

Aurora Recreation Center Agenda Decision Making Committee

**Aurora City Hall - City Council Chamber
2 W. Pleasant St. Aurora, Missouri 65605
Wednesday, April 12 ,2023 - 4:00 PM**

1. CALL TO ORDER

2. ROLL CALL

Jon Holmes

Carrie Howlett

Theresa Pettit

Tony Kennedy

Travis Wittenborn

3. DISCUSSION - MARKET FEASIBILITY STUDY

Documents:

[OA PLANNING MEETING_4-12-2023.PDF](#)
[AURORA OP ASSUMPTIONS 04.11.23.PDF](#)
[AURORA REC OP PLAN.XLSX](#)

4. ADJOURNMENT

4-12-2023

**Aurora Recreation and Event Center
City of Aurora, Missouri**

**RE: OWNER - ARCHITECT MEETING
DESIGN REVIEW**

AGENDA:

- 1. Project Construction Cost Review (10 minutes)**
 - a. Construction Cost Estimate
 - b. w/larger gym
 - c. Second gym, addition

- 2. Update on Operations Study (Ballard-King study) (50-minutes)**
 - a. Operational plan assumptions
 - b. Operational plan – spreadsheet/database

- 3. Design Update/Review (15 minutes)**
 - a. Building design/document development

- 4. Meeting Wrap-up and Next Steps (5-minutes)**
 - a. Meeting wrap up, tasks.
 - b. Decision-Making Committee meetings; April 26, 2023 or (May 3rd?)
 - c. Council Meeting dates;

PROJECT GOALS:

SERVES ALL AGES – MORE THAN SPORTS - COMMUNITY HUB - OPERATIONALLY EFFICIENT - UNIQUE AND ENGAGING



Aurora, Missouri Recreation and Event Center Operations Plan Assumptions

The following are assumptions that have been made in the development of the City of Aurora Recreation and Event Center and the operational plan. B*K takes a conservative approach when developing operational plans for proposed facilities.

- The current facility program includes a single gymnasium, fitness center, event space, administrative offices and auxiliary areas.
- The 5-year operational projection does not account for current staff (full-time or part-time), nor does it account for current programs (expenses or revenues).
- The anticipated completion of the Recreation and Event Center in late 2024. The budget B*K has developed is representative of the facility's first full year of operation, 2025.
- The presence of other providers in the market will remain the same.
- The facility will be operated by the City of Aurora. It is assumed that contract labor will be utilized for:
 - Preventative Maintenance – Weight & Cardio Equipment
- Full-time rates of compensation are based on conversations with the City. Salaries were placed at mid-point of the salary range.
- Part-time rates are reflective of the minimum wage scale with adjustments for inflation over the next 2 years.
- No internal chargebacks have been added to the operational plan. This would be fees assessed from other City Departments for things like IT, HR, etc.
- There is an annual allocation of funds to go to capital improvement of the facilities.
- Debt service and depreciation have not been factored into the operational plan.
- B*K has recommended a membership model for access to the facility, along the option for daily admissions.



Utilities (electric/gas):

- Electric/gas were factored at \$2.50 per square foot for a total of 28,000 square feet.

Capital Improvement / Renovation Allocation

- \$50,000 per year
- In the 5-year operational model this is illustrated as an accumulated dollar figure.

Full Time Staffing

Positions	Positions	Compensation	Total
Parks and Rec Director	.75	\$64,967	\$48,725
Recreation Coordinator	1	\$44,343	\$44,343
Maintenance/Custodian	1	\$36,672	\$36,672
Sub-Total +35% for Benefits	2.75		\$175,149

Part Time Staffing

Positions	Hourly Rate
Building Supervisor	\$16.00
Front Desk	\$13.00
Fitness Attendant	\$13.00
Custodial	\$14.00
Instructors	VARIABLE

Week Assumptions

- Summer Hours – 14 Weeks
- School Year Hours – 36 Weeks
- Total Operational Year 50 Weeks

Operating Day:

- Monday-Thursday: 6:00A-9:00P 60 hours
- Friday: 6:00A-6:00P 12 hours
- Saturday: 8:00A-6:00P 10 hours
- Sunday: 12:00-6:00P 6 hours
- Weekly Operational Hours: 88 hours



Daily Admission:

	Resident	Non-Resident
Youth	\$6.00	\$6.00
Adult	\$10.00	\$10.00
Senior	\$6.00	\$6.00

10-Punch Pass:

	Resident	Non-Resident
Youth	\$48.00	\$48.00
Adult	\$80.00	\$80.00
Senior	\$48.00	\$48.00

Annual Membership:

	Resident		Non-Resident	
	Monthly	Annual	Monthly	Annual
Youth	\$20.00	\$240.00	\$30.00	\$360.00
Adult	\$40.00	\$480.00	\$60.00	\$720.00
Household	\$60.00	\$720.00	\$90.00	\$1,080.00
Senior (60+)	\$20.00	\$240.00	\$30.00	\$360.00
Senior Couple	\$30.00	\$360.00	\$45.00	\$540.00

- Within the accompanying Excel document there are comparative numbers of other providers and their rate structure.
- In determining the final rate structure, the Town will need to balance the importance of minimizing a subsidy v. maximizing revenue potential.

In developing revenue numbers associated with membership it equates to the following:

- The total number of resident memberships reflected in the report is 240 which equates to approximately 490 individuals or 6.9% of the population.
- The total number of non-resident membership reflected in the report is 72 which equates to approximately 247 individuals or 0.3% of the population within a 1-hour drive, not including Aurora.



5-Year Cost Recovery Model

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$578,787	\$607,726	\$638,113	\$670,018	\$703,519
Revenue	\$358,684	\$369,445	\$391,612	\$411,192	\$423,528
	(\$220,103)	(\$238,282)	(\$246,501)	(\$258,826)	(\$279,991)
Percentage	67.8%	66.5%	68.5%	67.8%	67.8%
Capital	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000

DRAFT

Aurora Recreation Center
Preliminary Operations Budget 5 Year Comparison

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$578,787	\$607,726	\$638,113	\$670,018	\$703,519
Revenue	\$358,684	\$369,445	\$391,612	\$411,192	\$423,528
	(\$220,103)	(\$238,282)	(\$246,501)	(\$258,826)	(\$279,991)
Percentage w/ Capital	62.0%	60.8%	61.4%	61.4%	60.2%
Percentage w/out Capital	67.8%	66.5%	68.5%	67.8%	67.8%
Capital (cumulative)	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000

Aurora Recreation Center									
Preliminary Operations Budget Expenses									
Category									
Personnel									
Full-time	175,149								
Part-time	188,592								
Total	\$ 363,742	68.8%							
Commodities									
Office supplies (forms, ID, film)	1,000								
Chemicals	1,000								
Maintenance/repair/materials	5,000								
Janitor supplies	8,000								
Recreation supplies	5,000								
Safety supplies	1,500								
Uniforms	2,500								
Printing/postage	1,000								
Concessions (food/supplies)	7,043								
Other Misc. expenses	2,000								
Fuel/Mileage	500								
Total	\$ 34,543	6.5%							
Contractual									
Utilities \$2.50/sq.ft.	70,000			Sq Ft.					
Water/Sewer	7,500			28,000	bldg			pool	
Trash							5.50		
Insurance (property & liability)	10,000						-		
Communications (phone)	2,000							bldg	
Contract services (HVAC, FireAlarm, Misc)	5,000						3.00		
Cardio Equipment & Preventative Maint							-		
Custodial Services (\$.15/sq.ft/mo)							-		
Equipment Maintenance	5,000						77,500		
Monitor services (Fire, Burgular, etc.)	2,000								
Rental equipment	1,000								
Advertising	3,000								
Training	4,000								
Conference	2,000								
Membership Dues/subscriptions	1,000								
Bank charges (75% of transactions)	9,415								
IT licenses & charges (software)	3,587								
Deposit Service	-								

Other	5,000								
Total	\$ 130,502	24.7%							
City Support Charge Backs									
Grand Total w/out Replacement Fund	\$ 528,787								
Replacement fund	\$ 50,000								

Aurora Recreation Center			
Preliminary Operations Budget Revenues			
Category			
<u>Fees</u>			
Daily Admission	\$35,972		
10-Punch Pass	\$13,248		
Annual Pass	\$189,660		
Total	\$238,880	66.6%	
<u>Programs</u>			
Recreation	\$49,098		
Total	\$49,098	13.7%	
<u>Other</u>			
Birthday Parties	\$12,000		
Concessions	\$14,086		
Facility Rentals	\$44,620		
Total	\$70,706	19.7%	
Grand Total	\$358,684	100.0%	

Aurora Recreation Center				
Preliminary Operations Budget Part Time Staff				
Part-Time	Rate	Hours	Weeks	Total
Bldg Supervisor (School)	\$16.00	45	14	\$10,080
Bldg Supervisor (Summer)	\$16.00	39	36	\$22,464
Front Desk (School)	\$13.00	91	14	\$16,608
Front Desk (Summer)	\$13.00	85	36	\$39,897
Lead Concessions (School)	\$16.00	0	14	\$0
Lead Concessions (Summer)	\$16.00	0	36	\$0
Concessions (School)	\$13.00	0	14	\$0
Concessions (Summer)	\$13.00	0	36	\$0
Fitness Attendant (School)	\$13.00	57	14	\$10,374
Fitness Attendant (Summer)	\$13.00	53	36	\$24,804
Custodial (School)	\$14.00	42	14	\$8,183
Custodial (Summer)	\$14.00	36	36	\$18,018
Total		448		\$150,428
Recreation Program				\$21,020
Total				\$171,448
Benefits (FICA, SS & Medicare)	10.0%			\$17,145
Total				\$188,592

Aurora Recreation Center					
Preliminary Operations Budget Full Time Staff					
Full Time Staff	Pay Grade	Salary	Positions	Total	
Parks and Rec Director	15	64,967	0.75	\$ 48,725.25	
Recreation Coordinator	11	44,343	1	\$ 44,343.00	
Maintenance/Custodian	9	36,672	1	\$ 36,672.00	
				\$ -	
Positions			2.75		
Salaries				\$129,740	
Benefits - 35%				\$45,409	
Insurance					
Pension - 14%					
Medicare - 1.45%					
FICA - 7.65%					
Total Full-Time Staff				\$175,149	

HOURS OF OPERATION

SCHOOL

MON - THU 6AM - 9PM
FRI 6AM - 6PM
SAT 8AM - 6PM
SUN NOON - 6PM

Bldg Supervisor		School		Time	Staff	
Days	Shift	Time	Staff			
Mon	5:45 - 8:00A	2.25	1	2.25		
	5:00 - 9:15P	4.25	1	4.25		
Tue	5:45 - 8:00A	2.25	1	2.25		
	5:00 - 9:15P	4.25	1	4.25		
Wed	5:45 - 8:00A	2.25	1	2.25		
	5:00 - 9:15P	4.25	1	4.25		
Thu	5:45 - 8:00A	2.25	1	2.25		
	5:00 - 9:15P	4.25	1	4.25		
Fri	5:45 - 8:00A	2.25	1	2.25		
				0.00		
Sat	7:45A - 6:15P	10.5	1	10.50		
Sun	Noon - 6:15P	6.25	1	6.25		
						45.00

Front Desk		School		Time	Staff	
Days	Shift	Time	Staff			
Mon	5:45 - 10:00A	4.25	1	4.25		
	10:00A - 3:00P	5	1	5.00		
Tue	3:00 - 9:15P	6.25	1	6.25		
	5:45 - 10:00A	4.25	1	4.25		
Wed	10:00A - 3:00P	5	1	5.00		
	3:00 - 9:15P	6.25	1	6.25		
Thu	5:45 - 10:00A	4.25	1	4.25		
	10:00A - 3:00P	5	1	5.00		
Fri	3:00 - 9:15P	6.25	1	6.25		
	5:45 - 10:00A	4.25	1	4.25		
Sat	10:00A - 3:00P	5	1	5.00		
	3:00 - 6:15P	3.25	1	3.25		
Sun	7:45A - NOON	4.25	1	4.25		
	NOON - 6:15P	6.25	1	6.25		
						91.25

Lead Concessions		School		Time	Staff	
Days	Shift	Time	Staff			
Mon	11:30A-6:30P	7	0	0.00		
Tue	11:30A-6:30P	7	0	0.00		
Wed	11:30A-6:30P	7	0	0.00		
Thu	11:30A-6:30P	7	0	0.00		
Fri	11:30A-6:30P	7	0	0.00		
Sat	10:00A - 4:00P	6	0	0.00		
Sun	NOON - 4:00P	4	0	0.00		
						0.00

Concessions		School		Time	Staff	
Days	Shift	Time	Staff			
Mon	11:30A-6:30P	7	0	0.00		
Tue	11:30A-6:30P	7	0	0.00		
Wed	11:30A-6:30P	7	0	0.00		
Thu	11:30A-6:30P	7	0	0.00		
Fri	11:30A-6:30P	7	0	0.00		
Sat	10:00A - 4:00P	6	0	0.00		
Sun	NOON - 4:00P	4	0	0.00		
						0.00

HOURS OF OPERATION

SUMMER

MON - THU 6AM - 8PM
FRI 6AM - 6PM
SAT 10AM - 6PM
SUN NOON - 6PM

Bldg Supervisor		Summer		Time	Staff	
Days	Shift	Time	Staff			
Mon	5:45 - 8:00A	2.25	1	2.25		
	5:00 - 8:15P	3.25	1	3.25		
Tue	5:45 - 8:00A	2.25	1	2.25		
	5:00 - 8:15P	3.25	1	3.25		
Wed	5:45 - 8:00A	2.25	1	2.25		
	5:00 - 8:15P	3.25	1	3.25		
Thu	5:45 - 8:00A	2.25	1	2.25		
	5:00 - 8:15P	3.25	1	3.25		
Fri	5:45 - 8:00A	2.25	1	2.25		
				0.00		
Sat	9:45A - 6:15P	8.5	1	8.50		
Sun	Noon - 6:15P	6.25	1	6.25		
						39.00

Front Desk		Summer		Time	Staff	
Days	Shift	Time	Staff			
Mon	5:45 - 10:00A	4.25	1	4.25		
	10:00A - 3:00P	5	1	5.00		
Tue	3:00 - 8:15P	5.25	1	5.25		
	5:45 - 10:00A	4.25	1	4.25		
Wed	10:00A - 3:00P	5	1	5.00		
	3:00 - 8:15P	5.25	1	5.25		
Thu	5:45 - 10:00A	4.25	1	4.25		
	10:00A - 3:00P	5	1	5.00		
Fri	3:00 - 8:15P	5.25	1	5.25		
	5:45 - 10:00A	4.25	1	4.25		
Sat	10:00A - 3:00P	5	1	5.00		
	3:00 - 6:15P	3.25	1	3.25		
Sun	9:45A - NOON	2.25	1	2.25		
	NOON - 6:15P	6.25	1	6.25		
						85.25

Lead Concessions		Summer		Time	Staff	
Days	Shift	Time	Staff			
Mon	11:30A-6:30P	7	0	0.00		
Tue	11:30A-6:30P	7	0	0.00		
Wed	11:30A-6:30P	7	0	0.00		
Thu	11:30A-6:30P	7	0	0.00		
Fri	11:30A-6:30P	7	0	0.00		
Sat	10:00A - 4:00P	6	0	0.00		
Sun	NOON - 4:00P	4	0	0.00		
						0.00

Concessions		Summer		Time	Staff	
Days	Shift	Time	Staff			
Mon	11:30A-6:30P	7	0	0.00		
Tue	11:30A-6:30P	7	0	0.00		
Wed	11:30A-6:30P	7	0	0.00		
Thu	11:30A-6:30P	7	0	0.00		
Fri	11:30A-6:30P	7	0	0.00		
Sat	10:00A - 4:00P	6	0	0.00		
Sun	NOON - 4:00P	4	0	0.00		
						0.00

Resident

Annual Pass	Monthly	Fees	Number	Revenue
Youth	\$20.00	\$240.00	30	\$7,200.00
Adult	\$40.00	\$480.00	60	\$28,800.00
Household	\$60.00	\$720.00	120	\$86,400.00
Senior (60+)	\$20.00	\$240.00	20	\$4,800.00
Senior Couple	\$30.00	\$360.00	10	\$3,600.00
Total			240	\$130,800.00
Grand Total				\$130,800.00

Punch Pass (10 visits)	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$48.00	2	\$96.00
Adult	\$80.00	5	\$400.00
Senior (60+)	\$48.00	2	\$96.00
Total		9	\$592.00
		Months	12
Grand Total			\$7,104.00

Daily Fees	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$6.00	5	\$30.00
Adult	\$10.00	5	\$50.00
Senior (60+)	\$6.00	2	\$12.00
Total		12	\$92.00
		days/year	350
Grand Total			\$32,200.00

Revenue Summary		
Daily	\$35,972.00	15.1%
10-Punch	\$13,248.00	5.5%
Annual Passes	\$189,660.00	79.4%
Total	\$238,880.00	

Non-Resident

Annual Pass	Monthly	Fees	Number	Revenue
Youth	\$30.00	\$360.00	9	\$3,240.00
Adult	\$60.00	\$720.00	18	\$12,960.00
Household	\$90.00	\$1,080.00	36	\$38,880.00
Senior (60+)	\$30.00	\$360.00	6	\$2,160.00
Senior Couple	\$45.00	\$540.00	3	\$1,620.00
Total			72	\$58,860.00
Grand Total				\$58,860.00

Punch Pass	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$48.00	2	\$96.00
Adult	\$80.00	4	\$320.00
Senior (60+)	\$48.00	2	\$96.00
Total		8	\$512.00
		Months	12
Grand Total			\$6,144.00

Daily Fees	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$6.00	2.5	\$15.00
Adult	\$10.00	2.5	\$25.00
Senior (60+)	\$6.00	1	\$6.00
Total		6	\$46.00
		days/year	82
Grand Total			\$3,772.00

	Primary Households	Secondary Households	Attendance
Population	2,889	22,867	
	7,153	58,954	
	Res	Non	
Youth	30	9	3,9002 Visits per Week for 50 Weeks
Adult	60	18	7,8002 Visits per Week for 50 Weeks
Household	360	108	46,8002 Visits per Week for 50 Weeks
Senior	20	6	2,6002 Visits per Week for 50 Weeks
Senior Couple	20	6	2,6003 Visits per Week for 50 Weeks
12 Punch	1,080	960	2,040
Daily	4,200	492	4,692
			70,432Total Attendance
Pop - Penetration	5,770 80.67%	1,599 2.71%	70,432Total Attendance Factors for Con
House - Penetration	240 8.31%	72 0.14%	312 1.36%
Member Units	490 6.85%	147 0.28%	637

	Rentals	Hours	Weeks	Rate		Staff	Hours	Rentals	Rate	
Gymnasium	1	2	20	\$40.00	\$1,600	0	2.5	20	\$15.00	\$0.00
Multi Use Room	1	2	12	\$35.00	\$840	1	2.5	12	\$15.00	\$450.00
Large Event Room (1, 2 & 3)	1	8	40	\$120.00	\$38,400	1	8	40	\$15.00	\$4,800.00
Small Event Room	2	2	50	\$45.00	\$9,000	1	2.5	100	\$15.00	\$3,750.00
Fitness					\$0	1	2.5	0	\$15.00	\$0.00
Lock-ins	1	1	3	\$1,500.00	\$4,500	2	8	3	\$15.00	\$720.00
Facility Rentals					\$44,620					

Revenue

Specialty Group Exercise	Classes	Sessions	Participants	Passes	
Summer	3	2	10	60	
School	4	9	12	432	
				\$30.00	\$12,960.00

Childwatch	Days	Classes	Part	Months	
AM	M-SAT	6	6	11	396
PM	M-TH	4	5	11	220
					616
				\$3.00	\$1,848.00

Recreation Classes	Days	Classes	Part	Sessions	
M/W	3	15	8	360	
SAT	1	15	8	120	
Capacity Rate	70%			336	480
				\$40.00	\$13,440.00

Sports Leagues	Teams/players	Months	Fee	
Youth Volleyball	40	2	\$50	\$4,000
Youth Basketball	150	2	\$50	\$7,500
Adult Volleyball	5	2	\$300	\$1,500
Adult Basketball	8	2	\$300	\$2,400
Pickleball	20	8	\$20	\$3,200
Dodgeball				
				\$18,600.00

Birthday Parties	Parties	Rate	Weeks	
	2	\$200	30	\$12,000.00
Total Birthday Parties	60			\$12,000.00

Special Events	Events	Attendance	Fee	
	3	150	\$5.00	\$2,250.00

Programs \$49,098.00

Expenses

Hours	Days/Wk	Weeks	Instructors			
3	2	4	1	24	\$25.00	\$600.00
4	2	36	1	288	\$25.00	\$7,200.00
						\$7,800.00

Hours	Classes	Sessions	Instructors	Hours	Rate	
2	6	11	1	132	\$15.00	\$1,980.00
2	4	11	1	88	\$15.00	\$1,320.00
						\$3,300.00

Hours	Classes	Sessions	Instructors	Hours	Rate	
1	3	8	9	216	\$15.00	\$3,240.00
1	1	8	6	48	\$15.00	\$720.00
						\$3,960.00

Hours	Days	Sessions	Officials			
2	1	8	2	32	\$20.00	\$640.00
4	1	8	3	96	\$20.00	\$1,920.00
2	1	8	1	16	\$20.00	\$320.00
4	1	8	2	64	\$20.00	\$1,280.00
						\$4,160.00

Birthday Party Staff	Parties	Rate	Hours	Weeks	
	2	\$15.00	2	30	\$1,800.00

Program Staff \$21,020.00