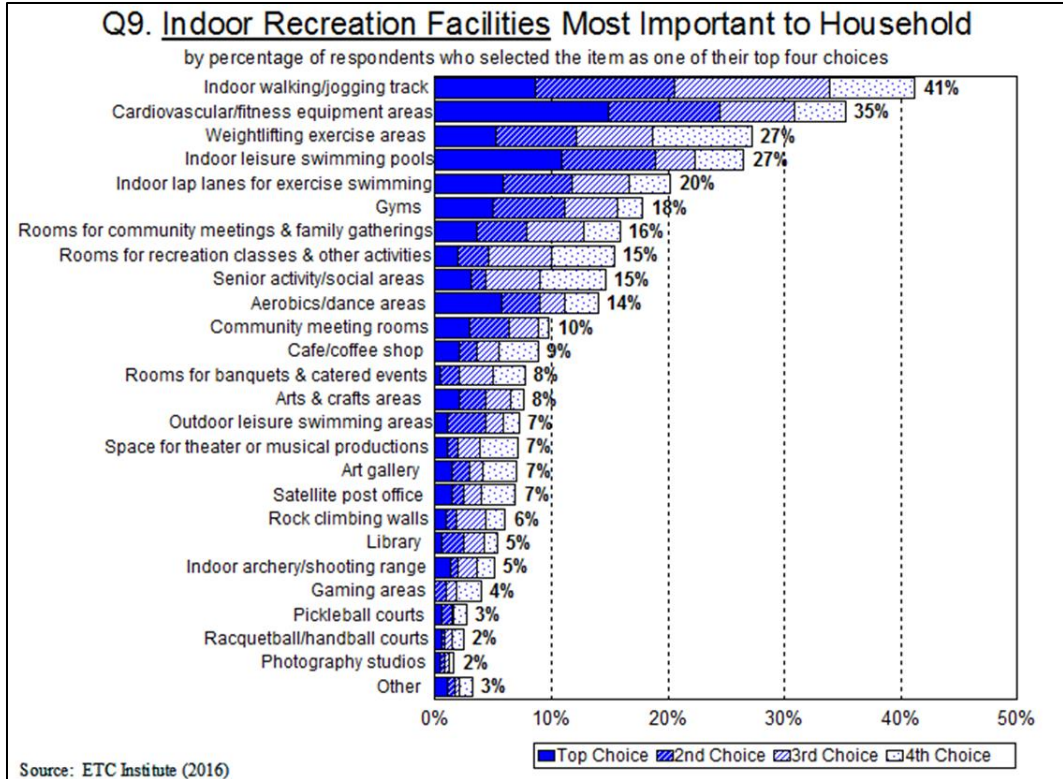
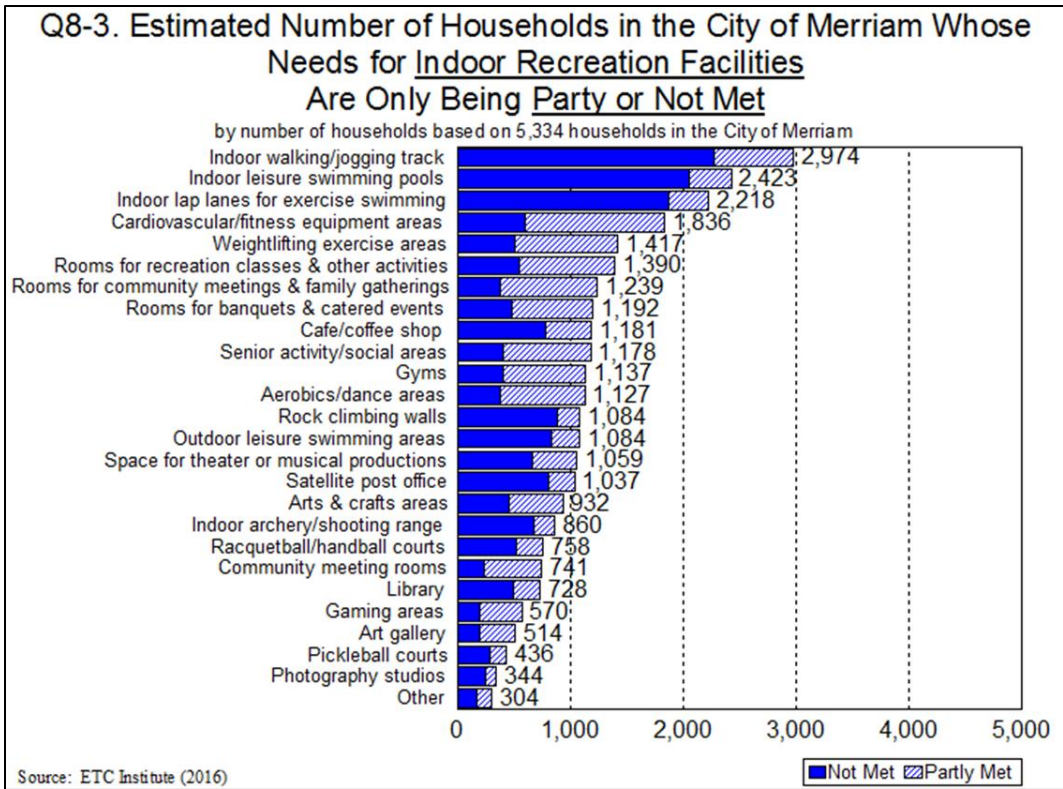
Source: ETC Institute (2016)

Q8-2. How Well the City of Merriam Indoor Recreation Facilities are Meeting the Needs of Households

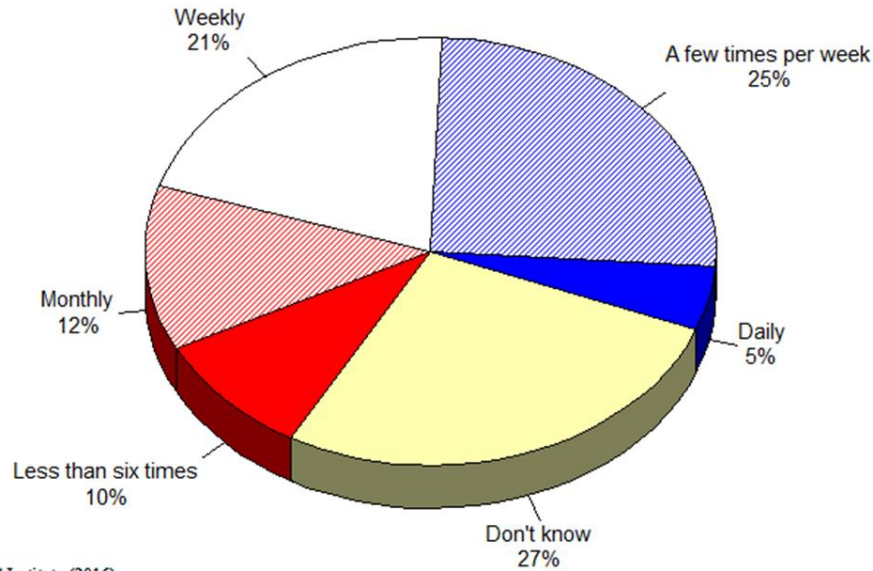
by percentage of households that have a need for facilities



Source: ETC Institute (2016)



Q10. If a New or Renovated Community Recreation Center is Developed Which Includes the Features You Chose as Most Important How Often Would You or Other Members of Your Household Use the Facility on an Annual Basis
by percentage of respondents



Source: ETC Institute (2016)

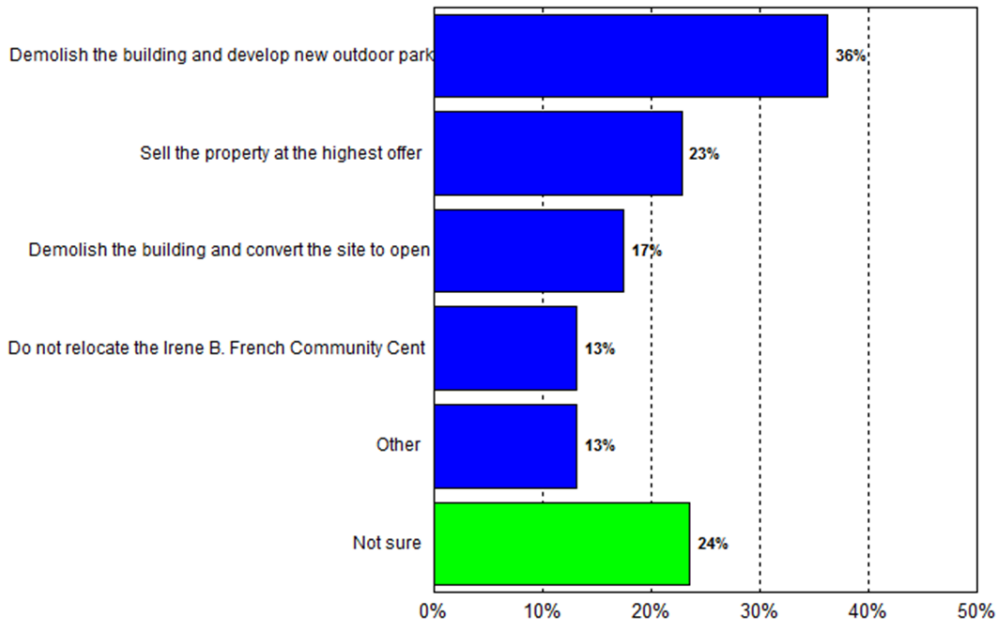
Q11. If a Community Recreation Center Were to Offer Short-Term Childcare Available for People with Children Who Use the Facility, Would You Be More Likely to Use this Facility
by percentage of respondents



Source: ETC Institute (2016)

Q12. What Do You Believe Should Happen to the School Building Where the Current Irene B. French Community Center is Located

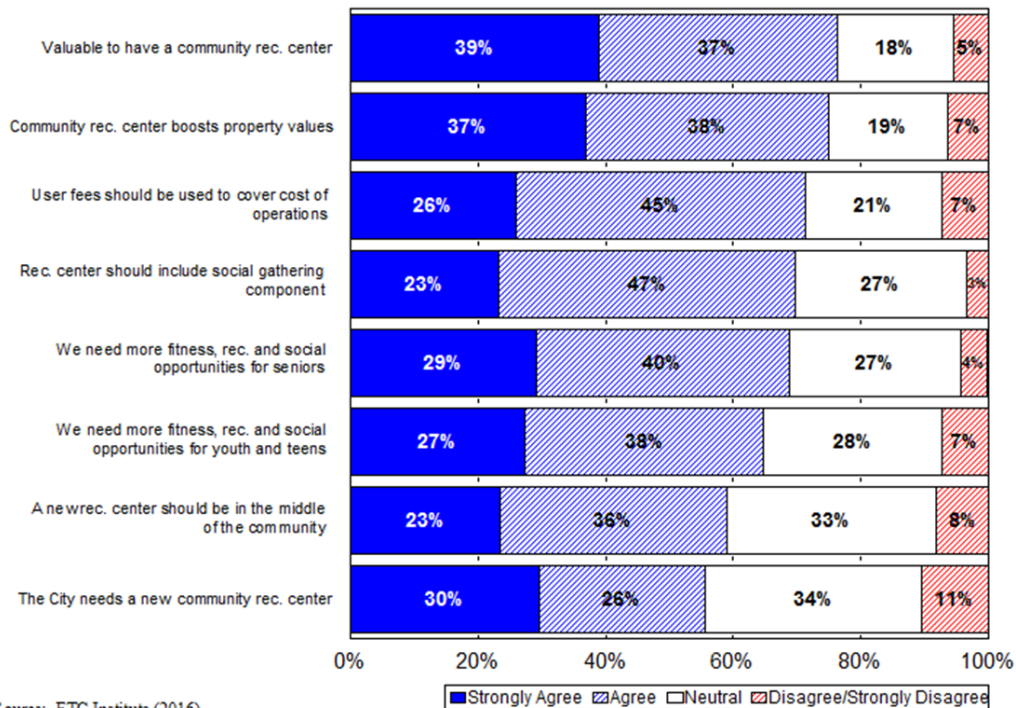
by percentage of respondents



Source: ETC Institute (2016)

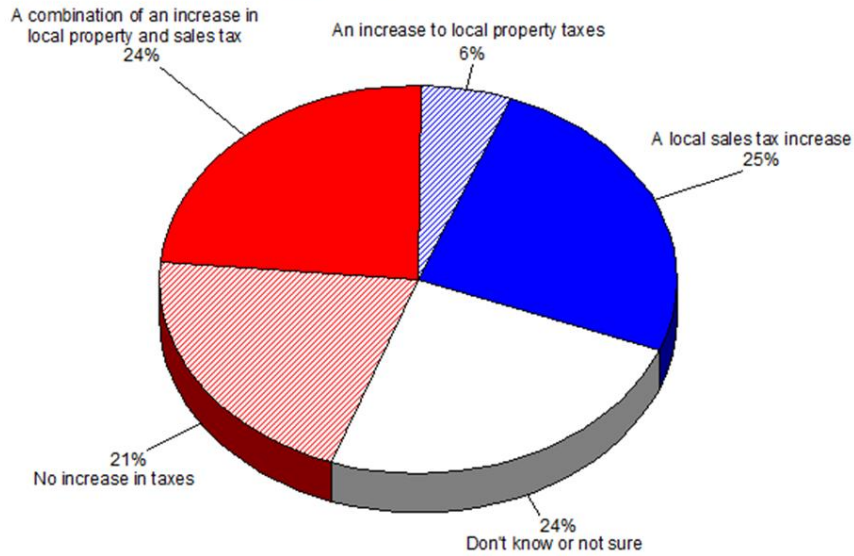
Q13. Overall Level of Agreement with the Following Statements

by percentage of respondents (excluding "Don't Know")



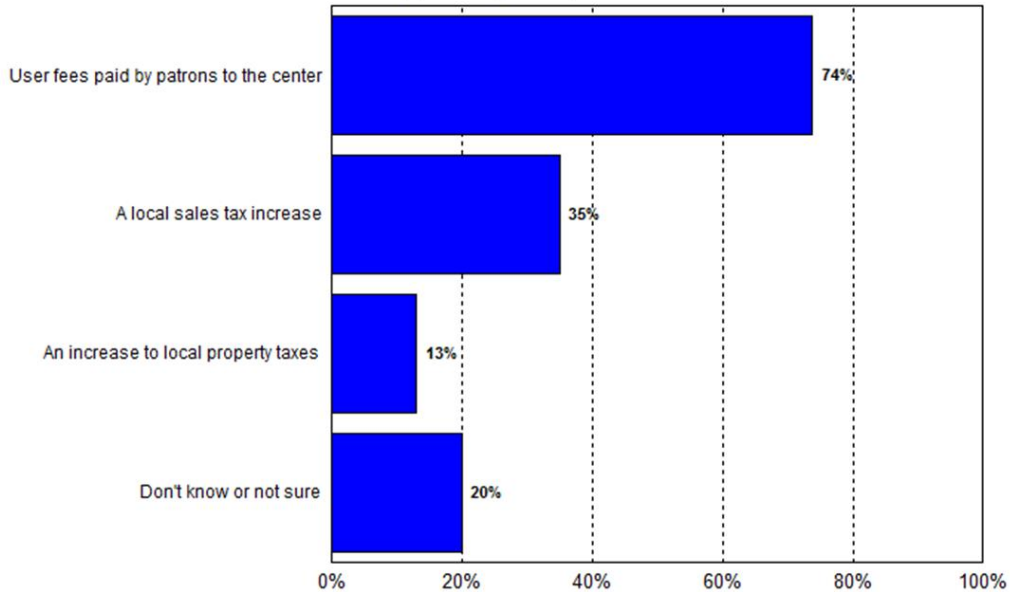
Source: ETC Institute (2016)

Q14. It is Likely Municipal Bonds Would be Required to Finance Development of a New or Renovated Community Recreation Center, Please Indicate Which Option You Would Most Likely Support the City Taking
by percentage of respondents



Source: ETC Institute (2016)

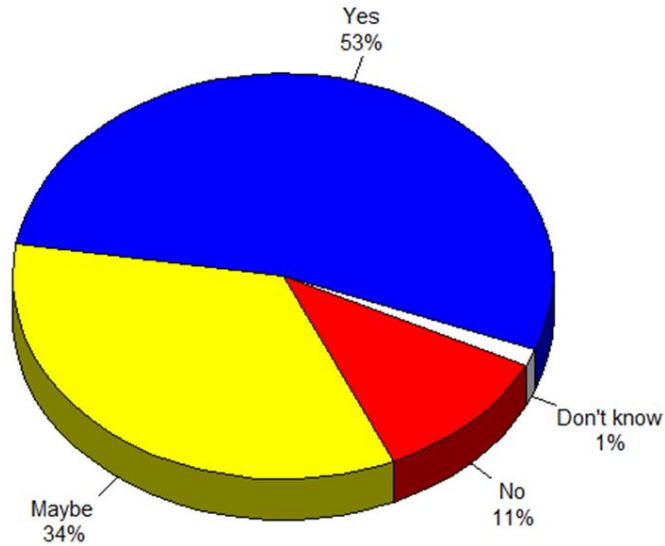
Q15. Which Options Would You Most Support the City Using to Plan for the Costs Associated with the Operation, Maintenance, and Long Term Care of a New or Renovated Community Recreation Center
by percentage of respondents



Source: ETC Institute (2016)

Q16. If a New Community Center is Developed with the Facilities and Programs You Prefer Most, Would You or Other Members of Your Household be Willing to Pay to Use the Services of the Facility

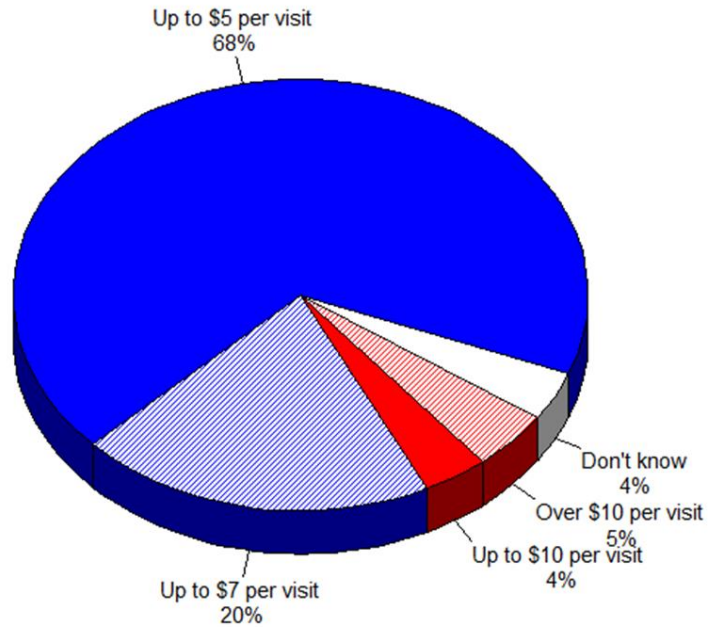
by percentage of respondents



Source: ETC Institute (2016)

Q16a. Per Visit What is the Maximum Amount Per Person Per Visit Would You Be Willing to Pay to Use the Services and Facilities at a New Community Recreation Center

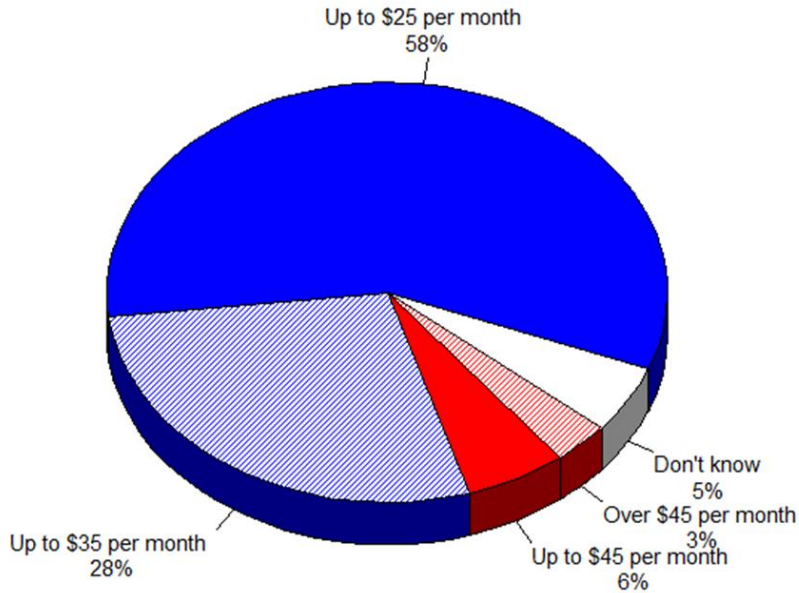
by percentage of respondents who indicated they would be willing to pay to use a new community center



Source: ETC Institute (2016)

Q16b. Per Month for an Individual What is the Maximum Amount Per Person Per Visit Would You Be Willing to Pay to Use the Services and Facilities at a **New Community Recreation Center**

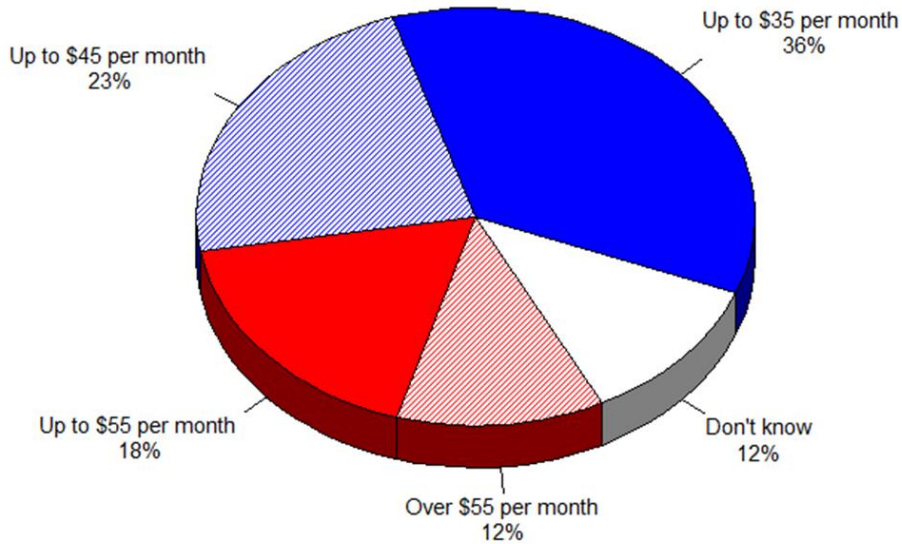
by percentage of respondents who indicated they would be willing to pay to use a new community center



Source: ETC Institute (2016)

Q16c. Per Month for a Family What is the Maximum Amount Per Person Per Visit Would You Be Willing to Pay to Use the Services and Facilities at a **New Community Recreation Center**

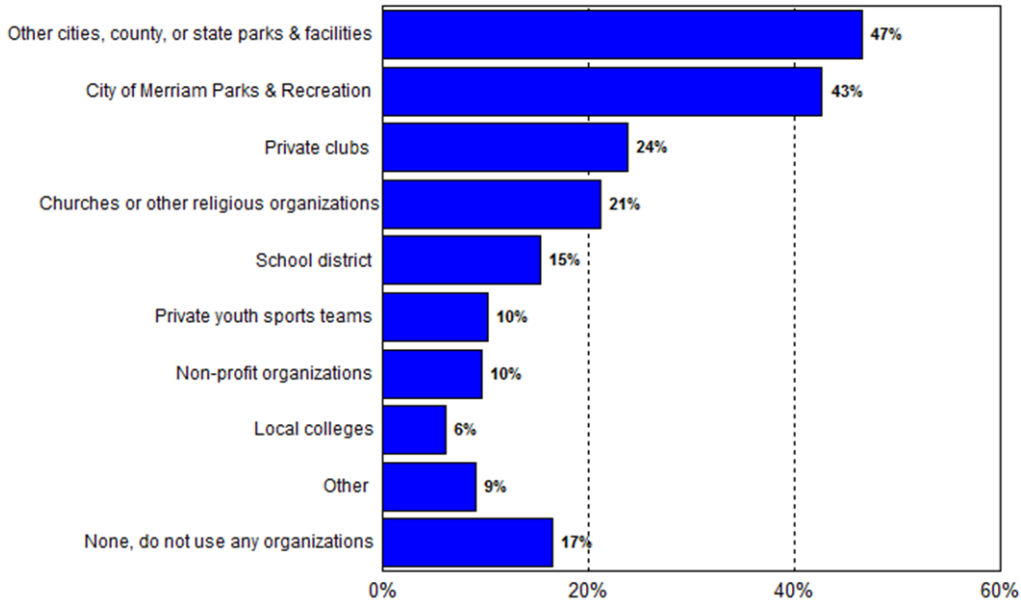
by percentage of respondents who indicated they would be willing to pay to use a new community center



Source: ETC Institute (2016)

Q17. Which of the Following Organizations Provide Leisure and Recreation Facilities that are Used by You and Other Members of Your Household

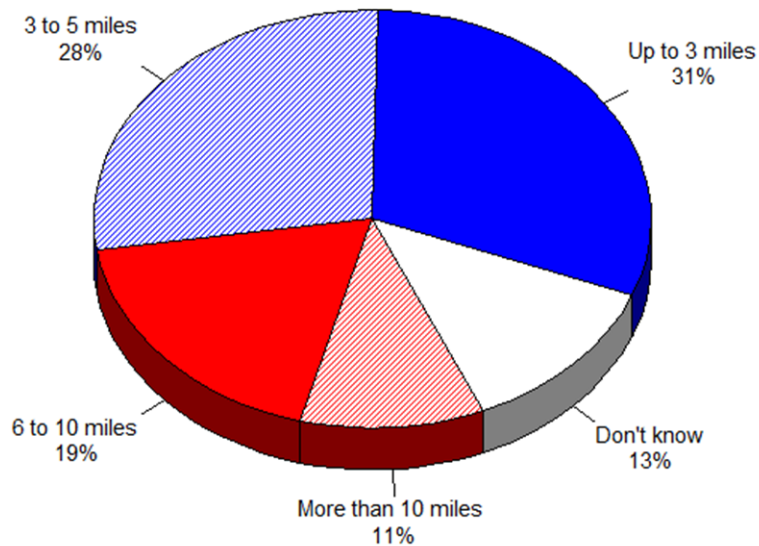
by percentage of respondents



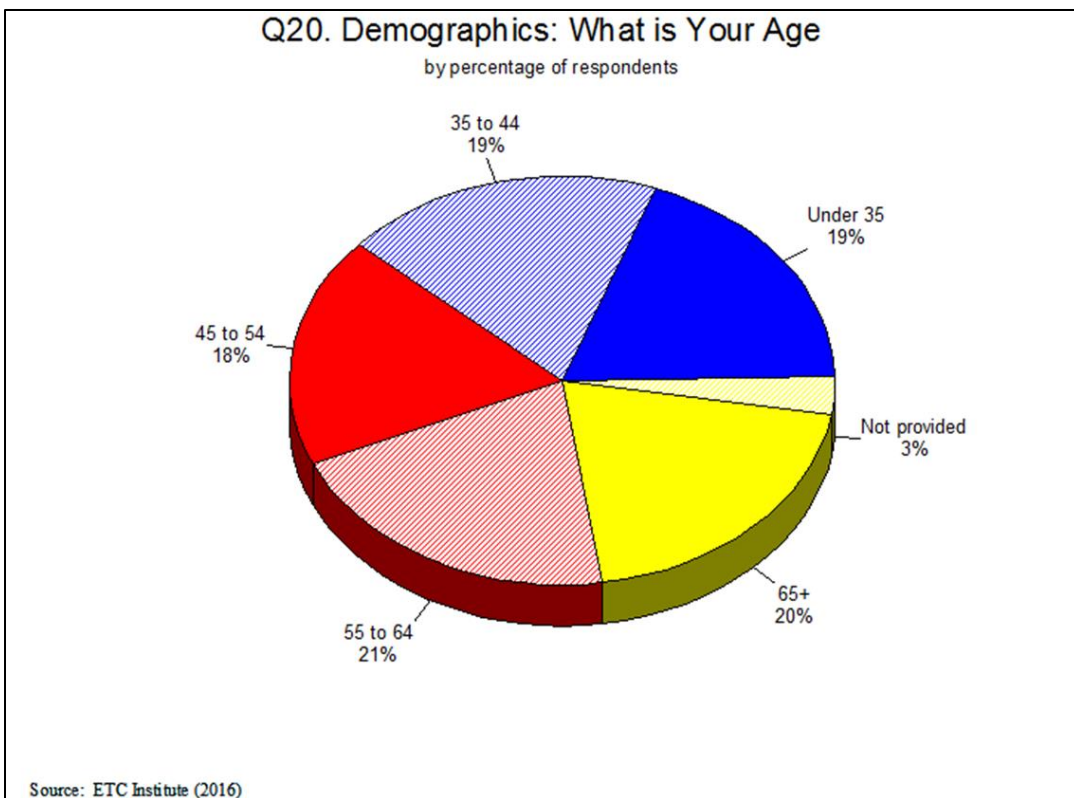
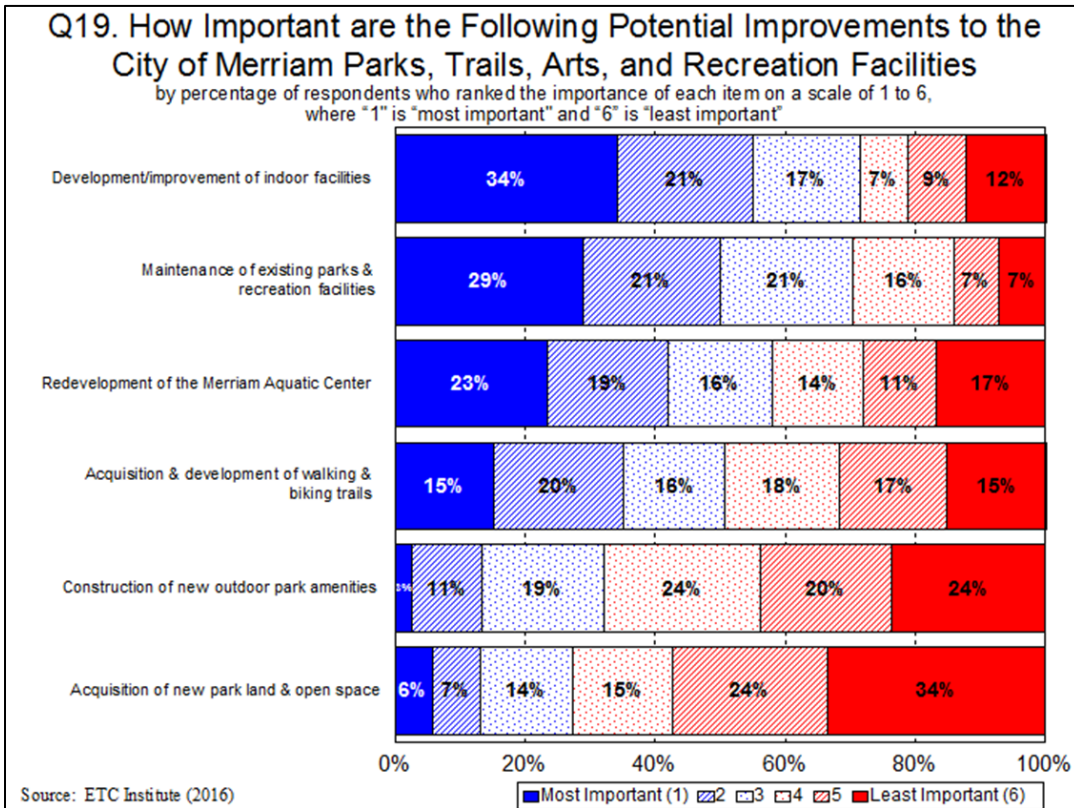
Source: ETC Institute (2016)

Q18. How Far do You Currently Travel to Use These Types of Leisure and Recreation Facilities

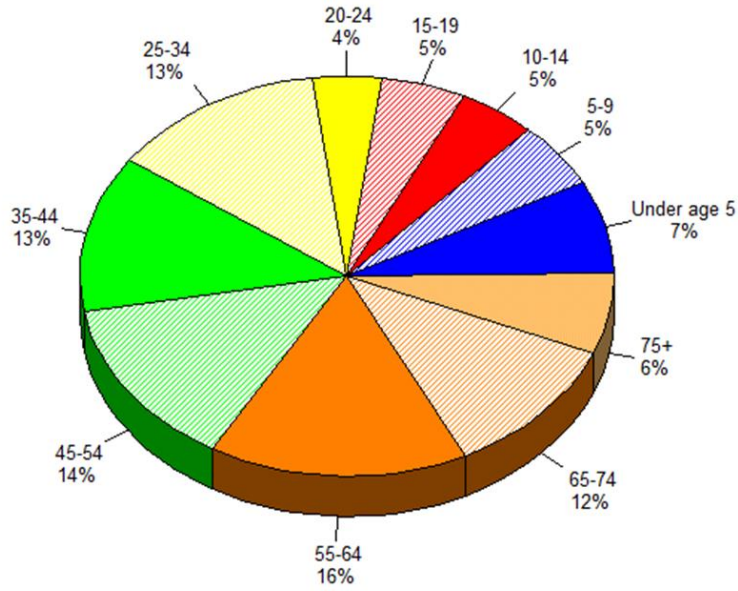
by percentage of respondents



Source: ETC Institute (2016)

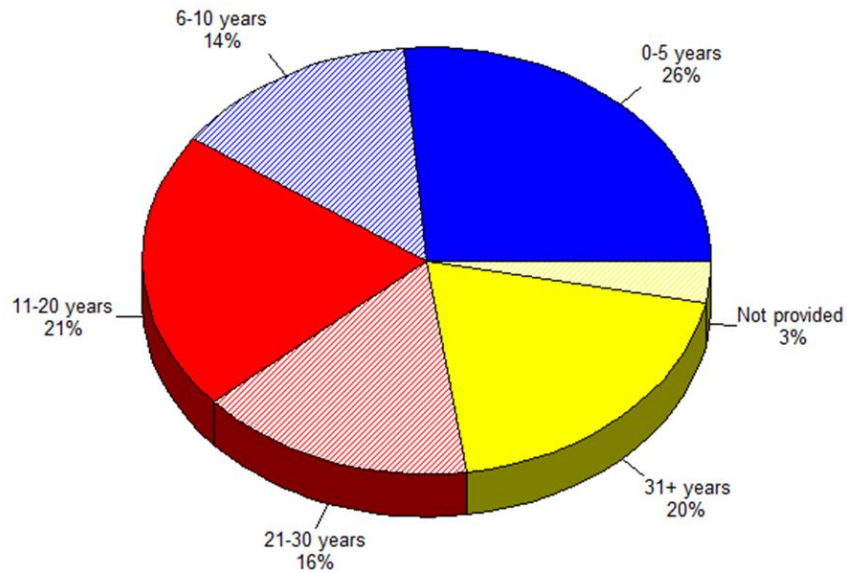


Q21. Demographics: Counting Yourself How Many People in Your Household Are
by percentage of respondents



Source: ETC Institute (2016)

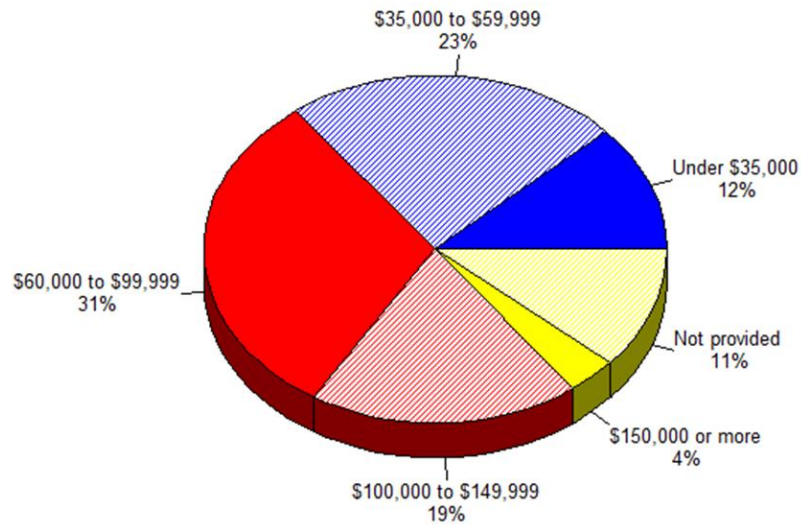
Q22. Demographics: Approximately How Many Years Have you Lived in the City of Merriam
by percentage of respondents



Source: ETC Institute (2016)

Q23. Demographics: What is Your Total Annual Household Income

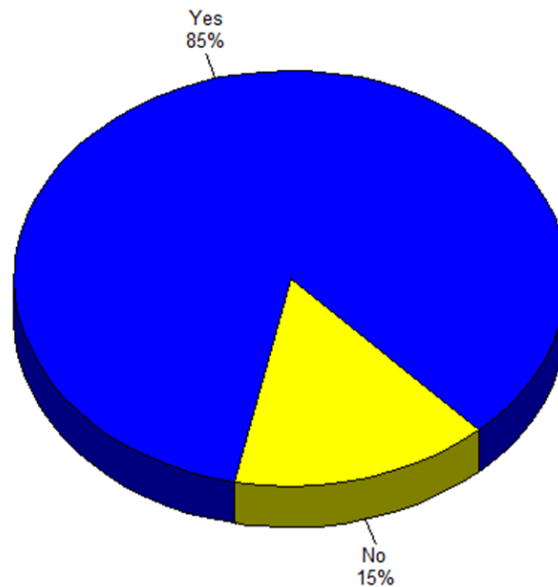
by percentage of respondents



Source: ETC Institute (2016)

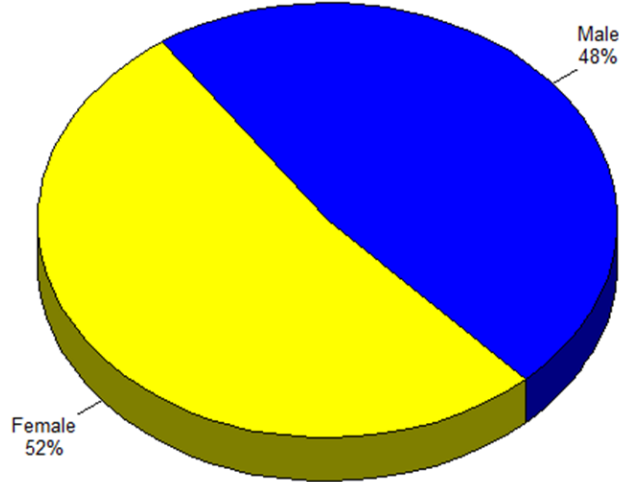
Q24. Have You Voted in the Past Two Years

by percentage of respondents



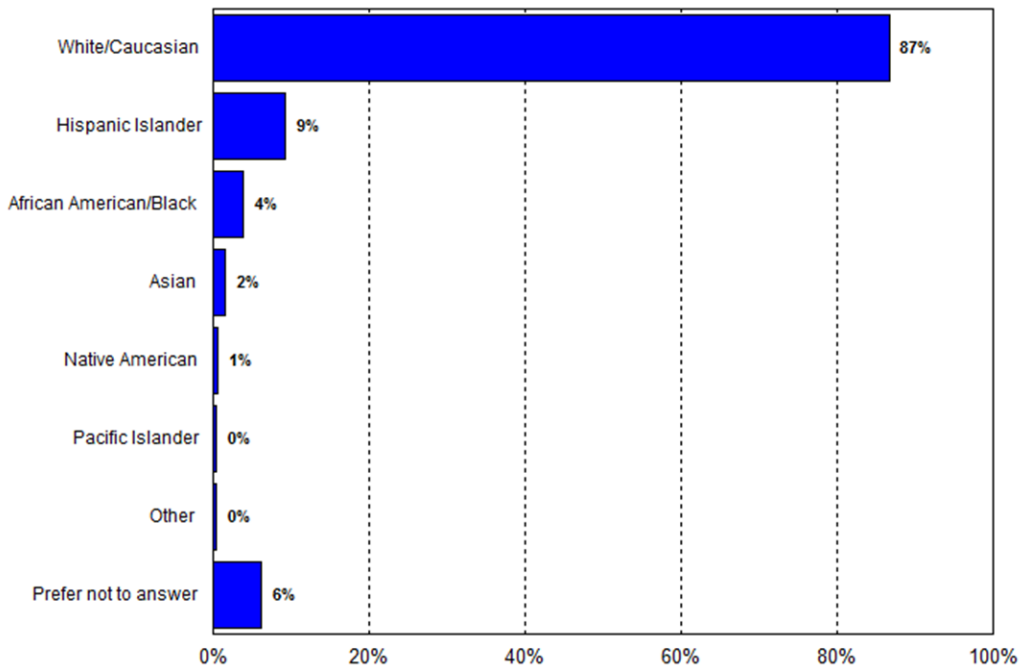
Source: ETC Institute (2016)

Q25. Demographics: Gender by percentage of respondents

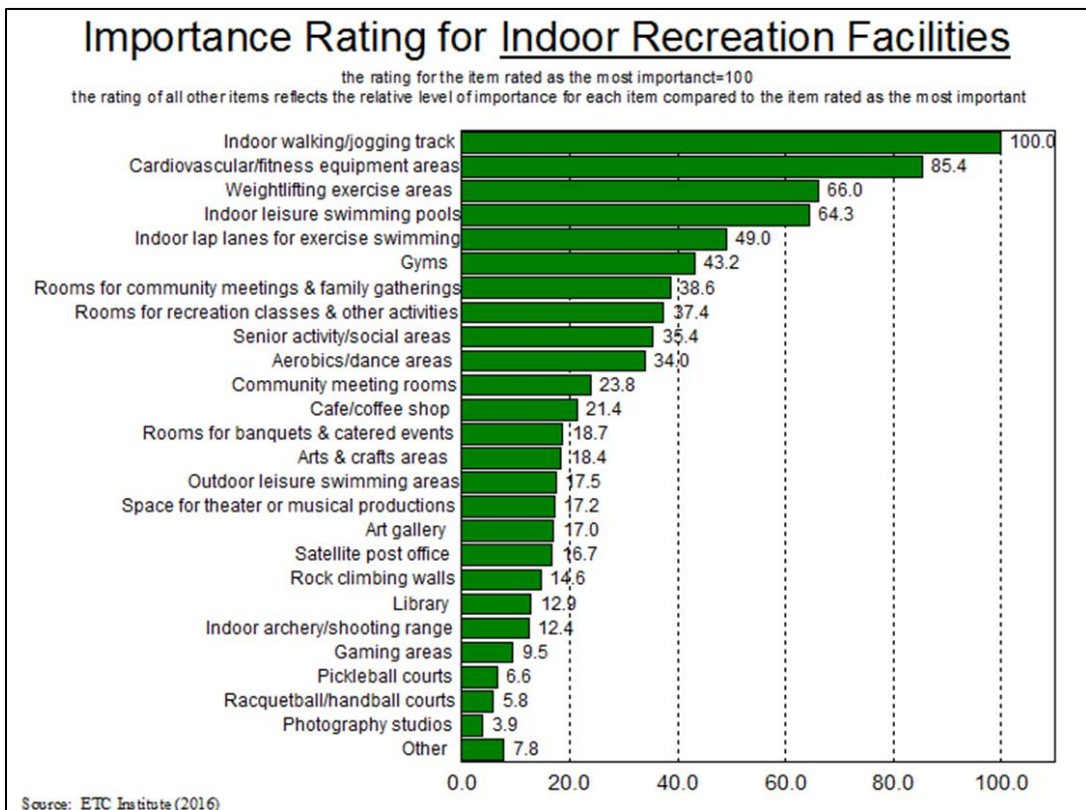
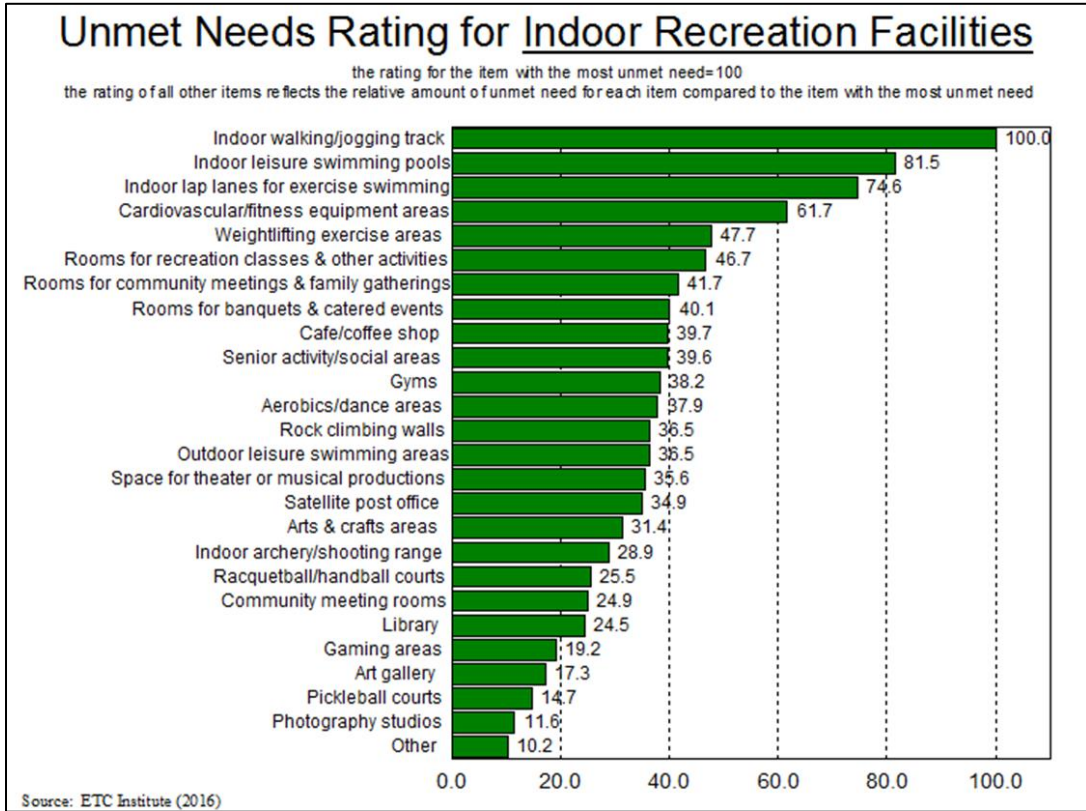


Source: ETC Institute (2016)

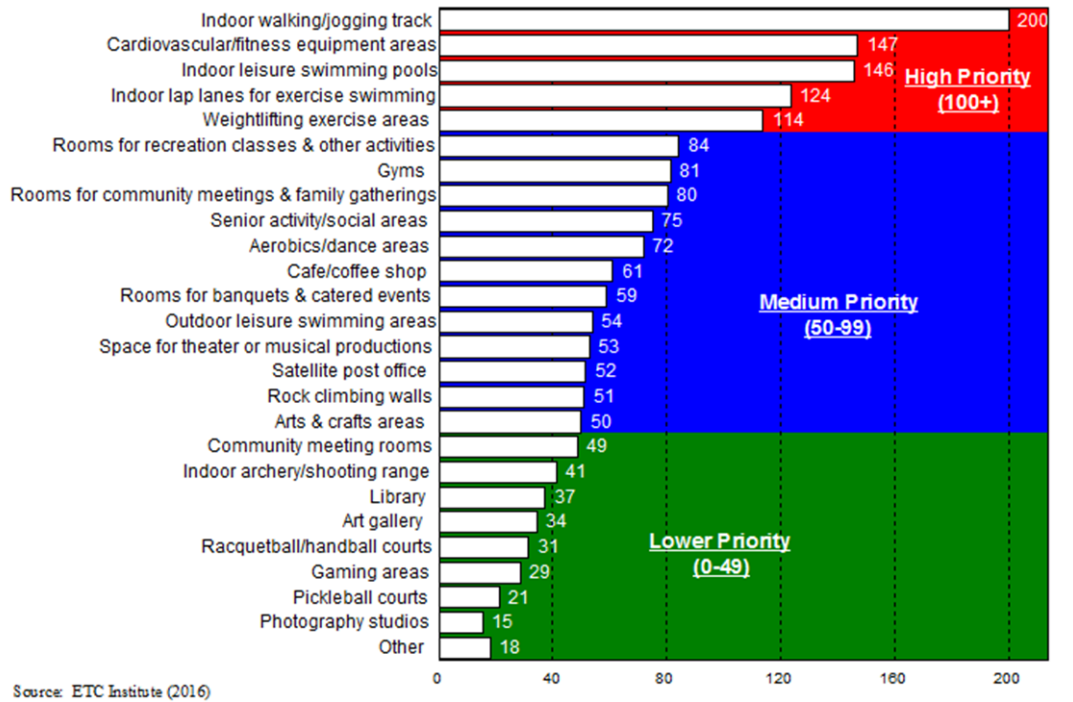
Q26. Demographics: Which of the Following Best Describes Your Race/Ethnicity by percentage of respondents



Source: ETC Institute (2016)



Top Priorities for Investment for Indoor Recreation Facilities Based on the Priority Investment Rating



STATISTICALLY-VALID SURVEY CROSS TABULAR DATA

Ages	Numbers of Years Lived in the City of Merriam				
	5 or Less	6-10 Years	11-20 Years	21-30 Years	31+ Years
Under 35	52%	20%	6%	2%	2%
Ages 35-44	22%	42%	19%	5%	9%
Ages 45-54	10%	18%	31%	27%	10%
Ages 55-64	8%	15%	26%	38%	25%
Ages 65+	8%	3%	16%	22%	52%

Household Type	Numbers of Years Lived in the City of Merriam				
	5 or Less	6-10 Years	11-20 Years	21-30 Years	31+ Years
Households with Children Under 10	41%	32%	14%	3%	7%
Households with Children Ages 10-19	13%	13%	46%	17%	9%
Households Ages 20-54 (No Children)	44%	12%	18%	15%	8%
Households Ages 55+ (No Children)	10%	7%	20%	22%	40%

Q16. Would You Be Willing to Pay	Household Income			
	Under \$35k	\$35-\$59k	\$60-\$99k	\$100k +
Yes	40%	48%	62%	64%
Maybe	39%	36%	32%	29%
No	19%	14%	6%	6%
Don't Know	2%	2%	1%	1%

Q16a. Per Visit	Household Income			
	Under \$35k	\$35-\$59k	\$60-\$99k	\$100k +
Up to \$5 per visit	78%	75%	70%	56%
Up to \$7 per visit	12%	17%	21%	28%
Up to \$10 per visit	6%	3%	5%	1%
Over \$10 per visit	0%	5%	2%	10%

Q16b. Per Month For an Individual	Household Income			
	Under \$35k	\$35-\$59k	\$60-\$99k	\$100k +
Up to \$5 per visit	71%	65%	54%	46%
Up to \$7 per visit	16%	27%	34%	33%
Up to \$10 per visit	0%	3%	11%	11%
Over \$10 per visit	0%	3%	6%	6%

Q16c. Per Month For a Family	Household Income			
	Under \$35k	\$35-\$59k	\$60-\$99k	\$100k +
Up to \$5 per visit	49%	39%	32%	29%
Up to \$7 per visit	14%	23%	28%	25%
Up to \$10 per visit	4%	8%	10%	23%
Over \$10 per visit	29%	9%	8%	6%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-1. It is valuable to me to have a community recreation center				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Aerobics/dance areas	21%	12%	8%	0%	0%
Arts & crafts areas	7%	12%	3%	0%	8%
Art gallery	6%	12%	2%	0%	0%
Cafe/coffee shop	9%	12%	3%	7%	8%
Cardiovascular/fitness equipment areas	49%	33%	22%	14%	8%
Community meeting rooms	7%	12%	14%	0%	0%
Gaming areas	4%	5%	4%	0%	0%
Gyms	17%	23%	17%	7%	8%
Indoor archery/shooting range	3%	7%	8%	7%	8%
Indoor leisure swimming pools	30%	30%	22%	14%	8%
Indoor lap lanes for exercise swimming	29%	19%	10%	0%	15%
Indoor walking/jogging track	53%	42%	28%	36%	15%
Library	5%	5%	4%	14%	0%
Outdoor leisure swimming areas	7%	9%	7%	7%	0%
Photography studios	1%	2%	2%	0%	8%
Pickleball courts	5%	2%	1%	0%	0%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-1. It is valuable to me to have a community recreation center				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Racquetball/handball courts	2%	3%	1%	7%	0%
Rock climbing walls	5%	8%	6%	0%	0%
Rooms for recreation classes & other activities	20%	16%	11%	7%	0%
Rooms for community meetings & family gatherings	12%	22%	17%	7%	0%
Rooms for banquets & catered events	5%	11%	10%	0%	0%
Satellite post office	6%	8%	9%	14%	0%
Space for theatre or musical productions	6%	10%	4%	0%	0%
Senior activity/social areas	17%	13%	13%	29%	0%
Weightlifting exercise areas	39%	29%	10%	14%	0%
Other	4%	4%	0%	0%	8%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-2. I believe a community recreation center boosts property values in our community				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Aerobics/dance areas	19%	13%	10%	0%	20%
Arts & crafts areas	10%	6%	9%	0%	10%
Art gallery	8%	7%	9%	0%	0%
Cafe/coffee shop	10%	12%	4%	5%	0%
Cardiovascular/fitness equipment areas	48%	34%	23%	33%	0%
Community meeting rooms	7%	12%	14%	5%	10%
Gaming areas	4%	5%	3%	5%	0%
Gyms	17%	21%	16%	10%	10%
Indoor archery/shooting range	4%	7%	4%	5%	0%
Indoor leisure swimming pools	30%	31%	23%	5%	0%
Indoor lap lanes for exercise swimming	26%	23%	10%	10%	0%
Indoor walking/jogging track	54%	39%	33%	19%	10%
Library	6%	6%	4%	5%	0%
Outdoor leisure swimming areas	8%	7%	7%	10%	0%
Photography studios	2%	1%	2%	0%	0%
Pickleball courts	5%	2%	1%	0%	0%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-2. I believe a community recreation center boosts property values in our community				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Racquetball/handball courts	2%	4%	1%	5%	0%
Rock climbing walls	6%	8%	2%	0%	0%
Rooms for recreation classes & other activities	20%	15%	14%	5%	0%
Rooms for community meetings & family gatherings	14%	21%	18%	0%	0%
Rooms for banquets & catered events	3%	10%	11%	10%	0%
Satellite post office	5%	10%	9%	0%	0%
Space for theatre or musical productions	7%	7%	11%	0%	0%
Senior activity/social areas	17%	11%	20%	19%	0%
Weightlifting exercise areas	37%	28%	14%	24%	20%
Other	5%	3%	0%	0%	0%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-3. The City of Merriam needs a <u>NEW</u> community recreation center				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Aerobics/dance areas	17%	19%	11%	0%	8%
Arts & crafts areas	7%	11%	8%	8%	4%
Art gallery	3%	4%	11%	12%	4%
Cafe/coffee shop	7%	12%	10%	4%	8%
Cardiovascular/fitness equipment areas	47%	36%	32%	20%	21%
Community meeting rooms	9%	13%	11%	0%	8%
Gaming areas	4%	4%	5%	8%	0%
Gyms	18%	23%	18%	4%	8%
Indoor archery/shooting range	6%	6%	5%	8%	0%
Indoor leisure swimming pools	36%	31%	24%	12%	8%
Indoor lap lanes for exercise swimming	34%	20%	13%	8%	8%
Indoor walking/jogging track	54%	41%	41%	28%	17%
Library	3%	5%	5%	8%	4%
Outdoor leisure swimming areas	11%	6%	6%	8%	0%
Photography studios	2%	2%	3%	0%	0%
Pickleball courts	3%	4%	3%	0%	4%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-3. The City of Merriam needs a <u>NEW</u> community recreation center				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Racquetball/handball courts	4%	2%	2%	8%	0%
Rock climbing walls	8%	5%	6%	4%	0%
Rooms for recreation classes & other activities	15%	18%	17%	12%	8%
Rooms for community meetings & family gatherings	13%	22%	18%	8%	0%
Rooms for banquets & catered events	4%	8%	13%	8%	0%
Satellite post office	4%	9%	8%	4%	4%
Space for theatre or musical productions	7%	8%	8%	8%	0%
Senior activity/social areas	12%	13%	17%	8%	25%
Weightlifting exercise areas	41%	27%	22%	16%	13%
Other	6%	4%	1%	0%	0%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-4. A <u>NEW</u> community recreation center should be geographically located as close to the middle of our community as possible				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Aerobics/dance areas	22%	12%	14%	4%	7%
Arts & crafts areas	9%	8%	7%	8%	7%
Art gallery	6%	6%	10%	4%	0%
Cafe/coffee shop	9%	9%	9%	4%	0%
Cardiovascular/fitness equipment areas	48%	37%	30%	40%	0%
Community meeting rooms	8%	9%	12%	20%	13%
Gaming areas	4%	3%	5%	8%	0%
Gyms	17%	20%	16%	36%	7%
Indoor archery/shooting range	5%	6%	6%	0%	7%
Indoor leisure swimming pools	28%	32%	26%	16%	20%
Indoor lap lanes for exercise swimming	28%	20%	18%	16%	7%
Indoor walking/jogging track	54%	43%	42%	24%	0%
Library	3%	7%	6%	0%	0%
Outdoor leisure swimming areas	11%	8%	6%	0%	0%
Photography studios	2%	1%	2%	4%	0%
Pickleball courts	2%	2%	4%	8%	0%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-4. A <u>NEW</u> community recreation center should be geographically located as close to the middle of our community as possible				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Racquetball/handball courts	2%	5%	0%	4%	0%
Rock climbing walls	8%	7%	5%	0%	0%
Rooms for recreation classes & other activities	18%	15%	15%	24%	7%
Rooms for community meetings & family gatherings	14%	17%	17%	16%	7%
Rooms for banquets & catered events	5%	8%	9%	16%	7%
Satellite post office	8%	8%	6%	8%	0%
Space for theatre or musical productions	7%	6%	9%	8%	0%
Senior activity/social areas	11%	14%	15%	24%	20%
Weightlifting exercise areas	30%	28%	28%	24%	20%
Other	4%	2%	4%	0%	7%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-5. A community recreation center should include a social gathering component				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Aerobics/dance areas	21%	13%	11%	0%	11%
Arts & crafts areas	9%	10%	3%	0%	0%
Art gallery	8%	7%	5%	0%	0%
Cafe/coffee shop	8%	11%	7%	0%	0%
Cardiovascular/fitness equipment areas	40%	38%	32%	13%	11%
Community meeting rooms	13%	10%	8%	0%	11%
Gaming areas	5%	4%	2%	13%	0%
Gyms	15%	21%	21%	13%	11%
Indoor archery/shooting range	4%	5%	6%	13%	11%
Indoor leisure swimming pools	30%	29%	25%	13%	0%
Indoor lap lanes for exercise swimming	25%	19%	23%	0%	0%
Indoor walking/jogging track	38%	48%	43%	0%	11%
Library	4%	5%	5%	13%	0%
Outdoor leisure swimming areas	5%	7%	12%	0%	0%
Photography studios	2%	2%	2%	0%	0%
Pickleball courts	4%	3%	1%	13%	0%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-5. A community recreation center should include a social gathering component				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Racquetball/handball courts	2%	4%	2%	0%	0%
Rock climbing walls	5%	5%	8%	0%	0%
Rooms for recreation classes & other activities	18%	19%	10%	0%	0%
Rooms for community meetings & family gatherings	24%	16%	10%	0%	0%
Rooms for banquets & catered events	8%	8%	8%	0%	0%
Satellite post office	8%	7%	6%	0%	0%
Space for theatre or musical productions	8%	8%	5%	0%	0%
Senior activity/social areas	18%	18%	11%	0%	0%
Weightlifting exercise areas	33%	28%	26%	13%	11%
Other	4%	4%	1%	0%	11%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-6. Our community needs more fitness, recreation, and social opportunities for youth and teens				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Aerobics/dance areas	19%	16%	12%	9%	0%
Arts & crafts areas	9%	7%	7%	4%	0%
Art gallery	6%	9%	5%	9%	0%
Cafe/coffee shop	11%	8%	10%	4%	0%
Cardiovascular/fitness equipment areas	48%	40%	22%	35%	17%
Community meeting rooms	8%	12%	11%	17%	0%
Gaming areas	2%	2%	8%	0%	8%
Gyms	20%	22%	14%	9%	8%
Indoor archery/shooting range	5%	5%	7%	9%	0%
Indoor leisure swimming pools	25%	36%	24%	22%	0%
Indoor lap lanes for exercise swimming	25%	20%	21%	13%	0%
Indoor walking/jogging track	49%	42%	40%	44%	8%
Library	4%	7%	4%	4%	0%
Outdoor leisure swimming areas	9%	8%	5%	9%	0%
Photography studios	1%	2%	2%	0%	0%
Pickleball courts	2%	2%	4%	0%	0%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-6. Our community needs more fitness, recreation, and social opportunities for youth and teens				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Racquetball/handball courts	3%	2%	2%	0%	0%
Rock climbing walls	8%	5%	5%	0%	0%
Rooms for recreation classes & other activities	19%	17%	14%	17%	8%
Rooms for community meetings & family gatherings	16%	15%	16%	17%	8%
Rooms for banquets & catered events	5%	8%	11%	13%	0%
Satellite post office	9%	5%	9%	4%	8%
Space for theatre or musical productions	9%	4%	9%	13%	0%
Senior activity/social areas	10%	17%	17%	17%	0%
Weightlifting exercise areas	39%	30%	22%	13%	0%
Other	4%	3%	2%	4%	0%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-7. Our community needs more fitness, recreation, and social opportunities for seniors				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Aerobics/dance areas	18%	12%	14%	9%	0%
Arts & crafts areas	9%	6%	9%	9%	0%
Art gallery	7%	7%	7%	0%	0%
Cafe/coffee shop	10%	7%	11%	0%	0%
Cardiovascular/fitness equipment areas	47%	41%	24%	18%	11%
Community meeting rooms	8%	9%	16%	9%	0%
Gaming areas	3%	2%	8%	9%	0%
Gyms	17%	22%	18%	0%	0%
Indoor archery/shooting range	4%	6%	7%	18%	0%
Indoor leisure swimming pools	29%	29%	29%	18%	0%
Indoor lap lanes for exercise swimming	30%	18%	17%	9%	11%
Indoor walking/jogging track	45%	47%	39%	18%	11%
Library	4%	4%	6%	9%	0%
Outdoor leisure swimming areas	7%	7%	9%	9%	0%
Photography studios	1%	2%	2%	0%	0%
Pickleball courts	2%	4%	2%	0%	0%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-7. Our community needs more fitness, recreation, and social opportunities for seniors				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Racquetball/handball courts	3%	3%	1%	9%	0%
Rock climbing walls	4%	6%	8%	9%	0%
Rooms for recreation classes & other activities	23%	13%	13%	9%	0%
Rooms for community meetings & family gatherings	18%	17%	13%	9%	0%
Rooms for banquets & catered events	6%	10%	10%	0%	0%
Satellite post office	9%	8%	5%	9%	0%
Space for theatre or musical productions	7%	9%	6%	9%	0%
Senior activity/social areas	18%	19%	9%	0%	0%
Weightlifting exercise areas	28%	34%	24%	18%	11%
Other	5%	4%	0%	0%	0%

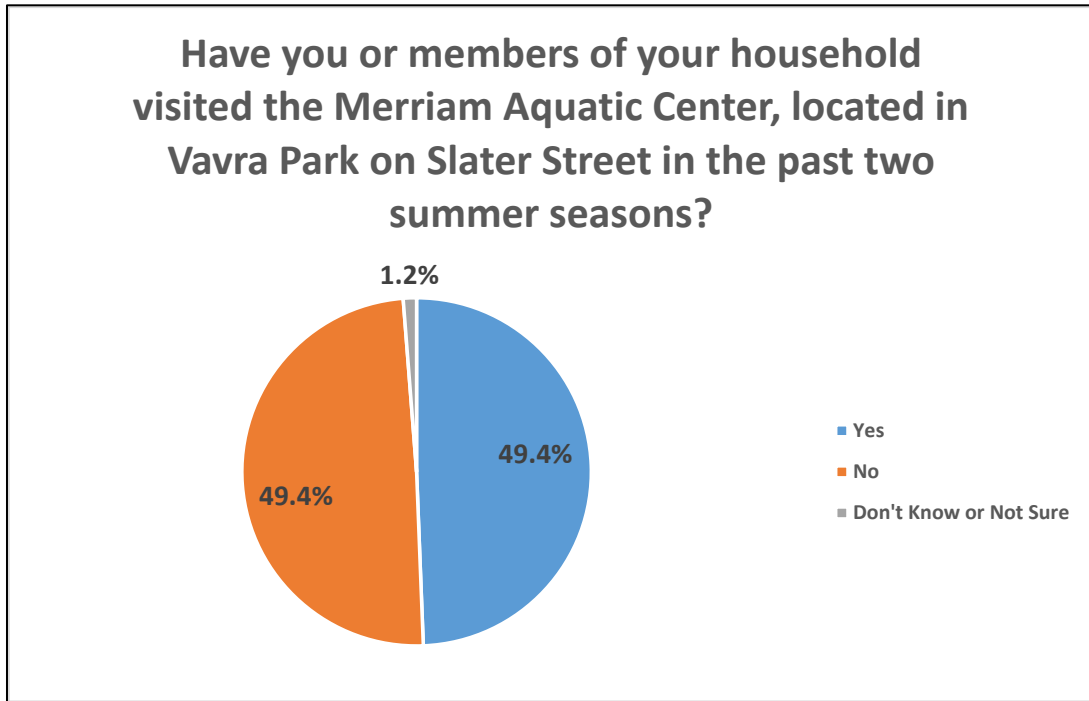
Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-8. A community recreation center should generate revenue from user fees (e.g. memberships, daily fees, rentals) to help cover the cost of operations				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Aerobics/dance areas	17%	15%	12%	12%	10%
Arts & crafts areas	6%	7%	11%	12%	0%
Art gallery	6%	7%	7%	15%	0%
Cafe/coffee shop	8%	8%	15%	4%	0%
Cardiovascular/fitness equipment areas	44%	39%	26%	31%	0%
Community meeting rooms	9%	14%	9%	4%	0%
Gaming areas	4%	4%	6%	4%	0%
Gyms	21%	22%	12%	12%	20%
Indoor archery/shooting range	9%	5%	5%	4%	0%
Indoor leisure swimming pools	28%	28%	21%	50%	20%
Indoor lap lanes for exercise swimming	22%	20%	20%	15%	30%
Indoor walking/jogging track	42%	47%	40%	27%	20%
Library	2%	4%	6%	12%	20%
Outdoor leisure swimming areas	8%	5%	8%	15%	10%
Photography studios	2%	1%	3%	0%	0%
Pickleball courts	4%	4%	0%	4%	0%

Most Important Facility or Activity (Based on Sum of Top 4 Choices)	Q13-8. A community recreation center should generate revenue from user fees (e.g. memberships, daily fees, rentals) to help cover the cost of operations				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Racquetball/handball courts	4%	2%	3%	0%	0%
Rock climbing walls	6%	5%	9%	4%	0%
Rooms for recreation classes & other activities	17%	18%	11%	23%	0%
Rooms for community meetings & family gatherings	13%	15%	21%	12%	20%
Rooms for banquets & catered events	6%	8%	12%	4%	0%
Satellite post office	4%	8%	5%	12%	20%
Space for theatre or musical productions	7%	7%	7%	12%	0%
Senior activity/social areas	11%	15%	14%	23%	10%
Weightlifting exercise areas	35%	29%	16%	39%	0%
Other	2%	3%	3%	12%	0%

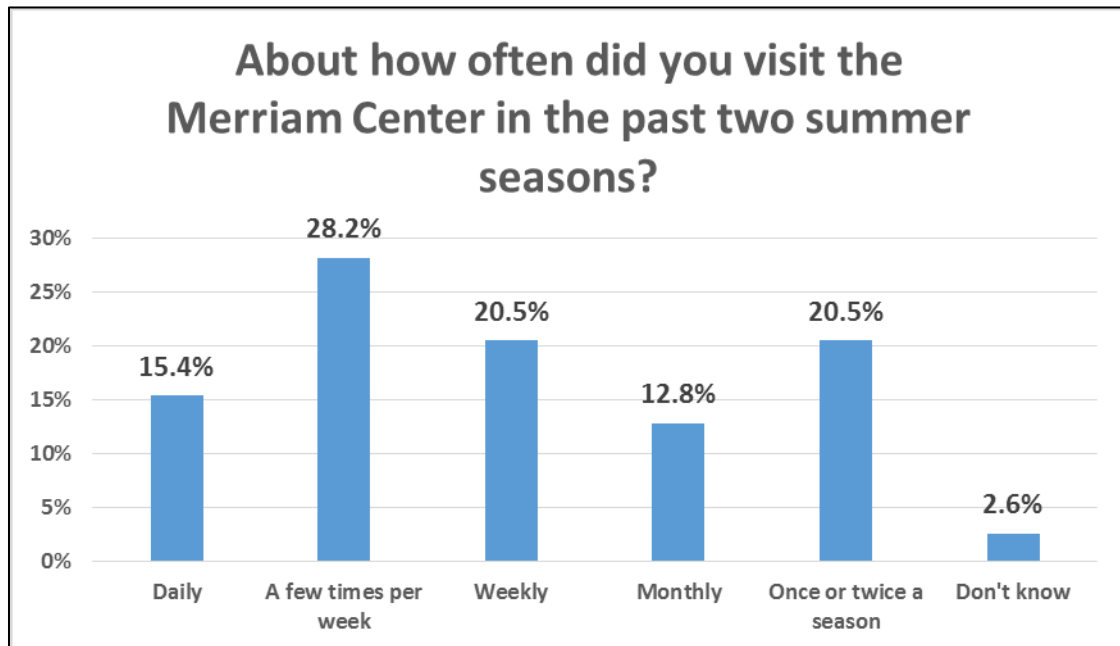
APPENDIX B – ON-LINE SURVEY RESULTS

USE OF MERRIAM AQUATIC CENTER

Forty-nine percent (49%) of households surveyed indicated that they had visited the Merriam Aquatic Center during the past two summer seasons

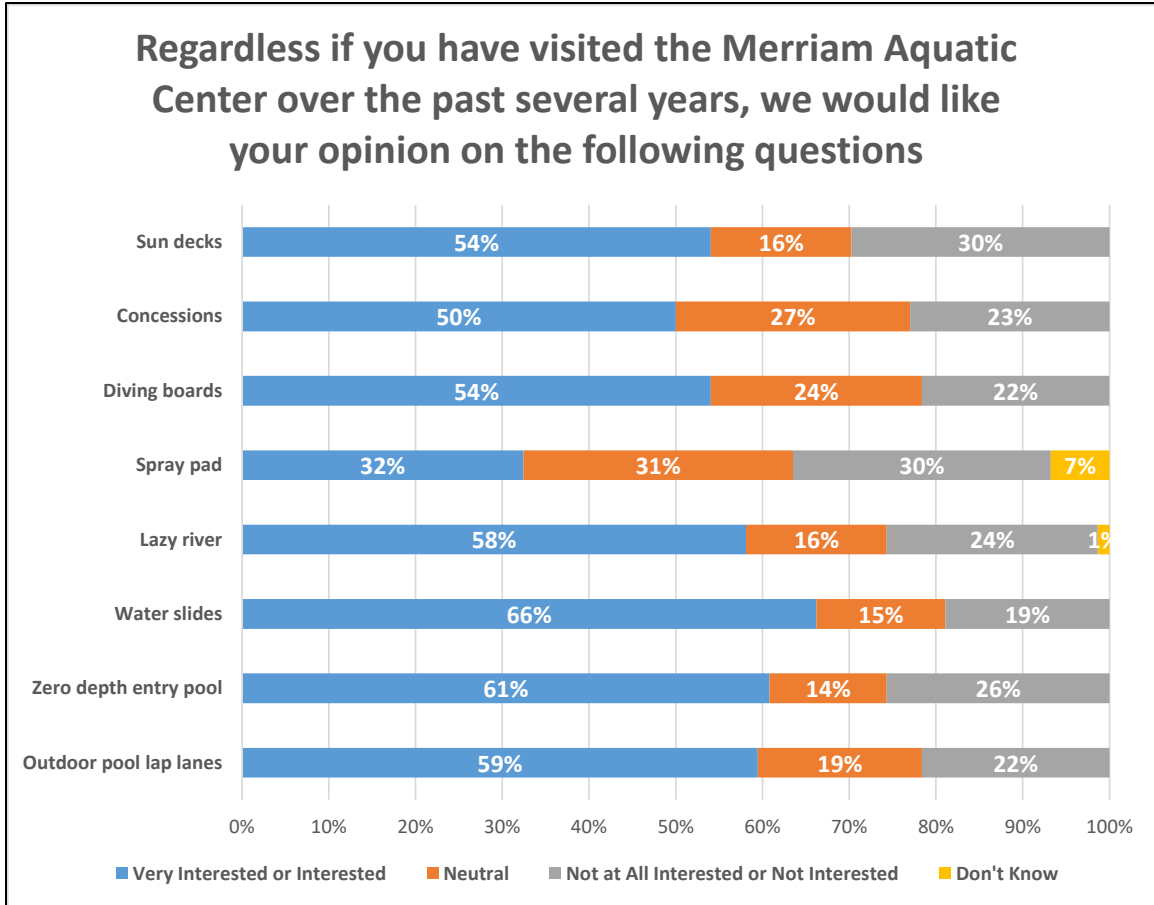


Twenty eight percent (28%) of respondents visited the Merriam Center a few times per week, 21% visited weekly, and 21% visited the Center once or twice a season



INTEREST IN AMENITIES FOR A NEW AQUATIC CENTER

Sixty-six percent (66%) of respondents indicated they were “very interested” (33%) or “interested” (26%) in water slides. Other amenities which respondents indicated high interest were a zero-depth entry pool (61%), outdoor pool lap lanes (59%), and lazy river (58%).

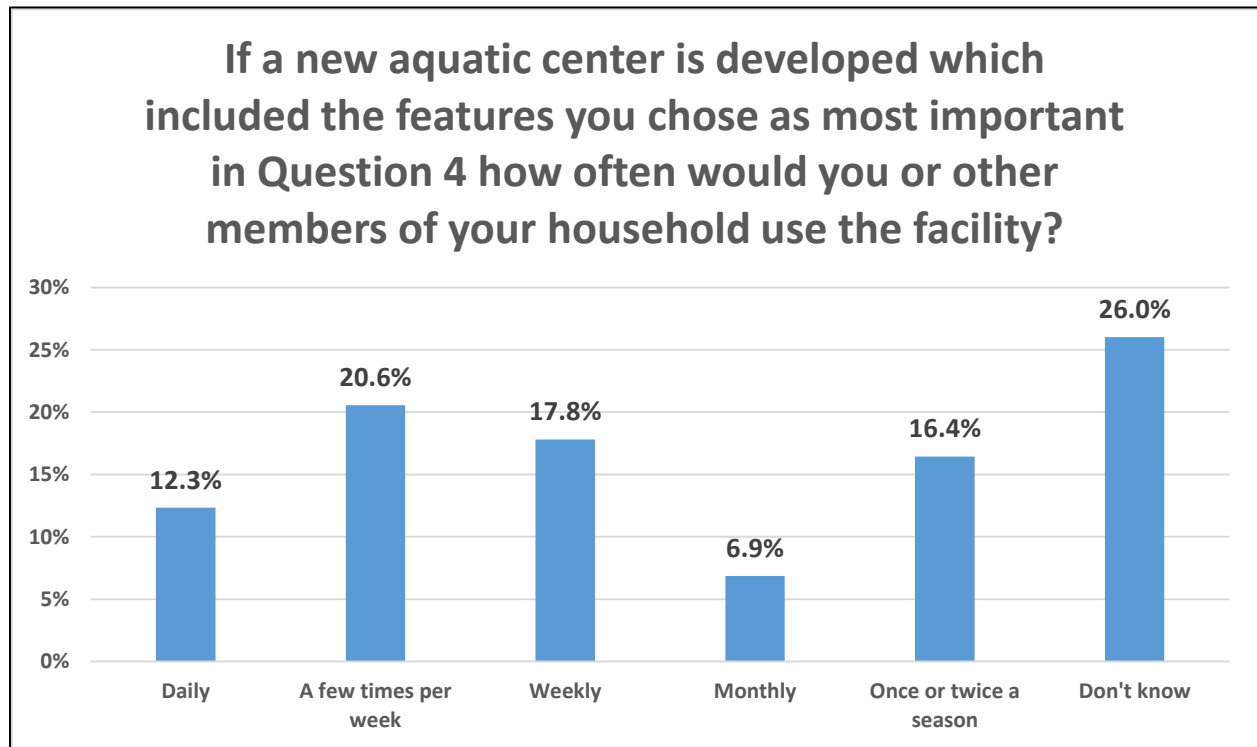


Top three 1st choices for respondents are outdoor pool lap lanes (27%), zero depth entry pool (27%), and a lazy river (21%).

Which THREE of the items listed in Question 3 do you think would be most important to include in the design of a new or redesigned aquatic center for our community?			
Amenities	1st Choice	2nd Choice	3rd Choice
Outdoor pool lap lanes	27%	13%	3%
Zero depth entry pool	27%	13%	13%
Lazy river	21%	13%	13%
Water slides	8%	24%	20%
NONE	7%	9%	10%
Diving boards	4%	14%	14%
Spray pad	3%	1%	9%
Concessions	3%	7%	7%
Sun decks	0%	6%	11%

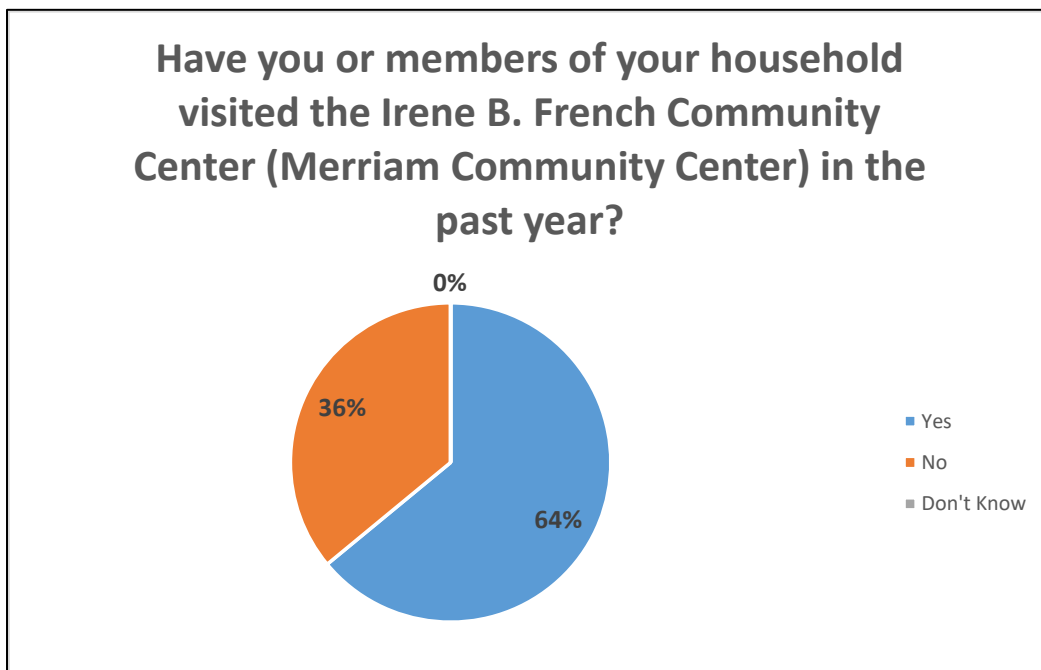
9.2.2 USE OF NEW FACILITY

Twenty-six percent (26%) respondents indicated they did not know how often their household would use the facility, followed by 21% indicated a few times per week and 18% said weekly.

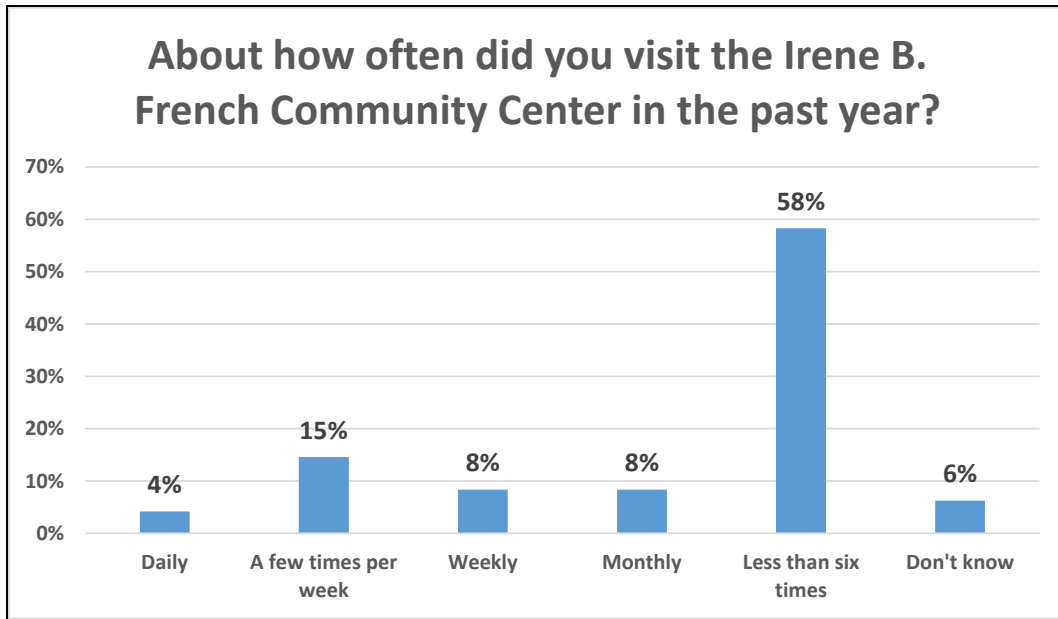


USE OF THE IRENE B. FRENCH COMMUNITY CENTER

Sixty-four percent (64%) of respondents indicated that they had visited the Irene B. French Community Center during the past year



Fifty-eight percent (58%) of respondents visited the Irene B. French Community Center less than six times in the past year, followed by 15% visited a few times per week.

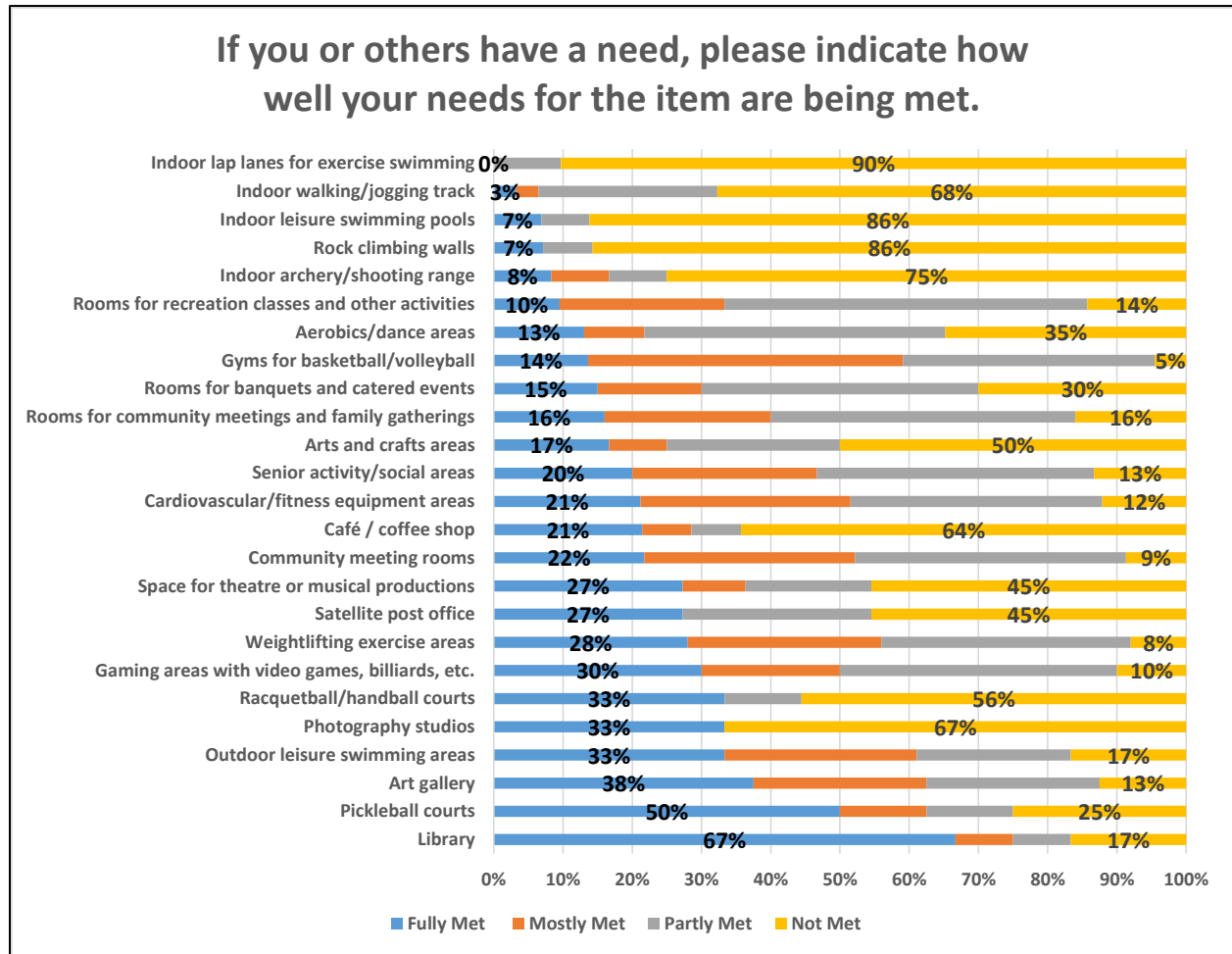


INDOOR RECREATION FACILITY NEEDS AND PRIORITIES

Top three facility/amenity that respondents have a need for are cardiovascular/fitness equipment areas (78%), indoor walking/jogging track (71%), and weightlifting exercise areas (67%)

Do you have a need for this facility or amenity?	Yes	No
Cardiovascular/fitness equipment areas	↑ 77.78%	↓ 22.22%
Indoor walking/jogging track	↑ 71.43%	↓ 28.57%
Weightlifting exercise areas	↑ 67.21%	↓ 32.79%
Indoor lap lanes for exercise swimming	→ 62.30%	→ 37.70%
Rooms for community meetings and family gatherings	→ 62.30%	→ 37.70%
Indoor leisure swimming pools	→ 58.73%	→ 41.27%
Community meeting rooms	→ 56.45%	→ 43.55%
Rooms for recreation classes and other activities	→ 55.00%	→ 45.00%
Gyms for basketball/volleyball	→ 54.10%	→ 45.90%
Rooms for banquets and catered events	→ 52.46%	→ 47.54%
Aerobics/dance areas	→ 45.90%	→ 54.10%
Senior activity/social areas	→ 45.00%	→ 55.00%
Outdoor leisure swimming areas	→ 40.00%	→ 60.00%
Rock climbing walls	↓ 37.29%	↑ 62.71%
Art gallery	↓ 35.59%	↑ 64.41%
Café / coffee shop	↓ 33.87%	↑ 66.13%
Arts and crafts areas	↓ 28.81%	↑ 71.19%
Indoor archery/shooting range	↓ 28.81%	↑ 71.19%
Gaming areas with video games, billiards, etc.	↓ 27.12%	↑ 72.88%
Library	↓ 25.42%	↑ 74.58%
Racquetball/handball courts	↓ 25.00%	↑ 75.00%
Pickleball courts	↓ 22.03%	↑ 77.97%
Space for theatre or musical productions	↓ 20.69%	↑ 79.31%
Satellite post office	↓ 20.00%	↑ 80.00%
Photography studios	↓ 13.33%	↑ 86.67%

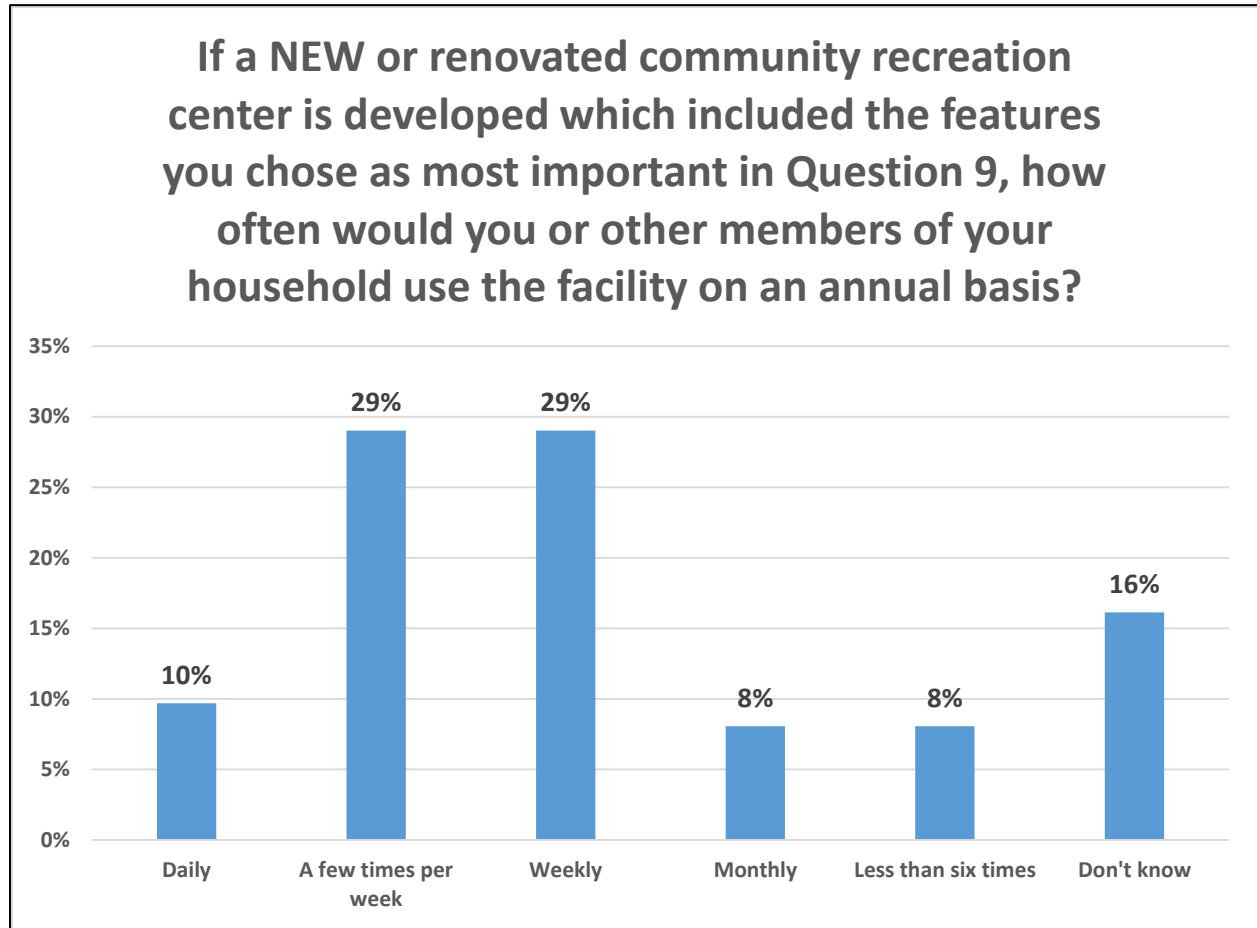
Top facilities not being met for respondents are indoor lap lanes for exercise swimming, indoor walking/jogging track, indoor leisure swimming pools, and rock climbing walls.



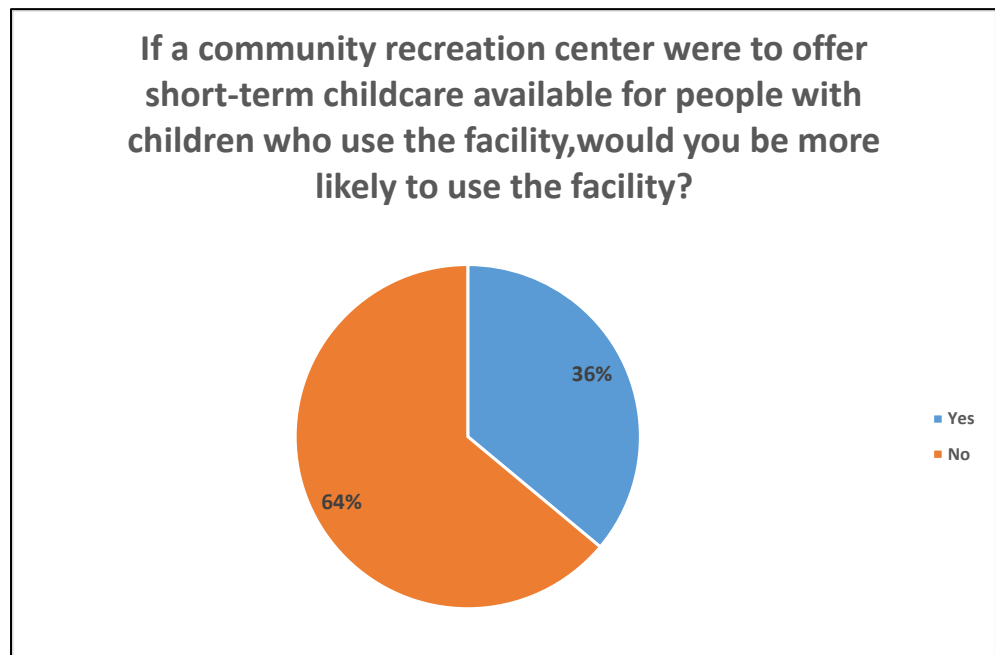
Top three amenities for 1st choice for respondents are cardiovascular/fitness equipment areas (23%), indoor leisure swimming pools (13%), and indoor lap lanes for exercise swimming (10%).

Facilities/Amenities	1st	2nd	3rd	4th
Cardiovascular/fitness equipment areas	23.33%	13.56%	8.47%	6.78%
Indoor leisure swimming pools	13.33%	8.47%	0.00%	5.08%
Indoor lap lanes for exercise swimming	10.00%	6.78%	6.78%	3.39%
Indoor walking/jogging track	8.33%	20.34%	8.47%	6.78%
Aerobics/dance areas	6.67%	3.39%	3.39%	0.00%
NONE	6.67%	5.08%	5.08%	5.08%
Gyms for basketball/volleyball	5.00%	3.39%	11.86%	10.17%
Art gallery	3.33%	1.69%	1.69%	3.39%
Rooms for community meetings and family gatherings	3.33%	1.69%	6.78%	6.78%
Rooms for banquets and catered events	3.33%	0.00%	1.69%	1.69%
Weightlifting exercise areas	3.33%	11.86%	5.08%	6.78%
Arts and crafts areas	1.67%	5.08%	1.69%	1.69%
Café / coffee shop	1.67%	0.00%	1.69%	6.78%
Community meeting rooms	1.67%	5.08%	6.78%	1.69%
Indoor archery/shooting range	1.67%	0.00%	1.69%	0.00%
Racquetball/handball courts	1.67%	0.00%	1.69%	5.08%
Rock climbing walls	1.67%	3.39%	5.08%	3.39%
Satellite post office	1.67%	0.00%	0.00%	0.00%
Space for theatre or musical productions	1.67%	1.69%	0.00%	1.69%
Gaming areas with video games, billiards, etc.	0.00%	0.00%	1.69%	5.08%
Library	0.00%	1.69%	0.00%	0.00%
Outdoor leisure swimming areas	0.00%	0.00%	3.39%	0.00%
Photography studios	0.00%	0.00%	1.69%	3.39%
Pickleball courts	0.00%	0.00%	1.69%	1.69%
Rooms for recreation classes and other activities	0.00%	3.39%	6.78%	10.17%
Senior activity/social areas	0.00%	3.39%	6.78%	3.39%

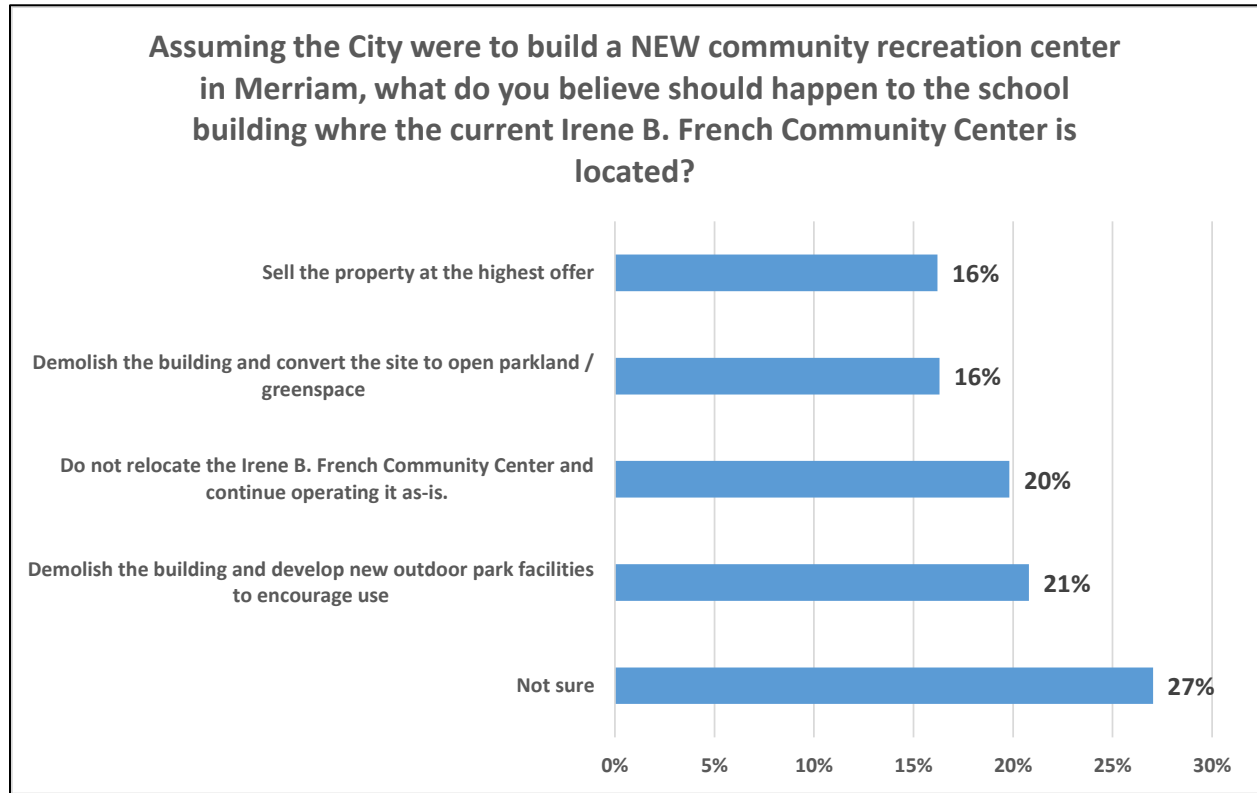
Nearly 60% of respondents would use the new or renovated facility a few times per week to weekly. Sixteen percent (16%) did not know and 10% would use it daily.



Thirty-six percent (36%) of respondents indicated they would use the child care facility.

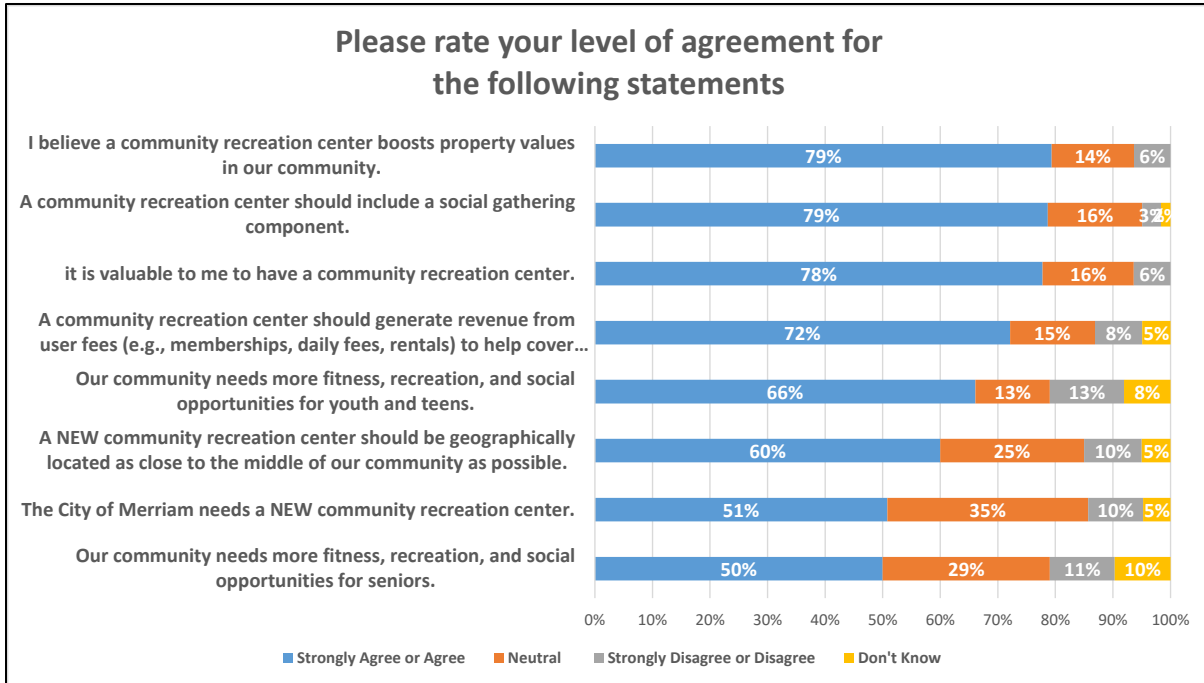


Twenty-seven percent (27%) of respondents were not sure what should happen to the current Irene B. French Community Center, 21% would demolish the building and develop new outdoor park facilities to encourage use and 20% said do not relocate the Irene B. French Community Center and continue operating it as-is.



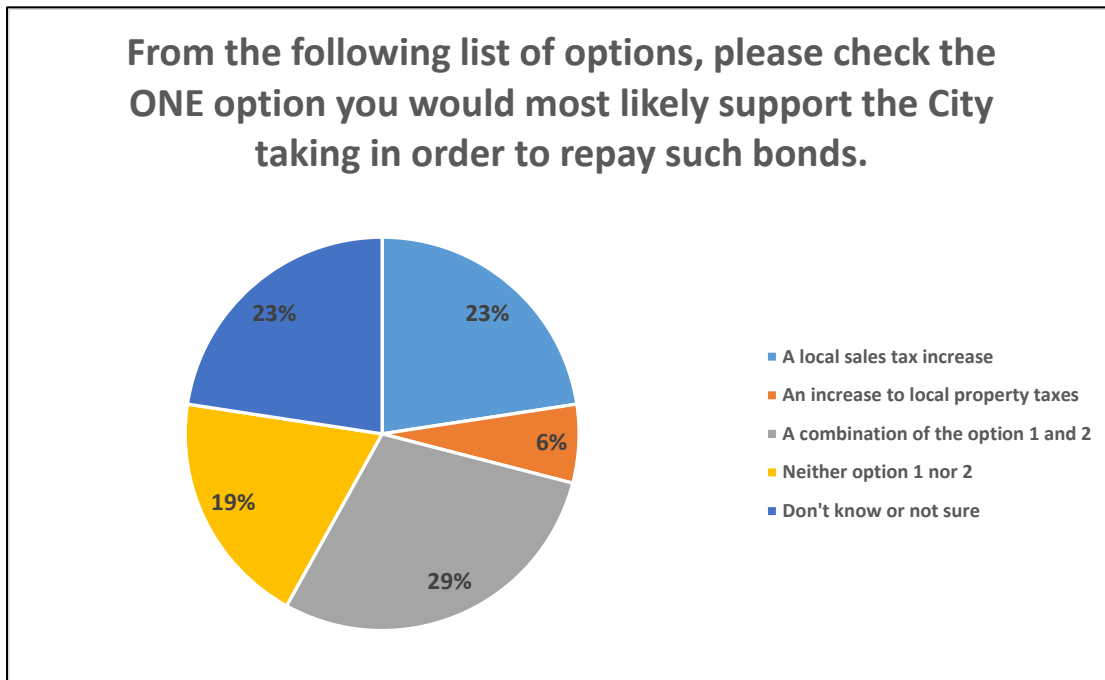
OVERALL VALUE AND SUPPORT

Three statements respondents indicated the strongest level of agreement with are: I believe a community recreation center boosts property values in our community (79%), a community recreation center should include a social gathering component (79%), and it is valuable to me to have a community recreation center (78%). The statement which respondents showed the lowest level agreement was that our community needs more fitness, recreation, and social opportunities for seniors.

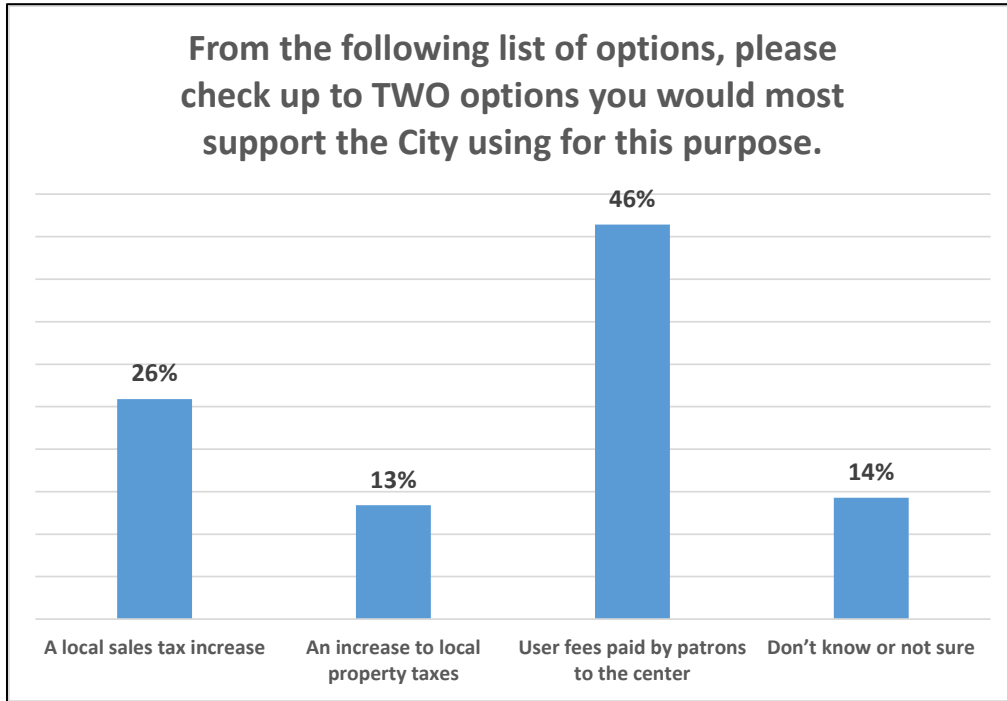


9.2.3 OVERALL VALUE AND FUNDING SUPPORT

Twenty-three percent (23%) of respondents indicated they would most likely support a local sales tax increase, 23% indicated an increase to local property taxes and 29% percent said neither option 1 or 2.

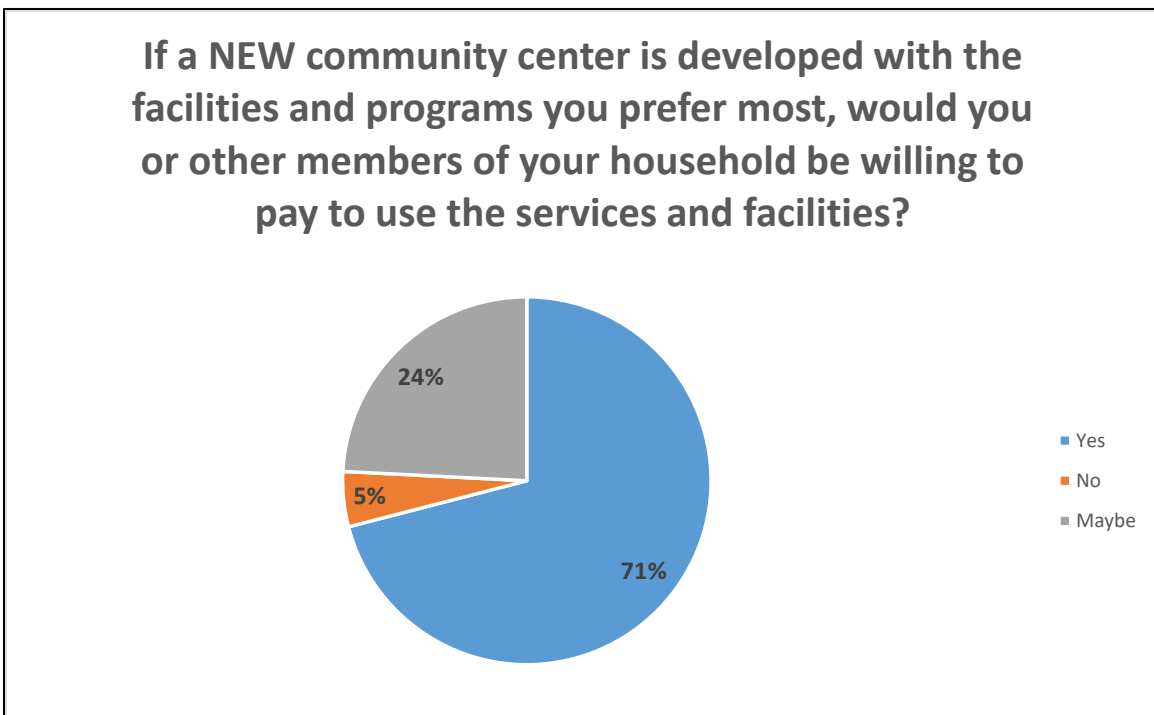


User fees paid by patrons to the center received the most support (46%) followed by 26% indicated local sales tax increase, 14% don't know or not sure, and 13% indicate an increase to local property taxes.

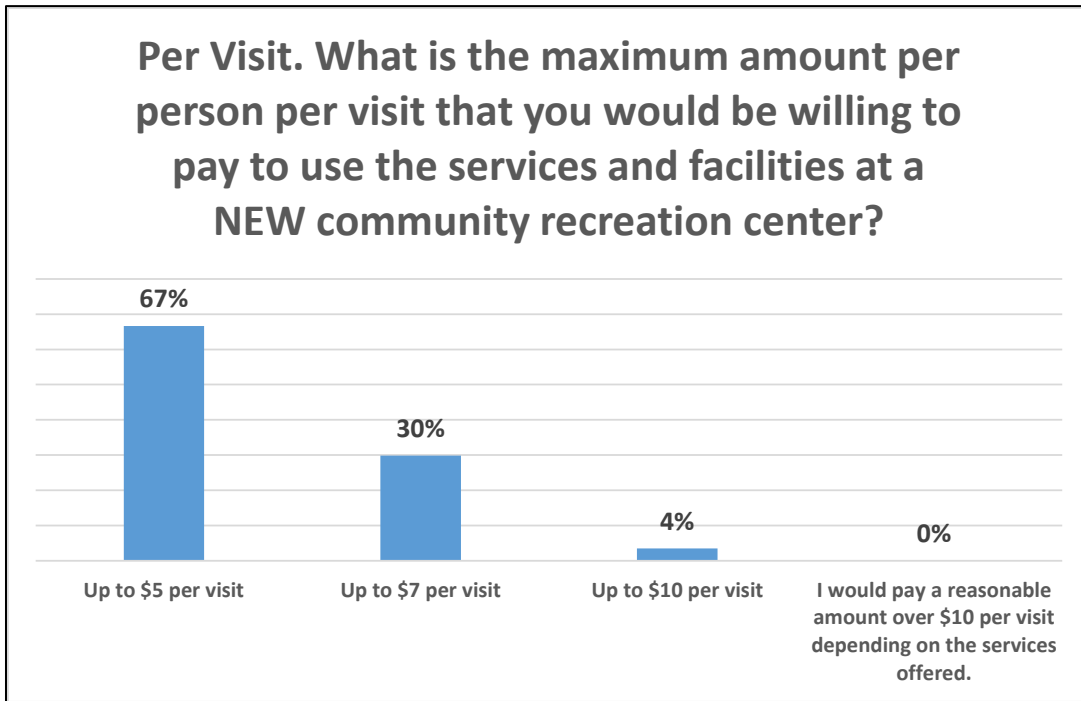


FUNDING A NEW FACILITY

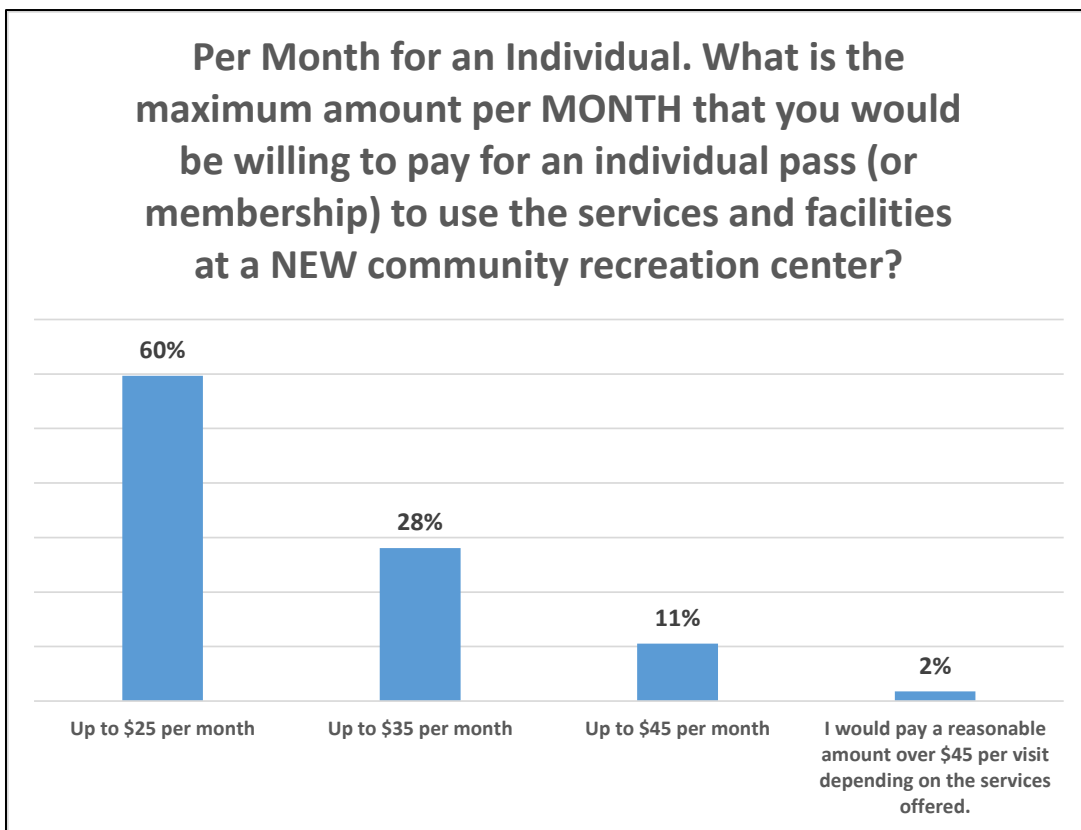
Seventy-one percent (71%) indicated they would pay to use the services at a new facility, 5% said no and 24% said maybe.



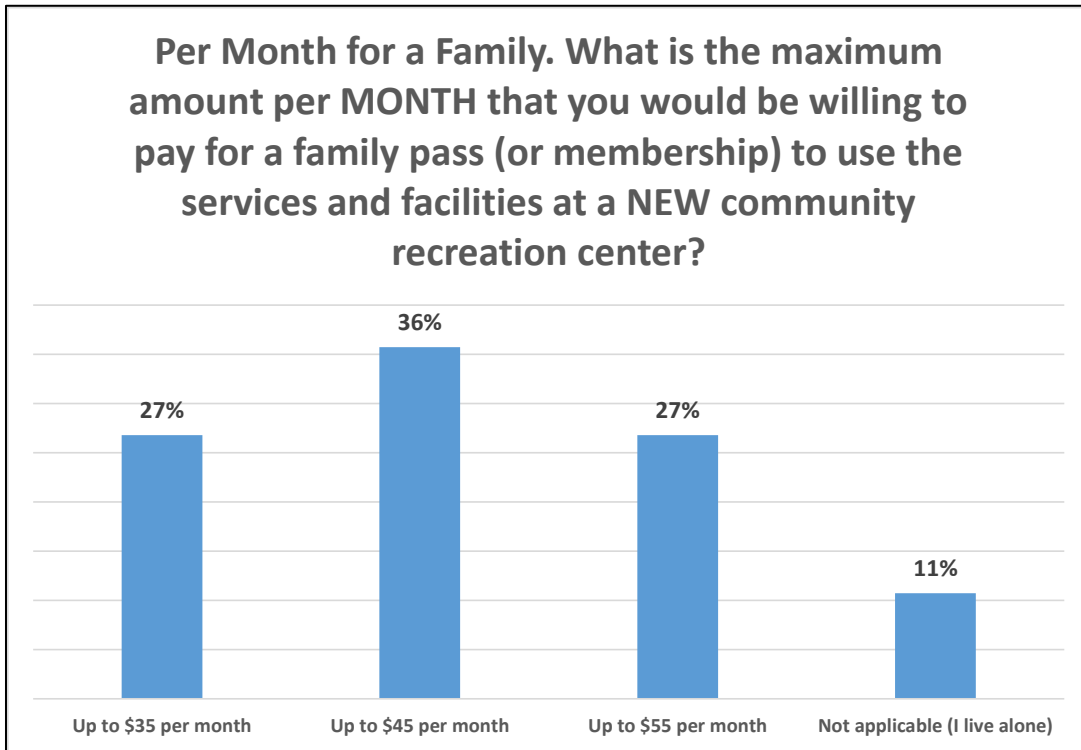
Sixty-seven percent (67%) of respondents would pay up to \$5 per visit, 30% up to \$7 per visit, and 4% said up to \$10 per visit.



Sixty percent (60%) indicated they would pay up to \$25 per month for an individual, 28% said up to \$35 per month, and 11% up to \$45 per month.



Twenty-seven percent (27%) indicated they would pay up to \$35 per month for a family. 36% would up to \$45 per month, and 27% would pay up to \$55 per month.



OTHER PROVIDERS

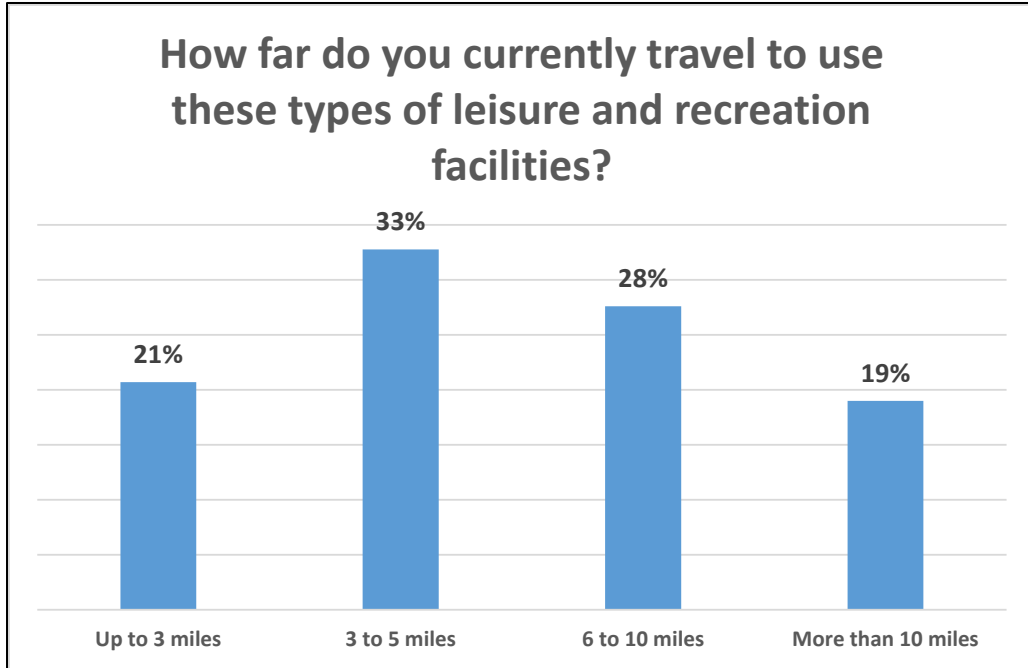
Top three organizations that respondents use the most are other cities', county, or state parks and facilities 67%, City of Merriam Parks and Recreation 55%, and private clubs 33%

Which of the following organizations provide leisure and recreation facilities that are used by you and other members of your household? (Select all that apply.)

Other cities', county, or state parks and facilities	67%
City of Merriam Parks and Rec.	55%
Private clubs (tennis, fitness & dance)	33%
School District	22%
Churches or other religious organizations	22%
Non-profit organizations	20%
Private youth sports teams	13%
Local colleges	8%
None. Do not use any organizations.	7%
Other	5%

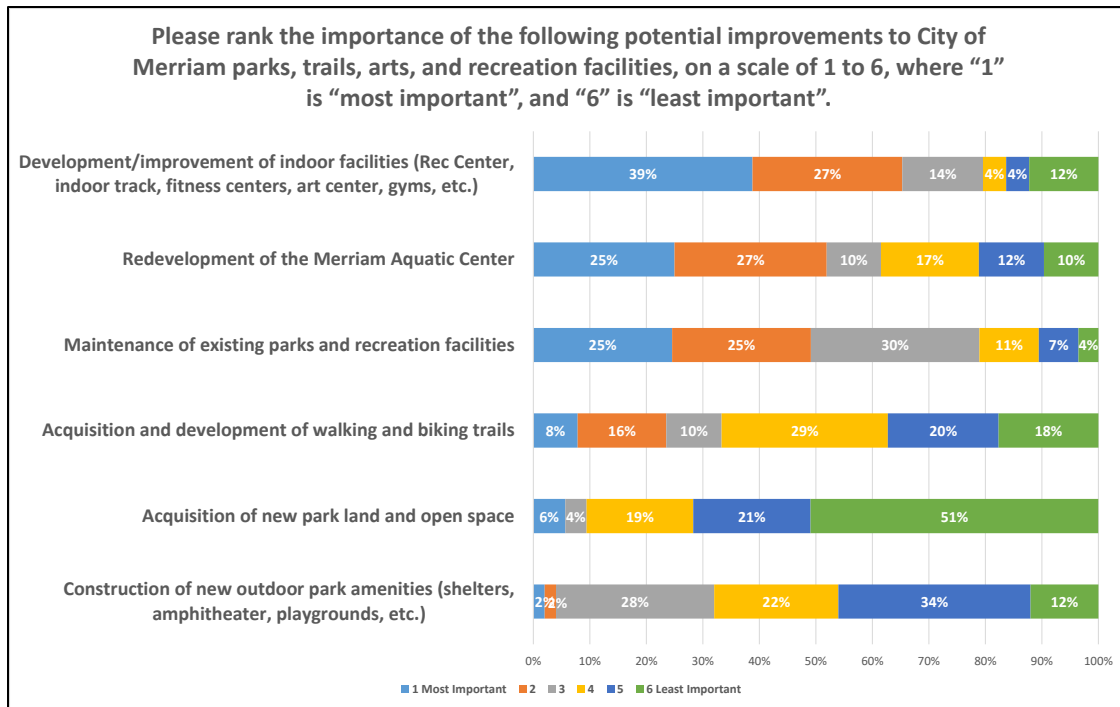
TRAVELING

Twenty-one percent (21%) of respondents would travel up to 3 miles to use leisure and recreation facilities, 33% would travel 3 to 5 miles, 28% would travel 6 to 10 miles, and 19% would travel more than 10 miles.

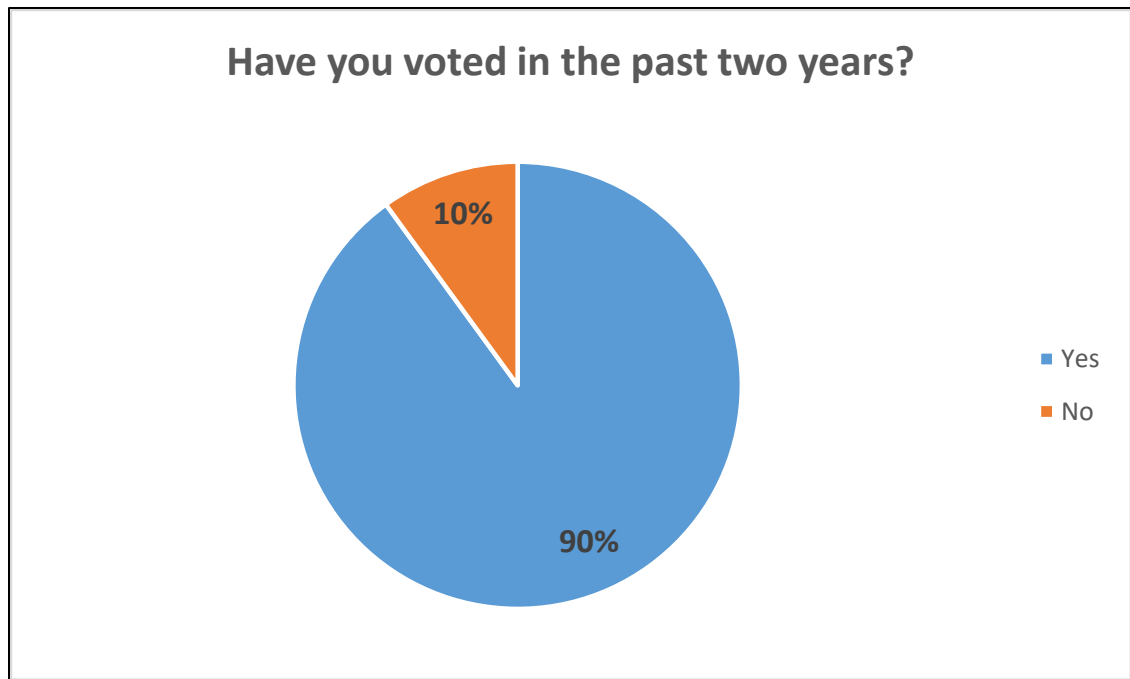
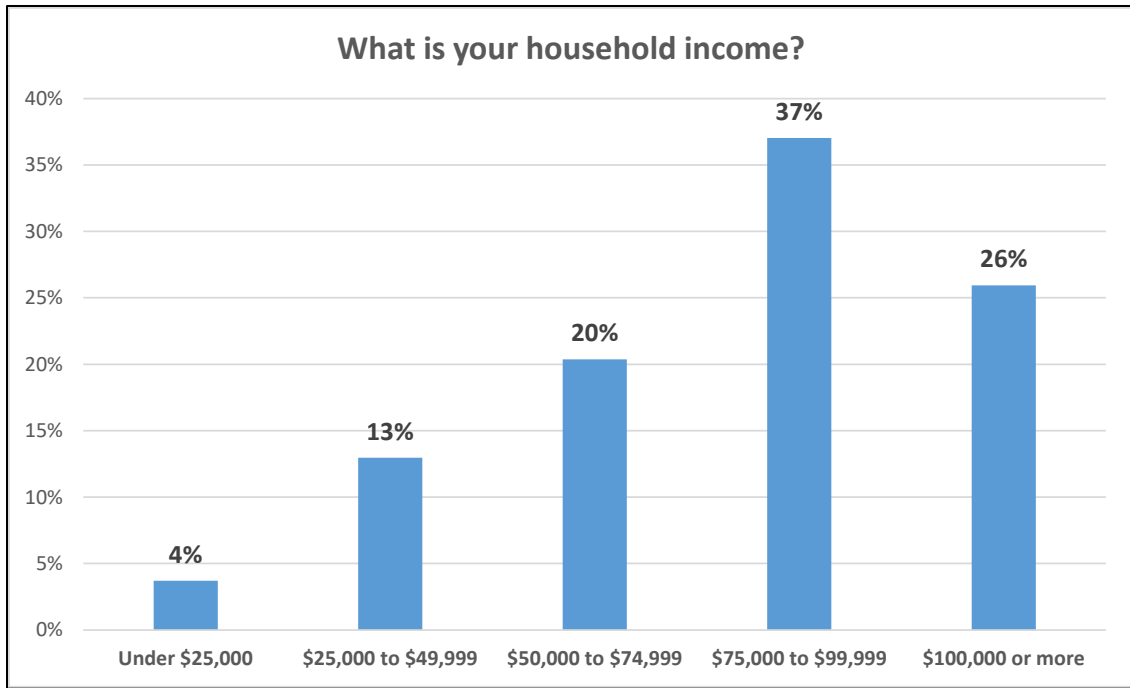


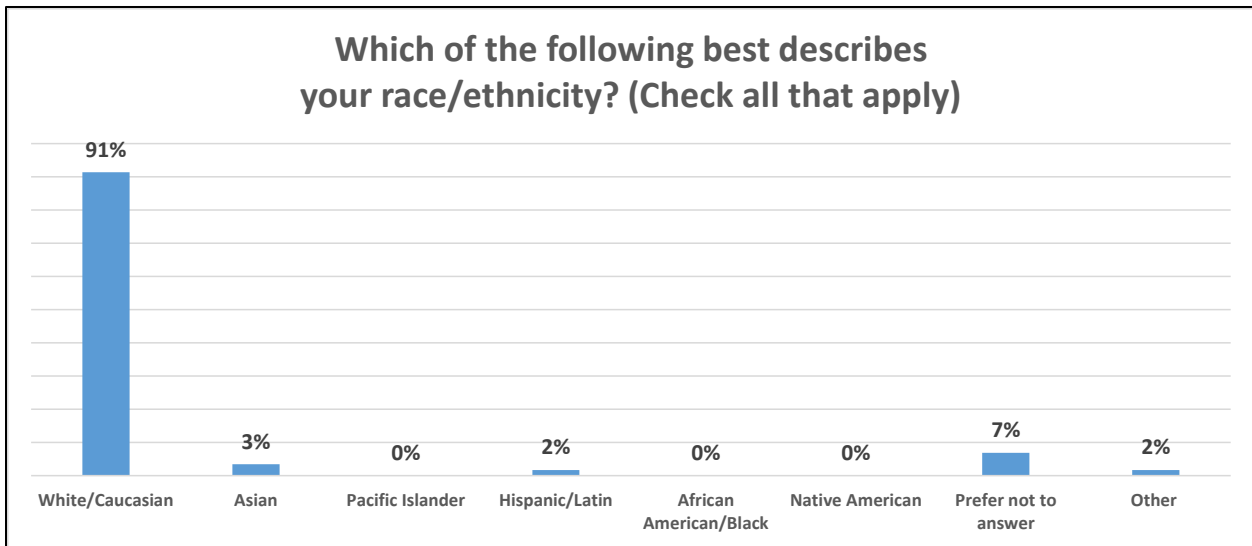
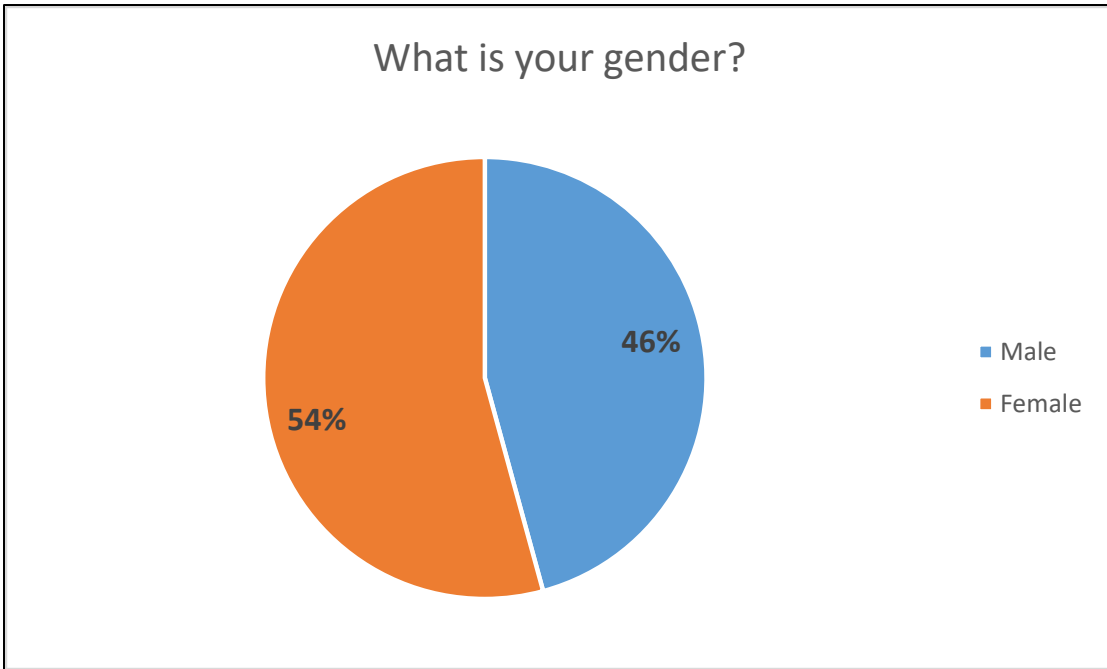
IMPORTANCE OF POTENTIAL IMPROVEMENTS

Top three improvements that were selected as most important by respondents are development/improvement of indoor facilities, redevelopment of the Merriam Aquatic Center, and maintenance of existing parks & recreation facilities.



DEMOGRAPHICS





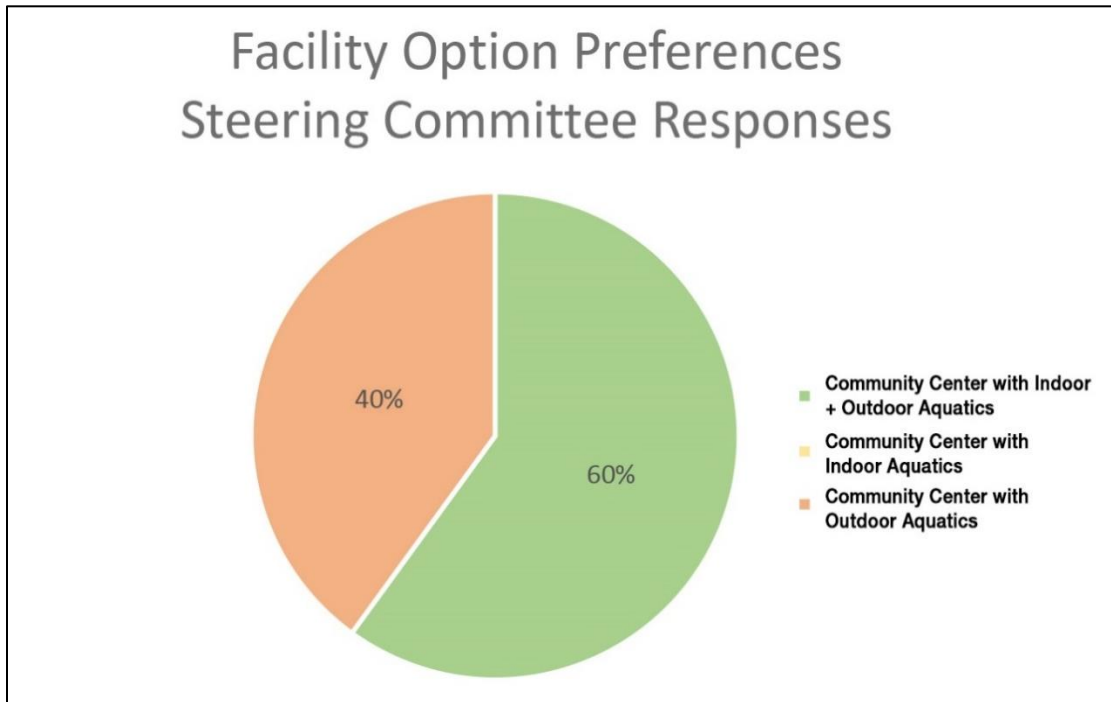
APPENDIX C – FINAL PUBLIC FORUM RESULTS

STEERING COMMITTEE/PUBLIC MEETING RESULTS

STEERING COMMITTEE RESULTS

Rank in order of preference, with 1 being most preferred and 3 being the least preferred

	Most Preferred (1)	Second Choice (2)	Least Preferred (3)
Community Center with Indoor + Outdoor Aquatics	37	6	5
Community Center with Indoor Aquatics	9	18	14
Community Center with Outdoor Aquatics	3	16	21

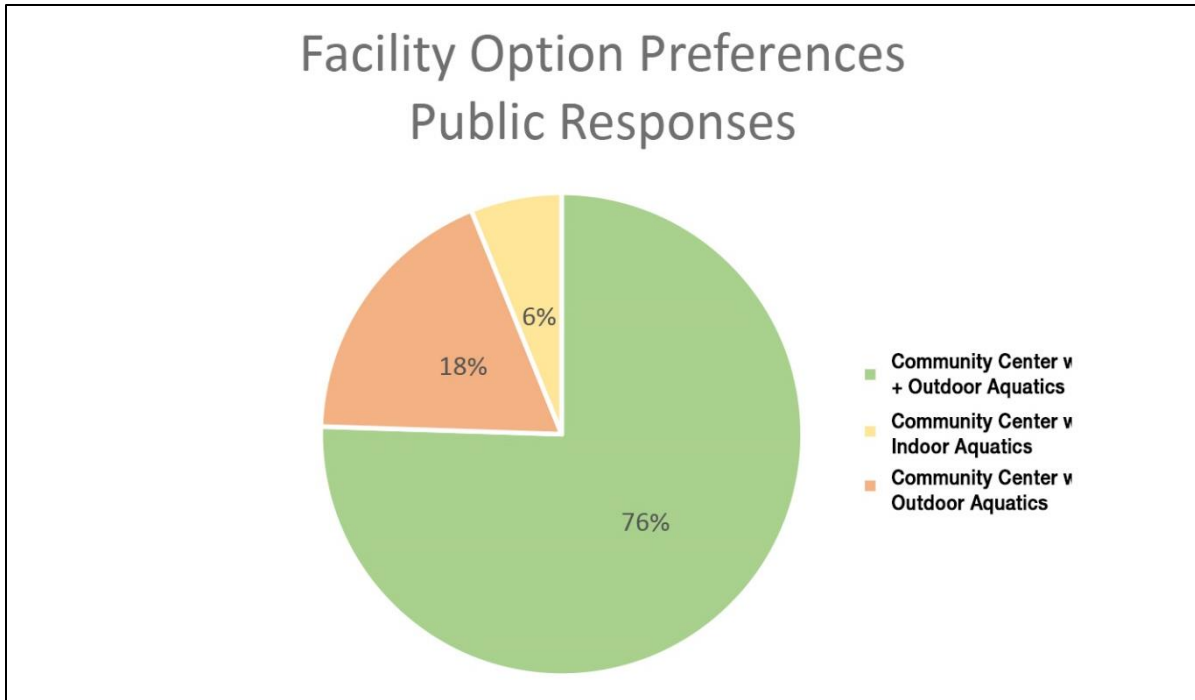


Voting results incorporating most preferred votes

PUBLIC INPUT RESULTS

Rank in order of preference, with 1 being most preferred and 3 being the least preferred

	Most Preferred (1)	Second Choice (2)	Least Preferred (3)
Community Center with Indoor + Outdoor Aquatics	37	6	5
Community Center with Indoor Aquatics	9	18	14
Community Center with Outdoor Aquatics	3	16	21



Voting results incorporating most preferred votes

PUBLIC INPUT COMMENTS:

GENERAL MEETING COMMENTS

- Too long and disorganized presentation. Open house means that you look at drawings and leave. Not talked at!
- You've done a great job on concept and presentation - I hope it makes it to completion! Good Luck and God Bless You! I think its one of the best options offered up to enhance the City of Merriam (I've lived here all my life)
- The fellow that talked about the 3 choices - I could not hear so I have no idea about the difference in the three options

EXISTING IRENE B. FRENCH COMMUNITY CENTER – GENERAL COMMENTS

- No cost factor for existing CC location - must be included
- Existing CC is beyond repair - accelerate the project!
- Raze IBFCC + make an outdoor space
- If we demolish Irene B., please consider make land a dog park for residents.
- Hope thought will be put into possibly preserving historic old school
- As a Preservation Architect, I am very sensitive to reusing buildings. However, sometimes you have to throw in the towel. As a longtime Merriam resident, I have taken many classes here over the years and appreciate how staff have worked to accommodate different types of classes in a facility not designed for it.
- Vavra Park is a good location. Demo of the existing facility should be an option

NEW COMMUNITY CENTER – GENERAL COMMENTS

- Is the project large enough?
- Like all the different spaces proposed in the community center
- Concerns about overflow parking at new facility being large enough
- I support building something new for current and future generations to enjoy. I think it would bring in revenue and the “full meal deal” is by far the best option. Go for it!
- Go for it! Put chairs inside and eventually outside that are very sturdy with arms on them, so old people can rest and get up and out of chairs without help. I've lived in Merriam about 63 years and I'm still here!
- Please no dog park, feces in the pool!
- With the advantage of our significant tax base, I feel building the most inclusive and encompassing facility is the way to go.
- Energy efficiency/green - Solar Panels? - Female shower locker room: make shower heads average female height, not way up - too high for females - get hair wet. Wow, I'm impressed with the presentations and work - much appreciated!
- Great plan!
- Why do we need a community center when we have a Powell Center within 5 miles of most residents - It still is not cost neutral - why would we accept that we can make it neutral in 20 years?
- Not sure we “need” to build and duplicate services existing in the area in public or private venues. Ensure wants and needs are examined closely please
- Would like to see an option for community center only.
- What are the implications in cost and space usefulness. How will you make sure that the rooms are not empty. How will you make sure that dual use/multi-purpose concept is enacted 90-100%

of the time. I.E. pool “party” rooms use for swimmers warm up exercises, life guard lockers/class/CPR training. “Essentially never an empty room” concept. How will parking look?

- Will the urban planning focus natural shade if there is an outdoor pool - planting evergreens - decide on trees bring leaf clean up requirements.
- Will the building materials used on the current community center be utilized (if cost effective) to reduce waste - provide continue sustainability?
- The difference in current price estimates seems to benefit constructing the complete facility with indoor and outdoor aquatics. I’m quite curious to see if the site planning, incorporating existing elevation contours, which I know you’ve worked through. Well done!

ART

- I hope the art gallery area will continue at the new facility - I like the various exhibits. I agree with low membership costs generating large volume. I’m sad to see the current building demolished, but understand it’s not cost efficient. Would like to see some salvage of a few stones, gym floor, etc. Perhaps as an accent wall behind the greeting table. Merriam history is so important to so many.
- I’d be interested in knowing what would happen to the current art gallery in a new space

POOL COMMENTS (INDOOR + OUTDOOR)

- If we were to have an indoor aquatics space - please consider adult only blocks of times.
- Outdoor pool is only used 2 ½ months. Indoor pool only could/would be used year round.
- If an indoor aquatics center is built would you consider adding a volleyball court.
- I think it makes a lot of sense to replace our old facilities with a new center. The excitement of a new facility will draw attention and increase participation. Plan #2 above leaves land available to the west on an important note, which could facilitate expansion if it becomes necessary at a later date and keeping all pool indoors lets it be utilized year-round and protects it from weather. Good job on the presentation and thanks for keeping the community involved!
- Consider flipping the indoor pool option so it is farther away from the neighborhood. Current design is out of scale with the neighborhood and the setback from the street encroaches on the adjacent houses. Utilize the grassy area of the indoor pool option by putting a walking path or dog park.
- Please keep the diving wells, for losing the spring boards is a huge loss. My son is the University of Kansas head diving coach because of living on the swim team in Merriam as a child. Thank you.
- The existing outdoor pool is one of my favorite features of our community, and I would hate to see it go, however I ranked it third because my kids have access to the Mission outdoor pool (through their mother) and they would prefer to have an indoor pool year round. But all three of us strongly prefer option 1.

COSTS AND FINANCING

- What about existing sales tax on new businesses on Johnson Drive and Shopping Centers?
- Why not charge these large businesses a special assessment?
- Payback no more than 10 years!
- No grant money? Why?
- Facts about financing was a good topic. I plan to investigate further
- I would vote for a ¼ cent sales tax to fund the building, I will not vote for a property tax increase
- Yes - ¼ cent tax No - property tax increase
- I will take the \$400 off my property tax and spend \$10 per month at Planet Fitness.

- My concern is that the Merriam senior rate be maintained at the present level with the new facility. With increasing utility rates and taxes, this new facility may become unaffordable to our seniors.
- I understand the need to do something. It will take a deep understanding of demographics when preparing to sell this to voters. My recreational dollars go to Overland Park. I would love to see them stay in Merriam. Seniors will use this, I don't know if they will vote for an outside aquatics center.
- Hope its affordable - for example Shawnee's is not for an average person
- This should be funded not by a regressive sales tax.
- If you are wanting more revenue from outside of Merriam and the future of some of the sales tax currently raised might not be there in the future, would be prudent to include a revenue generating activity space independent of the activities offered currently in an entertainment destination list a community theatre. You least likely demo now to use the facility is over 50 and will grow 34%, that is the demo for live theatre. The barn players could bring a 61 year history to Merriam as totally new pull factor.

PARKING + ACCESS

- I am concerned about pavement and building rainwater runoff.
- Would like to see better parking planned if it is thought 230–250 spaces not enough MOST of the time.
- Parking garage/ parking multi-level? Will there be/ is there bus service to this site from after school programs to the child center? From senior living places to / from the facility?

APPENDIX D – PARTNERSHIP POLICY GUIDANCE

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, schools, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

POLICY RECOMMENDATIONS FOR ALL PARTNERSHIPS

All partnerships developed and maintained by Merriam Parks and Recreation Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the Merriam Parks and Recreation Director, along with the other partner's highest ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.
- Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of MPRD facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.

- As an outcome of the partnership, MPRD must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with MPRD for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by MPRD. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Merriam Parks and Recreation Director or their designee.
- The agency has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved

PARTNERSHIP OPPORTUNITIES

These recommendations are an overview of existing partnership opportunities available to the MPRD, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but can be used as a tool of reference for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of MPRD to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.

Examples: City of Merriam Public Works, Johnson County Park and Recreation

2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of MPRD in exchange for reduced rates, services, or some other agreed upon benefit.

Examples: Food Truck Vendors, Race/Event Management Groups

3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.

Examples: Downtown Merriam Partnership, Johnson County Nutrition Meals

4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of WPRD in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.

Examples: Auto Dealers/Parts Suppliers (for Car Shows), Flags 4 Freedom

5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

Examples: United Way, Tim Murphy Art Gallery

APPENDIX E – DETAILED PRO FORMAS

COMMUNITY CENTER WITH INDOOR AND OUTDOOR AQUATICS

EXPENDITURE SUMMARY

SERVICE TITLE	Revenues	Expenditures	Revenues Over (Under) Expenditures	Cost Recovery - Percent
Passes	\$553,000.00	\$0.00	\$553,000.00	-
Administration	\$0.00	\$594,481.00	(\$594,481.00)	0%
Building Maintenance	\$0.00	\$167,205.00	(\$167,205.00)	0%
Custodial	\$0.00	\$110,300.00	(\$110,300.00)	0%
Fitness	\$243,000.00	\$299,686.10	(\$56,686.10)	81%
Indoor Aquatics	\$99,550.00	\$336,436.43	(\$236,886.43)	30%
Recreation	\$91,600.00	\$97,677.50	(\$6,077.50)	94%
Parties	\$15,000.00	\$17,324.60	(\$2,324.60)	87%
Rentals	\$98,100.00	\$17,892.50	\$80,207.50	548%
Child Care	\$22,320.00	\$22,570.00	(\$250.00)	99%
Concessions	\$45,000.00	\$38,250.00	\$6,750.00	118%
Outdoor Aquatics	\$168,250.00	\$313,694.00	(\$145,444.00)	54%
Total	\$1,335,820.00	\$2,015,517.13	(\$679,697.13)	66%

REVENUE MODEL

DIVISION	ACCOUNT TITLE	PRICE	UNITS		REVENUES	EXPLANATION
REVENUES						
			Months	Passes		
Passes	Monthly Passes - Family	\$45.00	12	500	\$270,000.00	
Passes	Monthly Passes - Couples	\$35.00	12	100	\$42,000.00	
Passes	Monthly Passes - Individuals	\$30.00	12	150	\$54,000.00	
Passes	Monthly Passes -Family NR	\$90.00	12	100	\$108,000.00	
Passes	Monthly Passes - Couples NR	\$70.00	12	25	\$21,000.00	
Passes	Monthly Passes - Individuals NR	\$60.00	12	50	\$36,000.00	
Passes	Punch Passes - 20 visits	\$80.00		100	\$8,000.00	
Passes	Punch Passes - 20 visits NR	\$160.00		25	\$4,000.00	
Passes	Daily Passes	\$5.00		1,000	\$5,000.00	
Passes	Daily Passes NR	\$10.00		500	\$5,000.00	
TOTAL PASS REVENUES					\$553,000.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS		REVENUES	EXPLANATION
REVENUES						
			Classes	Participants		
Fitness	Personal Training	\$100.00		20	\$2,000.00	
Fitness	Fitness Center Instruction Classes	\$50.00	32	10	\$16,000.00	
Fitness	Aerobics	\$50.00	50	15	\$37,500.00	
Fitness	Zumbia	\$50.00	50	15	\$37,500.00	
Fitness	Weight Training	\$50.00	25	15	\$18,750.00	
Fitness	Pilates	\$50.00	25	15	\$18,750.00	
Fitness	Yoga	\$50.00	25	15	\$18,750.00	
Fitness	Youth Fitness Classes	\$50.00	25	15	\$18,750.00	
Fitness	Kick Boxing Classes	\$50.00	50	15	\$37,500.00	
Fitness	Boot Camp	\$50.00	50	15	\$37,500.00	
Fitness	Miscellaneous Revenues	\$0.00	-	-	\$0.00	
TOTAL FITNESS REVENUES					\$243,000.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS		REVENUES	EXPLANATION
REVENUES						
			Classes	Participants		
Indoor Aquatics	Facility Rentals - Party Room	\$50.00		75	\$3,750.00	
Indoor Aquatics	Pool Rental - Section	\$500.00		30	\$15,000.00	Two hour period
Indoor Aquatics	Pool Rental - Full	\$1,500.00		10	\$15,000.00	Threehour period
Indoor Aquatics	Learn to Swim	\$45.00	200	5	\$45,000.00	
Indoor Aquatics	Private Swim Lessons	\$60.00	90	2	\$10,800.00	
Indoor Aquatics	Water Fitness Classes	\$40.00	25	10	\$10,000.00	
TOTAL AQUATICS REVENUES					\$99,550.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION	
REVENUES						
			Participants			
			Sessions	/ Teams		
Recreation	Gym Rental - 2 hr. minimum	\$250.00		50	\$12,500.00	
Recreation	Tumbling Classes	\$27.00	10	15	\$4,050.00	
Recreation	Martial Arts	\$25.00	10	15	\$3,750.00	
Recreation	Art Classes	\$40.00	10	15	\$6,000.00	
Recreation	Summer Basketball Camps	\$145.00	3	50	\$7,250.00	
Recreation	Summer Volleyball Camps	\$145.00	3	50	\$7,250.00	
Recreation	Rookie Basketball				\$0.00	
Recreation	Instructional Basketball	\$50.00		48	\$2,400.00	
Recreation	Me & Mini Me Basketball				\$0.00	
Recreation	Adult Contracted Basketball	\$650.00	1	8	\$5,200.00	10% of League Revenue
Recreation	Youth Contracted Basketball	\$500.00	1	64	\$32,000.00	10% of League Revenue
Recreation	Adult Contracted Coed Volleyball	\$650.00	1	8	\$5,200.00	10% of League Revenue
Recreation	Pickleball Leagues	\$20.00	4	25	\$2,000.00	
Recreation	Youth Contracted Volleyball	\$500.00	1	8	\$4,000.00	10% of League Revenue
TOTAL RECREATION REVENUES					\$91,600.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION	
REVENUES						
Parties	Parties	\$150.00	100	\$15,000.00	2 hr. minimum	
Parties	Miscellaneous Revenues	\$0.00	-	\$0.00		
TOTAL PARTY REVENUES					\$15,000.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION	
REVENUES						
Rentals	Community Room Rentals	\$70.00	100	\$7,000.00	\$35/hr w/ 2 hr. min	
Rentals	Facility Premium Rentals	\$675.00	52	\$35,100.00	\$225/hr w/ 3 hr. min	
Rentals	Caterer Commissions	\$500.00	52	\$26,000.00	Caterer commissions	
Rentals	School Lock-In	\$3,000.00	10	\$30,000.00		
TOTAL RENTAL REVENUES					\$98,100.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION	
REVENUES						
Child Care	Child Care - Passholder	\$3.00	6,480	\$19,440.00	(\$3/hr Passholder \$4/ Non-Passholder)	
Child Care	Child Care - Non-Passholder	\$4.00	720	\$2,880.00	(\$3/hr Passholder \$4/ Non-Passholder)	
TOTAL CHILD CARE REVENUES					\$22,320.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION	
REVENUES						
Concessions	Juice Bar	\$3.00	15,000	\$45,000.00		
TOTAL CONCESSIONS REVENUES					\$45,000.00	

DIVISION	ACCOUNT TITLE	PRICE		UNITS	REVENUES	EXPLANATION
REVENUES				Season Participation		
Outdoor Pool Passes	Season Pass - Family	\$105.00	1	350	\$36,750.00	
Outdoor Pool Passes	Season Pass - Youth Individual	\$50.00	1	100	\$5,000.00	
Outdoor Pool Passes	Season Pass - Adult Individual	\$75.00	1	100	\$7,500.00	
Outdoor Pool Passes	Season Pass - Senior Individual	\$50.00	1	50	\$2,500.00	
Outdoor Pool Passes	Season Pass - Family - NR	\$200.00	1	100	\$20,000.00	
Outdoor Pool Passes	Season Pass - Youth Individual - NR	\$100.00	1	50	\$5,000.00	
Outdoor Pool Passes	Season Pass - Adult Individual - NR	\$150.00	1	50	\$7,500.00	
Outdoor Pool Passes	Season Pass - Senior Individual - NR	\$100.00	1	25	\$2,500.00	
Outdoor Pool Passes	Punch Passes - 10 visits	\$55.00		75	\$4,125.00	
Outdoor Pool Passes	Punch Passes - 10 visits - NR	\$75.00		25	\$1,875.00	
Outdoor Pool Passes	Daily Passes	\$5.00	-	2,000	\$10,000.00	
Outdoor Pool Passes	Daily Passes NR	\$8.00	-	6,500	\$52,000.00	
Outdoor Pool Rentals	Pool Rental (After Hours)	\$500.00		5	\$2,500.00	
Outdoor Pool Summer Swim Team	Swim Team				\$3,500.00	
Outdoor Pool Special Events	Memorial Day Weekend Celebration	\$5.00	1	500	\$2,500.00	
Outdoor Pool Special Events	4th of July Celebration	\$5.00	1	500	\$2,500.00	
Outdoor Pool Special Events	End of the Summer Beach Party	\$5.00	1	500	\$2,500.00	
TOTAL OUTDOOR AQUATIC REVENUES					\$168,250.00	

PASSES

ACCOUNT TITLE	BUDGET	EXPLANATION
REVENUES		
Monthly Passes - Family	\$270,000.00	
Monthly Passes - Couples	\$42,000.00	
Monthly Passes - Individuals	\$54,000.00	
Monthly Passes -Family NR	\$108,000.00	
Monthly Passes - Couples NR	\$21,000.00	
Monthly Passes - Individuals NR	\$36,000.00	
Punch Passes - 20 visits	\$8,000.00	
Punch Passes - 20 visits NR	\$4,000.00	
Daily Passes	\$5,000.00	
Daily Passes NR	\$5,000.00	
TOTAL REVENUES	\$553,000.00	
NET REVENUE/(LOSS)	\$553,000.00	

ADMINISTRATION

TOTAL REVENUES	\$0.00
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ACCOUNT TITLE	BUDGET	EXPLANATION
PERSONAL SERVICES		
Director	\$95,000.00	
Assistant Director	\$75,000.00	
Facility Manager	\$60,000.00	
Customer Service Staff - Part Time	\$46,000.00	\$10.50 per hour
Overtime	\$0.00	
Employer's Share of FICA	\$17,553.60	6.36% of Salaries and Wages
Employer's Share of Medicare	\$4,112.40	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$73,945.00	32.15% of Full Time Regular
Total	Personal Services	\$371,611.00
SUPPLIES		
Stationary & Printed Materials	\$1,000.00	Business cards, stationary, envelopes, cards
Office Supplies	\$10,000.00	
Safety Supplies	\$3,000.00	First aid supplies for center
Other Miscellaneous	\$500.00	
Total	Supplies	\$14,500.00

OTHER SERVICES & CHARGES

Consulting Fees	\$0.00	
Medical Fees (Drug Tests)	\$300.00	
Registration System Maintenance Contract	\$2,500.00	
Guest Speakers		
Criminal Background Checks	\$200.00	
Marketing & Promotions	\$7,500.00	
Security Services	\$1,000.00	Alarm monitoring
Catering Services	\$0.00	
Other Professional Fees	\$0.00	
Postage	\$2,500.00	
Newsletter Postage	\$0.00	
Training Travel & Lodging	\$0.00	
Travel Per Diem	\$0.00	
Telephone Line Charges	\$2,000.00	
Cellular Phone Fees	\$1,000.00	Overage charges for use of personal cell phones
Printing (Not Office Supplies)	\$0.00	
Classified Advertising	\$0.00	
Worker's Compensation	\$0.00	
General Insurance	\$0.00	
Utilities	\$175,000.00	
Cable/Satellite TV Service	\$2,000.00	
Trash Collection	\$0.00	
Software Maint. Contracts	\$0.00	
Copier	\$5,000.00	
Other Rental & Leases	\$360.00	Water cooler
Subscriptions	\$300.00	Survey monkey
Organization & Membership Dues	\$1,100.00	1 division manager (\$600 ea.) + 1 managers (\$500 ea.)
Staff Clothing	\$380.00	2 existing FT (\$190 ea.)
Participant Clothing	\$0.00	
Internal Instruction Fees	\$2,500.00	Customer service training, CPR/First Aid/AED training
External Instructional Fees	\$1,000.00	
Other Fees & Licenses	\$2,730.00	ASCAP license for music (\$730), CPR/First Aid/AED certifications (\$8x250)
Refunds, Awards & Indemnities	\$0.00	
Special Projects	\$1,000.00	Staff morale/incentives
Sales Tax Paid	\$0.00	
Total	Other Services	\$208,370.00

CAPITAL OUTLAY

Furniture & Fixtures	\$0.00
Computer Equipment	\$0.00
Software	\$0.00
Office Equipment	\$0.00
Total	Capital Outlay
	\$0.00

TOTAL EXPENSES **\$594,481.00**

NET REVENUE/(LOSS) **(\$594,481.00)**

cost recovery** 0.0%

BUILDING MAINTENANCE

TOTAL REVENUES	\$0.00
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PERSONAL SERVICES

Maintenance Supervisor	\$45,000.00	1 FT @ \$45k
Maintenance Worker	\$35,000.00	1 FT @ \$35K
Part Time	\$10,000.00	1000 HOURS @ \$10 PER HOUR
Overtime	\$5,000.00	
Employer's Share of FICA	\$6,042.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$1,415.50	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$27,327.50	32.15% of Full Time Regular
Total	Personal Services	\$129,785.00

SUPPLIES

Building Materials	\$6,500.00	Paint, Lumber, Nails, Screws, Glues, etc...
Repair Parts	\$6,500.00	Plumbing, Hardware, Electrical, Lighting, etc...
Small Tools & Minor Equip.	\$1,500.00	Misc. and Specialty Tools
Other Maint. Supplies	\$4,500.00	Lubricants, light bulbs, etc.
Safety Supplies	\$1,000.00	Safety Glasses, Gloves, Harness, etc...
Other Miscellaneous	\$500.00	
Total	Supplies	\$20,500.00

OTHER SERVICES & CHARGES

Contracted Services (Maintenance & Custodial)	\$0.00	Consultants for building management systems
Equipment Repairs & Maint.		
Building Repairs & Maint.	\$7,500.00	Repairs for HVAC systems, elevator, floor refinishing, etc.
Radio Maintenance	\$500.00	Portable radio repairs (dropped in pool, etc.)
Other Cont. Services	\$0.00	
Equipment Maint. Contract	\$7,500.00	Fire, HVAC, Elevators, Kitchen Equipment
Other Rental & Leases	\$500.00	Tool and cleaning equipment rentals
Organization & Membership Dues	\$0.00	
Staff Clothing	\$420.00	2 FT (\$140 ea.) + 2 winter jackets (\$80 ea.)
Internal Instruction Fees	\$500.00	2 FT (\$250 ea.)
External Instructional Fees	\$0.00	
Total	Other Services	\$16,920.00

CAPITAL OUTLAY

Furniture & Fixtures	\$0.00
Office Equipment	
Total	Capital Outlay
	\$0.00

TOTAL EXPENSES	\$167,205.00
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NET REVENUE/(LOSS)	(\$167,205.00)
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cost recovery**	0.0%
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CUSTODIAL

TOTAL REVENUES	\$0.00
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PERSONAL SERVICES

Custodial		CONTRACTED
Part Time		
Overtime		
Employer's Share of FICA	\$0.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$0.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$0.00

SUPPLIES

Small Tools & Minor Equip.	\$0.00	Vacuums, cleaning equipment, attachments
Other Maint. Supplies	\$0.00	Cleaning & janitorial supplies
Other Miscellaneous	\$500.00	
Total	Supplies	\$500.00

OTHER SERVICES & CHARGES

Contracted Services	\$100,000.00	
Contracted Landscape Services	\$4,800.00	
Cleaning Services	\$5,000.00	Annual window cleaning
Staff Clothing		
Internal Instruction Fees		
External Instructional Fees		
Total	Other Services	\$109,800.00

TOTAL EXPENSES	\$110,300.00
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NET REVENUE/(LOSS)	(\$110,300.00)
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cost recovery**	0.0%
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FITNESS

REVENUES

Personal Training	\$2,000.00
Fitness Center Instruction Classes	\$16,000.00
Aerobics	\$37,500.00
Zumbia	\$37,500.00
Weight Training	\$18,750.00
Pilates	\$18,750.00
Yoga	\$18,750.00
Youth Fitness Classes	\$18,750.00
Kick Boxing Classes	\$37,500.00
Boot Camp	\$37,500.00
Miscellaneous Revenues	\$0.00
TOTAL REVENUES	\$243,000.00

PERSONAL SERVICES

Fitness Supervisor	\$50,000.00	
Fitness Attendants	\$54,600.00	
Overtime	\$0.00	
Employer's Share of FICA	\$6,652.56	6.36% of Salaries and Wages
Employer's Share of Medicare	\$1,558.54	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$16,075.00	32.15% of Full Time Regular
Total	Personal Services	\$128,886.10

SUPPLIES

Linens & Towels	\$2,500.00	
Safety Supplies	\$0.00	
General Program Supplies	\$2,500.00	
Food & Beverages	\$0.00	
Retail Goods	\$0.00	
Other Miscellaneous	\$0.00	
Total	Supplies	\$5,000.00

OTHER SERVICES & CHARGES

Program Contractors	\$145,800.00	60% of Revenues
Printing (Not Office Supplies)	\$3,000.00	
Classified Advertising	\$0.00	
Equipment Maint. Contract	\$15,000.00	
Software Maint. Contracts	\$0.00	
Copier	\$0.00	
Other Rental & Leases	\$0.00	
Organization & Membership Dues	\$0.00	
Staff Clothing	\$2,000.00	
Refunds	\$0.00	
Special Projects	\$0.00	
Sales Tax Paid	\$0.00	
Total	Other Services	\$165,800.00

TOTAL EXPENSES	\$299,686.10
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NET REVENUE/(LOSS)	(\$56,686.10)
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cost recovery**	81.1%
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INDOOR AQUATICS

REVENUES

Facility Rentals - Party Room	\$3,750.00
Pool Rental - Section	\$15,000.00
Pool Rental - Full	\$15,000.00
Learn to Swim	\$45,000.00
Private Swim Lessons	\$10,800.00
Water Fitness Classes	\$10,000.00

TOTAL REVENUES	\$99,550.00
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PERSONAL SERVICES

Aquatics Manager	\$50,000.00	2 Full-Time Staff
Part Time	\$199,060.20	
Overtime	\$0.00	
Employer's Share of FICA	\$15,840.23	6.36% of Salaries and Wages
Employer's Share of Medicare	\$3,711.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$16,075.00	32.15% of Full Time Regular
Total	Personal Services	\$284,686.43

SUPPLIES

Building Materials	\$1,500.00	
Repair Parts	\$2,500.00	
Small Tools & Minor Equip.	\$1,500.00	
Chemicals	\$22,000.00	
Other Maint. Supplies	\$3,000.00	
Safety Supplies	\$4,250.00	
General Program Supplies	\$0.00	
Total	Supplies	\$34,750.00

OTHER SERVICES & CHARGES

Criminal Background Checks		\$0.00
Marketing & Promotions		\$2,500.00
Security Services		\$0.00
Printing (Not Office Supplies)		\$1,500.00
Equipment Repairs & Maint.		\$12,000.00
Building Repairs & Maint.		\$0.00
Trash Collection		\$0.00
Radio Maintenance		\$1,000.00
Cleaning Services		\$0.00
Organization & Membership Dues		\$0.00
Staff Clothing		\$0.00
Participant Clothing		\$0.00
Internal Instruction Fees		\$0.00
External Instructional Fees		\$0.00
Other Fees & Licenses		\$0.00
Refunds, Awards & Indemnities		\$0.00
Special Projects		\$0.00
Sales Tax Paid		\$0.00
Total	Other Services	\$17,000.00

CAPITAL OUTLAY

Furniture & Fixtures		\$0.00
Computer Equipment		\$0.00
Software		\$0.00
Total	Capital Outlay	\$0.00

TOTAL EXPENSES	\$336,436.43
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NET REVENUE/(LOSS)	(\$236,886.43)
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cost recovery**	29.6%
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RECREATION

REVENUES

Gym Rental - 2 hr. minimum	\$12,500.00
Tumbling Classes	\$4,050.00
Martial Arts	\$3,750.00
Art Classes	\$6,000.00
Summer Basketball Camps	\$7,250.00
Summer Volleyball Camps	\$7,250.00
Rookie Basketball	\$0.00
Instructional Basketball	\$2,400.00
Me & Mini Me Basketball	\$0.00
Adult Contracted Basketball	\$5,200.00
Youth Contracted Basketball	\$32,000.00
Adult Contracted Coed Volleyball	\$5,200.00
Pickleball Leagues	\$2,000.00
Youth Contracted Volleyball	\$4,000.00
TOTAL REVENUES	\$91,600.00

PERSONAL SERVICES

Program Supervisor	\$50,000.00	
Part Time	\$15,000.00	
Overtime	\$0.00	
Employer's Share of FICA	\$4,134.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$968.50	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$16,075.00	32.15% of Full Time Regular
Total	\$86,177.50	Personal Services

SUPPLIES

General Program Supplies	\$3,000.00
Total	\$3,000.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$5,000.00
Printing (Not Office Supplies)	\$2,000.00
Other Rental & Leases	
Staff Clothing	\$1,500.00
Refunds, Awards & Indemnities	\$0.00
Total	\$8,500.00

CAPITAL

Furniture & Fixtures	
Office Equipment	
Capital Outlay	\$0.00

TOTAL EXPENSES \$97,677.50

NET REVENUE/(LOSS) (\$6,077.50)

cost recovery** 93.8%

PARTIES

REVENUES

Parties	\$15,000.00
TOTAL REVENUES	\$15,000.00

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$15,600.00	
Overtime	\$0.00	
Employer's Share of FICA	\$992.16	6.36% of Salaries and Wages
Employer's Share of Medicare	\$232.44	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$16,824.60

SUPPLIES

General Program Supplies	\$0.00	plates, streamers, balloons, helium, decorations
Total	Supplies	\$0.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$500.00	Print ads (kids publications)
Catering Services	\$0.00	
Printing (Not Office Supplies)	\$0.00	
Staff Clothing	\$0.00	
Refunds, Awards & Indemnities	\$0.00	
Total	Other Services	\$500.00

TOTAL EXPENSES	\$17,324.60
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NET REVENUE/(LOSS)	(\$2,324.60)
cost recovery**	86.6%

RENTALS

REVENUES

Community Room Rentals	\$7,000.00	\$35/hr w/ 2 hr. min
Facility Premium Rentals	\$35,100.00	\$225/hr w/ 3 hr. min
Caterer Commissions	\$26,000.00	Caterer commissions are 15%
School Lock-In	\$30,000.00	
TOTAL REVENUES	\$98,100.00	

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$5,000.00	P-T Buildng Rental Staff (setup/takedown)
Overtime	\$0.00	
Employer's Share of FICA	\$318.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$74.50	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$5,392.50

SUPPLIES

Linens & Laundry	\$4,000.00	
Other Miscellaneous	\$1,000.00	
Total	Supplies	\$5,000.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$2,500.00	
Printing (Not Office Supplies)	\$5,000.00	
Other Cont. Services	\$0.00	
Organization & Membership Dues	\$0.00	
Staff Clothing	\$0.00	
Internal Instruction Fees	\$0.00	
External Instructional Fees	\$0.00	
Refunds, Awards & Indemnities	\$0.00	
Total	Other Services	\$7,500.00

CAPITAL

Furniture & Fixtures	
Office Equipment	
Capital Outlay	\$0.00

TOTAL EXPENSES	\$17,892.50
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NET REVENUE/(LOSS)	\$80,207.50
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cost recovery**	548.3%
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CHILD CARE

REVENUES

Child Care - Passholder	\$19,440.00	(\$3/hr Passholder \$4/ Non-Passholder)
Child Care - Non-Passholder	\$2,880.00	(\$3/hr Passholder \$4/ Non-Passholder)

TOTAL REVENUES **\$22,320.00**

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$20,000.00	
Overtime	\$0.00	
Employer's Share of FICA	\$1,272.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$298.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular

Total Personal Services \$21,570.00

SUPPLIES

General Program Supplies	\$1,000.00
Other Miscellaneous	\$0.00

Total Supplies \$1,000.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$0.00
Catering Services	\$0.00
Printing (Not Office Supplies)	\$0.00
Organization & Membership Dues	\$0.00
Staff Clothing	\$0.00
Participant Clothing	\$0.00
Internal Instruction Fees	\$0.00
Other Fees & Licenses	\$0.00
Refunds, Awards & Indemnities	\$0.00

Total Other Services \$0.00

CAPITAL

Furniture & Fixtures	
Office Equipment	

Capital Outlay \$0.00

TOTAL EXPENSES \$22,570.00

NET REVENUE/(LOSS) (\$250.00)

cost recovery** 99%

CONCESSIONS

REVENUES

Juice Bar	\$45,000.00
TOTAL REVENUES	\$45,000.00

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$0.00	
Overtime	\$0.00	
Employer's Share of FICA	\$0.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$0.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$0.00

SUPPLIES

Food & Beverages	\$0.00	
Total	Supplies	\$0.00

OTHER SERVICES & CHARGES

Concessionaire	\$38,250.00	85% of Revenue
Sales Tax Paid	\$0.00	Concessionaire pays
	\$0.00	
Total	Other Services	\$38,250.00

CAPITAL OUTLAY

Furniture & Fixtures	\$0.00	
Kitchen Equipment	\$0.00	
Office Equipment	\$0.00	
Total	Capital Outlay	\$0.00

TOTAL EXPENSES	\$38,250.00
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NET REVENUE/(LOSS)	\$6,750.00
cost recovery**	117.6%

OUTDOOR AQUATICS

REVENUES		
Season Pass - Family	\$36,750.00	
Season Pass - Youth Individual	\$5,000.00	
Season Pass - Adult Individual	\$7,500.00	
Season Pass - Senior Individual	\$2,500.00	
Season Pass - Family - NR	\$20,000.00	
Season Pass - Youth Individual - NR	\$5,000.00	
Season Pass - Adult Individual - NR	\$7,500.00	
Season Pass - Senior Individual - NR	\$2,500.00	
Punch Passes - 10 visits	\$4,125.00	
Punch Passes - 10 visits - NR	\$1,875.00	
Daily Passes	\$10,000.00	
Daily Passes NR	\$52,000.00	
Pool Rental (After Hours)	\$2,500.00	
Swim Team	\$3,500.00	
Memorial Day Weekend Celebration	\$2,500.00	
4th of July Celebration	\$2,500.00	
End of the Summer Beach Party	\$2,500.00	
TOTAL REVENUES	\$168,250.00	
ACCOUNT TITLE	BUDGET	EXPLANATION
PERSONNEL SERVICES		
Part-Time Manager	\$15,000.00	
Part-time Assistant Manager	\$8,500.00	16 weeks x 40 hours/week x \$12/hour
Part Time lifeguards	\$150,000.00	
Part-time Event Staff	\$1,000.00	100 manhours for three events
Swim Team Staff	\$7,500.00	
Overtime	\$2,000.00	
Employer's Share of FICA	\$11,702.40	6.36% of Salaries and Wages
Employer's Share of Medicare	\$2,741.60	1.49% of Salaries and Wages
Total	Personnel Services	\$198,444.00
SUPPLIES		
Building Materials	\$1,000.00	
Small Tools & Minor Equip.	\$1,500.00	
Chemicals	\$15,000.00	
Other Maint. Supplies	\$3,000.00	
Safety Supplies	\$2,500.00	
General Program Supplies	\$11,500.00	
Other Miscellaneous	\$0.00	
Total	Supplies	\$34,500.00

OTHER SERVICES & CHARGES		
Opening and Closing Contracted Costs	\$10,000.00	Spring Opening and Winterization
Marketing & Promotions	\$2,500.00	
Printing (Not Office Supplies)	\$2,500.00	
Equipment Repairs & Maint.	\$10,000.00	
Telephone Line Charges	\$150.00	
Cellular Phone Fees	\$100.00	
Staff Clothing	\$2,500.00	
Utilities	\$50,000.00	
Refunds, Awards & Indemnities	\$3,000.00	
Total	Other Services	\$80,750.00
TOTAL EXPENSES		\$313,694.00

NET REVENUE/(LOSS)	(\$145,444.00)
cost recovery**	53.6%

COMMUNITY CENTER WITH INDOOR AQUATICS ONLY

EXPENDITURE SUMMARY

SERVICE TITLE	Revenues	Expenditures	Revenues Over (Under) Expenditures	Cost Recovery - Percent
Passes	\$553,000.00	\$0.00	\$553,000.00	-
Administration	\$0.00	\$594,481.00	(\$594,481.00)	0%
Building Maintenance	\$0.00	\$167,205.00	(\$167,205.00)	0%
Custodial	\$0.00	\$110,300.00	(\$110,300.00)	0%
Fitness	\$243,000.00	\$299,686.10	(\$56,686.10)	81%
Aquatics	\$99,550.00	\$336,436.43	(\$236,886.43)	30%
Recreation	\$91,600.00	\$97,677.50	(\$6,077.50)	94%
Parties	\$15,000.00	\$17,324.60	(\$2,324.60)	87%
Rentals	\$98,100.00	\$17,892.50	\$80,207.50	548%
Child Care	\$22,320.00	\$22,570.00	(\$250.00)	99%
Concessions	\$45,000.00	\$38,250.00	\$6,750.00	118%
Total	\$1,167,570.00	\$1,701,823.13	(\$534,253.13)	69%

REVENUE MODEL

DIVISION	ACCOUNT TITLE	PRICE	UNITS		REVENUES	EXPLANATION
			Months	Passes		
REVENUES						
Passes	Monthly Passes - Family	\$45.00	12	500	\$270,000.00	
Passes	Monthly Passes - Couples	\$35.00	12	100	\$42,000.00	
Passes	Monthly Passes - Individuals	\$30.00	12	150	\$54,000.00	
Passes	Monthly Passes -Family NR	\$90.00	12	100	\$108,000.00	
Passes	Monthly Passes - Couples NR	\$70.00	12	25	\$21,000.00	
Passes	Monthly Passes - Individuals NR	\$60.00	12	50	\$36,000.00	
Passes	Punch Passes - 20 visits	\$80.00		100	\$8,000.00	
Passes	Punch Passes - 20 visits NR	\$160.00		25	\$4,000.00	
Passes	Daily Passes	\$5.00		1,000	\$5,000.00	
Passes	Daily Passes NR	\$10.00		500	\$5,000.00	
TOTAL PASS REVENUES					\$553,000.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS		REVENUES	EXPLANATION
			Classes	Participants		
REVENUES						
Fitness	Personal Training	\$100.00		20	\$2,000.00	
Fitness	Fitness Center Instruction Classes	\$50.00	32	10	\$16,000.00	
Fitness	Aerobics	\$50.00	50	15	\$37,500.00	
Fitness	Zumbia	\$50.00	50	15	\$37,500.00	
Fitness	Weight Training	\$50.00	25	15	\$18,750.00	
Fitness	Pilaties	\$50.00	25	15	\$18,750.00	
Fitness	Yoga	\$50.00	25	15	\$18,750.00	
Fitness	Youth Fitness Classes	\$50.00	25	15	\$18,750.00	
Fitness	Kick Boxing Classes	\$50.00	50	15	\$37,500.00	
Fitness	Boot Camp	\$50.00	50	15	\$37,500.00	
Fitness	Miscellaneous Revenues	\$0.00	-	-	\$0.00	
TOTAL FITNESS REVENUES					\$243,000.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS		REVENUES	EXPLANATION
			Classes	Participants		
REVENUES						
Aquatics	Facility Rentals - Party Room	\$50.00		75	\$3,750.00	
Aquatics	Pool Rental - Section	\$500.00		30	\$15,000.00	Two hour period
Aquatics	Pool Rental - Full	\$1,500.00		10	\$15,000.00	Threehour period
Aquatics	Learn to Swim	\$45.00	200	5	\$45,000.00	
Aquatics	Private Swim Lessons	\$60.00	90	2	\$10,800.00	
Aquatics	Water Fitness Classes	\$40.00	25	10	\$10,000.00	
TOTAL AQUATICS REVENUES					\$99,550.00	

REVENUES		Participants		REVENUES	EXPLANATION
		Sessions	/Teams		
Recreation	Gym Rental - 2 hr. minimum	\$250.00	50	\$12,500.00	
Recreation	Tumbling Classes	\$27.00	10	\$4,050.00	
Recreation	Martial Arts	\$25.00	10	\$3,750.00	
Recreation	Art Classes	\$40.00	10	\$6,000.00	
Recreation	Summer Basketball Camps	\$145.00	3	\$7,250.00	
Recreation	Summer Volleyball Camps	\$145.00	3	\$7,250.00	
Recreation	Rookie Basketball			\$0.00	
Recreation	Instructional Basketball	\$50.00		\$2,400.00	
Recreation	Me & Mini Me Basketball			\$0.00	
Recreation	Adult Contracted Basketball	\$650.00	1	\$5,200.00	10% of League Revenue
Recreation	Youth Contracted Basketball	\$500.00	1	\$32,000.00	10% of League Revenue
Recreation	Adult Contracted Coed Volleyball	\$650.00	1	\$5,200.00	10% of League Revenue
Recreation	Pickleball Leagues	\$20.00	4	\$2,000.00	
Recreation	Youth Contracted Volleyball	\$500.00	1	\$4,000.00	10% of League Revenue
TOTAL RECREATION REVENUES				\$91,600.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Parties	Parties	\$150.00	100	\$15,000.00	2 hr. minimum
Parties	Miscellaneous Revenues	\$0.00	-	\$0.00	
TOTAL PARTY REVENUES				\$15,000.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Rentals	Community Room Rentals	\$70.00	100	\$7,000.00	\$35/hr w/ 2 hr. min
Rentals	Facility Premium Rentals	\$675.00	52	\$35,100.00	\$225/hr w/ 3 hr. min
Rentals	Caterer Commissions	\$500.00	52	\$26,000.00	Caterer commissions are 15%
Rentals	School Lock-In	\$3,000.00	10	\$30,000.00	
TOTAL RENTAL REVENUES				\$98,100.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Child Care	Child Care - Passholder	\$3.00	6,480	\$19,440.00	(\$3/hr Passholder \$4/ Non-Passholder)
Child Care	Child Care - Non-Passholder	\$4.00	720	\$2,880.00	(\$3/hr Passholder \$4/ Non-Passholder)
TOTAL CHILD CARE REVENUES				\$22,320.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Concessions	Juice Bar	\$3.00	15,000	\$45,000.00	
TOTAL CONCESSIONS REVENUES				\$45,000.00	

PASSES
REVENUES

Monthly Passes - Family	\$270,000.00
Monthly Passes - Couples	\$42,000.00
Monthly Passes - Individuals	\$54,000.00
Monthly Passes -Family NR	\$108,000.00
Monthly Passes - Couples NR	\$21,000.00
Monthly Passes - Individuals NR	\$36,000.00
Punch Passes - 20 visits	\$8,000.00
Punch Passes - 20 visits NR	\$4,000.00
Daily Passes	\$5,000.00
Daily Passes NR	\$5,000.00
TOTAL REVENUES	\$553,000.00
TOTAL EXPENSES	\$0.00
NET REVENUE/(LOSS)	\$553,000.00

ADMINISTRATION

TOTAL REVENUES	\$0.00
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ACCOUNT TITLE	BUDGET	EXPLANATION
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PERSONAL SERVICES

Director	\$95,000.00	
Assistant Director	\$75,000.00	
Facility Manager	\$60,000.00	
Customer Service Staff - Part Time	\$46,000.00	\$10.50 per hour
Overtime	\$0.00	
Employer's Share of FICA	\$17,553.60	6.36% of Salaries and Wages
Employer's Share of Medicare	\$4,112.40	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$73,945.00	32.15% of Full Time Regular
Total	Personal Services	\$371,611.00

SUPPLIES

Stationary & Printed Materials	\$1,000.00	Business cards, stationary, envelopes, cards
Office Supplies	\$10,000.00	
Safety Supplies	\$3,000.00	First aid supplies for center
Other Miscellaneous	\$500.00	
Total	Supplies	\$14,500.00

OTHER SERVICES & CHARGES

Consulting Fees	\$0.00	
Medical Fees (Drug Tests)	\$300.00	
Registration System Maintenance Contract	\$2,500.00	
Guest Speakers		
Criminal Background Checks	\$200.00	
Marketing & Promotions	\$7,500.00	
Security Services	\$1,000.00	Alarm monitoring
Catering Services	\$0.00	
Other Professional Fees	\$0.00	
Postage	\$2,500.00	
Newsletter Postage	\$0.00	
Training Travel & Lodging	\$0.00	
Travel Per Diem	\$0.00	
Telephone Line Charges	\$2,000.00	
Cellular Phone Fees	\$1,000.00	Overage charges for use of personal cell phones
Printing (Not Office Supplies)	\$0.00	
Classified Advertising	\$0.00	
Worker's Compensation	\$0.00	
General Insurance	\$0.00	
Utilities	\$175,000.00	
Cable/Satellite TV Service	\$2,000.00	
Trash Collection	\$0.00	
Software Maint. Contracts	\$0.00	
Copier	\$5,000.00	
Other Rental & Leases	\$360.00	Water cooler
Subscriptions	\$300.00	Survey monkey
Organization & Membership Dues	\$1,100.00	1 division manager (\$600 ea.) + 1 managers (\$500 ea.)
Staff Clothing	\$380.00	2 existing FT (\$190 ea.)
Participant Clothing	\$0.00	
Internal Instruction Fees	\$2,500.00	Customer service training, CPR/First Aid/AED training



External Instructional Fees		\$1,000.00	
Other Fees & Licenses		\$2,730.00	ASCAP license for music (\$730), CPR/First Aid/AED certifications (\$8x250)
Refunds, Awards & Indemnities		\$0.00	
Special Projects		\$1,000.00	Staff morale/incentives
Sales Tax Paid		\$0.00	
Total	Other Services	\$208,370.00	
CAPITAL OUTLAY			
Furniture & Fixtures		\$0.00	
Computer Equipment		\$0.00	
Software		\$0.00	
Office Equipment		\$0.00	
Total	Capital Outlay	\$0.00	
TOTAL EXPENSES		\$356,481.00	
NET REVENUE/(LOSS)		(\$356,481.00)	
cost recovery**		0.0%	

BUILDING MAINTENANCE

TOTAL REVENUES	\$0.00
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PERSONAL SERVICES

Maintenance Supervisor	\$45,000.00	1 FT @ \$45k
Maintenance Worker	\$35,000.00	1 FT @ \$35K
Part Time	\$10,000.00	1000 HOURS @ \$10 PER HOUR
Overtime	\$5,000.00	
Employer's Share of FICA	\$6,042.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$1,415.50	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$27,327.50	32.15% of Full Time Regular

Total	Personal Services	\$129,785.00
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SUPPLIES

Building Materials	\$6,500.00	Paint, Lumber, Nails, Screws, Glues, etc...
Repair Parts	\$6,500.00	Plumbing, Hardware, Electrical, Lighting, etc...
Small Tools & Minor Equip.	\$1,500.00	Misc. and Specialty Tools
Other Maint. Supplies	\$4,500.00	Lubricants, light bulbs, etc.
Safety Supplies	\$1,000.00	Safety Glasses, Gloves, Harness, etc...
Other Miscellaneous	\$500.00	

Total	Supplies	\$20,500.00
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OTHER SERVICES & CHARGES

Contracted Services (Maintenance & Custodial)	\$0.00	Consultants for building management systems
Equipment Repairs & Maint.		
Building Repairs & Maint.	\$7,500.00	Repairs for HVAC systems, elevator, floor refinishing, etc.
Radio Maintenance	\$500.00	Portable radio repairs (dropped in pool, etc.)
Other Cont. Services	\$0.00	
Equipment Maint. Contract	\$7,500.00	Fire, HVAC, Elevators, Kitchen Equipment
Other Rental & Leases	\$500.00	Tool and cleaning equipment rentals
Organization & Membership Dues	\$0.00	
Staff Clothing	\$420.00	2 FT (\$140 ea.) + 2 winter jackets (\$80 ea.)
Internal Instruction Fees	\$500.00	2 FT (\$250 ea.)
External Instructional Fees	\$0.00	

Total	Other Services	\$16,920.00
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CAPITAL OUTLAY

Furniture & Fixtures	\$0.00
Office Equipment	

Total	Capital Outlay	\$0.00
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TOTAL EXPENSES	\$167,205.00
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NET REVENUE/(LOSS)	(\$167,205.00)
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cost recovery**	0.0%
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CUSTODIAL

TOTAL REVENUES	\$0.00
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PERSONAL SERVICES

Custodial	CONTRACTED	
Part Time		
Overtime		
Employer's Share of FICA	\$0.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$0.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$0.00

SUPPLIES

Small Tools & Minor Equip.	\$0.00	Vacuums, cleaning equipment, attachments
Other Maint. Supplies	\$0.00	Cleaning & janitorial supplies
Other Miscellaneous	\$500.00	
Total	Supplies	\$500.00

OTHER SERVICES & CHARGES

Contracted Services	\$100,000.00	
Contracted Landscape Services	\$4,800.00	
Cleaning Services	\$5,000.00	Annual window cleaning
Staff Clothing		
Internal Instruction Fees		
External Instructional Fees		
Total	Other Services	\$109,800.00

TOTAL EXPENSES	\$110,300.00
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NET REVENUE/(LOSS)	(\$110,300.00)
cost recovery**	0.0%

FITNESS

REVENUES

Personal Training	\$2,000.00
Fitness Center Instruction Classes	\$16,000.00
Aerobics	\$37,500.00
Zumbia	\$37,500.00
Weight Training	\$18,750.00
Pilaties	\$18,750.00
Yoga	\$18,750.00
Youth Fitness Classes	\$18,750.00
Kick Boxing Classes	\$37,500.00
Boot Camp	\$37,500.00
Miscellaneous Revenues	\$0.00
TOTAL REVENUES	\$243,000.00

PERSONAL SERVICES

Fitness Supervisor	\$50,000.00	
Fitness Attendants	\$54,600.00	
Overtime	\$0.00	
Employer's Share of FICA	\$6,652.56	6.36% of Salaries and Wages
Employer's Share of Medicare	\$1,558.54	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$16,075.00	32.15% of Full Time Regular
Total	\$128,886.10	Personal Services

SUPPLIES

Linens & Towels	\$2,500.00	
Safety Supplies	\$0.00	
General Program Supplies	\$2,500.00	
Food & Beverages	\$0.00	
Retail Goods	\$0.00	
Other Miscellaneous	\$0.00	
Total	\$5,000.00	Supplies

OTHER SERVICES & CHARGES

Program Contractors	\$145,800.00	60% of Revenues
Printing (Not Office Supplies)	\$3,000.00	
Classified Advertising	\$0.00	
Equipment Maint. Contract	\$15,000.00	
Software Maint. Contracts	\$0.00	
Copier	\$0.00	
Other Rental & Leases	\$0.00	
Organization & Membership Dues	\$0.00	
Staff Clothing	\$2,000.00	
Refunds	\$0.00	
Special Projects	\$0.00	
Sales Tax Paid	\$0.00	
Total	\$165,800.00	Other Services

TOTAL EXPENSES	\$299,686.10
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NET REVENUE/(LOSS)	(\$56,686.10)
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cost recovery** 81.1%

AQUATICS

REVENUES

Facility Rentals - Party Room	\$3,750.00
Pool Rental - Section	\$15,000.00
Pool Rental - Full	\$15,000.00
Learn to Swim	\$45,000.00
Private Swim Lessons	\$10,800.00
Water Fitness Classes	\$10,000.00
TOTAL REVENUES	\$99,550.00

PERSONAL SERVICES

Aquatics Manager	\$50,000.00	2 Full-Time Staff
Part Time	\$199,060.20	
Overtime	\$0.00	
Employer's Share of FICA	\$15,840.23	6.36% of Salaries and Wages
Employer's Share of Medicare	\$3,711.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$16,075.00	32.15% of Full Time Regular
Total	Personal Services	\$284,686.43

SUPPLIES

Building Materials	\$1,500.00	
Repair Parts	\$2,500.00	
Small Tools & Minor Equip.	\$1,500.00	
Chemicals	\$22,000.00	
Other Maint. Supplies	\$3,000.00	
Safety Supplies	\$4,250.00	
General Program Supplies	\$0.00	
Total	Supplies	\$34,750.00

OTHER SERVICES & CHARGES

Criminal Background Checks	\$0.00	
Marketing & Promotions	\$2,500.00	
Security Services	\$0.00	
Printing (Not Office Supplies)	\$1,500.00	
Equipment Repairs & Maint.	\$12,000.00	
Building Repairs & Maint.	\$0.00	
Trash Collection	\$0.00	
Radio Maintenance	\$1,000.00	
Cleaning Services	\$0.00	
Organization & Membership Dues	\$0.00	
Staff Clothing	\$0.00	
Participant Clothing	\$0.00	
Internal Instruction Fees	\$0.00	
External Instructional Fees	\$0.00	
Other Fees & Licenses	\$0.00	
Refunds, Awards & Indemnities	\$0.00	
Special Projects	\$0.00	
Sales Tax Paid	\$0.00	
Total	Other Services	\$17,000.00

CAPITAL OUTLAY

Furniture & Fixtures	\$0.00	
Computer Equipment	\$0.00	
Software	\$0.00	
Total	Capital Outlay	\$0.00

TOTAL EXPENSES **\$336,436.43**

NET REVENUE/(LOSS) **(\$236,886.43)**

cost recovery** 29.6%

RECREATION

REVENUES

Gym Rental - 2 hr. minimum	\$12,500.00
Tumbling Classes	\$4,050.00
Martial Arts	\$3,750.00
Art Classes	\$6,000.00
Summer Basketball Camps	\$7,250.00
Summer Volleyball Camps	\$7,250.00
Rookie Basketball	\$0.00
Instructional Basketball	\$2,400.00
Me & Mini Me Basketball	\$0.00
Adult Contracted Basketball	\$5,200.00
Youth Contracted Basketball	\$32,000.00
Adult Contracted Coed Volleyball	\$5,200.00
Pickleball Leagues	\$2,000.00
Youth Contracted Volleyball	\$4,000.00
TOTAL REVENUES	\$91,600.00

PERSONAL SERVICES

Program Supervisor	\$50,000.00	
Part Time	\$15,000.00	
Overtime	\$0.00	
Employer's Share of FICA	\$4,134.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$968.50	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$16,075.00	32.15% of Full Time Regular
Total	Personal Services	\$86,177.50

SUPPLIES

General Program Supplies	\$3,000.00	
Total	Supplies	\$3,000.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$5,000.00	
Printing (Not Office Supplies)	\$2,000.00	
Other Rental & Leases		
Staff Clothing	\$1,500.00	
Refunds, Awards & Indemnities	\$0.00	
Total	Other Services	\$8,500.00

CAPITAL

Furniture & Fixtures	
Office Equipment	
Capital Outlay	\$0.00

TOTAL EXPENSES	\$97,677.50
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NET REVENUE/(LOSS)	(\$6,077.50)
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cost recovery**	93.8%
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PARTIES

REVENUES

Parties	\$15,000.00
TOTAL REVENUES	\$15,000.00

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$15,600.00	
Overtime	\$0.00	
Employer's Share of FICA	\$992.16	6.36% of Salaries and Wages
Employer's Share of Medicare	\$232.44	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$16,824.60

SUPPLIES

General Program Supplies	\$0.00	plates, streamers, balloons, helium, decorations
Total	Supplies	\$0.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$500.00	Print ads (kids publications)
Catering Services	\$0.00	
Printing (Not Office Supplies)	\$0.00	
Staff Clothing	\$0.00	
Refunds, Awards & Indemnities	\$0.00	
Total	Other Services	\$500.00

TOTAL EXPENSES	\$17,324.60
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NET REVENUE/(LOSS)	(\$2,324.60)
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cost recovery**	86.6%
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RENTALS

REVENUES

Community Room Rentals	\$7,000.00	\$35/hr w/ 2 hr. min
Facility Premium Rentals	\$35,100.00	\$225/hr w/ 3 hr. min
Caterer Commissions	\$26,000.00	Caterer commissions are 15%
School Lock-In	\$30,000.00	
TOTAL REVENUES	\$98,100.00	

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$5,000.00	P-T Building Rental Staff (setup/takedown)
Overtime	\$0.00	
Employer's Share of FICA	\$318.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$74.50	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$5,392.50

SUPPLIES

Linens & Laundry	\$4,000.00	
Other Miscellaneous	\$1,000.00	
Total	Supplies	\$5,000.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$2,500.00	
Printing (Not Office Supplies)	\$5,000.00	
Other Cont. Services	\$0.00	
Organization & Membership Dues	\$0.00	
Staff Clothing	\$0.00	
Internal Instruction Fees	\$0.00	
External Instructional Fees	\$0.00	
Refunds, Awards & Indemnities	\$0.00	
Total	Other Services	\$7,500.00

CAPITAL

Furniture & Fixtures	
Office Equipment	
Capital Outlay	\$0.00

TOTAL EXPENSES	\$17,892.50
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NET REVENUE/(LOSS)	\$80,207.50
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cost recovery**	548.3%
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CHILD CARE

REVENUES

Child Care - Passholder	\$19,440.00	(\$3/hr Passholder \$4/ Non-Passholder)
Child Care - Non-Passholder	\$2,880.00	(\$3/hr Passholder \$4/ Non-Passholder)

TOTAL REVENUES **\$22,320.00**

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$20,000.00	
Overtime	\$0.00	
Employer's Share of FICA	\$1,272.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$298.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular

Total **Personal Services** **\$21,570.00**

SUPPLIES

General Program Supplies	\$1,000.00
Other Miscellaneous	\$0.00

Total **Supplies** **\$1,000.00**

OTHER SERVICES & CHARGES

Marketing & Promotions	\$0.00
Catering Services	\$0.00
Printing (Not Office Supplies)	\$0.00
Organization & Membership Dues	\$0.00
Staff Clothing	\$0.00
Participant Clothing	\$0.00
Internal Instruction Fees	\$0.00
Other Fees & Licenses	\$0.00
Refunds, Awards & Indemnities	\$0.00

Total **Other Services** **\$0.00**

CAPITAL

Furniture & Fixtures
Office Equipment

Capital Outlay **\$0.00**

TOTAL EXPENSES **\$22,570.00**

NET REVENUE/(LOSS) **(\$250.00)**

cost recovery** 99%

CONCESSIONS

REVENUES

Juice Bar	\$45,000.00
TOTAL REVENUES	\$45,000.00

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$0.00	
Overtime	\$0.00	
Employer's Share of FICA	\$0.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$0.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$0.00

SUPPLIES

Food & Beverages	\$0.00	
Total	Supplies	\$0.00

OTHER SERVICES & CHARGES

Concessionaire	\$38,250.00	85% of Revenue
Sales Tax Paid	\$0.00	Concessionaire pays
	\$0.00	
Total	Other Services	\$38,250.00

CAPITAL OUTLAY

Furniture & Fixtures	\$0.00	
Kitchen Equipment	\$0.00	
Office Equipment	\$0.00	
Total	Capital Outlay	\$0.00

TOTAL EXPENSES	\$38,250.00
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NET REVENUE/(LOSS)	\$6,750.00
cost recovery**	117.6%

COMMUNITY CENTER WITH OUTDOOR AQUATICS ONLY

EXPENDITURE SUMMARY

SERVICE TITLE	Revenues	Expenditures	Revenues Over (Under) Expenditures	Cost Recovery - Percent
Passes	\$370,300.00	\$0.00	\$370,300.00	-
Administration	\$0.00	\$594,481.00	(\$594,481.00)	0%
Building Maintenance	\$0.00	\$157,405.00	(\$157,405.00)	0%
Custodial	\$0.00	\$134,090.50	(\$134,090.50)	0%
Fitness	\$243,000.00	\$299,686.10	(\$56,686.10)	81%
Recreation	\$91,600.00	\$97,677.50	(\$6,077.50)	94%
Parties	\$15,000.00	\$17,324.60	(\$2,324.60)	87%
Rentals	\$98,100.00	\$17,892.50	\$80,207.50	548%
Child Care	\$22,320.00	\$22,570.00	(\$250.00)	99%
Concessions	\$45,000.00	\$38,250.00	\$6,750.00	118%
Outdoor Aquatics	\$168,250.00	\$313,694.00	(\$145,444.00)	54%
Total	\$1,053,570.00	\$1,693,071.20	(\$639,501.20)	62%

REVENUE MODEL

DIVISION	ACCOUNT TITLE	PRICE	UNITS		REVENUES	EXPLANATION
REVENUES			Months	Passes		
Passes	Monthly Passes - Family	\$30.00	12	500	\$180,000.00	
Passes	Monthly Passes - Couples	\$24.00	12	100	\$28,800.00	
Passes	Monthly Passes - Individuals	\$20.00	12	150	\$36,000.00	
Passes	Monthly Passes -Family NR	\$60.00	12	100	\$72,000.00	
Passes	Monthly Passes - Couples NR	\$45.00	12	25	\$13,500.00	
Passes	Monthly Passes - Individuals NR	\$40.00	12	50	\$24,000.00	
Passes	Punch Passes - 20 visits	\$55.00		100	\$5,500.00	
Passes	Punch Passes - 20 visits NR	\$100.00		25	\$2,500.00	
Passes	Daily Passes	\$4.00		1,000	\$4,000.00	
Passes	Daily Passes NR	\$8.00		500	\$4,000.00	
TOTAL PASS REVENUES					\$370,300.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS		REVENUES	EXPLANATION
REVENUES			Classes	Participants		
Fitness	Personal Training	\$100.00		20	\$2,000.00	
Fitness	Fitness Center Instruction Classes	\$50.00	32	10	\$16,000.00	
Fitness	Aerobics	\$50.00	50	15	\$37,500.00	
Fitness	Zumbia	\$50.00	50	15	\$37,500.00	
Fitness	Weight Training	\$50.00	25	15	\$18,750.00	
Fitness	Pilaties	\$50.00	25	15	\$18,750.00	
Fitness	Yoga	\$50.00	25	15	\$18,750.00	
Fitness	Youth Fitness Classes	\$50.00	25	15	\$18,750.00	
Fitness	Kick Boxing Classes	\$50.00	50	15	\$37,500.00	
Fitness	Boot Camp	\$50.00	50	15	\$37,500.00	
Fitness	Miscellaneous Revenues	\$0.00	-	-	\$0.00	
TOTAL FITNESS REVENUES					\$243,000.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS		REVENUES	EXPLANATION
REVENUES			Sessions	Participants /Teams		
Recreation	Gym Rental - 2 hr. minumum	\$250.00		50	\$12,500.00	
Recreation	Tumbling Classes	\$27.00	10	15	\$4,050.00	
Recreation	Martial Arts	\$25.00	10	15	\$3,750.00	
Recreation	Art Classes	\$40.00	10	15	\$6,000.00	
Recreation	Summer Basketball Camps	\$145.00	3	50	\$7,250.00	
Recreation	Summer Volleyball Camps	\$145.00	3	50	\$7,250.00	
Recreation	Rookie Basketball				\$0.00	
Recreation	Instructional Basketball	\$50.00		48	\$2,400.00	
Recreation	Me & Mini Me Basketball				\$0.00	
Recreation	Adult Contracted Basketball	\$650.00	1	8	\$5,200.00	10% of League Revenue
Recreation	Youth Contracted Basketball	\$500.00	1	64	\$32,000.00	10% of League Revenue
Recreation	Adult Contracted Coed Volleyball	\$650.00	1	8	\$5,200.00	10% of League Revenue
Recreation	Pickleball Leagues	\$20.00	4	25	\$2,000.00	
Recreation	Youth Contracted Volleyball	\$500.00	1	8	\$4,000.00	10% of League Revenue
TOTAL RECREATION REVENUES					\$91,600.00	



DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Parties	Parties	\$150.00	100	\$15,000.00	2 hr. minimum
Parties	Miscellaneous Revenues	\$0.00	-	\$0.00	
TOTAL PARTY REVENUES				\$15,000.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Rentals	Community Room Rentals	\$70.00	100	\$7,000.00	\$35/hr w/ 2 hr. min
Rentals	Facility Premium Rentals	\$675.00	52	\$35,100.00	\$225/hr w/ 3 hr. min
Rentals	Caterer Commissions	\$500.00	52	\$26,000.00	Caterer commissions are 15%
Rentals	School Lock-In	\$3,000.00	10	\$30,000.00	
TOTAL RENTAL REVENUES				\$98,100.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Child Care	Child Care - Passholder	\$3.00	6,480	\$19,440.00	(\$3/hr Passholder \$4/ Non-Passholder)
Child Care	Child Care - Non-Passholder	\$4.00	720	\$2,880.00	(\$3/hr Passholder \$4/ Non-Passholder)
TOTAL CHILD CARE REVENUES				\$22,320.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
Concessions	Juice Bar	\$3.00	15,000	\$45,000.00	
TOTAL CONCESSIONS REVENUES				\$45,000.00	

DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES	EXPLANATION
REVENUES					
			Season Participation		
Outdoor Pool		\$105.00	1		
Passes	Season Pass - Family		350	\$36,750.00	
Outdoor Pool		\$50.00	1		
Passes	Season Pass - Youth Individual		100	\$5,000.00	
Outdoor Pool		\$75.00	1		
Passes	Season Pass - Adult Individual		100	\$7,500.00	
Outdoor Pool		\$50.00	1		
Passes	Season Pass - Senior Individual		50	\$2,500.00	
Outdoor Pool		\$200.00	1		
Passes	Season Pass - Family - NR		100	\$20,000.00	
Outdoor Pool		\$100.00	1		
Passes	Season Pass - Youth Individual - NR		50	\$5,000.00	
Outdoor Pool		\$150.00	1		
Passes	Season Pass - Adult Individual - NR		50	\$7,500.00	
Outdoor Pool		\$100.00	1		
Passes	Season Pass - Senior Individual - NR		25	\$2,500.00	
Outdoor Pool		\$55.00			
Passes	Punch Passes - 10 visits		75	\$4,125.00	
Outdoor Pool		\$75.00			
Passes	Punch Passes - 10 visits - NR		25	\$1,875.00	
Outdoor Pool		\$5.00	-		
Passes	Daily Passes		2,000	\$10,000.00	
Outdoor Pool		\$8.00	-		
Passes	Daily Passes NR		6,500	\$52,000.00	
Outdoor Pool		\$500.00			
Rentals	Pool Rental (After Hours)		5	\$2,500.00	
Outdoor Pool					
Summer Swim					
Team	Swim Team			\$3,500.00	
Outdoor Pool		\$5.00	1	\$2,500.00	
Special Events	Memorial Day Weekend Celebration		500		
Outdoor Pool		\$5.00	1	\$2,500.00	
Special Events	4th of July Celebration		500		
Outdoor Pool		\$5.00	1	\$2,500.00	
Special Events	End of the Summer Beach Party		500		
TOTAL OUTDOOR AQUATIC REVENUES				\$168,250.00	

PASSES
REVENUES

Monthly Passes - Family	\$180,000.00
Monthly Passes - Couples	\$28,800.00
Monthly Passes - Individuals	\$36,000.00
Monthly Passes -Family NR	\$72,000.00
Monthly Passes - Couples NR	\$13,500.00
Monthly Passes - Individuals NR	\$24,000.00
Punch Passes - 20 visits	\$5,500.00
Punch Passes - 20 visits NR	\$2,500.00
Daily Passes	\$4,000.00
Daily Passes NR	\$4,000.00
TOTAL REVENUES	\$370,300.00
TOTAL EXPENSES	\$0.00
NET REVENUE/(LOSS)	\$370,300.00

ADMINISTRATION

TOTAL REVENUES **\$0.00**

ACCOUNT TITLE	BUDGET	EXPLANATION
PERSONAL SERVICES		
Director	\$95,000.00	
Assistant Director	\$75,000.00	
Facility Manager	\$60,000.00	
Customer Service Staff - Part Time	\$46,000.00	\$10.50 per hour
Overtime	\$0.00	
Employer's Share of FICA	\$17,553.60	6.36% of Salaries and Wages
Employer's Share of Medicare	\$4,112.40	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$73,945.00	32.15% of Full Time Regular
Total	Personal Services	\$371,611.00

SUPPLIES

Stationary & Printed Materials	\$1,000.00	Business cards, stationary, envelopes, cards
Office Supplies	\$10,000.00	
Safety Supplies	\$3,000.00	First aid supplies for center
Other Miscellaneous	\$500.00	
Total	Supplies	\$14,500.00

OTHER SERVICES & CHARGES

Consulting Fees	\$0.00	
Medical Fees (Drug Tests)	\$300.00	
Registration System Maintenance Contract	\$2,500.00	
Guest Speakers		
Criminal Background Checks	\$200.00	
Marketing & Promotions	\$7,500.00	
Security Services	\$1,000.00	Alarm monitoring
Catering Services	\$0.00	
Other Professional Fees	\$0.00	
Postage	\$2,500.00	
Newsletter Postage	\$0.00	
Training Travel & Lodging	\$0.00	
Travel Per Diem	\$0.00	
Telephone Line Charges	\$2,000.00	
Cellular Phone Fees	\$1,000.00	Overage charges for use of personal cell phones
Printing (Not Office Supplies)	\$0.00	
Classified Advertising	\$0.00	
Worker's Compensation	\$0.00	
General Insurance	\$0.00	
Utilities	\$175,000.00	
Cable/Satellite TV Service	\$2,000.00	
Trash Collection	\$0.00	
Software Maint. Contracts	\$0.00	

Copier		\$5,000.00	
Other Rental & Leases		\$360.00	Water cooler
Subscriptions		\$300.00	Survey monkey
Organization & Membership Dues		\$1,100.00	1 division manager (\$600 ea.) + 1 managers (\$500 ea.)
Staff Clothing		\$380.00	2 existing FT (\$190 ea.)
Participant Clothing		\$0.00	
Internal Instruction Fees		\$2,500.00	Customer service training, CPR/First Aid/AED training
External Instructional Fees		\$1,000.00	
Other Fees & Licenses		\$2,730.00	ASCAP license for music (\$730), CPR/First Aid/AED certifications (\$8x250)
Refunds, Awards & Indemnities		\$0.00	
Special Projects		\$1,000.00	Staff morale/incentives
Sales Tax Paid		\$0.00	
Total	Other Services	\$208,370.00	

CAPITAL OUTLAY

Furniture & Fixtures		\$0.00	
Computer Equipment		\$0.00	
Software		\$0.00	
Office Equipment		\$0.00	
Total	Capital Outlay	\$0.00	

TOTAL EXPENSES	\$594,481.00
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NET REVENUE/(LOSS)	(\$594,481.00)
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cost recovery**	0.0%
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BUILDING MAINTENANCE

TOTAL REVENUES	\$0.00
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PERSONAL SERVICES

Maintenance I	\$40,000.00	1 FT @ \$45k
Maintenance II	\$33,000.00	1 FT @ \$35K
Part Time	\$10,000.00	1000 HOURS @ \$10 PER HOUR
Overtime	\$5,000.00	
Employer's Share of FICA	\$5,596.80	6.36% of Salaries and Wages
Employer's Share of Medicare	\$1,311.20	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$25,077.00	32.15% of Full Time Regular
Total	Personal Services	\$119,985.00

SUPPLIES

Building Materials	\$6,500.00	Paint, Lumber, Nails, Screws, Glues, etc...
Repair Parts	\$6,500.00	Plumbing, Hardware, Electrical, Lighting, etc...
Small Tools & Minor Equip.	\$1,500.00	Misc. and Specialty Tools
Other Maint. Supplies	\$4,500.00	Lubricants, light bulbs, etc.
Safety Supplies	\$1,000.00	Safety Glasses, Gloves, Harness, etc...
Other Miscellaneous	\$500.00	
Total	Supplies	\$20,500.00

OTHER SERVICES & CHARGES

Contracted Services (Maintenance & Custodial)	\$0.00	Consultants for building management systems
Equipment Repairs & Maint.		
Building Repairs & Maint.	\$7,500.00	Repairs for HVAC systems, elevator, floor refinishing, etc.
Radio Maintenance	\$500.00	Portable radio repairs (dropped in pool, etc.)
Other Cont. Services	\$0.00	
Equipment Maint. Contract	\$7,500.00	Fire, HVAC, Elevators, Kitchen Equipment
Other Rental & Leases	\$500.00	Tool and cleaning equipment rentals
Organization & Membership Dues	\$0.00	
Staff Clothing	\$420.00	2 FT (\$140 ea.) + 2 winter jackets (\$80 ea.)
Internal Instruction Fees	\$500.00	2 FT (\$250 ea.)
External Instructional Fees	\$0.00	
Total	Other Services	\$16,920.00

CAPITAL OUTLAY

Furniture & Fixtures	\$0.00
Office Equipment	
Total	Capital Outlay

TOTAL EXPENSES	\$157,405.00
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NET REVENUE/(LOSS)	(\$157,405.00)
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cost recovery**	0.0%
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CUSTODIAL

TOTAL REVENUES		\$0.00
PERSONAL SERVICES		
Maintenance I		\$40,000.00
Maintenance II		\$33,000.00
Overtime		\$5,000.00
Employer's Share of FICA		\$4,960.80 6.36% of Salaries and Wages
Employer's Share of Medicare		\$1,162.20 1.49% of Salaries and Wages
Additional Full-Time Benefits		\$14,467.50 32.15% of Full Time Regular
Total	Personal Services	\$98,590.50
SUPPLIES		
Small Tools & Minor Equip.		\$5,000.00 Vacuums, cleaning equipment, attachments
Other Maint. Supplies		\$25,000.00 Cleaning & janitorial supplies
Other Miscellaneous		\$500.00
Total	Supplies	\$30,500.00
OTHER SERVICES & CHARGES		
Cleaning Services		\$5,000.00 Annual window cleaning
Staff Clothing		
Internal Instruction Fees		
External Instructional Fees		
Total	Other Services	\$5,000.00
TOTAL EXPENSES		\$134,090.50
NET REVENUE/(LOSS)		(\$134,090.50)
cost recovery**		0.0%

FITNESS

REVENUES

Personal Training	\$2,000.00
Fitness Center Instruction Classes	\$16,000.00
Aerobics	\$37,500.00
Zumbia	\$37,500.00
Weight Training	\$18,750.00
Pilaties	\$18,750.00
Yoga	\$18,750.00
Youth Fitness Classes	\$18,750.00
Kick Boxing Classes	\$37,500.00
Boot Camp	\$37,500.00
Miscellaneous Revenues	\$0.00
TOTAL REVENUES	\$243,000.00

PERSONAL SERVICES

Fitness Supervisor	\$50,000.00	
Fitness Attendants	\$54,600.00	
Overtime	\$0.00	
Employer's Share of FICA	\$6,652.56	6.36% of Salaries and Wages
Employer's Share of Medicare	\$1,558.54	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$16,075.00	32.15% of Full Time Regular
Total	Personal Services	\$128,886.10

SUPPLIES

Linens & Towels	\$2,500.00	
Safety Supplies	\$0.00	
General Program Supplies	\$2,500.00	
Food & Beverages	\$0.00	
Retail Goods	\$0.00	
Other Miscellaneous	\$0.00	
Total	Supplies	\$5,000.00

OTHER SERVICES & CHARGES

Program Contractors	\$145,800.00	60% of Revenues
Printing (Not Office Supplies)	\$3,000.00	
Classified Advertising	\$0.00	
Equipment Maint. Contract	\$15,000.00	
Software Maint. Contracts	\$0.00	
Copier	\$0.00	
Other Rental & Leases	\$0.00	
Organization & Membership Dues	\$0.00	
Staff Clothing	\$2,000.00	
Refunds	\$0.00	
Special Projects	\$0.00	
Sales Tax Paid	\$0.00	
Total	Other Services	\$165,800.00

TOTAL EXPENSES	\$299,686.10
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NET REVENUE/(LOSS)	(\$56,686.10)
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cost recovery**	81.1%
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RECREATION

REVENUES

Gym Rental - 2 hr. minimum	\$12,500.00
Tumbling Classes	\$4,050.00
Martial Arts	\$3,750.00
Art Classes	\$6,000.00
Summer Basketball Camps	\$7,250.00
Summer Volleyball Camps	\$7,250.00
Rookie Basketball	\$0.00
Instructional Basketball	\$2,400.00
Me & Mini Me Basketball	\$0.00
Adult Contracted Basketball	\$5,200.00
Youth Contracted Basketball	\$32,000.00
Adult Contracted Coed Volleyball	\$5,200.00
Pickleball Leagues	\$2,000.00
Youth Contracted Volleyball	\$4,000.00

TOTAL REVENUES	\$91,600.00
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PERSONAL SERVICES

Program Supervisor	\$50,000.00	
Part Time	\$15,000.00	
Overtime	\$0.00	
Employer's Share of FICA	\$4,134.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$968.50	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$16,075.00	32.15% of Full Time Regular
Total	Personal Services	\$86,177.50

SUPPLIES

General Program Supplies	\$3,000.00	
Total	Supplies	\$3,000.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$5,000.00	
Printing (Not Office Supplies)	\$2,000.00	
Other Rental & Leases		
Staff Clothing	\$1,500.00	
Refunds, Awards & Indemnities	\$0.00	
Total	Other Services	\$8,500.00

CAPITAL

Furniture & Fixtures	
Office Equipment	
Capital Outlay	\$0.00

TOTAL EXPENSES	\$97,677.50
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NET REVENUE/(LOSS)	(\$6,077.50)
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cost recovery** 93.8%

PARTIES

REVENUES

Parties	\$15,000.00
TOTAL REVENUES	\$15,000.00

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$15,600.00	
Overtime	\$0.00	
Employer's Share of FICA	\$992.16	6.36% of Salaries and Wages
Employer's Share of Medicare	\$232.44	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$16,824.60

SUPPLIES

General Program Supplies	\$0.00	plates, streamers, balloons, helium, decorations
Total	Supplies	\$0.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$500.00	Print ads (kids publications)
Catering Services	\$0.00	
Printing (Not Office Supplies)	\$0.00	
Staff Clothing	\$0.00	
Refunds, Awards & Indemnities	\$0.00	
Total	Other Services	\$500.00

TOTAL EXPENSES	\$17,324.60
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NET REVENUE/(LOSS)	(\$2,324.60)
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cost recovery**	86.6%
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RENTALS

REVENUES

Community Room Rentals	\$7,000.00	\$35/hr w/ 2 hr. min
Facility Premium Rentals	\$35,100.00	\$225/hr w/ 3 hr. min
Caterer Commissions	\$26,000.00	Caterer commissions are 15%
School Lock-In	\$30,000.00	
TOTAL REVENUES	\$98,100.00	

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$5,000.00	P-T Building Rental Staff (setup/takedown)
Overtime	\$0.00	
Employer's Share of FICA	\$318.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$74.50	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$5,392.50

SUPPLIES

Linens & Laundry	\$4,000.00	
Other Miscellaneous	\$1,000.00	
Total	Supplies	\$5,000.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$2,500.00	
Printing (Not Office Supplies)	\$5,000.00	
Other Cont. Services	\$0.00	
Organization & Membership Dues	\$0.00	
Staff Clothing	\$0.00	
Internal Instruction Fees	\$0.00	
External Instructional Fees	\$0.00	
Refunds, Awards & Indemnities	\$0.00	
Total	Other Services	\$7,500.00

CAPITAL

Furniture & Fixtures	
Office Equipment	
Capital Outlay	\$0.00

TOTAL EXPENSES	\$17,892.50
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NET REVENUE/(LOSS)	\$80,207.50
cost recovery**	548.3%

CHILD CARE

REVENUES

Child Care - Passholder	\$19,440.00	(\$3/hr Passholder \$4/ Non-Passholder)
Child Care - Non-Passholder	\$2,880.00	(\$3/hr Passholder \$4/ Non-Passholder)

TOTAL REVENUES	\$22,320.00
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PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$20,000.00	
Overtime	\$0.00	
Employer's Share of FICA	\$1,272.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$298.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	Personal Services	\$21,570.00

SUPPLIES

General Program Supplies	\$1,000.00	
Other Miscellaneous	\$0.00	
Total	Supplies	\$1,000.00

OTHER SERVICES & CHARGES

Marketing & Promotions	\$0.00	
Catering Services	\$0.00	
Printing (Not Office Supplies)	\$0.00	
Organization & Membership Dues	\$0.00	
Staff Clothing	\$0.00	
Participant Clothing	\$0.00	
Internal Instruction Fees	\$0.00	
Other Fees & Licenses	\$0.00	
Refunds, Awards & Indemnities	\$0.00	
Total	Other Services	\$0.00

CAPITAL

Furniture & Fixtures	
Office Equipment	
Capital Outlay	\$0.00

TOTAL EXPENSES	\$22,570.00
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NET REVENUE/(LOSS)	(\$250.00)
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cost recovery**	99%
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CONCESSIONS

REVENUES

Juice Bar	\$45,000.00
TOTAL REVENUES	\$45,000.00

PERSONAL SERVICES

Full Time Regular	\$0.00	
Part Time	\$0.00	
Overtime	\$0.00	
Employer's Share of FICA	\$0.00	6.36% of Salaries and Wages
Employer's Share of Medicare	\$0.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	32.15% of Full Time Regular
Total	\$0.00	Personal Services

SUPPLIES

Food & Beverages	\$0.00
Total	\$0.00

OTHER SERVICES & CHARGES

Concessionaire	\$38,250.00	85% of Revenue
Sales Tax Paid	\$0.00	Concessionaire pays
	\$0.00	
Total	\$38,250.00	Other Services

CAPITAL OUTLAY

Furniture & Fixtures	\$0.00
Kitchen Equipment	\$0.00
Office Equipment	\$0.00
Total	\$0.00

TOTAL EXPENSES	\$38,250.00
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NET REVENUE/(LOSS)	\$6,750.00
cost recovery**	117.6%

OUTDOOR AQUATICS

REVENUES		
Season Pass - Family		\$36,750.00
Season Pass - Youth Individual		\$5,000.00
Season Pass - Adult Individual		\$7,500.00
Season Pass - Senior Individual		\$2,500.00
Season Pass - Family - NR		\$20,000.00
Season Pass - Youth Individual - NR		\$5,000.00
Season Pass - Adult Individual - NR		\$7,500.00
Season Pass - Senior Individual - NR		\$2,500.00
Punch Passes - 10 visits		\$4,125.00
Punch Passes - 10 visits - NR		\$1,875.00
Daily Passes		\$10,000.00
Daily Passes NR		\$52,000.00
Pool Rental (After Hours)		\$2,500.00
Swim Team		\$3,500.00
Memorial Day Weekend Celebration		\$2,500.00
4th of July Celebration		\$2,500.00
End of the Summer Beach Party		\$2,500.00
TOTAL REVENUES		\$168,250.00
ACCOUNT TITLE	BUDGET	EXPLANATION
PERSONNEL SERVICES		
Part-Time Manager	\$15,000.00	
Part-time Assistant Manager	\$8,500.00	16 weeks x 40 hours/week x \$12/hour
Part Time lifeguards	\$150,000.00	
Part-time Event Staff	\$1,000.00	100 manhours for three events
Swim Team Staff	\$7,500.00	
Overtime	\$2,000.00	
Employer's Share of FICA	\$11,702.40	6.36% of Salaries and Wages
Employer's Share of Medicare	\$2,741.60	1.49% of Salaries and Wages
Total	Personnel Services	\$198,444.00

SUPPLIES		
Building Materials		\$1,000.00
Small Tools & Minor Equip.		\$1,500.00
Chemicals		\$15,000.00
Other Maint. Supplies		\$3,000.00
Safety Supplies		\$2,500.00
General Program Supplies		\$11,500.00
Other Miscellaneous		\$0.00
Total	Supplies	\$34,500.00
OTHER SERVICES & CHARGES		
Opening and Closing Contracted Costs		\$10,000.00
Marketing & Promotions		\$2,500.00
Printing (Not Office Supplies)		\$2,500.00
Equipment Repairs & Maint.		\$10,000.00
Telephone Line Charges		\$150.00
Cellular Phone Fees		\$100.00
Staff Clothing		\$2,500.00
Utilities		\$50,000.00
Refunds, Awards & Indemnities		\$3,000.00
Total	Other Services	\$80,750.00
TOTAL EXPENSES		\$313,694.00

NET REVENUE/(LOSS)	(\$145,444.00)
cost recovery**	53.6%



APPENDIX F - DETAILED SITE ASSESSMENTS

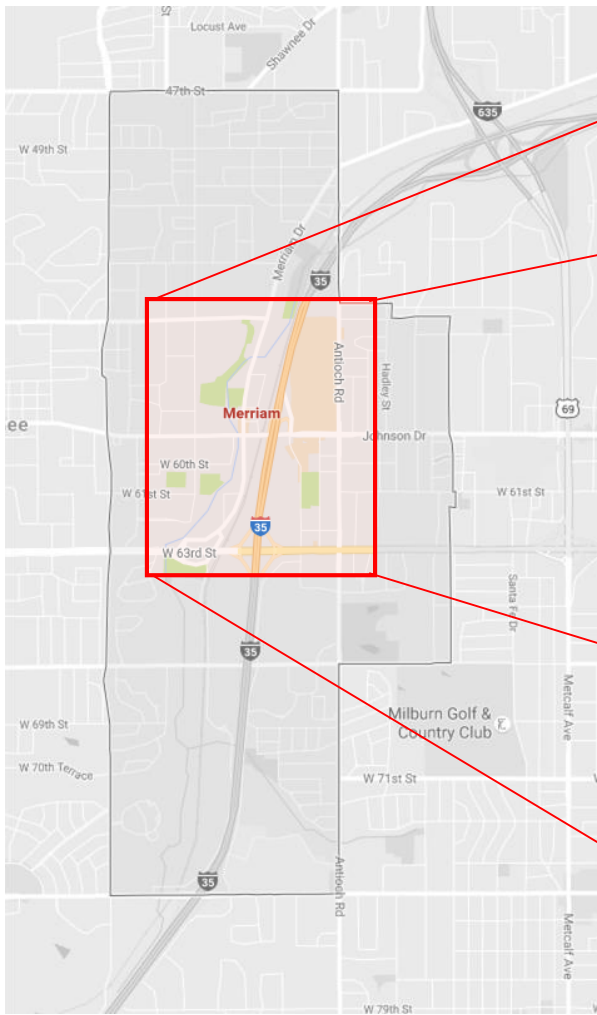
Merriam Parks and Recreation

Facilities Master Plan
Existing Conditions Assessment

August 5, 2016

Existing Conditions Assessment

- Review Previous Documentation and Studies
- Validation
- Gather Public Input
- Formulate Recommendations



Recent Studies

Assessment and Feasibility Study

Completed in May 2015

Performed by:

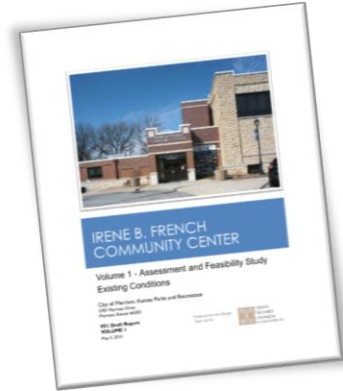
Strata Architecture + Preservation

(formerly Susan Richards Johnson & Associates)



Irene B. French Community Center

Timeline



- 1911 Original Elementary School Construction
- 1938 Gymnasium Addition
- 1951 Kitchen & Classroom Addition
- 1989 Purchased by the City of Merriam
Community Center Entrance & Elevator/Stair Addition
- 1990 Opened as the Merriam Community Center



Photos: SRJA Assessment and Feasibility Study, 2015.



1951

1989

1938

1911

Irene B French
Community Center

Merriam Dr

Merriam Dr

Merriam Dr

Merriam Dr

Merriam Hardware

Midwestern
Mechanical Specs

Medical Solutions

Hawk Automotive

Merriam Dr

Merriam Dr

First Church Christ
Scientist

Kessler Ln

Kessler Ln

Kansas Builders
Supply Co., Inc

Lindan Auto
Mechanical & Body

W 27th St

Kessler Ln

Irene B. French Community Center

General Observations

- Central location and familiar to residents
- **Variety of uses** – Cultural, Recreation, Fitness, and Gathering
- Existing facility has been **maintained well** however the **aged infrastructure** is reaching the point of being **beyond repair and requires replacement**
- **Structural and non-structural issues**
- **Inefficient and antiquated HVAC system**
- **Water leakage/damage** occurring at roof, walls, and basement – 19 sump pumps total existing
- **Dated appearance**
- **Accessibility and life safety issues** throughout the facility
- **Inefficient space use and operations**
- **Low energy efficiency**



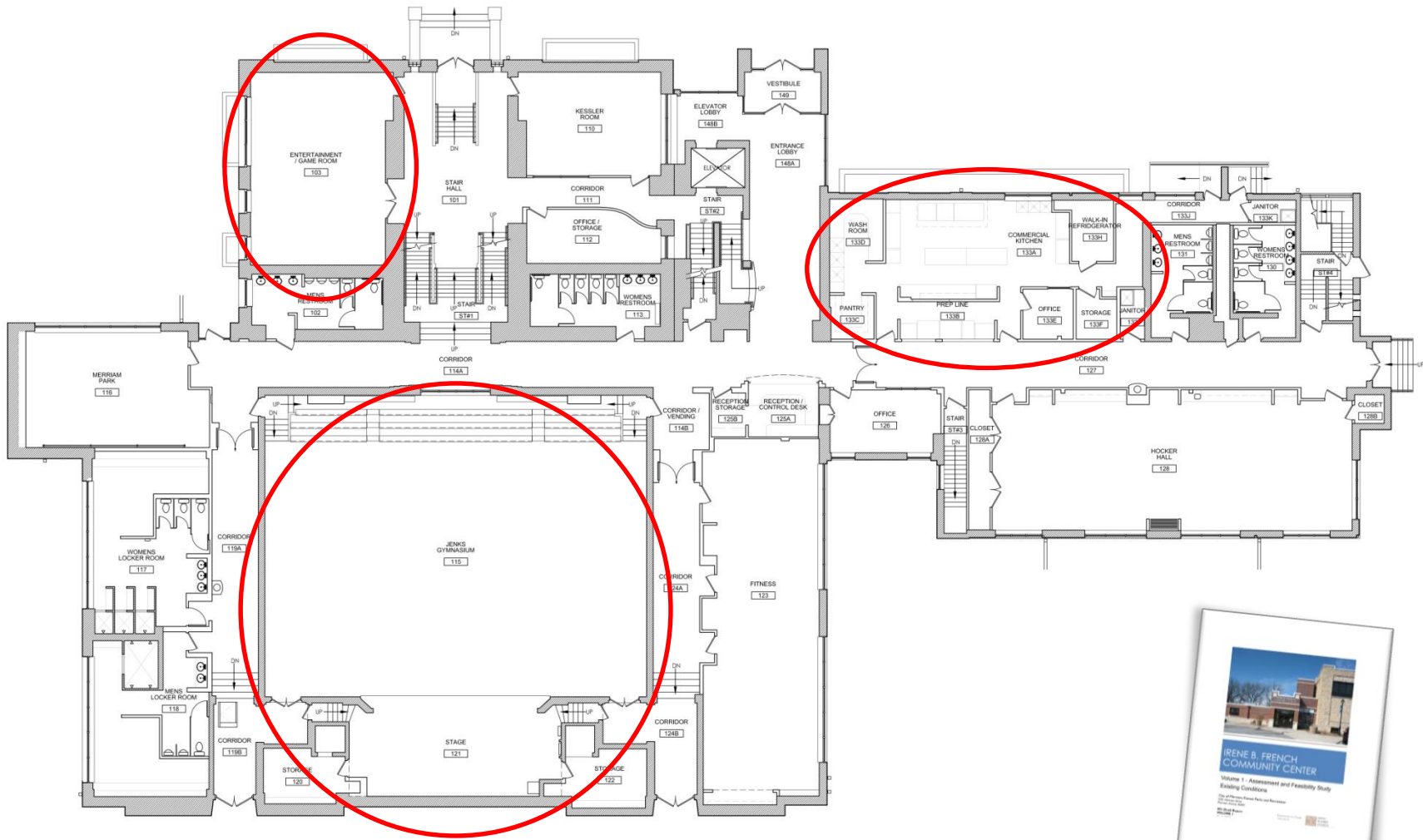


IRENE B. FRENCH COMMUNITY CENTER
EXISTING CONDITIONS
 5701 MERRIAM DRIVE
 MERRIAM, KANSAS 66203

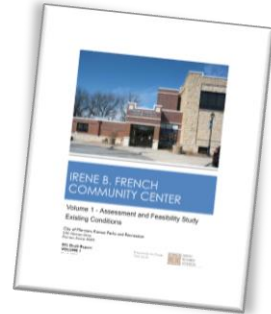


All drawings and written information appearing herein shall not be duplicated, disclosed or otherwise used without the written consent of the architect.

DATE: MAY 5, 2015
 REVISION & DATE:

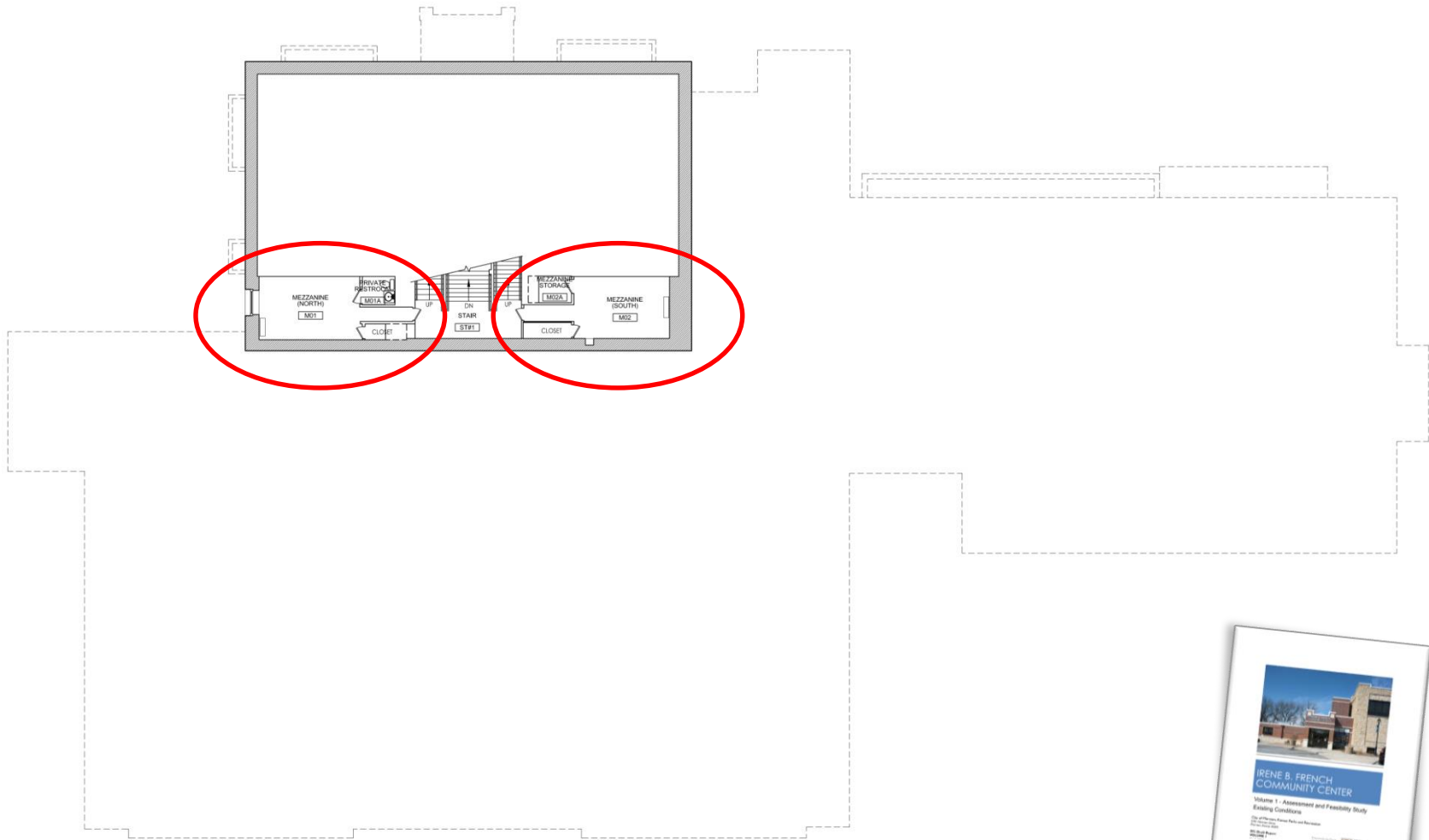


IRENE B. FRENCH COMMUNITY CENTER
EXISTING CONDITIONS
5701 MERRIAM DRIVE
MERRIAM, KANSAS 66203



All drawings and written information appearing herein shall not be duplicated, disclosed or otherwise used without the written consent of the architect.

DATE: MAY 5, 2015
 REVISION & DATE:



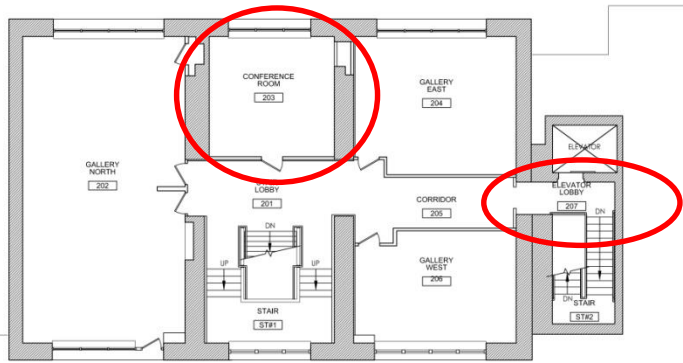
**IRENE B. FRENCH COMMUNITY CENTER
EXISTING CONDITIONS
5701 MERRIAM DRIVE
MERRIAM, KANSAS 66203**



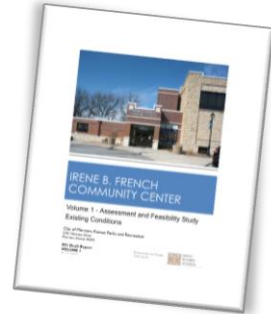
All drawings and written information appearing herein shall not be duplicated, disclosed or otherwise used without the written consent of the architect.

DATE: MAY 5, 2015
REVISION & DATE:





IRENE B. FRENCH COMMUNITY CENTER
EXISTING CONDITIONS
 5701 MERRIAM DRIVE
 MERRIAM, KANSAS 66203



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DATE: MAY 5, 2015
 REVISION & DATE:



Irene B. French Community Center

Report Summary¹

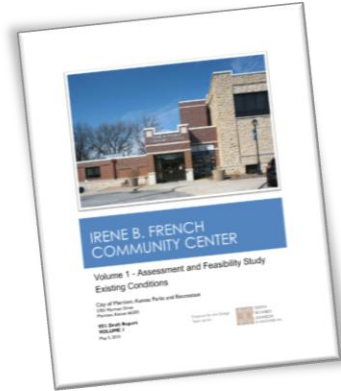
Treatment Approaches and Cost³

Immediate (0-2 years).....	\$372,753
Intermediate ² (2-5 years).....	\$5,608,433
Short-Term (5-10 years).....	Not estimated
Long-Term (10-20 years).....	Not estimated

¹ Summary of findings from SRJA Assessment and Feasibility Study, circa 2015.

² Option A included rehabilitation of the existing facility to remain in use as a community center.

³ Costs figures do not include soft costs for design, professional, or special testing fees,



Photos: SRJA Assessment and Feasibility Study, 2015.

Irene B. French Community Center

Report Summary

Treatment Approaches and Cost

Immediate (0-2 years)..... \$372,753



This included the following *immediate* recommendations be implemented:

- Correct drainage issues (grading) around building
- Implement ADA site improvements (sidewalks, curb transitions, and parking stalls striping)
- Remove outdoor shower
- Clean out exterior storm lines
- Clean out window well debris and secure grating
- Address issues with interior handrails and guardrails at stairs and landings
- Install accessible door hardware and accessories
- Correct roof drainage issues
- Sealant installation
- Replace exterior building control joints
- Epoxy injection crack repair and patching
- Re-point chimney and replace parapet cap
- Upgrades to elevator to achieve code compliance
- Upgrade sump pump systems and include back-up power
- Provide chilled and hot water chemical treatment
- Install glycol system for chiller
- Install fire dampers, fire caulking, and fire wall piping penetrations
- Correct issues or replace leaking valves, water pumps, and backflow preventers.
- Correct issues or replace exhaust systems in locker rooms
- Replace sewerage ejector pump and piping system
- Replace emergency light fixtures and exit signs or install new to meet current code requirements
- Repair and/or replacement of aged or antiquated telecommunications components
- Continue on-going maintenance efforts

Irene B. French Community Center

Report Summary

Treatment Approaches and Cost

Intermediate (2-5 years)..... \$5,608,433

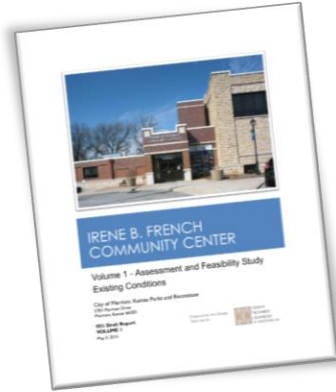


This included the following *intermediate* recommendations be implemented:

- Install foundation drains around perimeter of building and connect to existing storm system
- Replace existing broken and disconnected sub-grade piping then restore landscape/turf
- Rework or provide new parking lot layout, lighting, landscaping, trees, and walks that are compliant with current codes and regulations
- Install new accessible walks and pedestrian lighting
- Install new landscaping
- Install new domestic water service
- Survey and removal of hazardous materials
- Renovate building entry and add new building canopy
- Remove existing exterior concrete and brick canopy, ramp, and stair from 1951 building – Install ramp and doors compliant with accessibility standards
- Install new building wayfinding signage
- Rehabilitate, renovate, upgrade, or convert several interior spaces to become more useable or efficient based on the current and anticipated needs and operations
- Correct accessibility issues throughout
- Extensive exterior rehabilitation including painting, repointing, sealant replacement, louver replacement, handrail replacement, and roof replacement
- Install new four-pipe HVAC system
- Provide an additional boiler for the system
- Install new ventilation system
- Install new dedicated outdoor air system
- Install new building automation system and digital thermostats throughout building
- Install new fire alarm system
- Install new fire suppression system
- Install new main distribution panel, branch circuits, feeders, wiring, and grounding for building
- Install new telecommunications wiring and complete system
- Install new Public Address system
- Install new lightning protection system (not included in cost estimate)

Irene B. French Community Center

Report Summary



Treatment Approaches

Short-Term (5-10 years)

Long-Term (10-20 years)

This included the following short-term recommendations be implemented:

- Paving maintenance
- Cleaning of drainage systems
- Exterior planting and tree replacement
- New exterior windows and doors
- Replace inclined stair platform lift
- Renovate Second Floor Gallery spaces
- Update comprehensive maintenance plan
- Update facility maintenance tracking software
- Replace light fixtures
- Install back-up power generator
- Replacement of HVAC equipment

... long-term recommendations be implemented:

- Complete an exterior assessment and repair immediate need items
- Develop a plan for addressing larger issues.
- Replace elevator
- Replace fire alarm panel
- Replace HVAC, mechanical, and plumbing equipment

Merriam Aquatic Center





Ikea

Ikea Way

Competition & Diving

Meriam Aquatic Center

Slides

Wading Pool

Lucyann
C. Vavra
Memorial Park

Sater St

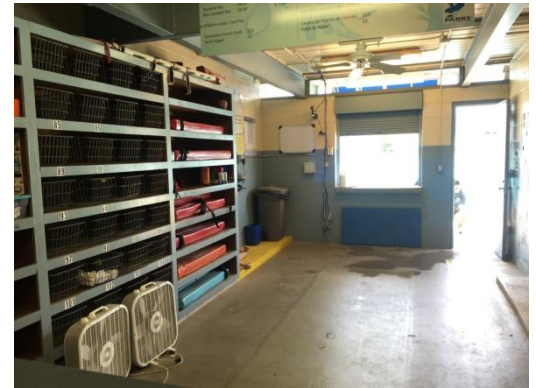
Sater St

Sater St

Merriam Aquatic Center

General Observations

- Also a well-maintained facility for its age and seasonal use
- Good variety of activities for all ages
- Inefficient and dated layout for operations
- Uncomfortable entry sequence (circulation)
- Parking insufficient
- BIG competition pool (50 meter)



Merriam Aquatic Center

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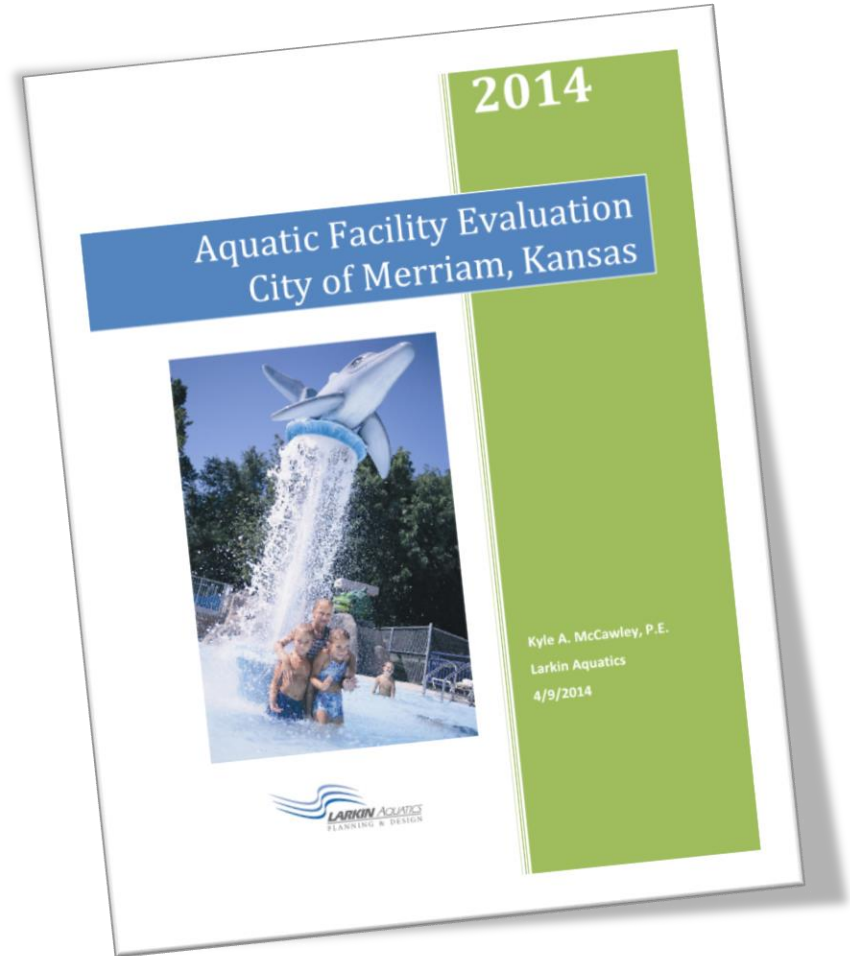
Recent Studies

Aquatic Facility Evaluation

Completed in April 2014

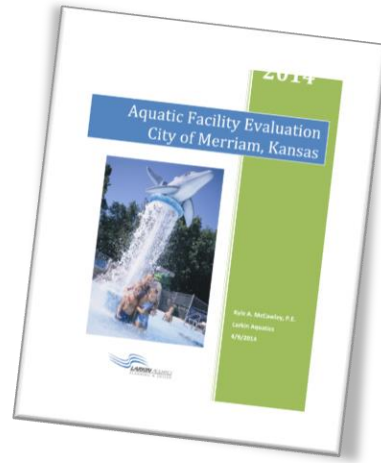
Performed by:

Larkin Aquatics



Merriam Aquatic Center

Report Summary

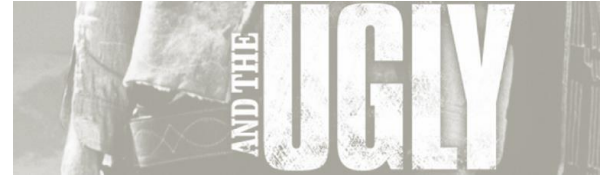


- Pool basin has areas of **concrete delaminating** and exposing reinforcement
- **Missing pool lights** need to be replaced or abandoned entirely (patched)
- Slide tower platform has **excessive corrosion**
- Water slide **pump overheats**
- **Corroded filter tanks**
- **Corroded electrical gear** in pool mechanical building
- **Wading pool does not meet accessibility** standards (methods of entry)
- **Changing areas do not meet accessibility** standards (toilets and showers)
- Overhead and in-pool **lighting does not meet requirements**

\$250,000
0-2 years

\$500,000+
2-5 years





Irene B French Community Center

- Part of Merriam History
- Familiarity and Nostalgia
- Long Life Serving the Community
- Convenience & Location
- Variety of Activities

- Underutilized Spaces
- Inefficient Layout
- Dated Interior
- Accessibility Issues

- Significant Infrastructure Issues
- On-going Maintenance/Remediation
- Cost of Replacement/Repair
- Potential for Facility/Feature Closure
- ~\$6 million in recommended repairs and replacements (5 years)

Merriam Aquatic Center

- Variety of Activities
- Long Life Serving the Community
- Convenience & Location

- Inefficient Operations
- User Circulation
- Accessibility Issues
- Pool Mechanical and Sanitation Systems

- Ditto + the complexities of a seasonal operation which depends on chemicals
- ~\$1 million recommended repairs and replacements (5 years)



APPENDIX G – IMPLEMENTATION PLAN MATRIX

City of Merriam

Parks and Recreation Facilities Master Plan

Appendix G Implementation Plan

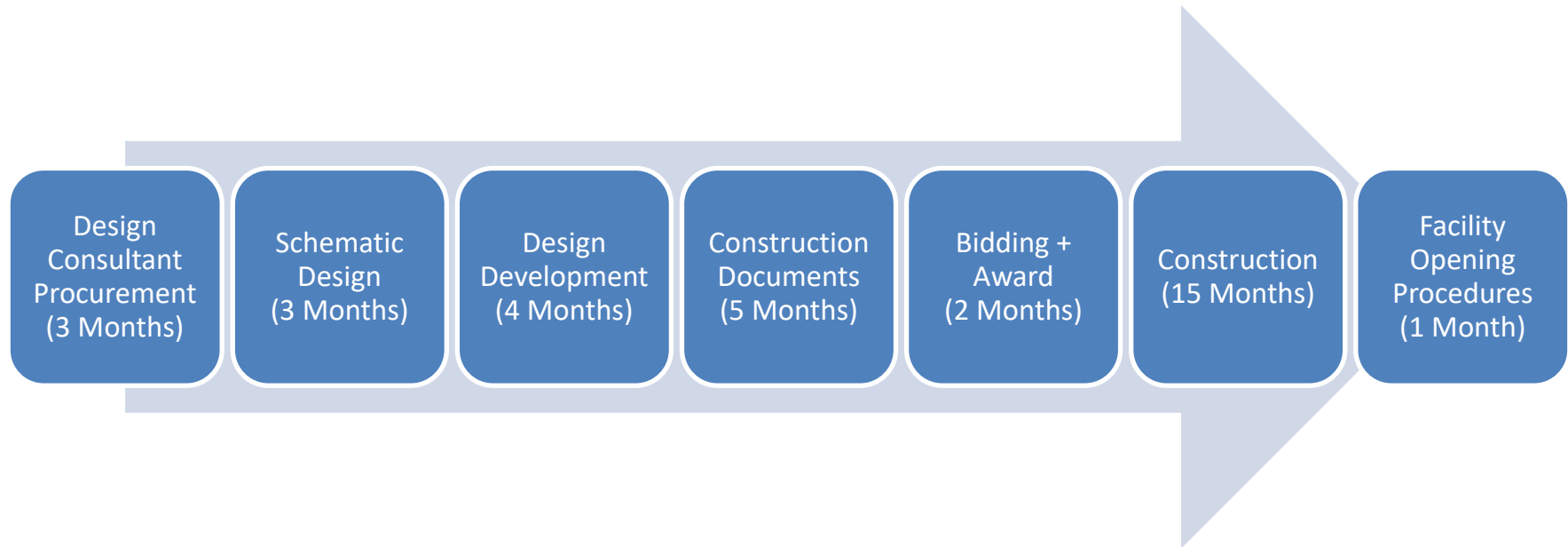


The following Implementation Matrix is established to provide the City and staff the steps to move forward on a new community center and aquatic complex if determined that it is in the best interest of the City. The dates are subject to change based on when or if the City determines they want to act on the recommendations in the Parks and Recreation Facilities Master Plan. These dates are assumptions but will serve as a guide for staff to follow when a decision is made by City Council.

The Merriam Parks and Recreation Department has established visions and goals for the Department to achieve. The following are two goals established by the Department as part of the Parks and Recreation Facilities Master Plan.

- Develop a new community center with an indoor and outdoor pool by the end of 2019.
- Operations of the Recreation Facilities will operate at 60% of capacity in year one.

The implementation matrix defines strategies and tactics to demonstrate what processes will be use to fulfill the goal. Performance measures tell the group responsible what is expected and when it is going to occur. Below is a timeline of the process to facility opening.



Anticipated Time to Facility Operation following Approval of Funding - 33 Months

Vision

The following vision presents how the City of Merriam desires to be viewed as it applies to recreation facilities in the future:

“Our Vision for Recreation Facilities for the City of Merriam is to provide the most up to date, modern indoor and outdoor recreation facilities for the residents of the city. Our facilities will be highly efficient, financially sustainable and will provide the widest age segment appeal for all residents of the city for the next 50 years.”

Mission

The following is the mission for how the City of Merriam will implement the vision:

“Our Mission is to provide recreation services to people of all ages through effective, modern and efficient recreation facilities that maximizes everyone’s experiences and the value of living in Merriam.”

Community Vision for Recreation Facilities:

“Our vision for development of recreation facilities in Merriam will follow what the community desires based on public input and financial capability to provide citizens with a well-designed community center with indoor and outdoor pool for people of all ages to enjoy for the next 50 years.”

Goal: Develop a new community center with an indoor and outdoor pool by the end of 2019.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.1	Seek final approval from City Council for what facilities they would like to move forward on as it applies to new development or renovation of existing facilities by the end of March including which financing options they will pursue through a voter approval process	<ul style="list-style-type: none"> Finalize and accept the Recreation Facilities Master Plan presented in January of 2017 by the Consulting Team 	City Manager and Parks Director	January 2017	<ul style="list-style-type: none"> Final Acceptance of the Facilities Master Plan completed in January of 2017
		<ul style="list-style-type: none"> City Council will determine the timeline they follow to achieve their desired goal in 2017. 	City Council	March 2017	<ul style="list-style-type: none"> Timeline and funding sources will be determined to develop or improve the existing facilities in March of 2017
		<ul style="list-style-type: none"> Establish or use the existing Facilities Master Plan Steering Committee to raise money for educational materials to inform citizens of what financial means they have selected to finance the proposed facilities 	City Council and City Manager	March 2017	<ul style="list-style-type: none"> Determine the date for when the voters will be asked to participate in the decision to move forward on the new or improved recreation facilities

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.2	Post on City of Merriam's Web site the final City of Merriam's Facilities Master Plan report along with the Aquatics Pool Study and the Irene B. French Community Center Report	<ul style="list-style-type: none"> A Voter Steering Committee established to inform voters in the city of the selected communication and education process to inform people of the facts of what they are voting on as it applies to recreation facilities 	City Manager and City Council	April of 2017	<ul style="list-style-type: none"> Voter Steering Committee put into place by the end of April
		<ul style="list-style-type: none"> Fund raising efforts put into place to raise money for the education materials for the recreation facilities to be improved or developed with the goal of raising \$20,000 	Steering Committee	April of 2017	<ul style="list-style-type: none"> Education materials developed and put into place at locations throughout the city
		<ul style="list-style-type: none"> Determine a speaking tour of various established groups in the city to present a 15-minute presentation on the desired project the city council has chosen to move forward on and the financing methods that will be used to develop and operate the facilities for the future. 	Steering Committee	April of 2017	<ul style="list-style-type: none"> Power point presentation developed for educational purposes to present at various community gatherings throughout the spring and summer on what the community is voting for
		<ul style="list-style-type: none"> Develop a polling assessment one month out from the date of the vote to determine where the community is on approving the development of the recreation facilities 	Steering Committee	July of 2017	<ul style="list-style-type: none"> Polling results available in early July of 2017

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.3	Develop a RFP Process for design and development of the recreation facilities in April of 2017	<ul style="list-style-type: none"> City will put out a RFP for selection of a design team to develop the new recreation facilities desired in the city 	City Manager and Parks and Recreation Director	April of 2017	<ul style="list-style-type: none"> RFP Developed and ready for distribution by May of 2017
		<ul style="list-style-type: none"> Interviews for RFP responses will occur in June of 2017 	City Manager and Parks and Recreation Director	June of 2017	<ul style="list-style-type: none"> Selection of Architect and Land Use Architect completed in July subject to final approval in early August after the voter response
		<ul style="list-style-type: none"> Notify selected team and begin contract negotiation for city council approval 	City Manager and Parks and Recreation Director	August of 2017	<ul style="list-style-type: none"> Contract Negotiated and approved with schematic design beginning in September of 2017

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.4	Once financial dollars are secured and a design architect and land development team is selected then start the process of schematic design refinement-3month process	<ul style="list-style-type: none"> Program confirmation and prioritization confirmed. Order of Magnitude cost estimate updated, Hard/soft cost budget confirmed 	Park and Recreation Director and Design team	October 2017	<ul style="list-style-type: none"> Program confirmed. Order of magnitude and cost estimates confirmed for budgeting purposes by year of the project
		<ul style="list-style-type: none"> Geotechnical investigation, boundary and topography survey, visual Identity and Character definition for the site confirmed for the community center and aquatic center, building systems-review HVAC systems options 	Park and Recreation Director, City Manager and Design Team	October 2017	<ul style="list-style-type: none"> All geotechnical work, boundary and topographic survey work completed for the park and aquatic facility
		<ul style="list-style-type: none"> Begin the procurement for the construction management process-2 months 	Park and Recreation Director, City Manager, Finance Director	October 2017	<ul style="list-style-type: none"> Construction manager hired by the first of the year in 2018

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.5	Engage Planning and Development process	<ul style="list-style-type: none"> Develop a discovery meeting with city departments 	Park Director and Design Team	November 2017	<ul style="list-style-type: none"> Discovery meeting completed and all departments are notified as to what needs the project requires of them and how to coordinate with them
		<ul style="list-style-type: none"> Deliver a Schematic Report that includes program budget, building program, order of magnitude cost estimate, drawings, site plan, floor plans, code plans, building massing 	Design Team	January of 2018	<ul style="list-style-type: none"> Schematic Report Completed in January of 2018
		<ul style="list-style-type: none"> Establish narratives for grading, utilities, storm water, landscape, structural, architectural concept, exterior materials and imagery, interiors room data sheets, Mech/Elec/Plumbing/Fire Protection and aquatic concept plans for preparation to city council and park and recreation board 	Design Team	January of 2018	<ul style="list-style-type: none"> Narrative Reports Completed as of January, 2018

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.6	Move to Design and Development phase of the project-4 months	<ul style="list-style-type: none"> Development and refinement of the project in all regards through meetings with the steering committee and staff on a bi-weekly basis for presentation to city council during the four-month process 	Design Team with City of Merriam Staff	January 2018	<ul style="list-style-type: none"> Steering Committee and City Council sign off on Design and Development Plan
		<ul style="list-style-type: none"> Engage Planning Commission by submitting preliminary and final site plans with a presentation to the Planning Commission Board and City Council for final approval 	Design Team and Park and Recreation Director	February 2018	<ul style="list-style-type: none"> Planning Commission approval
		<ul style="list-style-type: none"> Finish cost estimates at 50% off Design and Development to confirm budget alignment 	Design Team with Finance Director	January 2018	<ul style="list-style-type: none"> 50% DD drawings and specifications completed thru 100% DD Drawing and specification during this period of the process

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.7	Develop construction documents-5 months	<ul style="list-style-type: none"> • Development of technical documents for bidding and construction 	Design Team	April of 2018	<ul style="list-style-type: none"> • Technical Documents for Bidding and Construction completed
		<ul style="list-style-type: none"> • Begin permitting process with the state of Kansas, Johnson County Wastewater and Merriam Building Codes 	Design Team	April of 2018	<ul style="list-style-type: none"> • Permitting process completed by all jurisdictions by May of 2018
		<ul style="list-style-type: none"> • Confirm cost estimates of 50% CD Drawings. Issue land disturbance package including demolition, site work and foundation package • Move to 100% CD's Drawings and Specifications. Permit Plan Reviews. • Issue Bids 	Design Team	April 2018	<ul style="list-style-type: none"> • Bids issued by May of 2018

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.8	Bidding and Award work to begin-2-month process	<ul style="list-style-type: none"> • Hard Bid: 4 to 5 weeks to receive bids. 3-4 weeks for award and notice to proceed 	Design Team	June of 2018	<ul style="list-style-type: none"> • Bids awarded in July of 2018
		<ul style="list-style-type: none"> • CMr GMP:4-5 week GMP development-1-3 week for GMP amendment approval pending schedule availability of City Council 	City Manager and Design Team	June of 2018	<ul style="list-style-type: none"> • CMr and GMP approved by City Council by July of 2018

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.9	Construction -15 months to complete	<ul style="list-style-type: none"> • NTP to Substantial Completions- 14 months 	Design Team and Construction Manager	August of 2018	<ul style="list-style-type: none"> • Completion date December of 2019
		<ul style="list-style-type: none"> • Punch list and final completion-1 month 	Design and Construction Manager	November of 2018	<ul style="list-style-type: none"> • December of 2019
		<ul style="list-style-type: none"> • Owner training, start-up and operation of facility • Delivery of Owner Furniture, Equipment • Art Installation 	Park and Recreation Director and Staff with Construction Manager	November of 2018	<ul style="list-style-type: none"> • Grand Opening January of 2020

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.10	Facility Opening Procedures-1 month	<ul style="list-style-type: none"> • Staff Training -2-3 weeks 	Park and Recreation Director	December of 2019	<ul style="list-style-type: none"> • Staff training completed during December for 2019
		<ul style="list-style-type: none"> • Soft opening-weekend/week leading up to Grand Opening to include friends and family, City, Design and Construction Teams 	Park and Recreation Director and Construction Manager	December of 2019	<ul style="list-style-type: none"> • Soft opening completed in December 2019
		<ul style="list-style-type: none"> • Grand Opening-Full Public Access and operation of the facility 	Park and Recreation Director, Design Team and Construction Manager	January of 2020	<ul style="list-style-type: none"> • Grand Opening completed in January of 2020

Community Vision for Operations of Recreation Facilities:

“Our vision for operations of recreation facilities is that they will operate at a minimum of 60% of capacity and achieve 100% of the operational budget determined in the pro-forma.”

Goal: Operations of the Recreation Facilities will operate at 60% of capacity in year one.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.1	Hire a facility manager 6 months out from opening of the facility	<ul style="list-style-type: none"> Recruit a facility manager with experience or have the existing Park and Recreation Director manage the recreation facilities 	City Manager and Finance Director	April of 2019	<ul style="list-style-type: none"> Facility Manager hired by June of 2019
		<ul style="list-style-type: none"> All key positions in the building confirmed as it applies to fitness director, aquatics director, general program director, facility site manager, front desk manager, marketing director 	Park and Recreation Director	April of 2019	<ul style="list-style-type: none"> All positions hired and in place three months before opening
		<ul style="list-style-type: none"> All part-time staff hired and in place at least one month prior to opening and trained on all elements of the facility 	Park and Recreation Director	August of 2019	<ul style="list-style-type: none"> All part-time staff and contractual staff hired by December 1st of 2019

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.2	Develop an operational maintenance management plan for the facility	<ul style="list-style-type: none"> Develop a maintenance management plan for the building with cleanliness standards established for every room in the building 	Park and Recreation Director	July of 2019	<ul style="list-style-type: none"> Maintenance Management Plan in place by July of 2019
		<ul style="list-style-type: none"> Secure contract cleaners for deep cleaning after hours 	Park and Recreation Director	October of 2019	<ul style="list-style-type: none"> Contractors hired by December of 2019
		<ul style="list-style-type: none"> Develop an inspection process from the day it is open to match what the community expects in the building for cleanliness standards 	Park and Recreation Director	July of 2019	<ul style="list-style-type: none"> Inspection program in place in December of 2019

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.3	Program plan developed for the facilities at 60% of available space	<ul style="list-style-type: none"> Program plan developed in January of 2019 	Park and Recreation Director	January of 2019	<ul style="list-style-type: none"> Program plan goes live in January of 2020
		<ul style="list-style-type: none"> Marketing strategy developed for the facility by June of 2019 	Park and Recreation Director and Marketing Staff	Marketing plan started in January of 2019	<ul style="list-style-type: none"> Marketing plan completed in June of 2019
		<ul style="list-style-type: none"> All registration processes can be live in the building by October of 2019 	Park and Recreation Director and Marketing Staff	Registration system in place in the building by October 2019	<ul style="list-style-type: none"> Registration for memberships and programs to begin in October of 2019

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.4	Customer Service Training established for the recreation facilities	<ul style="list-style-type: none"> All staff will be trained in customer service training in November of 2019 	Park and Recreation Director	November of 2019	<ul style="list-style-type: none"> 100% of staff trained in customer service
		<ul style="list-style-type: none"> Develop volunteer program for the facilities 	Park and Recreation Director	October of 2019	<ul style="list-style-type: none"> Volunteers are selected, trained and put into place by December of 2019

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.5	Consider Developing a Brand for the Facility	<ul style="list-style-type: none"> Consider a specific brand and logo for the facility to draw a regional wide approach to recognition for the facilities on site 	Park and Recreation Director	January of 2019	<ul style="list-style-type: none"> Brand and logo developed for the site by June of 2019
		<ul style="list-style-type: none"> Hire a branding company to help establish a logo and brand message for the site 	Park and Recreation Director	January of 2019	<ul style="list-style-type: none"> Brand and logo as message developed by June of 2019

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.6	Advertise and promote the programs, facilities and membership of the site in June of 2019	<ul style="list-style-type: none"> Develop a media package for the marketing and promotion of the site by June of 2019 	Director of Parks and Recreation	January of 2019	<ul style="list-style-type: none"> Media package in place by June of 2019
		<ul style="list-style-type: none"> Establish a complete marketing plan for residents of the city to include of introduction of the facilities and programs in July of 2019 	Director of Parks and Recreation	January of 2019	<ul style="list-style-type: none"> Marketing Plan completed by June of 2019
		<ul style="list-style-type: none"> Establish a City of Merriam community walk through opportunity in September of 2019 	Director of Parks and Recreation	September of 2019	<ul style="list-style-type: none"> Walk Through Weekend completed in September 2019