



City of Kirkwood, Missouri

Community Center Feasibility Study

March 2016



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Market Analysis

Kirkwood Demographic Trends

Understanding community demographics and needs is an important component of planning for the Kirkwood Community Center Feasibility Study. The population data used in this demographic profile comes from Esri Business Information Solutions, based on the 2000 and 2010 U.S. Census data. Demographic data from Kirkwood, Glendale, and Oakland has been combined to form a “Greater Kirkwood” service area.

Table 1: Summary Demographics for Greater Kirkwood – 2015

Summary Demographics	
Population	35,422
Number of Households	14,619
Avg. Household Size	2.34
Median Age	43.5
Median Household Income	\$77,287

Greater Kirkwood Population and Demographic Trends

Population Projections

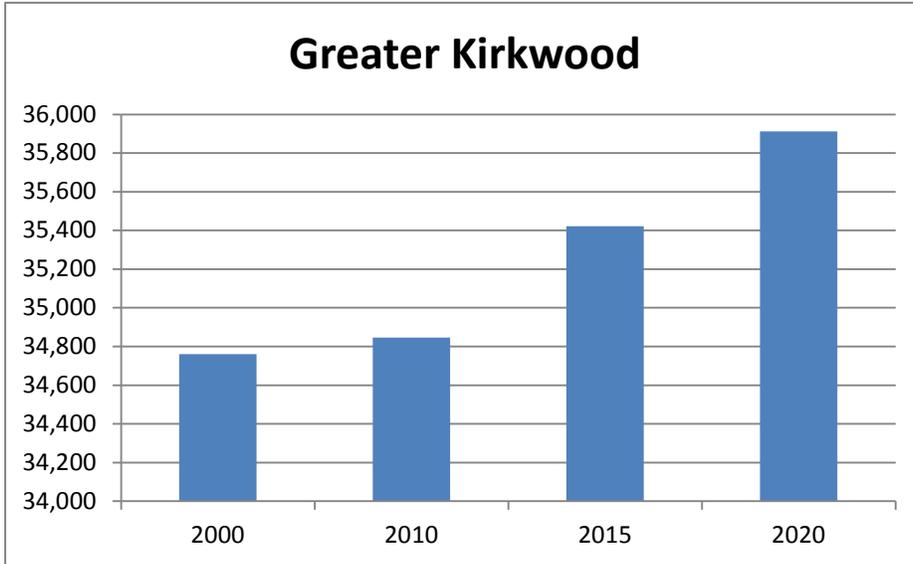
Although future population growth cannot be predicted with certainty, it is helpful to make growth projections for planning purposes. **Table 2** contains actual population figures based on the 2000 and 2010 U.S. Census for the Greater Kirkwood Service Area, as well as a population estimate for 2015 and projection for 2020. The service area’s annual growth rate from 2000 through 2010 was 0.02%. Esri’s projected growth rate for 2015 through 2020 is 0.28% for Greater Kirkwood, compared to a projected 2015 – 2020 annual growth rate of 0.21% for the State of Illinois and 0.75 for the United States as a whole. The growth trend is graphically represented in **Figure 1**.

Table 2: Greater Kirkwood Population Projections, 2000--2020

US Census (2000 and 2010) and Esri Projections	
2000 Population	34,761
2010 Population	34,846
2015 Estimated	35,422
2020 Projected	35,912

Source: 2000 and 2010 Census and Esri Business Information Solutions 2015 Demographic and Income Profile.

Figure 1: Greater Kirkwood Population Growth Trend

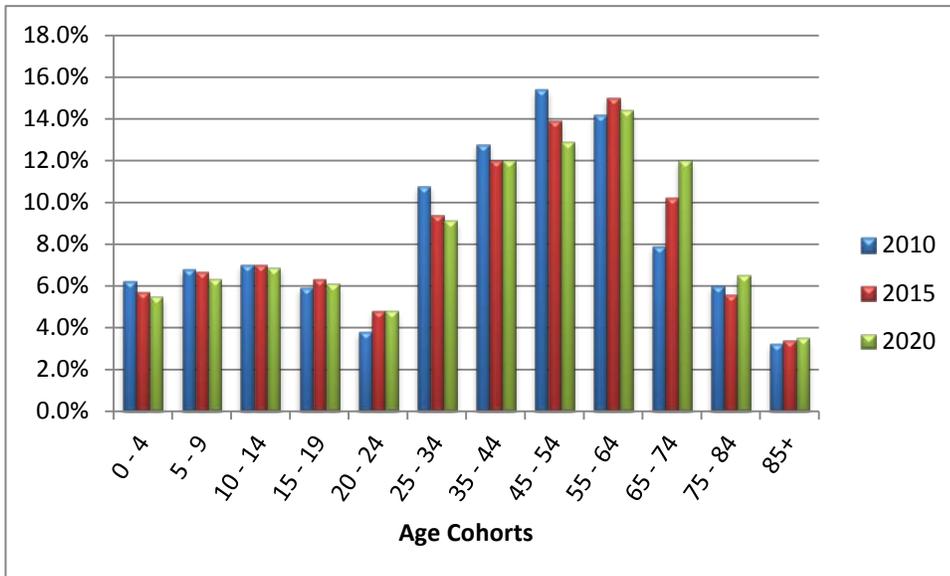


Source: Esri Business Information Solutions.

Population Age Distribution

A comparison of the estimated population break down by age for the Greater Kirkwood area from 2010 to 2020 is shown in **Figure 2**. The gender distribution in 2015 was 46.2 % male to 53.8 % female. The median age projected for the county by Esri in 2015 was 43.5.

Figure 2: Greater Kirkwood, MO, Population Age Distribution for the Years 2010, 2015, and 2020



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

The age demographics from age 0 – 24 are projected to remain relatively stable from 2010 to 2020. The percentage of residents in the 25 – 54 age range is expected to drop by 5% from 2010 to 2020, from 39% to 34%. The age cohort with the largest sustained population percentage from 2010 to 2020 is the 55 – 64 age cohort which reached 15% in 2015 and will decline slightly to 14.4% by 2020. the percentage of seniors in the Greater Kirkwood area (age 65 – 85+) is expected to experience significant growth from 31.3% to 36.4% in the

10 years from 2010 to 2020, with the 65-74 age cohort (10.2% in 2015) experiencing the greatest growth in this time frame, from 7.9% in 2010 to 12% in 2020.

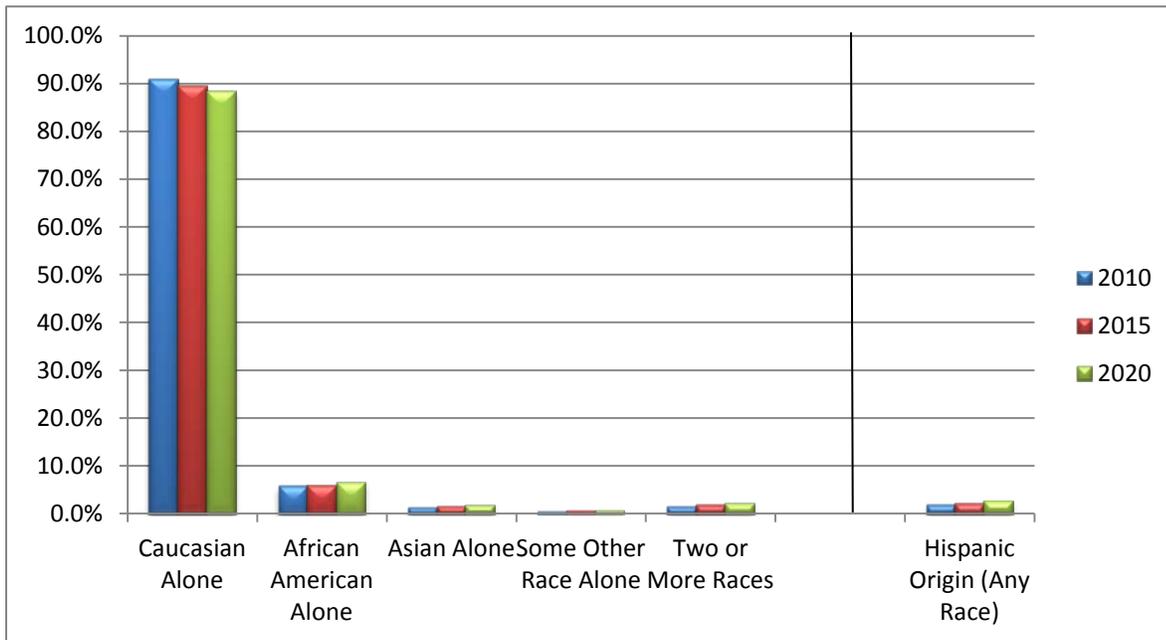
Race/Ethnicity

Figure 3 reflects the racial/ethnic population distribution for the Greater Kirkwood area. Esri estimates that 89.8% of the population in 2015 was Caucasian, with an African American population at 6.1% and an Asian population at 1.6%.

The population of Hispanic origin provides separate look at the population, irrespective of race. Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arriving in the United States. In the U.S. census, people who identify as Hispanic, Latino, or Spanish may be any race and are included in all of the race categories. **Figure 3** illustrates population of Hispanic Origin for the Greater Kirkwood area, as recorded in the U.S. Census. This population was estimated at 2.2% of the population in 2015.

- The Caucasian population percentage is trending slightly downward from 91.0% in 2010 to a predicted 88.4% in 2020.
- African American population percentages are expected to grow by 1% from 2010 to 2020, from 5.7% to 6.7%; Asian population percentages are increasing by .6% from 2010 to 2020 (from 1.3% to 1.9%).
- The population of Hispanic origin (irrespective of race), at 1.8% in 2010, is also expected to grow slightly to 2.6% of the population by 2020.

Figure 3: Greater Kirkwood, MO, Race/Ethnicity Statistics (2010, 2015, 2020)



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

Educational Attainment

As shown in **Table 3**, the highest ranking educational cohorts in the Greater Kirkwood service area are those residents with a bachelor’s degree (36.2%), and those with a graduate or professional degree (26.4%), followed by those with some college, no degree (15.9%) and high school graduates (11.2%). According to a census study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin.¹

Table 3: Greater Kirkwood, MO, Educational Attainment, 2015

Education Attainment	Service Area Percentage
Less than 9 th grade	0.6%
9th to 12th grade, no diploma	2.1%
High school graduate	11.2%
GED/Alternative Credential	1.2%
Some college, no degree	15.9%
Associate’s degree	6.3%
Bachelor’s degree	36.2%
Graduate or professional degree	26.4%

Source: Esri Business Information Solutions 2015 estimate based on the 2010 U.S. Census.

Household Information

As reflected in **Table 4**, in 2015, the Greater Kirkwood area had 16,050 housing units with a 74.6% owner-occupied housing rate, compared to an 18/8% renter-occupied rate. The owner-occupied and renter occupied housing rates have remained relatively steady over the years, with a slightly higher owner-occupied occupancy rate of 77% in 2000. The average household size in 2015 was 2.34.

Table 4: Greater Kirkwood, MO, Housing Statistics

Source:
U.S.
2015

	2000	2010	2015	2020
Total housing units	15,144	15,737	16,050	16,165
Percent owner occupied	77.0%	74.6%	74.2%	74.6%
Percent renter occupied	18.9%	18.3%	18.8%	19.1%
Percent vacant	4.2%	7.1%	7.0%	6.3%

2010
Census;

estimates and 2020 forecasts provided by Esri Business Information Solutions.

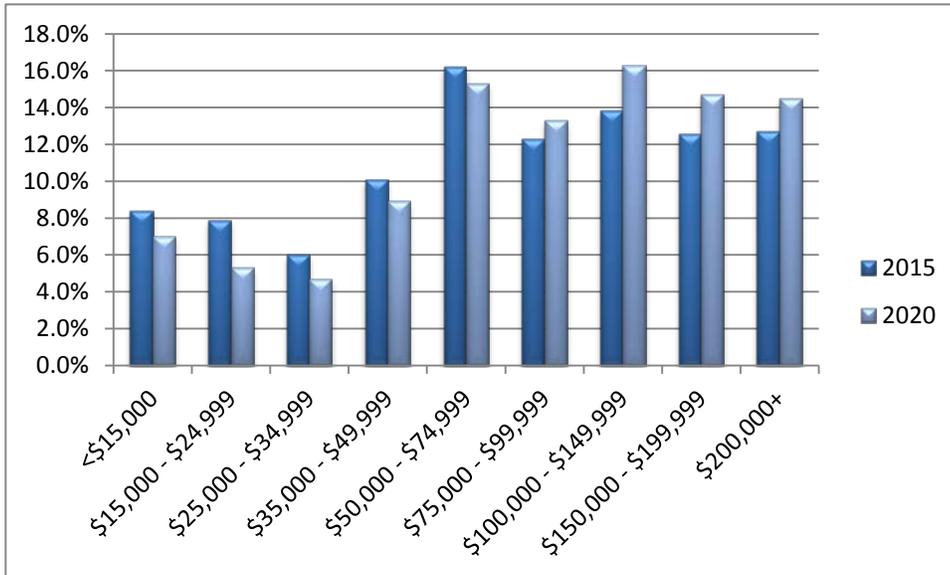
¹ Tiffany Julian and Robert Kominski, “Education and Synthetic Work-Life Earnings Estimates” American Community Survey Reports, US Census Bureau, <http://www.census.gov/prod/2011pubs/acs-14.pdf>, September 2011.

Household Income

The estimated 2015 median household income for residents of the Greater Kirkwood Service Area was \$77,287 and is expected to grow to \$89,807 by 2020. **Figure 5** illustrates the full income distribution estimated for the service area in 2015 and projected for 2020.

- In 2015, the largest income cohort was in the \$50,000 - \$74,999 income range (16.2%); followed by the \$100,000 – 149,999 income range (13.8%).
- Income distribution in the \$75,000 through \$200,000+ income range is expected to grow by a total of 7.4% from 2015 to 2020.

Figure 3: Annual Household Income Distribution Comparison (2015 - 2020)



Source: Esri Business Information Solutions, 2015.

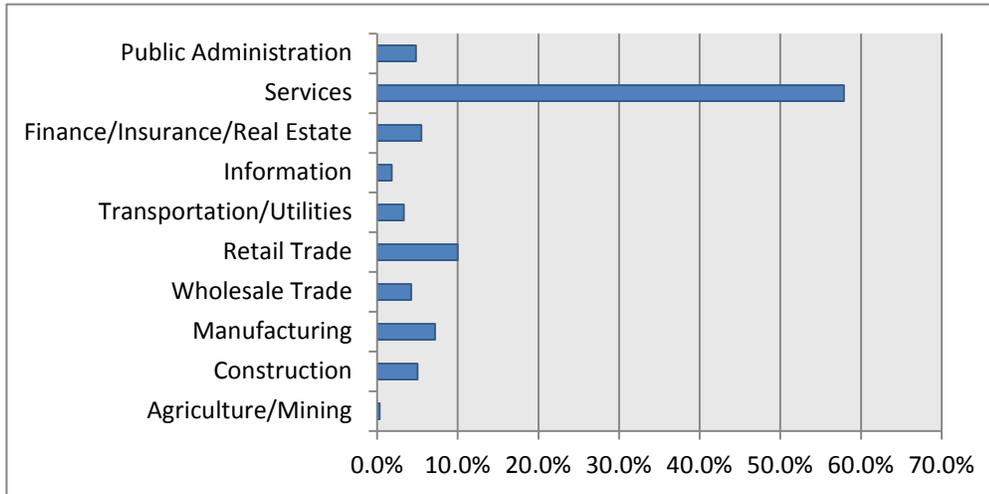
Employment Statistics

The cities of Kirkwood, Glendale, and Oakland, are all located in St. Louis County, MO. A comparison of unemployment rates for St. Louis County in July of 2005, 2010, and 2015 presents quite a swing in employment opportunities for the county: 5.4 % in July 2005, 9.2 % in July 2010, and 5.6 percent in July 2015 (Bureau of Labor Statistics Local Area Unemployment Statistics, <http://data.bls.gov/cgi-bin/dsrv> , accessed on January 6, 2016)). The unemployment rate for Kirkwood during the same time periods was 3.6% in July 2005, 9.2% in July 2010, and 5.6% in July 2015.

Employment by Industry

According to the Esri estimates for 2015, the industries in the Greater Kirkwood Service Area providing the greatest employment percentages are the Service Industry (56.8%), Retail Trade (10.4%) and Finance/Insurance/Real Estate (7.2%). **Figure 4** reflects the Esri estimate of employment by industry in the service area in 2015.

Figure 4: Greater Kirkwood, MO. Employment by Industry, 2015

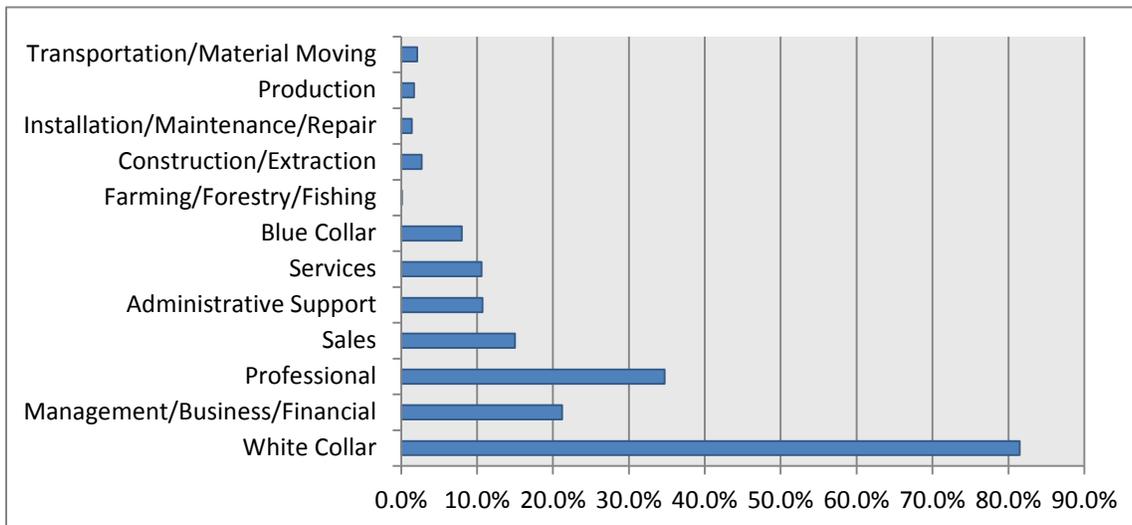


Source: Esri Business Information Solutions 2015 estimate based on the 2010 U.S. Census.

Employment by Occupation

According to the Esri estimates for 2015, the employed population (age 16+) in the Greater Kirkwood Service Area works in the following occupations in the greatest percentages: White Collar (81.5%), Professional (34.7%) and Management/Business/Financial (21.2%). **Figure 5** reflects the Esri estimate of employment by occupation in the service area in 2015.

Figure 5: Greater Kirkwood, MO. Employment by Occupation, 2015



Source: Esri Business Information Solutions 2015 estimate based on the 2010 U.S. Census.

Health Ranking

The United Health Foundation has ranked Missouri 36th in its *State Health Rankings* in 2015, unchanged from its 2014 ranking.

The State's biggest strengths include:

- Low percentage of children in poverty
- Low prevalence of excessive drinking
- High rate of high school graduation

Some of the challenges the State faces include:

- Low per capita public health funding
- Low immunization coverage among adolescents
- Limited availability of dentists

In the 2015 Missouri County Health Rankings (Robert Wood Johnson Foundation, countyhealthrankings.org), St. Louis County ranked 23rd out of 114 counties ranked for health outcomes and 8th for health factors. As explained in the health ranking report, Health outcomes represent how healthy a county is based on “how long people live and how healthy people feel while alive” while health factors represent what influences the health of the county. The Health Factor ranks are based on four measures: “health behaviors, clinical care, social and economic, and physical environment factors”².

Service Area Comparisons

As part of Kirkwood's Recreation Center Feasibility Study, a comparative analysis of recreational facilities in eight peer suburban St. Louis communities has been conducted. This analysis is based on information provided by the City of Kirkwood regarding recreation centers built between 1995 and 2016 in the following communities: Ballwin, Clayton, Des Peres, Fenton, Maryland Heights, Richmond Heights, Sunset Hills, and Webster Groves. Information provided for each community varies in scope and detail and no community provided information covering every aspect being considered in the analysis. The City of Kirkwood provided aggregated data about its current recreational facilities. While each community and facility is unique, all of the facilities share commonalities. A comparative analysis can help illuminate trends and opportunities for a new recreational facility in the City of Kirkwood.

Comparable Analysis of Facility Size and Amenities

Table 1 provides an overview of the community population, the size, cost and completion date for each recreation facility, and specific information about the amenities included in the recreation facilities. Data that is missing or not applicable is indicated by a blank, “0”, or “?”, in the table, depending on the designation provided by the community.

While the population in the peer communities varies in size from 4,035 to 32,000, it is the size of the facility that provides the starting point for a comparable analysis. In **Table 1**, the peer communities have been placed in order by size of facility, from the Sunset Hills 25,000 s/f. recreational facility to the Maryland Heights facility of 90,000 s/f. Among the peer communities, the average facility size is 67,454 s/f.

² Robert Wood Johnson Foundation, “County Health Rankings and Roadmaps: 2015 Rankings – Missouri”, <http://www.countyhealthrankings.org/app/missouri/2015/rankings/st-louis/county/outcomes/overall/snapshot>, accessed on January 6, 2016.

	Sunset Hills	Webster Groves	Ballwin	Fenton	Richmond Heights	Des Peres	Clayton	Maryland Heights
Project completion date	2010	1995	1997	1999	2000	2003	2000	2016
Total square feet	25,000	57,300	66,186	71,000	73,000	76,000	81,143	90,000
Total project cost	\$ 4,300,000	\$ 9,120,000	\$ 9,274,275	\$ 17,408,815	\$ 14,541,219	\$ 27,224,252	\$ 18,708,491	\$ 28,345,000
Cost per square foot	\$ 172.00	\$ 159.16	\$ 140.12	\$ 245.19	\$ 199.19	\$ 358.21	\$ 230.56	\$ 314.94

Construction costs generally rise with time. Therefore, it is useful to compare the two facilities built in the past 10 years in more detail, the 25,000 facility build in Sunset Hills in 2010 at a s/f cost of \$172 and the 90,000 s/f facility under construction in Maryland Heights at a s/f cost of \$314.94. The Sunset Hills 25,000 s/f facility includes a gym, fitness area, aerobics studio, locker rooms, meeting rooms, administrative offices and a concession/lounge area. The 90,000 s/f facility in Maryland Heights includes most of same amenities (larger in size) but also includes a 10,000 s/f pool, an indoor track, child care space, and a kitchen. The extra s/f cost involved with constructing a pool could account for some of the difference in cost per square foot between the two facilities. The range in square foot cost for the facilities with pools is from a low of \$140.12 for Ballwin (built in 1997) to a high of \$358.21 for Des Peres (build in 2003). The average cost per square foot for the peer facilities is \$227.42 per square foot.

Table 5: Facility Amenities and Sizes

	Kirkwood	Sunset Hills	Webster Groves	Ballwin	Fenton	Richmond Heights	Des Peres	Clayton	Maryland Heights
Service Area Population	34,302	17,350		100,000	60,000	25,000		17,554	
City Population	27,596	8,496	23,900	32,000	4,035	9,602	9,000	15,935	27,472
Corporate (work week population)								30,000	
Total Square feet	56,000	25,000	57,300	66,186	71,000	73,000	76,000	98,000	90,000
Project Completion Date	varies	2010	1995	1997	1999	2000	2003	2000	2016
Total project cost	?	\$ 4.3 Million	\$ 9,120,000	\$ 9,274,275	\$ 17,408,815	\$ 14,541,219	\$ 27,224,252	\$ 18,708,491	\$ 28,344,573
Expenses	?	?	?	\$ 1,743,152	\$ 1,540,500	?	\$ 2,122,960	?	\$ 1,906,333
Revenues	?	?	?	?	\$ 1,352,189	\$ 1,543,556	?	?	?
Cost Recovery	?	?	?	?	-\$ 188,311	?	?	?	?
Pool Area sq/ft	12,500		0	13,889	9,818	13,009	22,000	20,688	10,000
Locker Rooms sq/ft	1,200	585 each	532x2	2,698	3,365	3,355	2,616	4,790	281 occ 314 occ
Gyms sq/ft	13,500	5,944	7,350	13,590	12,447	11,367	11,398	24,870	12,900
Fitness Area sq/ft	8,000	4,944	6,000	6,741	5,694	6,443	5,188	6,540	6,500
Aerobics Studio sq/ft	1,000	845	700	1,766	1,540	682	1,462	1,800	2,950
Meeting Rooms sq/ft	6,000	1,976	3,200	2,500	3,267	6,103	3,728	2,592	5,600
Admin Offices sq/ft	1,200	2,321	1,080	1,813	3,346	1,572	2,022	2,420	
Concessions/Lounge sq/ft	0	115	555		1,628	776	288	504	
Track sq/ft	10 laps/mi.			8.8 laps/mi.	9 laps/mi.	16.25 laps/mi.	10 laps/mi.	10 laps/mi.	7 laps/mi.
Child Care sq/ft	600			2253	1,470	517	652	936	2,700
Kitchen	500				373	357		256	600

With respect to the amenities provided in the peer community facilities, the following ranges can be found:

Locker Rooms – all of the peer facilities provide locker rooms with total locker room space ranging in size from 1,064 s/f in Webster Groves to 4,790 s/f in Clayton with an average area of 2,723 s/f. (Maryland Heights’ locker room data was provided as an occupancy rate and was not used for the average s/f).

Gymnasiums – all of the peer facilities provide gyms with total gym space ranging in area from 5,944 s/f in Sunset Hills to 24,870 s/f in Clayton, with an average area of 12,483 s/f.

Fitness Areas – all of the peer facilities provide fitness areas ranging in area from 4,944 s/f in Sunset Hills to 6,741 s/f in Ballwin with an average area of 6,006 s/f.

Aerobic Studios – all of the peer facilities provide aerobic studio space with total area ranging from 682 s/f in Richmond Heights to 2,950 s/f in Maryland Heights with an average area of 1,469 s/f.

Meeting Rooms – all of the peer facilities provide meeting room space with total area ranging from 1,976 s/f in Sunset Hills to 6,103 s/f in Richmond Heights with an average area of 3,621 s/f.

Administrative Office Space – seven of the eight peer facilities provide administrative office space with total area ranging from 1080 s/f in Webster Groves to 3,345 s/f in Fenton with an average area of 2,082 s/f.

Pool – six of eight communities have facilities with pools ranging in size from 9,818 s/f to 20,688 s/f with an average size of approximately 13,500 s/f.

Concessions/Lounge – six of eight of the peer facilities provide concessions/lounge space with total area ranging from 115 s/f in Sunset Hills to 1,628 s/f in Fenton with an average area of 664 s/f.

Child Care – six of eight of the peer facilities provide child care space with total area ranging from 517 s/f in Richmond Heights to 2,700 s/f in Maryland Heights with an average area of 1,421 s/f.

Kitchen – four of the eight peer facilities provide kitchen space with total area ranging from 256 s/f in Clayton to 600 s/f in Maryland Heights with an average of 397 s/f.

Facility Admission Fees Analysis

The peer communities provided considerable information concerning various admission fee options which are listed at the end of this section of the report. Each community assesses different admission fees for residents/non-residents in the youth, adult, and senior age categories.³ The low, high, and average fees for each of these four age/family categories are provided in the following **Table 2** and **Table 3**.

³ The City of Fenton provides “Resident”, “Regular”, and “Community Business”. For purposes of this analysis, Regular is considered Non-Resident.

Table 6: Daily Admission Fees (with averages rounded to nearest \$.05)

	Resident			Non-Resident		
	Low	High	Average	Low	High	Average
Youth	\$2.00	\$6.00	\$4.00	\$4.00	\$10.00	\$7.00
Adult	\$4.00	\$8.00	\$5.45	\$6.00	\$10.00	\$7.95
Senior	\$3.00	\$6.00	\$4.50	\$5.00	\$10.00	\$6.95
Family	\$15.00	\$15.00	\$15.00	\$25.00	\$25.00	\$25.00

Table 7: Annual Pass Fees (with averages rounded to nearest \$.05)

	Resident			Non-Resident		
	Low	High	Average	Low	High	Average
Youth	\$120.00	\$279.00	\$148.50	\$160.00	\$359.00	\$250.40
Adult	\$200.00	\$429.00	\$274.25	\$225.00	\$609.00	\$388.65
Senior	\$120.00	\$339.00	\$182.40	\$160.00	\$555.00	\$309.25
Family	\$340.00	\$739.00	\$478.00	\$495.00	\$1,009.00	\$678.45

The City of Clayton tends to have the highest fees in most of the categories occasionally joined by Maryland Heights, and surpassed by Maryland Heights in the Non-Resident Daily Admission Fee group for each age category. Sunset Hills has the lowest fees for the Non-Resident Annual Admission Fee grouping for each age category. Daily admission fees range from \$0.00 for resident youth (Webster Groves) to \$10.00 for residents in each age category (Maryland Heights). Annual admission fees range from \$120.00 in the resident youth category (again Webster Groves) to \$1009.00 in the non-resident family category (Clayton). Webster Groves is the only peer community that does not list a “Family” category for admission fees, but does provide a “Second Household category” (\$200 for Residents and \$280 for Non-Residents).

The Cities of Clayton and Fenton provide the most varied category systems for admission fees, while Maryland Heights is the least complex/varied. Monthly admission fee categories can be found in six of the eight peer communities for the four age/family categories (excluding Maryland Heights and Webster Groves). Ballwin, Fenton and Des Peres provide Corporate/Business categories and Sunset Hills and Clayton provide an “Other” category. Five of the peer communities offer punch card options.

With regard to discounts, Webster Groves and Richmond Heights are the only peer community that offers a Summer Membership. Clayton provides Group Admission Fees that are slightly discounted for residents and corporate guests but not for non-residents.

Four of the peer communities provide some form of babysitting fee options. Three (Ballwin, Clayton, and Webster Groves) provide daily/hourly options Ballwin provides monthly and annual fee options as well for babysitting. Clayton has an annual fee option.

Attendance fees were also obtained from the Kirkwood YMCA and 24-Hour Fitness center. The YMCA's monthly fees for youth, adults and seniors, are \$25, \$50, and \$50, respectively, and annual fees, \$324, \$504, and \$456, respectively. For the 24 Hour Fitness gym, the yearly membership fee is \$532.19.

Attendance information for each of the peer communities is provided below:

Last Three Years of attendance

City of Ballwin	2014	2013	2012
Drop-ins/Daily/Punches	36,047	34,421	37,567
Annual's/Monthly's/Members	201,326	270,025	218,620

City of Clayton	2014	2013	2012
Daily's	14,678	14,830	14,170
Annual's	282,162	276,025	283,656

City of Des Peres	2014	2013	2012
Drop-ins/Daily/Punches	36,622	38,198	40,014
Annual's/Monthly's/Members	265,981	72,167	271,903

City of Fenton	2015	2014	2013
Drop-ins/Daily/Punches	20,880	20,232	22,957
Annual's/Monthly's/Members*	4,763	4,429	4,274

(*Actual Membership, not visits.)

City of Kirkwood

No record kept of attendance due to having a no-membership system of entry

City of Maryland Heights

Attendance records not available yet.

City of Richmond Heights	2013	2012	2011
Daily's	15,114	19,220	21,064
Annual's	198,854	186,341	194,562

City of Sunset Hills	2014	2013	2012
Drop-ins/Daily/Punches	1,912	1,860	1,367
Annual's/Monthly's/Members	1,585	1,475	875

City of Webster Groves	2014	2013	2012
Drop-ins/Daily/Punches			
Annual's/Monthly's/Members	110,153	91,680	81,677

Facility Rental Analysis

The facility rental analysis includes data about Kirkwood facility rentals. As with the admission fees, the peer communities provided considerable information concerning various facility rental fee options which are listed at the end of this section of the report. Each community assesses different facility rental fees for residents/non-residents to a degree, and two communities added a corporate rental fee that tends to be in the range between the resident and non-resident fees. The low, high, and average fees for select categories are set forth in bullets below:

All nine peer communities (including Kirkwood) provided data for basic meeting room rental fees with low rental fee of \$25/hr., high of \$40/hr. and average of \$36/hr. for residents and low of \$30/hr., high of \$105 per hour, and average of \$42/hr. for non-residents.

Basic multipurpose/activity room rental fees run the range of \$30/hour to \$105/hour, averaging \$64/hr. for residents and \$50/hr. to \$145/hr., averaging \$87/hr. for non-residents (with data from seven communities).

Eight of the nine peer communities provided data for rental of a full gym. The rental fees were in the range of \$40/hr. to \$110/hr., averaging \$67/hr. for residents and \$55/hr. to \$155/hr., averaging \$93/hr. for non-residents.

Four peer communities provided data for a basic pool rental with a range of \$120/hr. to \$250/hr., averaging \$158/hr. for residents and a range of \$150/hr. to \$275/hr., averaging \$201/hr. for non-residents.

Six communities provided data about lock-in fees, with a range of \$800/event to \$1500, averaging \$1083/hr. residents. Only three of these communities charged non-residents more for lock-ins, with an average of \$1700/event.

With respect to fitness/aerobics studio, kitchen, and lobby rentals, data was received from two communities for each of the room rentals. The average fitness/aerobics studio R/NR rental fee was \$24/hr. (R) to \$35/hr. (NR), average Kitchen rental was \$23/hr. (R) to \$25/hr. (NR), and average lobby rental fee was \$45/hr. (R) to \$53/hr. (NR)

Additional facility rental fees can be found at the end of this section of the report. Again, the City of Clayton has more of the high end facility rental fees than any of the other peer communities. Maryland Heights has a great share of the low end facility fees.

Attendance Fees

City of Ballwin

<u>Resident</u>	Daily	Monthly	Annual	Punch
Youth	\$ 4.00	\$ 17.00	\$ 180.00	\$ 70.00
Adult	\$ 5.00	\$ 29.50	\$ 330.00	\$ 90.00
Senior	\$ 4.00	\$ 17.00	\$ 180.00	\$ 70.00
Family		\$ 42.00	\$ 480.00	
<u>Non-Resident</u>				
Youth	\$ 7.00	\$ 27.00	\$ 300.00	\$ 120.00
Adult	\$ 7.00	\$ 45.75	\$ 525.00	\$ 120.00
Senior	\$ 7.00	\$ 29.50	\$ 330.00	\$ 120.00
Family		\$ 64.50	\$ 750.00	
<u>Business</u>				
Youth		\$ 20.00	\$ 215.00	
Adult		\$ 35.35	\$ 400.00	
Senior		\$ 27.00	\$ 300.00	
Family		\$ 50.00	\$ 575.00	
<u>Other Fees</u>				
Babysitting	\$ 2.50	\$ 19.95	\$ 215.00	
ID Cards			\$ 5.00	

City of Clayton

<u>Resident</u>	Daily	Monthly	Annual
Youth	\$ 6.00	\$ 25.00	\$ 279.00
Adult	\$ 8.00	\$ 38.00	\$ 429.00
Senior	\$ 6.00	\$ 30.00	\$ 339.00
Family		\$ 65.00	\$ 739.00
<u>Non-Resident</u>			
Youth	\$ 7.00	\$ 32.00	\$ 359.00
Adult	\$ 9.00	\$ 54.00	\$ 609.00
Senior	\$ 7.00	\$ 38.00	\$ 429.00
Family		\$ 89.00	\$1,009.00
<u>Other</u>			
Youth	\$ 8.00	\$ 29.00	\$ 329.00
Adult	\$ 10.00	\$ 45.00	\$ 509.00
Senior	\$ 8.00	\$ 35.00	\$ 399.00
Family		\$ 73.00	\$ 839.00
Babysitting	\$5 hourly		\$ 400.00

<u>Group Admission Fees</u>	Adult	Senior	Youth
Resident	\$7.00	\$5.00	\$5.00
Corporate	\$8.00	\$6.00	\$6.00
Non-Resident	\$9.00	\$7.00	\$7.00

Other Fees

Babysitting	\$5 hourly		\$ 400.00
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City of Des Peres

<u>Resident</u>	Daily	Monthly	Annual
Youth	\$3.00	\$15.83	\$190.00
Adult	\$4.00	\$25.00	\$300.00
Senior	\$3.00	\$20.42	\$245.00
Family		\$41.67	\$500.00
<u>Non-Resident</u>			
Youth	\$6.00	\$25.83	\$310.00
Adult	\$6.00	\$39.17	\$470.00
Senior	\$6.00	\$30.00	\$360.00
Family		\$66.67	\$800.00
<u>Corporate</u>			
Youth		\$21.66	\$260.00
Adult		\$30.00	\$360.00
Senior		\$25.83	\$310.00
Family		\$57.91	\$695.00

City of Fenton

<u>Resident Discount</u>	Daily	Monthly	Annual	Punch
Youth	\$4.00	\$17.50	\$175.00	\$70/20 visits
Adult	\$5.00	\$24.50	\$245.00	\$85/20 Visits
Adult				\$129/30 visits
Senior +55	\$4.00	\$17.50	\$175.00	\$105/30 visits
Senior Couple		\$35.00	\$350.00	
Family	\$15.00	\$41.00	\$410.00	
One + One		\$38.00	\$380.00	
Single Parent		\$35.00	\$350.00	
<u>Regular Membership</u>				
Youth	\$7.00	\$24.00	\$240.00	\$120/20 visits
Adult	\$8.00	\$33.00	\$330.00	\$140/20 Visits
Adult				\$210/30 visits
Senior +55	\$7.00	\$55.50	\$555.00	\$180/30 visits
Senior Couple				
Family	\$25.00	\$24.00	\$240.00	
One + One		\$51.70	\$517.00	
Single Parent		\$48.00	\$480.00	

(City of Fenton)

<i>Community Business / 63026</i>				
	Daily	Monthly	Annual	Punch
Youth		\$20.70	\$207.00	\$85/20 visits
Adult		\$28.90	\$289.00	\$102/20 Visits
Adult				\$150/30 visits
Senior +55		\$20.70	\$207.00	\$123/30 visits
Senior Couple		\$41.40	\$414.00	
Family		\$48.50	\$485.00	
One + One		\$45.00	\$450.00	
Single Parent		\$41.40	\$414.00	

City of Maryland Heights

<i>Resident</i>	Daily	Monthly	Annual	Punch
Youth	\$6.00		\$150.00	
Adult	\$6.00		\$200.00	
Senior	\$6.00		\$150.00	
Family			\$450.00	
Additional members			\$56.00	
<i>Non-Resident</i>				
Youth	\$10.00		\$180.00	
Adult	\$10.00		\$240.00	
Senior	\$10.00		\$180.00	
Family			\$540.00	
Additional members			\$56.00	
<i>Corporate</i>				
Resident			\$275.00	
Non-Resident			\$358.00	
<i>Other Fees</i>				
ID Cards			\$5.00	

City of Richmond Heights

<u>Resident</u>	Daily	Monthly	Annual	Punch
Youth	\$4.00	\$13.00	\$137.00	\$71/20 visits
Adult	\$5.00	\$20.00	\$225.00	
Senior	\$4.00	\$12.00	\$125.00	
Family		\$53.00	\$340.00	
<u>Non-Resident</u>				
Youth	\$6.00	\$20.00	\$214.00	\$121/ 20 visits
Adult	\$8.00	\$35.00	\$390.00	
Senior	\$5.00	\$20.00	\$220.00	
Family		\$53.00	\$600.00	
<u>Other Fees</u>				
Babysitting	\$2.50			\$20/40 visits
ID Cards			\$5.00	

<u>Summer Membership - 3 months</u>	
Adult	\$99.00
Senior	\$69.00
Youth	\$69.00

City of Sunset Hills

<u>Resident</u>	Daily	Monthly	Annual	Punch
Youth	\$4.00	\$16.00	\$160.00	\$72/20 visit
Adult	\$5.50	\$22.50	\$225.00	\$99/20 visit
Senior	\$4.00	\$16.00	\$160.00	\$72/20 visit
Family		\$36.00	\$360.00	
<u>Non-Resident</u>				
Youth	\$5.50	\$21.50	\$215.00	\$99/20 visit
Adult	\$7.50	\$30.00	\$300.00	\$135/20 visit
Senior	\$5.50	\$21.50	\$215.00	\$99/20 visit
Family		\$49.50	\$495.00	
<u>Other</u>				
Adult		\$26.00	\$260.00	
Senior		\$42.50	\$425.00	

City of Webster Groves

<u>Resident</u>	Daily	Monthly	Annual	Punch
Youth	\$2.00		\$120.00	\$10/10 visit
Adult	\$5.00		\$240.00	\$75/20 visit
Senior	\$5.00		\$120.00	\$75/20 visit
2nd household			\$200.00	\$50 ea. Add.
<u>Non-Resident</u>				
Youth	\$4.00		\$240.00	\$10/10 visit
Adult	\$8.00		\$320.00	\$110/20 visit
Senior	\$8.00		\$240.00	\$110/20 visit
2nd household			\$280.00	\$50 ea. Add.
<u>Other Fees</u>	Daily	Monthly	Annual	Punch
Babysitting	\$3 R/\$5 NR			
ID Cards			\$5.00	
Punch Cards				\$10/10 visits
<u>Summer Membership - 3 months</u>				

	Resident	Non-Resident
Adult	\$120.00	\$150.00
Senior	\$120.00	\$150.00

Kirkwood YMCA

Membership Type	Criteria	Joining Fee	Monthly	Annual
Teen	13-17	\$25.00	\$19.00	\$228.00
Youth	18-29	\$25.00	\$27.00	\$324.00
Adult	30-64	\$50.00	\$42.00	\$504.00
Senior	65+	\$50.00	\$38.00	\$456.00
Two Adult	2 Adults, No dependents	\$100.00	\$62.00	\$774.00
Single Adult Household	1 Adult, dependents	\$50.00	\$62.00	\$774.00
Household	2 Adults, dependents, 3 rd Adult add-on	\$100.00	\$68.00	\$816.00
		\$0.00	\$27.00	\$324.00
Senior Couple	2 Adults (1 65+), no dependents	\$100.00	\$57.00	\$684.00
Staff Adult	Staff member	\$0.00	\$0.00	\$0.00
Staff Household	Staff, household criteria	\$0.00	\$25	\$300.00

Corporate Wellness Employees

50% off Joining Fee and First Month Draft

100% off Joining Fee and First Month Draft when joining during a Try the Y Period

Financial Assistance Recipients

Discounts Membership rate based on financial need and requires an application

24 Hour Fitness

Annual
\$532.19

Facility Rental Fees

City of Ballwin

	Fee	Description
Meeting Room	\$30 R/\$50 NR	Hourly
All Meeting Room	\$45 R/\$80 NR	Hourly
Pool	\$140 R/\$200 NR	Hourly 1-100 attending
	\$200 R/\$260 NR	Hourly 101-150
	\$220 R/\$320 NR	Hourly 151-200
	\$320 R/\$470 NR	Hourly 201-300
Lock-Ins	\$800 R/\$1000 NR	Hourly 1-100 attending
	\$5 R/\$6 NR	Each additional person over 100
Gym	\$50 R/\$90 NR	Hourly full court
	\$100 R/\$180 NR	Hourly full gym
Birthday parties	\$120 R/\$150 NR	Hourly for 10 guests

City of Clayton

Meeting Room Rentals – 1st Floor Multipurpose Rooms			
	1 Section	2 Sections	3 Sections
Member/Resident	\$30.00 / hour	\$50.00 / hour	\$70.00
Corporate	\$35.00/ hour	\$55.00 / hour	\$75.00
Non-Resident	\$50.00 / hour	\$70.00 / hour	\$90.00

Oasis Classroom Rentals – 2nd Floor Multipurpose Rooms		
	1 Section	2 Sections
Member/Resident	\$30.00 / hour	\$45.00 / hour
Corporate	\$35.00/ hour	\$50.00 / hour
Non-Resident	\$40.00 / hour	\$60.00 / hour

Lobby Rentals	
Member/Resident	\$70.00 / hour
Corporate	\$75.00 / hour
Non-Resident	\$85.00 / hour

Lock Ins			
	1 – 100 people	101 – 200 people	201 – 300 people
Member/Resident	\$1,000.00	\$1,100.00	\$1,200.00
Corporate	\$1,200.00	\$1,275.00	\$1,350.00
Non-Resident	\$1,500.00	\$1,575.00	\$1,650.00

(City of Clayton)

Fitness Room Rentals – Aerobics Room and Mind/Body Room	
Member/Resident	\$30.00 / hour
Corporate	\$35.00/ hour
Non-Resident	\$40.00 / hour

Youth Activity Center Rentals		
	1 – 12 Children	13 – 24 Children
Member/Resident	\$45.00 / hour	\$55.00 / hour
Corporate	\$50.00/ hour	\$60.00 / hour
Non-Resident	\$60.00 / hour	\$70.00 / hour

Gymnasium Rentals	
Member/Resident	\$65.00 / hour
Corporate	\$75.00 / hour
Non-Resident	\$90.00 / hour
Tournament Rate	\$50.00 / hour

Climbing Wall Rentals	
Member/Resident	\$50.00 / hour
Corporate	\$55.00 / hour
Non-Resident	\$65.00 / hour

Leisure Pool Rentals			
	1 – 100 people	101 – 150 people	151 – 200 people
Member/Resident	\$120.00 / hour	\$160.00 / hour	\$200.00 / hour
Corporate	\$130.00 / hour	\$170.00 / hour	\$210.00 / hour
Non-Resident	\$150.00 / hour	\$200.00 / hour	\$250.00 / hour

Competition Pool Rentals			
	Lap Lane	Half Pool	Whole Pool
Member/Resident	\$13.75 / hour	\$55.00 / hour	\$110.00 / hour
Corporate	\$15.00 / hour	\$60.00 / hour	\$120.00 / hour
Non-Resident	\$16.25 / hour	\$65.00 / hour	\$130.00 / hour

Year End School Party Rentals	
Resident School	\$133.33/hour
Non-Resident School	\$200.00 / hour

City of Des Peres

	Fee	Description
Meeting Room	\$35R/\$50NR	Hourly with 2 hour min
Two Meeting Rooms	\$70 R/\$100 NR	Hourly with 2 hour min
All Meeting Room	\$25 R/\$35 NR	Hourly with 2 hour min
Activity Room	\$105 R/\$145 NR	Hourly with 2 hour min
Lobby	\$20 R/\$20 NR	Hourly only for after-hours events
Pool	\$250 R/\$275 NR	0-250 Attending/per hour
Lock-ins	\$1,500	1-100 attending
	\$7	101-400 capacity each add. Person
Birthday Parties	\$225 R/\$275 NR	Pizza, wet party room, 30 guests, 1.5 hours
Full Gym	\$40 R/\$55 NR	Full court/ hourly

City of Fenton

	Fee	Description
Meeting Room	\$25 R/\$35 NR	Hourly
Two meeting rooms	\$50 R/\$70 NR	Hourly
All Meeting Room	\$75 R/\$105 NR	Hourly
Pool	Varies	1-100 attending
	"	101-150
	"	151-200
	"	201-300
Lock ins	\$ 1,200.00	1-100 Attending
	\$ 1,600.00	101-200
	\$ 2,300.00	201-300
	\$ 2,900.00	301-400
	\$ 3,400.00	401-500
	\$ 4,100.00	501-600
	\$ 4,700.00	601-700
Kitchen	\$ 25.00	
Full Court	\$60	Hourly
Aerobics Studio	\$20R/\$30NR	Hourly

City of Kirkwood

	Fee	Merit Group	Description
Small Meeting Room	\$30 R/\$35 NR	\$15	Hourly
Large Meeting Rooms	\$40 R/\$50 NR	\$20	Hourly
Small Gym	\$470 R/\$600 NR	\$470	Daily
Large Gym	\$575 R/\$700 NR	\$575	Daily
Small Gym	\$60 R/\$85 NR	\$50	Hourly
Large Gym	\$50 R/\$65 NR	\$60	Hourly

City of Maryland Heights

	Resident Fee	Non-Resident Fee
Events Room A	\$50/hour	\$60/hour
Events Room B	\$40/hour	\$48/hour
Events Room C	\$40/Hour	\$48/hour
Events Room Kitchen*	\$20/hour	\$24/hour
*Events Room Kitchen will only be available for groups renting Room A, AB or ABC.		
Main Floor Meeting Room	\$25/hour	\$30/hour
Upstairs Meeting Room	\$25/hour	\$30/hour
Wet Multipurpose Room	\$25/hour	\$30/hour
Senior Multipurpose Room	\$40/hour	\$48/hour
Senior Multipurpose Kitchen	\$10/hour	\$12/hour
Half Gymnasium	\$55/hour	\$66/hour
Natorium**	\$150-\$300/hour	\$180-\$360/hour
Birthday Party**	\$175-\$250/hour	\$210-\$300/hour
**Based on attendance.		
Lock-ins	\$1,200 per event	\$1,400 per event
(Gymnasium, Natatorium, events rooms)		
TV/DVD Cart	\$30/day	\$36/day
LCD Projector	\$50/day	\$60/day
Microphone/Sound System	\$10/day	\$12/day
Black Box	\$10/day	\$12/day

City of Richmond Heights

	Fee	Description
Meeting Room	\$30 R/\$40 C/\$50 NR	Hourly with 2 hour min
Two Meeting Rooms	\$50 R/\$65 C/\$80 NR	Hourly with 2 hour min
Three Meeting Rooms	\$70 R/\$90 C/\$110 NR	Hourly with 2 hour min
All Meeting Room	\$90 R/\$115 C/\$140 NR	Hourly with 2 hour min
Pool	\$120 R/\$180 NR	1-100 attending
	\$160 R/\$240 NR	101-150
	\$200 R/\$300 NR	151-200
	\$300 R/\$450 NR	201-300
Lock ins	\$800 R/\$900 NR	up to 100 for up to 8 hours
	\$6	each additional person
Full Gym	\$110 R/\$130 C/\$155 NR	After hours only

City of Sunset Hills

	Fee	Description
Meeting Room	\$40 R/\$50 NR	Hourly
All Meeting Room	\$70 R/\$80 NR	Hourly
Full Court	\$55 R/\$65 NR	Hourly

City of Webster Groves

	Fee	Description
Meeting Room	\$30 R/\$40 NR	Hourly
All Meeting Room	\$60 R/\$85 NR	Hourly
Half Court	\$35 R/\$45 NR	Hourly
Full Court	\$55 R/\$75 NR	Hourly

Business Plan

Potential Partnership Opportunities

GreenPlay reviewed information provided by the City of Kirkwood on potential partnering opportunities within the Kirkwood area for operations of all or portions of the Community Center and/or Indoor Pool to include the City of Glendale, the City of Oakland, the Kirkwood YMCA, and Meramec Community College. The school district declined to meet as they have their own facilities including indoor pools and are not in need to partner at this time.

Cities of Glendale and Oakland

Representatives from the cities of Glendale and Oakland, while not able to commit on behalf of their City Commissions, supported the idea of being included in the resident fitness memberships at the community center in a similar arrangement as the Kirkwood pool has been. Since the pool agreement is coming to a close in 2018, this would not be additional money but can be viewed as moving the same money from the pool arrangement (although estimated at a lesser amount) to the fitness center portion of the community center.

The current agreement and the potential arrangement discussed for the fitness center could be based on the population of Glendale paying the same percentage of the capital cost on an annual basis for the fitness center as the overall population makeup for those cities within the agreement.

For example:

City of Kirkwood Population (rounded): 27,000
City of Glendale Population (rounded): 6,000
City of Oakland Population (rounded): 1,400
Total Population: 34,400

City of Kirkwood Percentage of Population (rounded): 79%
City of Glendale Percentage of Population (rounded): 17%
City of Oakland Percentage of Population (rounded): 4%

Each municipality would pay their respective percentages of the annual bond payment of only the fitness center and the direct amenities to enable their citizens to participate in the fitness center at a resident fee versus a non-resident fee.

This arrangement is included in the O&M budget.

YMCA

In the meeting with the Kirkwood YMCA, the discussion included how the YMCA could be utilized to operate the fitness center and/or the community center. If the YMCA were to operate the community center, it would need to be operated as a YMCA along with their policies, procedures, fees, etc.

The City of Kirkwood currently operates the existing community center that contains all the amenities the new community center will have with the exception of the fitness center and walking track. The discussion turned to the YMCA operating the fitness center and to whom the admission and membership fees would go. In this type of arrangement the YMCA would like the money to run through

the YMCA and pay the city 10% of the gross revenue for the fitness center operations including personal training, fitness/health/wellness programs and classes, as well as the babysitting. The YMCA submitted a proposal and annual budget projections for this type of arrangement that listed the amount of money the City of Kirkwood would receive is \$74,537 per year. This is a very small amount of revenue to the City as the fitness revenue is by far the largest revenue source of the community center. Based on the fitness center budget with Kirkwood Parks and Recreation operating it, the fitness expenses are \$177,120 with the fitness revenues being \$571,150 for a net annual projection is \$394,030 compared to the \$74,537 the YMCA is offering in their proposal. The detailed YMCA proposal can be found in **Appendix A.**

The discussion then took a turn to see if the YMCA wanted to manage the supervision the fitness center operation in a similar way as Lifeguards Unlimited are a contracted portion of the management of the pool operation. This arrangement could be potentially beneficial to all parties and the revenue for the fitness memberships and admission would continue to go to the City of Kirkwood while the YMCA would earn money for the management and supervision of the fitness center operation which needs to be supervised anytime the building is open.

The YMCA was asked to provide a proposal to the Parks and Recreation staff and consultant to identify the contractual amount the YMCA would be interested in supervising the fitness center operation similar to the Lifeguard Unlimited contract at the Recreation Station Aquatic Center. The annual figure submitted by the YMCA could be compared to the budgeted amount for the Parks and Recreation Department to operate the fitness center. An informed decision could then be made as to how the fitness center operation is to be supervised. This arrangement would not affect any of the group fitness classes, individual fitness instruction or the babysitting operation based on the City operating these programs as they do the rest of their programs in the community center. The YMCA declined to produce a proposal to manage the fitness center via contract similar to the outdoor aquatic center therefore this is not an option.

Taking the all or none option proposed by the YMCA into consideration, the best and most beneficial option for the operation of the fitness center is for the Kirkwood Parks and Recreation Department to manage and operate the entire community center including the fitness center which is estimated to be an additional \$290,513 above what the YMCA is proposing to pay rent to the City of Kirkwood.

Meramec Community College

Discussions with the Meramec Community College about partnering included the students, faculty, and alumni taking fitness classes at the Kirkwood Community Center though the room rental process and policies. Continuing Education classes were also included in the discussion for potential partnerships. It was presented as an additional room rental opportunity with some of the activities included being CPR, Dance, Health and Wellness, etc. These classes would be set up for each program session as the Parks and Recreation Department schedules their in-house programs. This arrangement is included in the rental portion of the O&M budget.

Another potential partnership arrangement discussed was to include the current students and faculty as residents for all types of fitness memberships regardless of their residency. Their student and faculty IDs would need to be shown when purchasing or renewing their membership. This arrangement is also included in the membership portion of the revenue section of the O&M budget.

Another potential partnership for Meramec Community College that was discussed included the Athletic Department might want to use the fitness center for training for their athletic teams. A group membership rate was discussed as a potential avenue to achieve this although no figures were thrown out at this time. Through later discussions it appears the Athletic Department was not terribly interested in pursuing the idea of using the Kirkwood Community Center fitness space for their athletic teams. They are looking into making improvements to their weight room although nothing is certain. They might have some very limited interest in running some of their fitness classes like yoga and Zumba at the community center at a later date. These programs would also fall under the room rental arrangement.

Community Center Annual O&M Budget Assumptions

Operating Budget Purpose

The operating budget is driven by the overall service philosophy, which should define the facility's purposes, including whom the facility is going to serve and at what level the service is going to be provided.

An operating budget developed in this preliminary stage serves several purposes:

- Assists in helping to establish goals and expectations with operations to match the desire to obtain the highest cost recovery possible.
- Provides a foundation for understanding what will be necessary to meet budget expectations and guides how marketing plans and strategies are developed and implemented.
- Offers a guide for future project decisions by providing a framework for understanding the impact of decisions about fees, operation systems, staffing levels, etc.
- Demonstrates potential overall impacts to the City's budget.

Overall Budget

Normally it is extremely difficult for public recreation facilities to be run without subsidy and solely from the collection of fees and charges and alternative funding such as grants, philanthropic gifts or volunteers. With this mind the operational budget planning for this facility uses a conservative approach to estimating reasonable expenses and moderate approach to projecting revenues. Since recovering all of the operating expenses through revenues generated by the facility is not the norm and the envisioned outcome, revenues should view as "goals" as much as they are considered "projections."

While this initial budget provides a baseline, it is anticipated that revenues during the first year of operation may exceed these projections for several reasons.

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

- If the guest experience does not deliver as promised, people who initially utilized the facility will be disenchanted, resulting in lower retention and repeat visits, and potentially promoting negative word-of-mouth communications.

There is no guarantee that the estimates and projections will be met, and there are many variables that cannot be accurately determined during this conceptual planning stage or may be subject to change during the actual design and implementation process.

Budget Assumptions

- Budget is calculated in 2016 figures
- Facility Total Square Footage: 56,000 square feet (not including existing ice arena)
- The current Ice Arena remains intact and new components added on while demolishing the existing community center and theater.
- Facility New Amenities: Main Gymnasium, Secondary Gymnasium, Fitness Center, Walking Track, Dry Locker Rooms, 3 Multipurpose Meeting Rooms (1 divisible by 2 and one divisible by 3 with a Catering Kitchen), Senior Activity Area, Lobby, Reception Area, Administrative Office Space, Vending Space, Fitness Studio, Drop-In Child Watch/Babysitting Room, Storage, Support & Mechanical Spaces.
- Hours of Operation for Fitness

101.5 Hours per Week	
Monday -Thursday	5:30am - 10:00pm
Friday	5:30am - 9:00pm
Saturday	7:00am - 7:00pm
Sunday	10:00am - 6:00pm
- Building hours will remain the same as the current Community Center.
- The fitness facilities will be open 363 days per year being closed on Thanksgiving and Christmas while being open from 10:00 am to 6:00 pm on New Year’s Day for approximately 5,250 hours per year. Other modifications to operational hours for the fitness operation may be considered.

Expenditures

Generally, personnel costs make up the single highest expense for most multi-purpose recreation facilities, often up to 60% of the operational budget. For this initial operating budget, personnel costs are projected to be around 55%. For this facility, services are estimated to be approximately 37% and supplies will be approximately 8% of the total expenditures.

The estimated utility costs for the volume of space within the facility accounts for a high percentage of the services budget and needs to be verified by the design team as the use of solar power or other energy saving construction practices may reduce utility expenses. Current utility costs per square feet were used in the budget.

Expenditure estimates are based on the type and size of the activity and support spaces in the facility and the anticipated hours of operation. When possible and wherever available, calculations are based

on actual historical budget figures and best practice or methodology. All other expenses are estimated based on our research and reported experience at similar facilities.

- One fitness control desk employee and one building attendant is on duty during all open fitness center hours with additional staff operating as building monitors in the rest of the building.
- Janitorial staff will keep building clean and keep all equipment clean during the operational hours of the facility.
- Utilities for the facility are calculated at \$3.68 per square foot based on the existing Kirkwood Community Center and other experience.
- Capital Replacement Fund is included in the budget at approximately 2% of expense budget to purchase capital replacement items for the facility when necessary.
- Equipment Replacement Fund is included in the budget at approximately 1% of expense budget to purchase replacement or new fitness equipment for the facility when necessary.
- All computers, registrations system, software, etc. will be included in the Furniture, Fixtures, and Equipment (FFE) list and funded through the capital budget and is not included in the operational and maintenance budget.
- Kirkwood Staffing for Center :
Full Time: (Staggered weekly schedule to cover building supervision responsibility)

Position	% Salary	Annual Salary	Total
Recreation Fitness Supervisor	100	\$ 45,000	\$45,000
Custodians (3)	100	\$ 36,880	\$110,640
Building Maintenance	100	\$ 50,870	\$50,870

Part Time:

Position	Annual Hours	Hourly Rate	Total
Front Desk	5250	\$10	\$52,500
Building Attendants	6710	\$12	\$80,520
Child Watch/Babysitters	3640	\$8	\$29,120

- Benefits are added to full time salaries at 33% including payroll taxes, health insurance, retirement, and workers comp; and part time at 16%.

Revenues

Revenues are forecast based on anticipated drop-in fees, punch card and pass sales, and rentals around anticipated scheduled programming. The preliminary budget projects program revenue at current levels.

Revenue forecasts are based on the space components included in the facility, the demographics of the local service area, the current status of alternative providers in the service area, and a comparison to

other facilities with similar components in surrounding communities. Actual figures will vary based on the final design of the facility and the activity spaces included, the market at the time of opening, the designated facility operating philosophy, the aggressiveness of fees and use policies adopted, and the type of marketing effort undertaken to attract potential users to the facility. The revenue forecast will require a developed marketing approach by staff in order to meet revenue goals.

- Included in the Resident discounted membership and admission fees are any Glendale and Oakland residents as well as any Meramec Community College students, faculty, and alumni by showing their college IDs.
- Pass holders can participate in self-directed activities and must pay additionally for the classes.
- There will be no contracts, joining fees, initiation fees or registration fees associated with the passes.
- Automatic debits from checking accounts, savings accounts or credit cards will be an option and not mandatory for passes.

- Resident Discounted Pass Rates - Admission includes fitness and gym

Center	Daily	Monthly	Annual	10 Punch
Adult	\$5	\$25	\$250	\$40
Senior	\$4	\$20	\$200	\$32
Family	\$12	\$70	\$700	N/A
Youth	\$3.50	\$15	\$150	\$28

- Non-Resident Pass Rates - Admission includes fitness and gym

Center	Daily	Monthly	Annual	10 Punch
Adult	\$6	\$35	\$340	\$48
Senior	\$5	\$28	\$275	\$40
Family	\$18	\$90	\$900	N/A
Youth	\$4	\$25	\$215	\$32

Meramec students and faculty can also participate in fitness, health, wellness, and other classes they would like to offer at the Kirkwood Community Center through available rental space.

- Rental Rates (same as current)

Room	Private Groups Res/Non-Res	Commercial Groups Res/Non-Res	Merit Groups
200A or B/201A or B/202/203/302 per hour	\$ 30 / \$35	\$ 35 / \$50	\$ 15
200AB/201AB/300 per hour	\$40 / \$50	\$45 / \$65	\$ 20
Secondary Gym per day	\$470 / \$600	\$600 / \$775	\$ 470
Main Gym per day	\$575 / \$700	\$700 / \$1,000	\$ 575
Secondary Gym per hour	\$50 / \$65	\$50 / \$65	\$ 50
Main Gym per hour	\$60 / \$85	\$60 / \$85	\$ 60

- There will be no charge for the usage of the Community Center rooms and facilities by the City of Kirkwood or any of its departments.
- An extra \$50 fee per use will be assessed for groups of 300 or more utilizing any room or gymnasium.
- Drop-In child Watch/Babysitting for pass holders and program participants is based on 35 hours per week at \$3 per hour. A 50% discount is given for additional children.
- Vending revenue is projected at \$5000 per year based on the current vendor contract for a percentage of the gross sales.

Community Center Annual O&M Budget Projections

STAFFING PROJECTIONS					\$466,738	55.55%
Full Time Staff						
	<u>Number</u>	<u>Unit Cost</u>			\$274,656	
Recreation Fitness Supervisor	1	\$ 45,000	\$45,000			
Custodians	3	\$ 36,880	\$110,640			
Building Maintenance	1	\$ 50,868	\$50,868			
Benefit Percentage not included in wages	33%			\$68,148		
Part Time Staff						
	<u>Hours</u>	<u>Unit Cost</u>			\$188,082	
Front Desk	5250	\$10	\$52,500			
Building Attendants	6710	\$12	\$80,520			
Child Watch/Babysitters	3640	\$8	\$29,120			
Benefits Percentage	16%			\$25,942		
Overtime					\$4,000	
OPERATING EXPENSES						
Contractual Services					\$308,030	36.66%
	<u>Multiplier</u>	<u>Unit Cost</u>				
Utilities						
Dry Utilities: Electrical, Gas, Sanitation (Square Footage Cost)	56,000	\$3.68	\$206,080			
Instructors/Officials/Etc.				\$33,000		
Personal Fitness Trainers	1,650	\$20	\$33,000			
Fitness Equipment Lease				\$50,000		
Building, Grounds and Landscape Maintenance				\$13,100		
Security/Fire Alarm Maintenance				\$350		
Equipment				\$500		
Other Professional Services				\$5,000		

OPERATING EXPENSES continued						
Commodities					\$65,430	7.79%
Recreational Supplies				\$7,000		
Drop-In Child Watch			\$2,000			
Fitness			\$5,000			
Food				\$1,280		
Small Tools				\$700		
Janitorial Supplies				\$9,000		
Building and Grounds Maintenance Supplies				\$8,000		
Machinery and Equipment				\$750		
Other Supplies				\$5,500		
Clothing				\$900		
Marketing				\$8,000		
Capital Replacement Fund				\$16,200		
Equipment Replacement Fund				\$8,100		
TOTAL EXPENSES						\$840,198

REVENUE						
Passes - Resident					\$221,300	
<u>Annual Passes</u>	<u>Number</u>	<u>Price</u>			\$186,000	
Adult	300	\$250	\$75,000			
Senior	200	\$200	\$40,000			
Family	80	\$700	\$56,000			
Youth	100	\$150	\$15,000			
<u>Monthly Passes (Average 4 months out of year)</u>	<u>Number</u>	<u>Price</u>			\$35,300	
Adult	100	\$25	\$10,000			
Senior	50	\$20	\$4,000			
Family	60	\$70	\$16,800			
Youth	75	\$15	\$4,500			
Punch Passes - Resident	<u>Number</u>	<u>Price</u>			\$26,400	
<u>10 Punch Passes</u>						
Adult	300	\$40	\$12,000			
Senior	100	\$32	\$3,200			
Youth	400	\$28	\$11,200			
Daily Admissions - Resident	<u>Number</u>	<u>Price</u>			\$20,450	
Adult	1500	\$5	\$7,500			
Senior	600	\$4	\$2,400			
Family	150	\$12	\$1,800			
Youth	2500	\$3.50	\$8,750			

REVENUE continued					
Passes - Non-Resident					\$165,850
<u>Annual Passes</u>	<u>Number</u>	<u>Price</u>		\$140,250	
Adult	200	\$340	\$68,000		
Senior	60	\$275	\$16,500		
Family	50	\$900	\$45,000		
Youth	50	\$215	\$10,750		
<u>Monthly Passes (Average 4 months out of year)</u>	<u>Number</u>	<u>Price</u>		\$25,600	
Adult	50	\$35	\$7,000		
Senior	25	\$28	\$2,800		
Family	30	\$90	\$10,800		
Youth	50	\$25	\$5,000		
Punch Passes - Non-Resident					\$13,200
<u>10 Punch Passes</u>					
Adult	100	\$48	\$4,800		
Senior	50	\$40	\$2,000		
Youth	200	\$32	\$6,400		
Daily Admissions - Non-Resident					\$11,600
<u>Number</u>	<u>Price</u>				
Adult	800	\$6	\$4,800		
Senior	200	\$5	\$1,000		
Family	100	\$18	\$1,800		
Youth	1000	\$4	\$4,000		
Rentals					\$109,153
Personal Fitness Training					
<u>Hours</u>	<u>Price</u>				
1,650	\$35			\$57,750	
Customer Services					\$59,600
<u>Hours</u>	<u>Amount</u>	<u>Multiplier</u>			
Drop-In Child Watch	3640	\$3	5	\$54,600	
Vending				\$5,000	
TOTAL REVENUE					\$685,303
TOTAL NET					-\$154,895
COST RECOVERY					82%

Community Center Five-Year Pro-forma

	Year 1	Year 2	Year 3	Year 4	Year 5
EXPENSES					
Personnel	\$466,738	\$480,740	\$495,162	\$510,017	\$525,318
Contractual Services	\$308,030	\$314,191	\$323,616	\$333,325	\$343,325
Commodities	\$65,430	\$66,739	\$68,073	\$69,435	\$70,824
TOTAL EXPENSES	\$840,198	\$861,669	\$886,852	\$912,777	\$939,466
REVENUES					
Resident Passes	\$221,300	\$227,939	\$234,777	\$241,820	\$249,075
Resident Punch Passes	\$26,400	\$27,192	\$28,008	\$28,848	\$29,713
Resident Daily Admissions	\$20,450	\$21,064	\$21,695	\$22,346	\$23,017
Non-Resident Passes	\$165,850	\$170,826	\$175,950	\$181,229	\$186,666
Non-Resident Punch Passes	\$13,200	\$13,596	\$14,004	\$14,424	\$14,857
Non-Resident Daily Admissions	\$11,600	\$11,948	\$12,306	\$12,676	\$13,056
Rentals	\$109,153	\$112,428	\$115,800	\$119,274	\$122,853
Personal Fitness Training	\$57,750	\$59,483	\$61,267	\$63,105	\$64,998
Customer Services	\$59,600	\$61,388	\$63,230	\$65,127	\$67,080
TOTAL REVENUE	\$685,303	\$705,862	\$727,038	\$748,849	\$771,315
NET	-\$154,895	-\$155,807	-\$159,814	-\$163,928	-\$168,151
COST RECOVERY	82%	82%	82%	82%	82%
Based on 2016 Figures					

- One front desk employee, one building attendant, and minimally one lifeguard on the deck is on duty during all open hours with additional staff operating as building monitors.
- Janitorial staff will keep building clean and keep all equipment clean during the operational hours of the facility.
- Utilities for the dry areas of the facility are calculated at \$3.68 per square foot based on the existing Kirkwood Community Center and other experience.
- Utilities for the wet portion of the facility (indoor pool) are calculated at \$5.20 per square foot based on an average of several facilities that track their costs and other experience.
- Capital Replacement Fund is included in the budget at approximately 2% of expense budget to purchase capital replacement items for the facility when necessary.
- Equipment Replacement Fund is included in the budget at approximately 1% of expense budget to purchase replacement or new fitness equipment for the facility when necessary.
- All computers, registrations system, software, etc. will be included in the Furniture, Fixtures, and Equipment (FFE) list and funded through the capital budget and is not included in the operational and maintenance budget.
- Kirkwood Staffing for Center :
Full Time: (Staggered weekly schedule to cover building supervision responsibility)

Position	% Salary	Annual Salary	Total
Recreation Fitness Supervisor	100	\$ 45,000	\$45,000
Recreation Aquatic Supervisor	100	\$ 45,000	\$45,000
Custodians (3)	100	\$ 36,880	\$110,640
Building Maintenance	100	\$ 50,870	\$50,870

Part Time:

Position	Annual Hours	Hourly Rate	Total
Front Desk	5250	\$10	\$52,500
Building Attendants	6710	\$12	\$80,520
Child Watch/Babysitters	3640	\$8	\$29,120

- Benefits are added to full time salaries at 33% including payroll taxes, health insurance, retirement, and workers comp; and part time at 16%.
- Lifeguard staffing is included in the aquatic operation contract identical to the current aquatic center contract.

Revenues

Revenues are forecast based on anticipated drop-in fees, punch card and pass sales, and rentals around anticipated scheduled programming. The preliminary budget projects program revenue at current levels.

Revenue forecasts are based on the space components included in the facility, the demographics of the local service area, the current status of alternative providers in the service area, and a comparison to other facilities with similar components in surrounding communities. Actual figures will vary based on the final design of the facility and the activity spaces included, the market at the time of opening, the designated facility operating philosophy, the aggressiveness of fees and use policies adopted, and the type of marketing effort undertaken to attract potential users to the facility. The revenue forecast will require a developed marketing approach by staff in order to meet revenue goals.

- Included in the Resident discounted membership and admission fees are any Glendale and Oakland residents as well as any Meramec Community College students, faculty, and alumni by showing their college IDs.
- Pass holders can participate in self-directed activities and must pay additionally for the classes.
- There will be no contracts, joining fees, initiation fees or registration fees associated with the passes.
- Automatic debits from checking accounts, savings accounts or credit cards will be an option and not mandatory for passes.
- Resident Discounted Pass Rates - Admission includes aquatics, fitness and gym

Center	Daily	Monthly	Annual	10 Punch
Adult	\$6	\$30	\$300	\$48
Senior	\$5	\$25	\$250	\$40
Family	\$15	\$80	\$800	N/A
Youth	\$4	\$20	\$200	\$32

- Non-Resident Pass Rates - Admission includes aquatics, fitness and gym

Center	Daily	Monthly	Annual	10 Punch
Adult	\$7	\$40	\$400	\$62
Senior	\$6	\$33	\$325	\$53
Family	\$20	\$105	\$1,050	N/A
Youth	\$5	\$30	\$250	\$42

Meramec students and faculty can also participate in fitness, health, wellness, and other classes they would like to offer at the Kirkwood Community Center through available rental space.

- Rental Rates (same as current)

Room	Private Groups Res/Non-Res	Commercial Groups Res/Non-Res	Merit Groups
200A or B/201A or B/202/203/302 per hour	\$ 30 / \$35	\$ 35 / \$50	\$ 15
200AB/201AB/300 per hour	\$40 / \$50	\$45 / \$65	\$ 20
Secondary Gym per day	\$470 / \$600	\$600 / \$775	\$ 470
Main Gym per day	\$575 / \$700	\$700 / \$1,000	\$ 575
Secondary Gym per hour	\$50 / \$65	\$50 / \$65	\$ 50
Main Gym per hour	\$60 / \$85	\$60 / \$85	\$ 60

- There will be no charge for the usage of the Community Center rooms and facilities by the City of Kirkwood or any of its departments.
- An extra \$50 fee per use will be assessed for groups of 300 or more utilizing any room or gymnasium.
- Drop-In child Watch/Babysitting for pass holders and program participants is based on 35 hours per week at \$3 per hour. A 50% discount is given for additional children.
- Vending revenue is projected at \$5000 per year based on the current vendor contract for a percentage of the gross sales.

Indoor Pool and Community Center Annual O&M Budget Projections

STAFFING PROJECTIONS					
				\$526,588	45.39%
Full Time Staff	<u>Number</u>	<u>Unit Cost</u>		\$334,506	
Recreation Fitness Supervisor	1	\$ 45,000	\$45,000		
Recreation Aquatic Supervisor	1	\$ 45,000	\$45,000		
Custodians	3	\$ 36,880	\$110,640		
Building Maintenance	1	\$ 50,868	\$50,868		
Benefit Percentage not included in wages	33%		\$82,998		
Part Time Staff	<u>Hours</u>	<u>Unit Cost</u>		\$188,082	
Front Desk	5250	\$10	\$52,500		
Building Attendants	6710	\$12	\$80,520		
Child Watch/Babysitters	3640	\$8	\$29,120		
Benefits Percentage	16%		\$25,942		
Overtime				\$4,000	
OPERATING EXPENSES					
Contractual Services	<u>Multiplier</u>	<u>Unit Cost</u>		\$546,030	47.06%
Utilities				\$271,080	
Dry Utilities: Electrical, Gas, Sanitation (Square Footage Cost)	56,000	\$3.68	\$206,080		
Wet Utilities: Electrical, Gas, Sanitation (Square Footage Cost)	12,500	\$5.20	\$65,000		
Aquatic Center Operations Contract				\$150,000	
Instructors/Officials/Etc.				\$48,000	
Personal Fitness Trainers	1,650	\$20	\$33,000		
Indoor Aquatic Center			\$15,000		
Fitness Equipment Lease				\$50,000	
Building, Grounds and Landscape Maintenance				\$13,100	
Indoor Pool Equipment Repairs				\$8,000	
Security/Fire Alarm Maintenance				\$350	
Equipment				\$500	
Other Professional Services				\$5,000	

OPERATING EXPENSES continued						
Commodities						
Recreational Supplies					\$15,000	\$87,630 7.55%
Drop-In Child Watch			\$2,000			
Fitness			\$5,000			
Indoor Pool			\$8,000			
Food					\$1,280	
Small Tools					\$700	
Janitorial Supplies					\$9,000	
Indoor Pool Janitorial Supplies					\$4,000	
Building and Grounds Maintenance Supplies					\$8,000	
Machinery and Equipment					\$750	
Other Supplies					\$5,500	
Clothing					\$900	
Marketing					\$8,000	
Capital Replacement Fund					\$23,000	
Equipment Replacement Fund					\$11,500	
TOTAL EXPENSES						\$1,160,248
REVENUE						
Passes - Resident						
<u>Annual Passes</u>	<u>Number</u>	<u>Price</u>			\$240,000	\$282,200
Adult	300	\$300	\$90,000			
Senior	200	\$250	\$50,000			
Family	100	\$800	\$80,000			
Youth	100	\$200	\$20,000			
<u>Monthly Passes (Average 4 months out of year)</u>	<u>Number</u>	<u>Price</u>			\$42,200	
Adult	100	\$30	\$12,000			
Senior	50	\$25	\$5,000			
Family	60	\$80	\$19,200			
Youth	75	\$20	\$6,000			
Punch Passes - Resident	<u>Number</u>	<u>Price</u>				\$31,200
<u>10 Punch Passes</u>						
Adult	300	\$48	\$14,400			
Senior	100	\$40	\$4,000			
Youth	400	\$32	\$12,800			

REVENUE continued					
Daily Admissions - Resident					
	<u>Number</u>	<u>Price</u>			\$22,250
Adult	1500	\$6	\$9,000		
Senior	600	\$5	\$3,000		
Family	150	\$15	\$2,250		
Youth	2000	\$4	\$8,000		
Passes - Non-Resident					
<u>Annual Passes</u>	<u>Number</u>	<u>Price</u>		\$164,500	\$194,400
Adult	200	\$400	\$80,000		
Senior	60	\$325	\$19,500		
Family	50	\$1,050	\$52,500		
Youth	50	\$250	\$12,500		
<u>Monthly Passes (Average 4 months out of year)</u>	<u>Number</u>	<u>Price</u>		\$29,900	
Adult	50	\$40	\$8,000		
Senior	25	\$33	\$3,300		
Family	30	\$105	\$12,600		
Youth	50	\$30	\$6,000		
Punch Passes - Non-Resident					
<u>10 Punch Passes</u>	<u>Number</u>	<u>Price</u>			\$17,250
Adult	100	\$62	\$6,200		
Senior	50	\$53	\$2,650		
Youth	200	\$42	\$8,400		
Daily Admissions - Non-Resident					
	<u>Number</u>	<u>Price</u>			\$13,800
Adult	800	\$7	\$5,600		
Senior	200	\$6	\$1,200		
Family	100	\$20	\$2,000		
Youth	1000	\$5	\$5,000		
Rentals					
					\$109,153
Personal Fitness Training					
	<u>Hours</u>	<u>Price</u>			\$57,750
	1,650	\$35			
Customer Services					
	<u>Hours</u>	<u>Amount</u>	<u>Multiplier</u>		\$59,600
Drop-In Child Watch	3640	\$3	5	\$54,600	
Vending				\$5,000	
TOTAL REVENUE					\$787,603
TOTAL NET					-\$372,645
COST RECOVERY					68%

Indoor Pool and Community Center Five-Year Pro-forma

	Year 1	Year 2	Year 3	Year 4	Year 5
EXPENSES					
Personnel	\$526,588	\$542,386	\$558,657	\$575,417	\$592,679
Contractual Services	\$546,030	\$556,951	\$573,659	\$590,869	\$608,595
Commodities	\$87,630	\$89,383	\$91,170	\$92,994	\$94,854
TOTAL EXPENSES	\$1,160,248	\$1,188,719	\$1,223,487	\$1,259,279	\$1,296,128
REVENUES					
Resident Passes	\$282,200	\$290,666	\$299,386	\$308,368	\$317,619
Resident Punch Passes	\$31,200	\$32,136	\$33,100	\$34,093	\$35,116
Resident Daily Admissions	\$22,250	\$22,918	\$23,605	\$24,313	\$25,043
Non-Resident Passes	\$194,400	\$200,232	\$206,239	\$212,426	\$218,799
Non-Resident Punch Passes	\$17,250	\$17,768	\$18,301	\$18,850	\$19,415
Non-Resident Daily Admiss	\$13,800	\$14,214	\$14,640	\$15,080	\$15,532
Rentals	\$109,153	\$112,428	\$115,800	\$119,274	\$122,853
Personal Fitness Training	\$57,750	\$59,483	\$61,267	\$63,105	\$64,998
Customer Services	\$59,600	\$61,388	\$63,230	\$65,127	\$67,080
TOTAL REVENUE	\$787,603	\$811,231	\$835,568	\$860,635	\$886,454
NET	-\$372,645	-\$377,488	-\$387,919	-\$398,644	-\$409,674
COST RECOVERY	68%	68%	68%	68%	68%
Based on 2016 Figures					

Comparison With and Without Indoor Pool

Kirkwood Community Center			
EXPENSES			
	<u>Without Pool</u>	<u>With Pool</u>	<u>Difference</u>
Personnel	\$466,738	\$526,588	\$59,850
Contractual Services	\$308,030	\$546,030	\$238,000
Commodities	\$65,430	\$87,630	\$22,200
TOTAL EXPENSES	\$840,198	\$1,160,248	\$320,050
REVENUES			
Resident Passes	\$221,300	\$282,200	\$60,900
Resident Punch Passes	\$26,400	\$31,200	\$4,800
Resident Daily Admissions	\$20,450	\$22,250	\$1,800
Non-Resident Passes	\$165,850	\$194,400	\$28,550
Non-Resident Punch Passes	\$13,200	\$17,250	\$4,050
Non-Resident Daily Admiss	\$11,600	\$13,800	\$2,200
Rentals	\$109,153	\$109,153	\$0
Personal Fitness Training	\$57,750	\$57,750	\$0
Customer Services	\$59,600	\$59,600	\$0
TOTAL REVENUE	\$685,303	\$787,603	\$102,300
NET	-\$154,895	-\$372,645	-\$217,750
COST RECOVERY	82%	68%	14%
Based on 2016 Figures			

There is no guarantee that the estimates and projections will be met, and there are many variables that cannot be accurately determined during this conceptual planning stage or may be subject to change during the actual design and implementation process.

These annual operational and maintenance budgets reflect the net results to the Recreation Division for the new Community Center based on the fitness component and a comparison with an indoor pool.

Appendix A YMCA Proposal



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

**YMCA Proposal
to operate the
Kirkwood Community Center
Fitness Center and
Child Watch area**

**Gateway Region YMCA
Kirkwood YMCA Branch
325 N. Taylor Ave.
Kirkwood, MO 63122
314-965-9622
www.gwrymca.org**

Kirkwood Fitness Center Proposal

This document is an overview of the Financial Pro Forma, Staffing/Salaries, and Membership Pricing Tiers.

The Pro Forma

Income

10% of the total revenue will be allocated to both the Kirkwood Community Center and the Gateway Region YMCA. Membership fees will be based on two pricing tiers, one for Kirkwood Community Center only and the other for access to all branches in the Gateway Region YMCA as well as the Kirkwood Community Center. Please see page 3 for more detail on the pricing tiers. The charge of \$2/per visit will be measured by facility access/swipes on membership. Daily fees will be charged for guest visiting either facility based on \$15/per day visit. Membership Transfer fees are calculated for those members that would have access to all YMCA facilities and the Kirkwood Community Center.

Expenses

Financial Assistance will be offered to anyone that would need support in paying full price for memberships after an approval process is met.

Salaries make up the largest portion of the expenses based on hiring 3 full time positions to provide oversight to the Health & Wellness programs, Group Exercise classes, and the member babysitting services. Please refer to page 4 for a full description of salaries. Health Insurance cost are based on 2016 current rates. Association management fee is based on the 10% total membership revenue for both the Kirkwood Community Center and the Kirkwood YMCA.

Membership Rates

Please refer to page 3 for complete detail on pricing, but overall it is divided into the two tiers as explained above. Kirkwood Community Center rates are based on pricing structure similar to what exists at the Carondelet Park Rec Plex. The Full Member pricing is based on the current rates charged at the Kirkwood YMCA. This tier allows access to all 24 YMCA facilities in the Gateway Region YMCA and the Kirkwood Community Center. Swipes were averages based on 30% current facility access usage at the Kirkwood YMCA.

Pro Forma Budget

Revenue	
Membership	\$448,800
Daily Fees	\$32,000
Personal Training	\$98,175
Membership Transfer	\$166,400
Total Revenue	\$745,375
Expenses	
Financial Assistance	\$11,220
Employee Wages	\$394,150
Health Ins.	\$18,000
Retirement	\$12,720
LTD	\$400
Group Life Ins.	\$600
Social Security	\$30,054
Unemployment	\$2,000
Worker's Compensation	\$10,000
HR/IT charges	\$18,354
Supplies	\$7,250
Telephone/Data/Cable	\$7,584
Postage	\$1,800
Insurance	\$10,000
Marketing/Comm	\$11,012
Mileage	\$900
Conference/Training/Travel	\$2,500
Cardio Leases	\$60,000
Association Mgt Fee	\$73,416
Rent to Kirkwood	\$73,416
Total Expenses	\$745,375
Net Income (loss)	\$0

Membership Details:

These rates would be for only access to the new Kirkwood Community Fitness Center & Babysitting areas, and would include free Group Exercise classes on site.

Category	Units	Monthly	Annual	Revenue
Adult	350	\$24	\$288	\$100,800
Senior	200	\$22	\$264	\$52,800
Youth Adult	75	\$20	\$240	\$18,000
Teen	25	\$15	\$180	\$4,500
Household	450	\$35	\$420	\$189,000
Two Adult	100	\$32	\$384	\$38,400
Single Adult Household	50	\$32	\$384	\$19,200
Senior Two Adult	75	\$29	\$348	\$26,100
Totals	1,325			\$448,800

Existing Full YMCA members would also have access to the Kirkwood Community Center facilities. They would pay the full membership rate at their home branch. The rates for the Kirkwood YMCA are listed below:

Category	Monthly	Annual
Adult	\$42	\$504
Senior	\$38	\$456
Youth Adult	\$27	\$324
Teen	\$19	\$228
Household	\$68	\$816
Two Adult	\$62	\$744
Single Adult Household	\$62	\$744
Senior Two Adult	\$57	\$684

To compensate the City of Kirkwood budget, a \$2/visit fee would be transferred from the YMCA operating budget to the Community Center Budget.

Full Y Members Access	Scans	per swipe	Revenue	Daily Avg
January	7,900	\$2.00	\$15,800	255
February	7,200	\$2.00	\$14,400	257
March	7,600	\$2.00	\$15,200	245
April	6,800	\$2.00	\$13,600	227
May	6,600	\$2.00	\$13,200	213
June	7,200	\$2.00	\$14,400	240
July	7,200	\$2.00	\$14,400	232
August	6,400	\$2.00	\$12,800	206
September	6,200	\$2.00	\$12,400	207
October	6,800	\$2.00	\$13,600	219
November	6,800	\$2.00	\$13,600	227
December	6,500	\$2.00	\$13,000	210
Total	83,200		\$166,400	

Salary Details:

<u>Full Time Positions</u>	<u>Salary</u>	<u>Retirement</u>
Senior Program Director	\$44,000	\$5,280
Health & Wellness Coordinator	\$32,000	\$3,840
Youth Coordinator	\$30,000	\$3,600
Full time Totals	\$106,000	\$12,720
<u>Part Time Positions</u>		
Baby Sitting (60 hrs/wk X 51 wks. X 3 people X \$8/hr)	\$73,440	
Health & Wellness Attendants (88hrs/wk X 51 wks. X 2 people X \$10/hr)	\$89,760	
Personal Trainers (55hrs/wk X 51 weeks X \$20/hr)	\$56,100	
Group Ex Instructors (60 classes X 51 weeks X 1.25 hrs X \$18/hr)	\$68,850	
Part Time Totals	\$288,150	
STAFFING GRAND TOTAL	\$394,150	
<u>Health Ins. Cost/Year</u>		
Family \$700/mo X 1 person	\$8,400	
Single \$400/mo X 2 people	\$9,600	
Total	\$18,000	