



REVISED Proposal:
**Grandview Community Center
Feasibility Study & Business Plan**

Presented to the:
City of Edina



October 19, 2015

PROS CONSULTING
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Prepared By:
pros consulting
INC.



PROS Consulting Firm Profile

PROS Consulting is a small firm with a big presence in the field of management consulting for public entities and non-profit organizations. With a small team of highly professional and experienced consultants, PROS is a flexible firm that is agile to the evolving dynamics of the social, economic, and political environments our clients operate in. PROS is among only a small handful of firms that have tremendous experience in the field as practitioners and have become nationally recognized for helping to shape and further transform the industry of parks and recreation. The full name and location of the office that will be working on this project are:

Full Legal Company Name: PROS Consulting, Inc.
Years in Business: 20 (formed in 1995)
Contact Information: 201 S. Capitol Avenue, Suite 505
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Areas of Focus

Management consulting and planning services offered by PROS span the full spectrum of planning needs for public agencies, and are grouped into the following practice areas:

- **Feasibility Studies and Business Planning** - completed over 200 feasibility studies and business plans, often counseling our clients on how they can shape their projects and their vision around the reality of what is feasible and sustainable.
- **Operations, Maintenance and Organizational Development** - completed over 450 plans that involved operations, programming, maintenance and organizational development components.
- **Financial Planning and Management** - PROS is most renowned for providing the most innovative and proven methods for financial planning and management in the public sector with direct experience with over 150 proven ways to fund public parks, facilities and park systems.
- **Strategic Planning** - completed over 80 strategic plans for cities, counties, park districts and state agencies to help them become established in their market or to reposition themselves.
- **Needs Assessment** - completed over 250 needs assessments as a precursor of doing a Master Plan, Strategic Plan or Feasibility Study. We will perform a comprehensive parks, facilities and program needs assessment that helps identify importance and unmet needs for a variety of facilities / amenities and programs.
- **Master Planning** - completed over 250 master plans for parks and park systems that have been successfully implemented and driven over \$5 billion worth of capital investment.





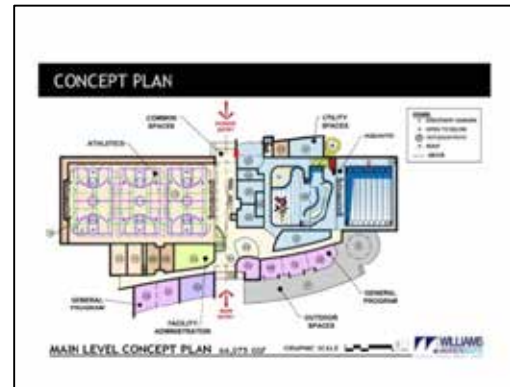
Project Experience

Orange Township, OH Community Center Needs Assessment (2012)

LEWIS CENTER, OHIO

In 2012, PROS Consulting completed a Community Center Feasibility Study for the residents of Orange Township for a 90,000 square foot community center. As part of the plan, analysis determined locations within the Township that would be most advantageous to gain community support and awareness for such a facility. The process took five months to complete, and the components of the study included the following:

- A demographic and Trend analysis of the current population, forecasted population, per capita income, age specific populations, household formations, trends analysis and the need for recreation services in Orange Township
- Identification of the recreational programs and facilities that are offered to the public in the study area that included public, not-for-profit, and private suppliers
- Analysis of the unmet needs in the area for recreation services
- Identification of strategic partners in the study area and subgroups who would have an interest in a joint use facility such as seniors, athletic groups, healthcare organizations, educational groups & advocacy groups
- Focus group meetings with key stakeholders in the Township
- Creation of an organizational structure for the facility and a management plan
- A statistically valid survey to determine community need and support for such a facility
- Evaluation of existing programs in the region and analysis of program needs
- Identification of the facility requirements for each of the programs needed in a comprehensive building program for the entire facility by room format
- Evaluation of program needs for the park, as well as the location of the facility
- An operating & capital cost plan that includes an estimate of construction costs based upon the building program
- The development of operating costs for the building and how it could operate via various revenue sources
- Public presentations and recommendations



The proposed facility will feature an indoor family leisure pool, lap pool, gymnasiums, handball/racquetball courts, health/fitness, general program and Hospitality / Multi-Use / Seniors rooms. Additionally, the proposed site plan was designed to include a discovery garden, splash pad, trails/paths, tennis courts, event area, and a future outdoor aquatic center. Through a public participation process, it was determined that the desired programs included aquatics, sport introductory programs, youth life skills programs and outdoor recreation programs, day-time programming for young mothers, and competitive youth and adult leagues. Along with sport programs, there would be a balance of art, theater, and music programs, senior center activities, social events, and family-based programs. The goal of the feasibility study was to create a Center that was self-supporting, operating at a high cost recovery percentage.

Project Reference: Mr. Scott Overturf, Project Manager; 3620 North High Street, Suite 306; Columbus, Ohio 43214; 614.204.1428; rpoturf@aol.com



Prince George's County Southern Area Aquatics and Recreation Center Feasibility Study & Business Plan (2013)

PRINCE GEORGE'S COUNTY, MARYLAND

In 2013, The Maryland-National Capital Park and Planning Commission (M-NCPPC) desired a Southern Area Aquatics and Recreation Center (SAARC) feasibility study/business plan for a proposed new multi-generational recreational center located in the Brandywine area of Prince George's County. The proposed multi-generational recreational center was developed jointly with the community through an agreement with the M-NCPPC. It will be M-NCPPC's first multi-generational recreation center to be developed in accordance with new design and operational guidelines for regional community centers based on M-NCPPC's *Formula 2040: the Functional Master Plan for Parks, Recreation and Open Space*, which was completed by PROS Consulting in 2013.

As envisioned, this new regional facility will have components that can accommodate a range of leisure and recreational activities in one setting as expressed by individuals and families from various community input processes. The program spaces planned include an indoor aquatics center, fitness area, gymnasium, senior services and designated program spaces that can serve people of all ages.

PROS Consulting was hired by M-NCPPC to lead the process that included developing the market assessment and the financial feasibility component of the project. Williams Architects provided the preliminary design concept plans, which included a footprint of the proposed building, location, site assessment, site plan, and cost estimates. ETC Institute provided the survey results that were used.

The SAARC Feasibility Study and Business Plan was developed under the following guiding principles and desired outcomes:

- Build a shared vision for a signature multi-generational recreation center facility in southern Prince George's County that includes three main program spaces that include an aquatic center, gymnasium and fitness component, which includes additional program space to serve all age groups.
- Utilize best practice means and trends to help meet the needs of current and future residents.
- Focus on promoting a collaborative approach toward future development with the community.
- Determine the optimal staffing structure and operational metrics to ensure maximum return on investment for M-NCPPC and the taxpayers of the County.

Project Reference: Mr. Alvin McNeal, Prince George's County Department of Parks and Recreation Deputy Director; 6600 Kenilworth Avenue; Riverdale, MD 20737; 301.699.2533; alvin.mcneal@pgparks.com



	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Revenues						
Fees	\$1,512,400.00	\$1,557,772.00	\$1,608,925.16	\$1,662,640.31	\$1,702,219.52	\$1,753,286.11
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
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs	\$21,462.00	\$22,305.96	\$22,769.04	\$23,452.11	\$24,155.67	\$24,880.34
Fitness	\$108,621.00	\$111,879.63	\$115,236.02	\$118,692.10	\$122,253.89	\$125,921.51
Natorium	\$562,425.00	\$579,297.75	\$596,676.68	\$614,576.98	\$633,014.29	\$652,004.72
Gymnasium	\$199,803.00	\$205,797.09	\$211,971.00	\$218,333.12	\$224,880.04	\$231,624.44
Parties	\$48,900.00	\$50,367.00	\$51,878.01	\$53,434.35	\$55,037.38	\$56,688.50
Rentals	\$107,250.00	\$110,467.50	\$113,781.53	\$117,194.97	\$120,710.82	\$124,332.14
Child Care	\$14,000.00	\$14,420.00	\$14,852.60	\$15,296.18	\$15,757.12	\$16,229.84
Kitchen	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total	\$2,574,881.00	\$2,652,106.83	\$2,731,670.03	\$2,813,620.14	\$2,898,028.74	\$2,984,969.60
Expenditures						
Fees	\$52,200.00	\$52,200.00	\$52,200.00	\$52,200.00	\$52,200.00	\$52,200.00
Administration	\$727,110.05	\$767,959.05	\$811,392.44	\$857,589.88	\$906,744.38	\$959,064.24
Building Maintenance	\$158,410.00	\$169,161.40	\$180,706.31	\$193,105.84	\$206,425.94	\$220,737.70
Building Services	\$192,833.38	\$207,228.05	\$222,740.51	\$239,459.06	\$257,479.03	\$276,903.32
Recreation Programs	\$137,482.20	\$146,255.69	\$155,655.05	\$165,727.71	\$176,524.76	\$188,101.38
Fitness	\$271,475.96	\$287,472.13	\$304,521.87	\$322,700.50	\$342,089.02	\$362,774.52
Natorium	\$859,628.34	\$922,895.11	\$991,021.49	\$1,064,388.71	\$1,143,408.20	\$1,228,524.02
Gymnasium	\$114,309.80	\$119,013.59	\$123,931.05	\$129,073.20	\$134,451.75	\$140,079.09
Parties	\$33,425.40	\$34,975.43	\$36,656.51	\$38,373.45	\$40,131.41	\$42,035.97
Rentals	\$26,785.00	\$27,797.80	\$28,700.12	\$29,528.27	\$30,399.00	\$31,309.60
Child Care	\$36,202.24	\$39,048.42	\$42,120.79	\$45,437.41	\$49,017.77	\$52,882.91
Kitchen	\$2,750.00	\$2,837.50	\$2,928.03	\$3,021.69	\$3,118.60	\$3,218.88
Total	\$2,611,612.37	\$2,776,244.17	\$2,952,524.17	\$3,141,325.74	\$3,343,589.89	\$3,560,330.53
Total Cost Recovery		99%	96%	92%	90%	87%
						84%



Estes Valley Recreation & Park District, CO Community Recreation Center Feasibility Study (2014)

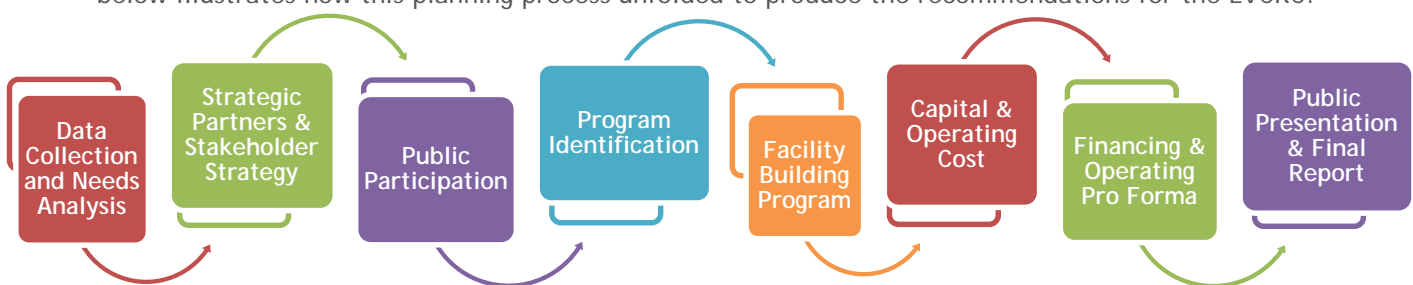
ESTES PARK, COLORADO

Estes Valley Recreation and Park District desired a feasibility study for an Estes Valley Community Recreation Center in partnership with the Town of Estes Park, Estes Park School District R-3, Estes Park Medical Center, and Estes Valley Public Library District. PROS Consulting completed the feasibility study of converting an old elementary school into a multi-generational center in July of 2014. EVRPD has pursued the concept of building a community center in three unsuccessful bond issue elections in 1994, 2001, and 2008; however, formal feasibility studies were not completed prior to any of the three previous bond issue attempts.



The purpose of the feasibility study was to assist in providing information to the community and the proposed partners involved on the undertaking of a new EVCRC. As such, the intended outcome was for the partners to be well-versed on all aspects of the project in order to make informed decisions about their desired needs; the sustainability of the proposed design when considering the proposed site location and existing structures; and, the requirements necessary to accomplish the project with available resources.

The partnerships for the EVCRC would create a business consortium that would pool collective resources to offer recreation, health, and wellness that include medical, education, athletic, and social services in one facility for residents, area employers, and visitors. The facility would serve as a catalyst in the community when delivering recreation and other community functions in several disciplines. The facility would also become an integral part of a larger community campus that includes the future development of Stanley Park, Stanley Fairgrounds, and the Town of Estes Park Museum and Senior Center. The diagram below illustrates how this planning process unfolded to produce the recommendations for the EVCRC:



Project Reference: Mr. Skyler Rorabaugh, Executive Director; Estes Valley Recreation & Park District; 690 Big Thompson Avenue; Estes Park, CO 80517; 970.586.8191; skyler@evrpd.com

Pro Forma Revenues & Expenditures				
ESTES VALLEY COMMUNITY RECREATION CENTER				
BASELINE: REVENUES AND EXPENDITURES				
SERVICE TITLE	Revenues	Expenditures	Revenues Over (Under) Expenditures	Cost Recovery - Percent
Passes	\$989,500.00	\$52,200.00	\$937,300.00	1896%
Administration	\$0.00	\$540,110.05	(\$540,110.05)	0%
Building Maintenance	\$0.00	\$158,410.00	(\$158,410.00)	0%
Building Services	\$0.00	\$192,833.38	(\$192,833.38)	0%
Recreation Programs	\$31,080.00	\$102,427.50	(\$71,347.50)	30%
Fitness	\$112,630.00	\$223,881.36	(\$111,251.36)	50%
Natorium	\$410,225.00	\$859,628.34	(\$449,403.34)	48%
Gymnasium	\$192,210.00	\$154,826.00	\$37,384.00	124%
Parties	\$37,500.00	\$22,925.40	\$14,574.60	164%
Rentals	\$65,700.00	\$24,285.00	\$41,415.00	271%
Child Watch	\$14,000.00	\$36,202.24	(\$22,202.24)	39%
Kitchen	\$0.00	\$2,750.00	(\$2,750.00)	0%
Partnerships	\$226,500.00	\$0.00	\$226,500.00	
Total	\$2,079,345.00	\$2,370,479.27	(\$291,134.27)	88%



City of Westerville, OH Multi-Generational Recreation Center Senior Expansion Feasibility Study

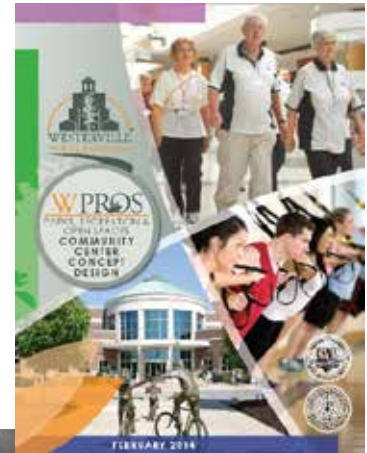
WESTERVILLE, OHIO

In 2014, as part of the Parks, Recreation and Open Space Master Plan, the PROS Consulting Team worked with the City of Westerville to develop Feasibility Study for a proposed recreation center expansion of the existing Westerville Community Center. The Community Center expansion included the inclusion of the Senior Center, which they would relocate from a different location, as well as the expansion of the fitness center, gymnasium, aquatics, and indoor track. The PROS Team completed the following components as part of the feasibility study/business plan:

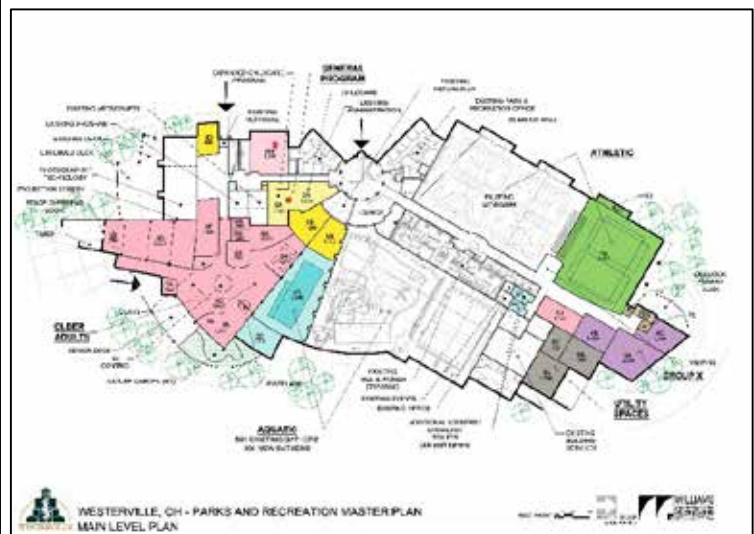
- Community Input (focus groups, public forums, stakeholder interviews, surveys)
- Market Analysis (Demographic and Recreational Trends Assessment)
- Vision and Core Program of the Expansion
- Operational Standards & Staffing Plan
- Conceptual Plans
- Financial Feasibility / Pro Forma Development
- Final Report Briefings and Development

The PROS Team presented the findings and outcomes in a strategic process, built upon examining the most innovative, effective and sustainable opportunity for the Parks and Recreation System for the next generation. With the expansion of the Community Center and moving the Senior Center to one large Multi-Generational Community Center, the City desired the facilities to achieve a higher cost recovery goal, moving from 60% to 84%.

Project Reference: Mr. Randy Auler, Director of Westerville, OH Parks & Recreation Dept.; 350 N. Cleveland Ave.; Westerville, OH 43082; 614.901.6504; randy.auler@westerville.org



Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$1,399,855.46	\$1,441,851.13	\$1,485,106.66	\$1,529,659.86	\$1,575,549.66	\$1,622,816.15
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
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs	\$39,010.00	\$40,180.30	\$41,385.71	\$42,627.28	\$43,906.10	\$45,223.28
Fitness	\$460,450.00	\$474,263.50	\$488,491.41	\$503,146.15	\$518,240.53	\$533,787.75
Natorium	\$651,750.00	\$671,302.50	\$691,441.58	\$712,184.82	\$733,550.37	\$755,556.88
Gymnasium	\$95,940.00	\$98,818.20	\$101,782.75	\$104,836.23	\$107,981.32	\$111,220.75
Parties	\$37,500.00	\$38,625.00	\$39,783.75	\$40,977.26	\$42,206.58	\$43,472.78
Rentals	\$101,100.00	\$104,133.00	\$107,256.99	\$110,474.70	\$113,788.94	\$117,202.61
Child Care	\$24,500.00	\$25,235.00	\$25,992.05	\$26,771.81	\$27,574.97	\$28,402.21
Vendateria	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,255.09	\$11,592.74
Senior Center	\$97,000.00	\$99,910.00	\$102,907.30	\$105,994.52	\$109,174.35	\$112,449.59
Total	\$2,917,105.46	\$3,004,618.63	\$3,094,757.19	\$3,187,599.90	\$3,283,227.90	\$3,381,724.73
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$167,511.80	\$167,511.80	\$167,511.80	\$167,511.80	\$167,511.80	\$167,511.80
Administration	\$929,768.37	\$953,474.21	\$978,122.73	\$1,003,751.48	\$1,030,399.49	\$1,058,107.36
Building Maintenance	\$209,245.37	\$210,756.77	\$212,322.48	\$213,944.48	\$215,624.83	\$217,365.68
Building Services	\$250,730.60	\$252,137.60	\$253,589.63	\$255,088.15	\$256,634.68	\$258,230.78
Recreation Programs	\$127,520.01	\$128,605.01	\$129,726.66	\$130,886.22	\$132,085.01	\$133,324.37
Fitness	\$478,972.74	\$481,977.74	\$485,101.29	\$488,348.08	\$491,723.00	\$495,231.10
Natorium	\$692,151.45	\$694,773.95	\$697,490.93	\$700,305.84	\$703,222.29	\$706,244.01
Gymnasium	\$33,384.00	\$33,654.00	\$33,933.90	\$34,224.07	\$34,524.89	\$34,836.76
Parties	\$32,925.40	\$33,949.40	\$35,013.16	\$36,118.24	\$37,266.24	\$38,458.85
Rentals	\$27,185.00	\$27,791.00	\$28,419.74	\$29,072.08	\$29,748.93	\$30,451.21
Child Care	\$33,268.72	\$33,298.72	\$33,329.62	\$33,361.45	\$33,394.23	\$33,427.99
Vendateria	\$5,700.00	\$5,878.00	\$6,061.62	\$6,251.04	\$6,446.45	\$6,648.03
Senior Center	\$806,563.00	\$811,753.25	\$817,137.60	\$822,723.41	\$828,518.31	\$834,530.25
Total	\$3,794,926.45	\$3,835,661.44	\$3,877,761.15	\$3,921,586.33	\$3,967,100.15	\$4,014,368.20
Net Revenue	(\$877,820.99)	(\$830,942.82)	(\$783,003.96)	(\$733,986.43)	(\$683,872.25)	(\$632,643.46)
Total Cost Recovery	76.9%	78.3%	79.8%	81.3%	82.8%	84.2%





Muskingum Recreation Center, Indoor Pool Feasibility and Business Plan Study (2009)

ZANESVILLE, OHIO

Muskingum Recreational Center, a 501(C)3 partnership, contracted with PROS Consulting in August of 2009 for consulting services to analyze the feasibility of a recreational facility (Muskingum Recreation Center, or MRC).

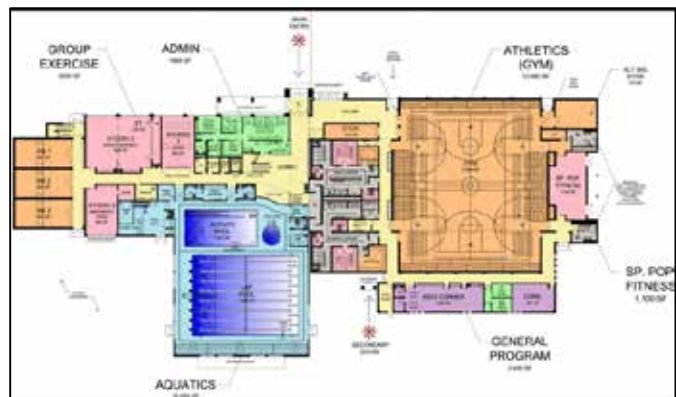
The original four entities which funded the Partnership for this endeavor are: Ohio University- Zanesville, Genesis HealthCare System, Muskingum County Community Foundation, and the Muskingum Family Y.



The goal of this project was to complete a feasibility analysis and business plan for the recreational facility in a comprehensive manner so that all entities of the Partnership had complete clarity of the potential for sustainability. The scope of this project spanned the physical and operational aspects of the proposed facility, including:

- Program analysis
- Site analysis
- Conceptual layout
- Operations analysis
- Potential partners
- Project funding analysis

The ultimate outcome of the project was twofold - to provide a roadmap for the Partnership that bridges the planning and development stages, carrying forward into the operational phase, and to utilize the program and concept development to inform the community about the benefits and value the MRC will have in terms of quality of life, community satisfaction, and community recruitment.



As a result of a feasibility study conducted by Williams Architects and PROS Consulting, Williams Architects is currently designing a Multi-Generational Recreation Center / Indoor Pool Facility located at Ohio University - Zanesville Campus. The MRC facility will contain: Racquetball Courts, Eight (8) Lane 25M Lap and 25Y Competition Lap Pool, Leisure and Therapy Pool, Health / Fitness / Wellness, Group Exercise / Studio Rooms, Multi-Purpose Rooms, Walking Track, associated Locker / Changing Facilities and general support spaces. The MRC is a collaboration of public and private partnerships between Ohio University - Zanesville, Genesis Healthcare System, The Muskingum County Foundation and the Zanesville YMCA. Construction is estimated to be completed in Spring 2014.

Project Reference: Ms. Beth Chapman, Executive Director of Muskingum Recreation Center; 3620 Court Dr. #1; Zanesville, Ohio 43701; 740.454.4767; bchapman@genesishcs.org or Mr. Jim Fonseca, Dean of Ohio University-Zanesville; 740.588.1489



Monon Community Center Feasibility Study (2001) and Business Plan (2010)

CARMEL, INDIANA

Set in a new park envisioned to be the “Jewel” of the Carmel-Clay park system, the Monon Center features an indoor natatorium containing a leisure depth pool and a six-lane, non-competition lap pool; a three-court gymnasium; health/fitness areas; an indoor children’s play zone; a café; flexible lobby space; administrative offices; program rooms; and a banquet room with a catering kitchen – are augmented by amenities contained in the facility’s accompanying, 3.5-acre, 2,098-capacity outdoor aquatic center. The amenities present in the finished project reflects input gleaned from a year-long series of public forums.

Designed to serve as an “anchor” to the inter-urban Monon Trail, the Center features an enclosed pedestrian bridge that spans the trail and links the passive, dense, mature forested areas of the site to the east, and active programming spaces in the open meadows of the site to the west of the Center.

Client:

Carmel Clay Parks & Recreation, City of Carmel
1055 Third Avenue
Carmel, IN 46032

Project Size:

160 Acre Park
146,000 SF Recreation Ctr.
2,200 Bather Aquatic Fac.

Estimated Project

Construction Cost:

\$52,000,000

Actual Project Cost:

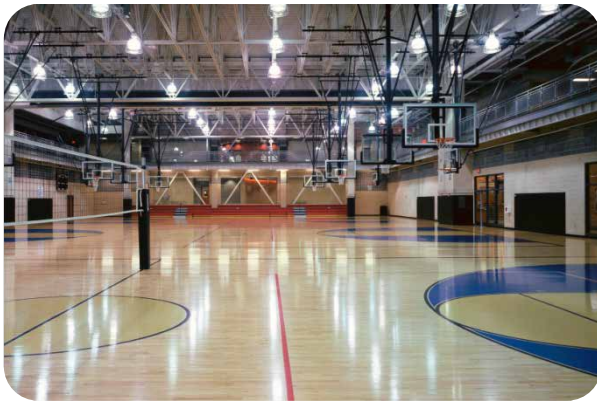
\$51,957,000

Completion Date:

May 2007

PROJECT SERVICES:

Feasibility Study
Public Input and Bond
Programming
Master Plan
Basic Architectural Serv.
Construction Administration
Aquatic Design / Engineering
Interior Design





Following completion of the feasibility study in 2001 completed by the PROS/Williams Architects Team, in 2010 the Carmel/Clay Board of Parks and Recreation again contracted with the PROS Consulting to complete a Business Plan, as well as a Marketing Plan for The Monon Community Center. PROS worked closely with Carmel Clay Parks & Recreation management and staff to develop an understanding of the business plan project and outcome expectations, as well as access the current operating practices and key issues facing The Monon Center.



The ultimate outcome of the business plan was to provide a true measurement of The Monon Center's ability to meet the financial and operating expectations of the Park Board, elected officials, and the Carmel Clay community. Throughout the business planning process three themes, or critical issues, emerged. These critical issues which the business plan was formulated upon were:

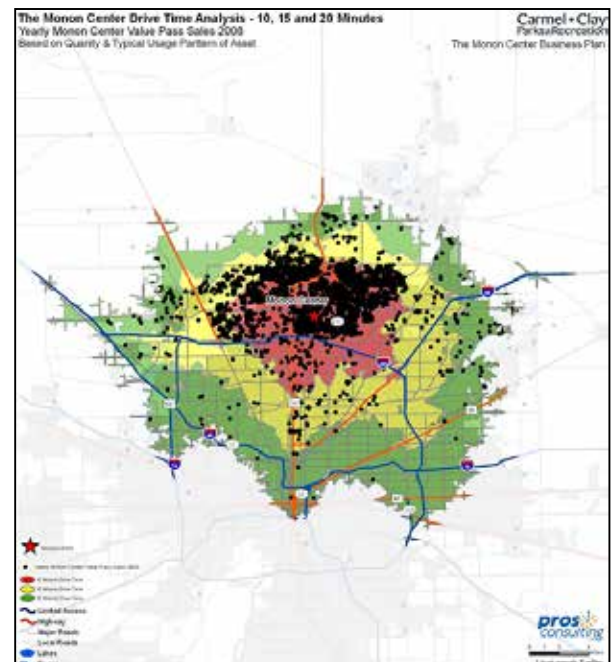
- A true measurement of realistic revenue capacity of the facility
- The ability to affectively link the facility design and program in a manner to optimize operational revenues to cover operational expenses
- To create a balance of the level of services provided to the value received with corresponding pricing

The original feasibility study and conceptual design of the Monon Center and Central Park was performed in conjunction by the PROS Consulting/Williams Architects Team.

Last year's attendance was 591,296, including nearly 9,400 year-round members and day pass sales. The center has an operating budget of over \$4.5 million and has been self-sufficient since 2010. Through the business plan, the Monon Community Center has moved from a cost recovery of 75-80% to self-sufficiency.

Project Reference: Mr. Michael Klitzing, Parks and Recreation Assistant Director; 1235 Central Park Drive East; Carmel, IN 46032; 317.573.4018; mklitzing@carmelclayparks.com

Facility/Space Rentals; Top-20 Rental Spaces, by Hours	Total Rentals	Total Hours	Average Hours per Rental	Rank
Assessment Room	392	1,545.0	3.94	1
Dance Studio	1,090	1,016.6	0.93	2
Gymnasium C	633	811.3	1.28	3
Fitness Studio B	971	789.7	0.81	4
Conference Room West	72	505.0	7.01	5
Meeting Room	154	415.8	2.70	6
Banquet Room A	111	394.5	3.55	7
Gymnasium B	206	349.2	1.69	8
Fitness Studio A	353	297.5	0.84	9
Indoor Lap Pool 3	324	256.0	0.79	10
Indoor Lap Pool 1	333	207.0	0.62	11
Computer Lab	60	164.0	2.73	12
Party Room A	77	154.3	2.00	13
Indoor Leisure Pool 3	298	151.5	0.51	14
Program Room C	105	146.7	1.40	15
Program Room A	113	142.8	1.26	16
Indoor Lap Pool 2	180	135.0	0.75	17
Program Room B	105	119.5	1.14	18
Banquet Room -All 3	83	108.8	1.31	19
Computer & Meeting R	39	100.5	2.58	20





City of Grapevine, Texas Community Activities Center Expansion Feasibility Study & Business Plan (2012)

GRAPEVINE, TEXAS

In 2012, PROS Consulting formed a team consisting of Barker Rinker Seacat, as well as Water Tech, Inc. to complete a feasibility study/business plan for the 48,000 square foot facility that opened in 1996. The City of Grapevine desired a feasibility study/business plan for the expansion/renovation of the Community Activities Center that would include additional programming space, an increase in the square footage of the weight/fitness area, an added indoor aquatic component, as well as senior programming expansion.



The diagram below illustrates how this planning process unfolded to produce the recommendations for the Community Activities Center Business Plan:



By providing an objective analysis of the market and optimal management plan provided, created a viable financially stable CAC to meet the needs of the local market and the economic and financial expectations of the City. The updated Community Activities Center will be a great addition to the many public assets available to Grapevine residents. After expansion, the renovated Community Activities Center will be nearly 110,000 square feet. It will meet best practice standards for indoor community center space for residents of Grapevine. The Community Activities Center will have a balance between programmed and open use space based on programming in the building consuming 65% of the time available. The Community Activities Center has the capability to generate additional operating revenue that the pro forma presents, if the City Council feels it is appropriate for the future. A facility based on the new projected square footage can easily achieve 70% to 80% of its full operating costs if desired. The 110,000 square foot facility opened in 2015 and has exceeded the feasibility study's cost recovery goals.



Project Reference: Mr. Doug Evans, Former Parks and Recreation Director; 1175 Municipal Way; Grapevine, TX 76051; 817.992.9340; dandleevans@verizon.net



City of Olathe, KS Recreation Center Feasibility Study & Business Plan(2013)

OLATHE, KANSAS

In 2012, the City of Olathe contracted with PROS Consulting, ETC Institute, Barker Rinker Seacat, as well as Water Tech for consulting services to analyze the feasibility of developing a Community Recreation Center in Olathe as well as to develop a business plan for the facility if developed by the City. The goal of the planning project was to complete a feasibility analysis and business plan for the proposed new recreational facility in a comprehensive manner so that all key leaders and decision makers had complete clarity of the potential for financial sustainability of the facility. The scope of the project spanned the physical and operational aspects of the proposed recreation center facility, including:

- Program analysis
- Site analysis
- Conceptual layout
- Operations and financial analysis
- Demographic and Trend assessment
- Competition assessment
- Project funding analysis
- Business Plan development



The ultimate outcome of the project was to provide a roadmap for the City that bridges the design, planning and development stages of the project into the operational phase and a management plan for the Community Recreation Center. The 72,000 square foot facility opened Mid 2014 and has exceeded the feasibility study's cost recovery goals.

Project Reference: Mr. Brad Clay, Deputy Director; Olathe Parks & Recreation; 100 E. Santa Fe Street; Olathe, KS 66051; 913.971.8618; bclay@olatheks.org

Pro Forma Revenues & Expenditures OLATHE RECREATION CENTER BASELINE: REVENUES AND EXPENDITURES						
Revenues	1th Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$1,537,977.14	\$1,584,116.46	\$1,631,639.95	\$1,680,589.15	\$1,731,006.82	\$1,782,937.03
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building services/maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs and fitness:	\$36,190.00	\$37,275.70	\$38,393.97	\$39,545.79	\$40,732.16	\$41,954.13
Fitness	\$614,942.00	\$633,390.26	\$652,391.97	\$671,963.73	\$692,122.64	\$712,886.32
Natorium	\$181,300.00	\$186,739.00	\$192,341.17	\$198,111.41	\$204,054.75	\$210,176.39
Gymnasium	\$40,180.00	\$41,385.40	\$42,626.96	\$43,905.77	\$45,222.94	\$46,579.63
Parties	\$37,500.00	\$38,625.00	\$39,783.75	\$40,977.26	\$42,206.58	\$43,472.78
Rentals	\$101,100.00	\$104,133.00	\$107,256.99	\$110,474.70	\$113,788.94	\$117,202.61
Child Care	\$22,320.00	\$22,989.60	\$23,679.29	\$24,389.67	\$25,121.36	\$25,875.00
Kitchen	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Vendateria	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,255.09	\$11,592.74
Total	\$2,581,509.14	\$2,658,954.42	\$2,738,723.05	\$2,820,884.74	\$2,905,511.28	\$2,992,676.62
Expenditures	1th Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00
Administration	\$723,196.70	\$740,146.50	\$757,768.74	\$776,090.16	\$795,138.54	\$814,942.80
Building services/maintenance	\$130,410.00	\$131,921.40	\$133,487.11	\$135,109.11	\$136,789.46	\$138,530.31
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Rentals	\$25,785.00	\$26,335.00	\$26,905.50	\$27,497.28	\$28,111.13	\$28,747.90
Child Care	\$33,268.72	\$33,298.72	\$33,329.62	\$33,361.45	\$33,394.23	\$33,427.99
Kitchen	\$2,750.00	\$2,837.50	\$2,928.03	\$3,021.69	\$3,118.60	\$3,218.88
Vendateria	\$5,700.00	\$5,878.00	\$6,061.62	\$6,251.04	\$6,446.45	\$6,648.03
Total	\$2,372,541.05	\$2,418,692.42	\$2,466,647.89	\$2,516,478.38	\$2,568,257.59	\$2,622,062.14
Total Cost Recovery	109%	110%	111%	112%	113%	114%





Resumes

Leon Younger

PROS Consulting

President

Education

M.P.A., University of Kansas, Aug. 1988

B.S., Kansas State University, May 1975

Employment History

President, PROS Consulting, Sep. 1995 to present

Director/Chairman of the Board, Indianapolis Parks and Recreation, Apr. 1992 to Sept. 1995

Executive Director, Lake MetroParks (OH), Jun. 1988 to Mar. 1992

Director, Jackson County (MO) Parks and Recreation, Aug. 1983 to Jun. 1988

Certification

Certified Park and Recreation Professional

Professional Experience

- Founder and President of PROS Consulting
- More than 30 years in parks, recreation, and leisure services
- Recognized leader in applying innovative approaches to managing parks and recreation organizations
- Held positions as Director of Parks and Recreation in Indianapolis, Indiana; Executive Director of Lake Metroparks in Lake County, OH (Cleveland vicinity); and Director of Parks and Recreation in Jackson County, MO (Kansas County)
- Received the 1994 National Park and Recreation Association's Distinguished Professional Award for his progressive and innovative thinking in management of public parks and recreation entities, as well as induction into the NRPA Legends Hall of Fame
- Co-creator of the Community Values Model™, a business model that synthesizes public input into a strategic plan
- Regularly addresses sessions at the National Park and Recreation Conferences and has served as a board member and instructor at the Pacific Revenue and Marketing School in San Diego, California and the Rocky Mountain Revenue and Management School in Colorado

Similar Project Experience

- Estes Valley Recreation & Park District, CO Community Recreation Center Feasibility Study
- Riverside County, CA Regional Park & Open Space District Aquatic Facility Operational Impact Report
- Prince George's County, MD Regional Multi-Purpose Community Center Feasibility Study
- City of Olathe, KS Recreation Center Feasibility Study and Business Plan
- Blue Valley Recreation Commission (Overland Park, KS) Strategic Plan & Needs Assessment
- Shawnee County, KS Long Range Parks and Recreation Strategic Master Plan
- City of Kansas City, MO Recreation Community Facilities Operational Plan
- Carmel, IN Comprehensive Parks and Recreation Master Plan
- City of Westerville, OH Parks, Recreation and Open Space Plan
- City of Westerville, OH Senior Center Expansion Feasibility Study
- Orange Township, OH Community Center Needs Assessment and Feasibility Study
- Leon County, FL Sports Complex and Field House Feasibility Study
- Northbrook, IL Park District Regional Recreation Center Feasibility Study
- Tropical Park (Miami Dade County, FL) Business Plan
- City of Aspen, CO Recreation Division Operations Audit and Business Plan Development
- City of Grapevine, TX Community Center Expansion Feasibility Study and Business Plan





Michael Svetz

PROS Consulting
Senior Project Manager
Education

B.S., Miami University, 1990
M.S., Miami University, 1991

Employment History

Consultant, PROS Consulting; 2012 to present
Director of Parks and Recreation, City of Goodyear, Arizona;
2009 to 2012
Director of Parks and Recreation, City of Charlottesville, Virginia; 2004 to 2009
Director of Parks and Recreation, City of Strongsville, Ohio 2000 to 2004
Assistant Director of Parks and Recreation, City of Strongsville, Ohio 1997 to 2000
Recreation Supervisor, City of Brunswick, Ohio 1991 to 1997



Professional Experience

- 21 years of experience in parks and recreation at the local government level
- Managed development and operations of \$18 million, 157,000 sq. ft. Community Recreation Center in Strongsville, Ohio
- Managed construction and development of \$25 million in capital improvements in 3 years resulting from PROS Consulting Strategic Plan in Charlottesville, Virginia. Projects include: \$10 million Aquatic and Fitness Center, \$6 million Outdoor Aquatic Complex, \$9 million in park and trail development as well as land acquisition
- Oversight of the development and operations of \$103 million Spring Training Complex in Goodyear, Arizona
- Board of Director, Ohio Parks and Recreation Association 1997-2004
- President, Strongsville Community Foundation 2003-2004
- Board of Director, Virginia Recreation and Parks Society 2007-2009
- Vice President, Arizona in Action, Present

Similar Project Experience

- Managed the development and operations
 - \$18 million, 157,000 sq. ft. Community Recreation Center in Strongsville, Ohio
 - \$25 million in capital improvements in Charlottesville, Virginia. Projects include: \$10 million Aquatic and Fitness Center, \$6 million Outdoor Aquatic Complex, \$9 million in park and trail development as well as land acquisition
 - \$103 million Baseball Spring Training Complex in Goodyear, Arizona
 - 50,000 square feet community recreation center in Brunswick, OH
- Estes Valley Recreation & Park District, CO Community Recreation Center Feasibility Study
- Washington DC / Prince George's County, MD Regional Multi-Purpose Community Center Feasibility Study
- City of Westerville, OH Community Recreation Center Expansion Feasibility Study
- City of Napa, CA Senior Center Feasibility Study & Business Plan
- City of Pasadena, CA Sports Field Strategic Plan and Parks Maintenance Management Plan
- Santa Clara County, CA Cost Recovery and Pricing Plan
- City of Kansas City, MO Garrison Community Center Business Planning Services
- Prince George's County, MD Regional Community Center Feasibility Study
- City of Calgary, Alberta, Canada, Park Zero Based Budget Review
- City of Grandview, MO Aquatic Complex and Park Feasibility Study Development
- City of Aspen, CO Recreation Division Business Plan



Jeffrey J. Bransford

PROS Consulting

Senior Project Manager

Education

M.P.A., Clemson University, May 2005

M.S., Clemson University, May 2005

B.S., Texas A&M University, May 2002

Employment History

Senior Consultant, PROS Consulting August 2013 to Present

Associate Director, Eppley Institute for Parks and Public Lands, Indiana University, Mar. 2009 to Aug. 2013

Associate Director, Center for Park Management, National Parks Conservation Association, Jun. 2006 to Feb. 2009

Management and Business Analyst, National Park Service, Jun. 2005 to Jun. 2006

Certification

Project Management Professional (PMP)

Certified Park and Recreation Professional (CPRP)

Professional Experience

- More than 15 years in parks, recreation, and leisure services
- Experienced project manager, management consultant, business analyst, professional trainer, and strategic planner
- Served as project manager or lead analyst for over 55 park and recreation projects
- Held positions as Financial Analyst for the Center for Park Management and Business Plan Consultant for National Park Service
- Coordinated visitor programs at the Supreme Court of the United States from 2002-2003
- Served as Policy Fellow for U.S. Secretary of Agriculture in 2002
- Worked as Park Ranger and Park Guide for numerous seasons with National Park Service
- Received National Award for Excellence from the National Society for Park Resources in 2002
- Author of numerous research reports and peer-reviewed articles on park visitor management and operations

Similar Project Experience

- City of Edina, MN Parks and Recreation Strategic Plan
- City of Columbus, OH Recreation Center Operations Plan
- Baton Rouge, LA (BREC) Recreation Center Operations Plan
- City of Kansas City, MO Recreation Division Operational Business Plan
- CityArchRiver 2015 & Jefferson National Expansion Memorial (MO) Maintenance Management Plan, Strategic Plan & Business Plan
- City of Warrensburg, MO Parks and Recreation master Plan
- City of Kansas City, MO Parks and Recreation Master Plan
- City of Kentwood, MI Parks and Recreation Business Plan
- Toledo, OH Metroparks Strategic Business Plan
- Shawnee County, KS, Parks and Recreation Master Plan
- Cummins Employee Recreation Association Financial Sustainability and Master Plan
- Carmel Clay (IN) Parks and Recreation Compensation Assessment
- Everglades National Park Fee Operations Analysis
- Cuyahoga Valley National Park Revenue Feasibility Study
- Valley Forge National Historical Park Business Plan
- Statue of Liberty National Monument Concession Management Compliance Audit
- City of Louisville, KY, Southwest Greenways Master Plan and Public Survey





Terry Schwartz

PROS Consulting
Strategic Consultant
Education

Ed.D., Northern Illinois University, Dec. 1996
M.A., Northeastern Illinois University, May 1991
B.S., Southern Illinois University, May 1978

Employment History

Consultant, PROS Consulting 2014-Present
Executive Director, Winnetka, IL Park District, 2009-2014
Superintendent of Citywide Services, City of San Francisco, 2005-2009
Studio Director, Councilman-Hunsaker, 2002-2005
Professional Consultant, PROS Consulting, 1996-2002
Executive Director, Glen Ellyn, IL Park District, 1993-1996
Superintendent of Revenue Facilities, Arlington Heights, IL Park District, 1983-1993
Director of Recreation, Champaign, IL Park District, 1978-1983
Superintendent of Recreation, Alton, IL Park and Recreation Dept., 1974-1978



Professional Experience

- Thirty five years as a park and recreation professional with diversified experiences as an organization leader, educator and consultant:
- Significant experience when managing parks and open space, enterprise funds, recreation programs and the financial management of special districts and public park and recreation organizations
- A business mindset when developing and managing organizational budgets, a broad range of special use facilities and special events
- Notable abilities when speaking in public open meeting settings, conducting community process and leading organizations

Similar Project Experience

- Feasibility Study, Recreation Center, Batavia Park District, Batavia, IL
- Feasibility Study, Recreation Center, New YMCA, Morris County, NJ
- Facility Planning, Recreation Center Space Planning, Batavia Park District, Batavia, IL
- Feasibility Study, Recreation Center, Lake Park High School, Medinah, IL
- Indoor Athletic Complex Feasibility Study, Waukegan Park District, Waukegan, IL
- Audit and Feasibility Study, City of Worcester, Worcester, MA
- Feasibility Study, Recreation Center, Ottawa Township High School, Ottawa, IL
- Feasibility Study, Long Branch School District, Long Branch, NJ
- Feasibility Study, State of Delaware, Dover, DE
- Feasibility Study, Grand Forks Park District, Grand Forks, ND
- Feasibility Study, City of Boonville, Boonville, MO
- Strategic Planning, Collinsville Area Recreation District, Collinsville, IL
- Feasibility Study, Batavia Park District, Batavia, IL
- Master Plan, Park and Facility Audit, City of Mesa, AZ
- Park and Facility Audit, City of Sarasota, FL
- Strategic Planning, Cary Park District, Cary, IL
- Strategic Planning, Lemont Park District, Lemont, IL
- Strategic Planning, Oregon Park District, Oregon, IL
- Strategic Planning, Bloomingdale Park District, Bloomingdale, IL
- Strategic Planning, Pleasant Dale Park District, Bur Ridge, IL
- Strategic Planning, Collinsville Area Recreation District, Collinsville, IL



Scope of Services

The process of developing the feasibility study and design services follows a logical planning path as described in the Scope of Work and illustrated below:



Task 1 - Data Collection and Market Analysis

A. Kick-off Meeting/Data Collection - The first task will establish the framework and outcome expectations associated with the feasibility study. Included in this task will be a kick-off meeting led by the prime consultant; the kick-off meeting should be attended by the key city of Edina stakeholders and staff members to confirm project goals, objectives, and expectations that will help guide actions and decisions of the consultant team. The role of PROS in this task includes:

- Review Existing Information, Reports, and the existing facilities - The PROS Team will review and discuss with key city management and staff existing programs and operational issues at the current facilities, as well as the current market, other services providers, customer base and key findings and themes in relevant reports that have been done over the past several years if available. Also, a review of quality and conditions of amenities within facilities will be completed.

B. Demographic Analysis - The PROS Team will complete a demographic trends analysis which is based on Census 2000 baseline data, 2010 reported data, and projected populations for next five and ten years. Demographic characteristics analyzed and reported on will include population, age and gender distribution, households, and income characteristics. Also, the effect of demographic changes for the facilities being discussed will be researched. This analysis will provide an understanding of the demographic environment for the following reasons: To understand the market areas which are potentially served by the existing facility and potential new facilities to determine changes and assist in making proactive decisions to accommodate those shifts.

C. Service Provider Analysis - The PROS Team will analyze all major direct and indirect service providers. Direct and indirect service providers will be based on typical services/programs administered in like facilities. This data will be utilized to compare against the activities and programs identified in the Market Definition. An inventory of comparable facilities will be performed on a local basis to attempt to quantify market share. An analysis of competition will include: location, service offering, pricing, and attractions.

Comparative of Programming	Court Sports	Fitness	Cardio/ Free Weights	Aquatics	Seniors	Life Skills	Youth	Teens	Rentals	Child Care	Special Events
Fitness Centers											
Parkpoint Health Club		x	x	x	x	x	x			x	
Healdsburg Health and Fitness		x	x								
Curves		x	x								
Healdsburg Pilates & Personal Fitness		x	x								
Yoga on Center		x	x								
Childcare Centers											
Live Oak Preschool						x	x			x	
Pine Tree School-Preschool						x	x			x	
Healdsburg Montessori School						x	x			x	
Little Lambs Preschool						x	x			x	
Saint John the Baptist School						x	x			x	
Fitch Mountain State Preschool						x	x			x	
Healdsburg Community Nursery School						x	x			x	

D. Market Definition - The PROS Team will confirm the size of the market by age segment and race/ethnicity for the study area. Detailed demographic analysis will be compared to potential recreational activities to estimate potential participation per national and local trends, as



documented in the Sports & Fitness Industry Association's (SFIA) *Study of Sports, Fitness and Leisure Participation* market research data, as well as ESRI Local Market Potential. This will help to determine the size of the activity market by age segment and frequency rates that can be applied to the facility. These figures will serve as the basis for participation and revenue projections of the facilities.

Deliverables: A kick-off meeting and a data assessment of the market will be developed along with a report on the condition of the existing facilities will be provided. The PROS Team will prepare a market analysis report that summarizes the above referenced information: identify specific areas of deficiencies that currently exist within the public, non-profit, and the private sectors in the study area. The summary report will also identify specific areas of deficiency, duplication, and opportunities for collaboration and shared services.

Task 2 - Community and Stakeholder Public Input

The foundation of all projects should be built upon an inclusive input process. This project's input process will be based on qualitative data gleaned from leadership and city stakeholder meetings. The PROS Team will work with the prime consultant to utilize contacts and relationships of the City of Edina to identify stakeholders and leaders to gather input in order to gain consensus on key development priorities and operational strategies and programs.

- A. **Stakeholder Interviews** - The PROS Team will support the prime consultant in conducting up to six (6) interviews or focus groups with key community stakeholders to evaluate the vision for the facility. The community values, strengths and challenges potentially facing the facility, trends, and existing level of services provided will also be evaluated during this time. These interviews and focus groups will identify vision, values, and key issues and provide insight into facility and program needs, usability issues, and opportunities. While PROS has a preference to attend and support the facilitation of these interviews under the direction of the prime consultant, PROS has the flexibility to focus their scope on providing review, critique, and comment on the written outcomes of these meetings.
- B. **Operational Interviews** - The PROS Team will conduct up to six (6) interviews or focus groups with city staff, key operational partners, user groups, educational groups, and other select individuals to evaluate the operational requirements of the proposed facility. The content of these meetings will relate directly to the unique needs that need to be considered for the facility to inform program delivery, operational standards, maintenance levels, staffing requirements, etc. The prime consultant has the option of attending the interviews and can provide review, critique, and comment on the written outcomes of these meetings.

Task 3 - Program Identification

- A. **Visioning and Core Program** - Utilizing the community and stakeholder input, demographic analysis, service provider analysis, and market definition, the PROS Team will support the prime consultant in identifying the recommended core programs for the facilities. This will include key activities and programs for participants, as well as the potential size of the core program and market positioning. Program identification could include: recreation, sports, therapy, enrichment, fitness and wellness, family activities, arts, education, aquatics, active adults, boomers, and seniors.





This information can be presented in a Visioning Session with key management and staff to finalize a recommended program plan from which the concept, spatial analysis, and operational and finance plan will be created. This core program will drive the components and design of the facilities including the sizes of each program space in the building to achieve maximum flexibility and revenue return as well as any other site evaluated.

Task 4 - Facility Building Program

The PROS Team will support the prime consultant by interpreting the findings of Tasks 1-3 into information that can be used by the prime consultant to develop a conceptual facility design and spatial relationship. This task is often performed in conjunction with Task 5. This collaborative planning process where program and space are jointly formulated can yield a representative model where the interrelationship of program and space and associated choices and consequences can be directly illustrated. PROS will provide ongoing review, comment, and critique of work products developed by the prime consultant during this Task to ensure a highly-coordinated and informed site assessment, space allocation plan, and conceptual building design illustration.

Task 5 - Operational Plan

- A. Operational Plan** - The PROS Team will analyze management practices and limitations to understand the operational situation of the facilities, as well as long term maintenance needs. This analysis will provide support for a future organizational structure and staffing requirements, and strategies for operational efficiency, policy development, system and technology requirements, and marketing/communication capabilities. Also, operational standards will be established and costs for the facility based on full operations. This will include hours of operation, staffing levels needed, technology requirements and customer service requirements based on established and agreed upon outcomes. Where appropriate, personnel standards as dictated by all state and/or local codes and ordinances will also be determined based on the design and program of the facilities.
- B. Financial Plan/Pro-Forma** - Based on the program, operations, and conceptual plan for the facilities, the PROS Team will develop a detailed financial plan illustrating pricing strategy for each of the programs and services. The detail financial plan would include a space utilization summary based on detailed line item projections and detailed participation by program area. Financial modeling will be completed in Microsoft Excel; a fully functional version of the electronic model will be provided to the City for future use as a budgeting and planning tool. The electronic financial model, fully linked and functional with the ability to project and model dynamic scenarios, will include:
 - Expenditure detail: Detailed staffing by space/program area; Contractual costs, including but not limited to, utilities, maintenance and repair, insurance, office/license/dues, advertising and promotion; Commodity costs for program area and general facility requirements; Contract instructor/officiating costs
 - Revenue and participation detail: General admission by month of year, by participant category and price point (youth, adult, weekday, weekend, etc.); Program/class participation by session/meetings, by participant category ; Rental by space/program area by price point

	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Revenues						
Passes	\$1,537,977.14	\$1,584,116.46	\$1,631,639.95	\$1,680,589.15	\$1,731,036.82	\$1,782,937.03
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building service/tenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs and Fitness	\$36,190.00	\$37,275.70	\$38,393.97	\$39,545.79	\$40,732.16	\$41,954.13
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Kitchen	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Vendortaria	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,255.09	\$11,592.74
Total	\$2,381,509.14	\$2,468,954.42	\$2,558,723.08	\$2,650,084.14	\$2,746,511.28	\$2,847,676.80
Expenditures						
Passes	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00	\$71,400.00
Administration	\$72,196.70	\$740,146.50	\$17,746.74	\$76,090.16	\$76,138.54	\$814,942.80
Building service/tenance	\$130,410.00	\$131,921.40	\$133,487.11	\$135,109.11	\$136,789.46	\$138,530.31
Building Services	\$160,509.13	\$161,241.13	\$161,997.91	\$162,780.32	\$163,589.26	\$164,425.64
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Fitness	\$591,834.54	\$609,598.17	\$628,070.47	\$647,280.37	\$667,255.71	\$688,030.30
Natatorium	\$464,082.54	\$468,865.04	\$473,828.42	\$478,979.59	\$484,325.75	\$489,874.36
Gymnasium	\$39,006.00	\$39,476.00	\$39,963.90	\$40,470.39	\$40,996.18	\$41,542.02
Parties	\$33,425.40	\$34,469.40	\$35,553.96	\$36,680.67	\$37,851.17	\$39,067.10
Rentals	\$25,785.00	\$26,335.00	\$26,905.50	\$27,497.28	\$28,111.13	\$28,747.90
Child Care	\$33,268.72	\$33,298.72	\$33,329.62	\$33,361.45	\$33,394.23	\$33,427.99
Kitchen	\$2,750.00	\$2,837.50	\$2,928.03	\$3,021.69	\$3,118.60	\$3,218.88
Vendortaria	\$5,300.00	\$5,378.00	\$5,461.42	\$5,550.45	\$5,645.19	\$5,746.63
Total	\$2,372,541.06	\$2,418,692.42	\$2,466,447.89	\$2,516,478.38	\$2,568,257.59	\$2,622,062.14
Total Cost Recovery	109%	110%	111%	112%	113%	114%



Pricing strategies would be based on a ten (10) step process which highlights the level of exclusivity received by the participant and the value of experience provided. The detailed financial plan will be included as a deliverable to provide management and staff the ability to affectively plan and budget for future years. In addition to the line item detail and summary schedules for revenues, expenditures, and debt service, this model will provide a five-year pro forma and cash flow for budgetary purposes.

Deliverables: The PROS Team will analyze management practices and limitations to understand the operational situation of the facilities, as well as long term maintenance needs. An operating pro-forma will be prepared that includes a detailed analysis of building and program expenses and specific revenue sources from citizens, businesses, user groups, or other interested groups. The detailed financial plan will include a space utilization summary based on detailed line item projections and detailed participation by program area. Financial modeling will be completed in Microsoft Excel (version 2007 or later); a fully functional version of the electronic model will be provided to the City for future use as a budgeting and planning tool.

Task 6 - Draft Report, Presentations and Final Report

Based on the analysis and findings, the PROS Team will support the prime consultant in the assembly of a report document that clearly and succinctly states the programmatic, physical, and operational elements required to achieve the outcome expectations.

- A. **Draft Report Production** - The *feasibility study* will establish a definitive direction for the City. The plan will be one that generates energy and advocacy while providing confidence in the business practices required for success. A draft plan will be developed and distributed to key management, City Advisory Commission, and staff.
- B. **Presentation of Findings and Recommendations** - The PROS Team will present the draft *Feasibility Study* findings and recommendations over a one (1) day period for comment and review. Presentations will be made to the City Council, Parks Board, and other advisory or steering committees.
- C. **Final Report Production** - Following consensus on the draft analysis and recommendations, the PROS Team will help prepare the final report documenting all findings, analysis and recommendations to support implementation.

Timeframe

PROS Consulting can complete the study in four (4) months. Detailed dates for meetings and milestones will be outlined during the kick-off meeting.

Fees

If PROS is selected as a subconsultant working under the direction of a prime consulting architecture firm, PROS fee would be \$27,500 including expenses for two trips.