

COMMUNITY LIFESTYLE CENTER

OPERATIONS PLAN
FINAL REPORT APRIL 7, 2023



UMT Community Fund
A 501c3 Nonprofit Organization

BALLARD * KING
& ASSOCIATES LTD

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Section I Executive Summary

Background:

Ballard*King and Associates (B*K) was hired to conduct a market analysis and feasibility study for a Community Center in Upper Macungie Township, PA. The objective of this study was to determine the overall need for a Community Center and the feasibility of the project. Project tasks included a demographic assessment of the regional area, market analysis, exploring potential partnerships, program recommendations, and operating pro-forma.

Market Analysis:

The Upper Macungie immediate service area is a populous area with 222,079 residents. The Upper Macungie immediate service area population is projected to have only a very slight increase of approximately 1% or 2,575 residents from 2022 to 2027. The demographic profile of the community has many similarities with national levels. The immediate service area indicates a younger family-oriented population, with a median age of 41, with only a slight increase to a median age of 42 by 2027. This is only slightly older than median ages of approximately 38-39 (from 2022-2027) nationally. The age group distribution is also similar to national distributions, with only slight differences ranging from a negative -2.1% in the 25-44 age group to a positive variance of +1.9% in the 75+ age group. Approximately 32.5% of households in the immediate service area are households with children, again very similar to a national level of 33.4%. The median household income is slightly higher (\$76,933) than the national level of \$72,414. The number of households with income of \$50,000 or higher is 67.5% compared to a national level of 61.6%. The number of households with income of less than \$25,000 (which impacts discretionary income) is 13.9% compared to a national level of 18%. This indicates a slightly elevated customer base of households with discretionary income, as the immediate service area has slightly more households with income of more than \$50,000 and slightly less households with less than \$25,000.

Another factor that is similar to national levels is that of housing and utilities spending index, which is almost identical to national levels, resulting in housing and utility costs representing 32.2% of household budget expenditures. Age and household income are two determining factors that drive participation in sports, recreation and wellness activities. When factoring median age, household income and age distribution, the demographic profile suggests that the market conditions are adequate for supporting a community center.

One factor to consider is that while most customers are anticipated to come to the Center from the immediate service area, the next closest surrounding area, the Primary Service Area, appears to have slightly lower household incomes (\$64,078) and less households with children (30.6%) than national levels.

Statistics from the National Sporting Goods Association (NSGA) were overlaid on to the demographic profile of the service areas to determine the market potential for various activities

that could take place in an indoor facility. The recreation potential spending index is slightly elevated (101-104) above a national level of 100. The market potential index is lower for traditional turf sports such as football, soccer and softball, in all service areas, which could be a factor in turf rentals. Two-thirds of the immediate service area indicate they exercise regularly, with less than 15% utilizing a fitness club to do so.

Facility Program:

Developing program (space allocation) recommendations for the facility was not part of the scope of services. The Township provided a copy of the program currently being used.

Operations:

An operation analysis was conducted to examine operational costs and revenues for the Community Center. The operating pro-forma developed represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the current area operations.

The results of the operations analysis indicate that the proposed Center may recover up to 108% of its operating costs through a variety of revenue streams. The operating pro-forma does not include debt service since the funding for this project is yet to be determined. Plans for the Center include an indoor fieldhouse dedicated to sports with an artificial turf field, three indoor gymnasiums, a multi-purpose room, walking/jogging track, two community meeting rooms, fitness area with cardiovascular and weight lifting area, concessions area, support offices, administration area and lobby. The center is approximately 188,000 SF.

Expense – Revenue Comparison:

Expense/Revenue Comparison	
Expenses	\$ 1,308,445
Revenue	\$ 1,407,210
Difference	\$ 98,766
Cost Recovery Level	108%

Conclusion:

The market conditions suggest support for the Community Center. The proposed facility, by virtue of the indoor field house with artificial turf, differentiates this facility from other facilities in the immediate service area. The Community Center is ideally positioned to not only improve the quality of the facilities in the area, but also to enhance the quality of life for residents while becoming an identifying landmark to the Township of Upper Macungie.

Without question, a new Community Center will enhance the quality of life in the area while improving recreation and wellness opportunities. The proposed center provides opportunities for sports, fitness and recreation programming for youth and adults. A new facility will become a source of tremendous community pride and will bring the community together along with making the Township more attractive for employers and employees alike. The center will also help establish and recognize the facility as a contributor to the economic health of the community by providing jobs, through the purchase of local goods and services and by generating tourism trade for the Upper Macungie area.

Section II – Market Assessment

Ballard*King & Associates (B*K) was contracted to complete a market assessment for Upper Macungie, PA for a community -center. The first step to complete this scope of work is to determine service areas for analysis and recreation/leisure activities.

The following is a summary of the demographic characteristics within areas identified as the Immediate, Primary and Secondary Service Areas. The Immediate Service Area is an 8-mile buffer. The Primary Service Area is within a 15-mile radius of the City of Upper Macungie, PA. The Secondary Service Area is a 30-mile radius.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2022-2027 projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in activities. B*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

Service Areas:

The information provided includes the basic demographics and data for the Immediate, Primary and Secondary Service Areas with comparison data for the State of Pennsylvania and the United States.

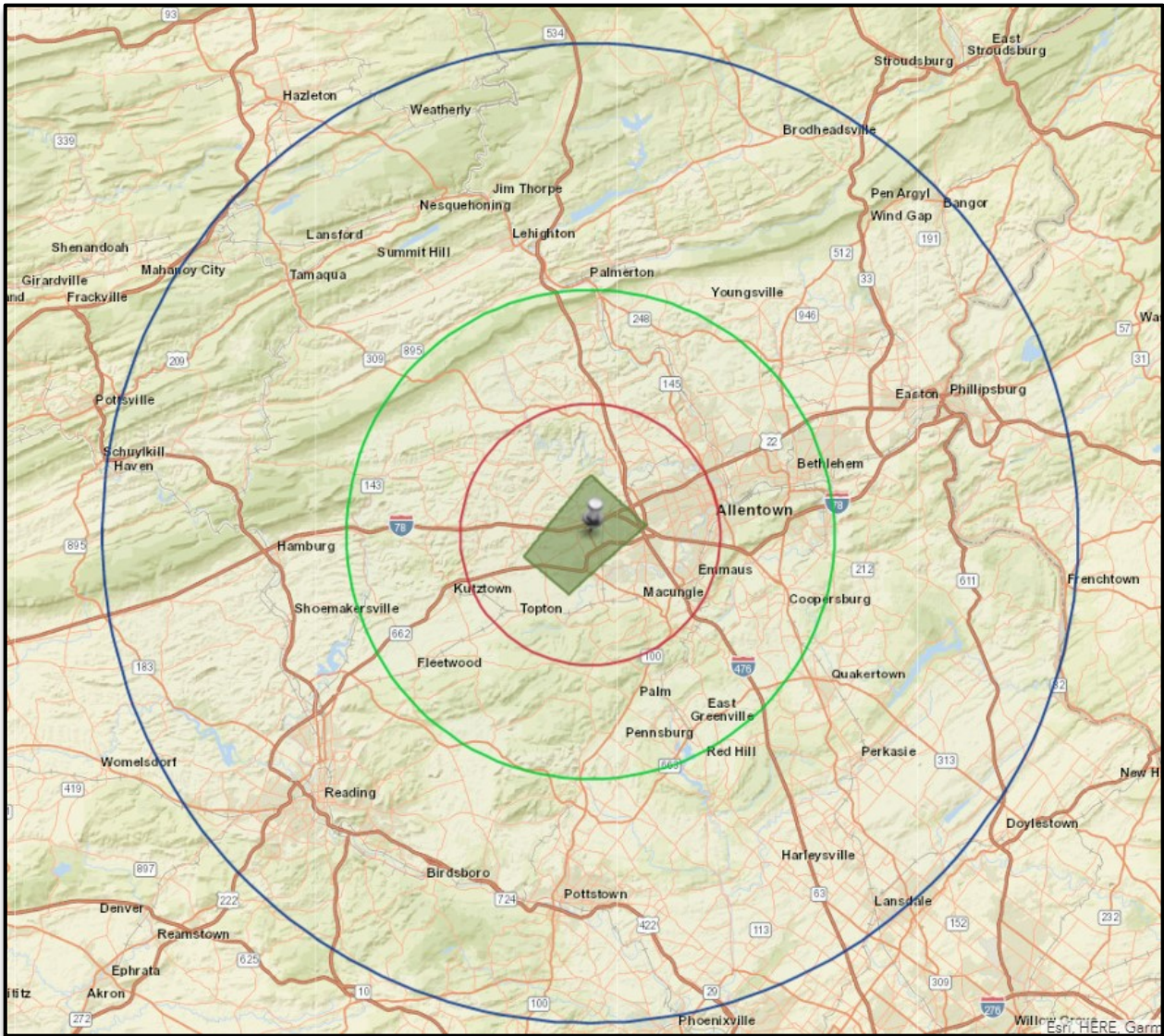
Primary Service Areas are defined as the distance people will travel on a regular basis (a minimum of once a week) to utilize recreation facilities. Use by individuals outside of this area will be much more limited and will focus more on special activities or events.

Service areas can flex or contract based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can influence participation, membership, daily admissions and the associated penetration rates for programs and services.

Service areas can vary in size with the types of components in the facility.



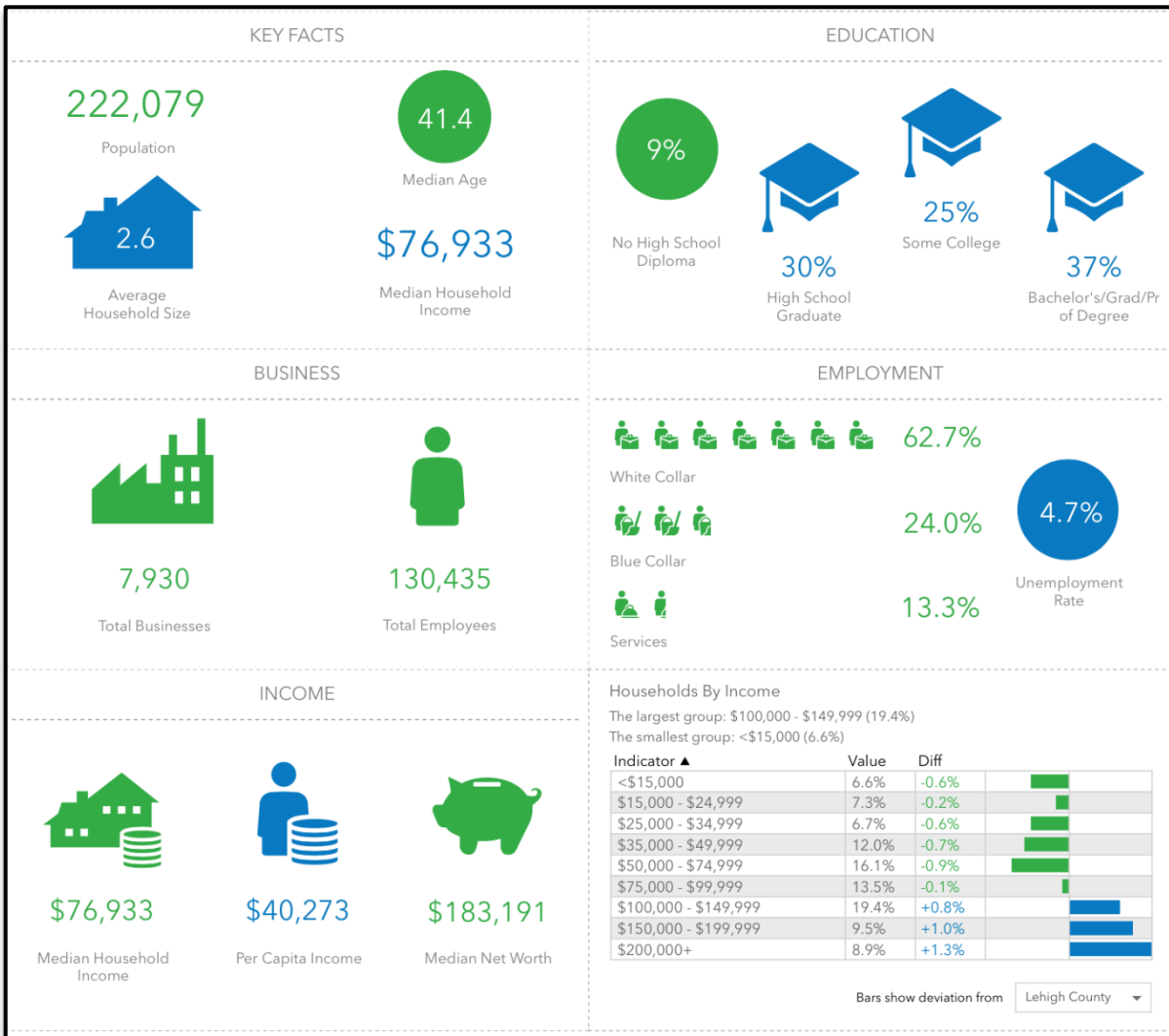
Service Area Maps



- Red Boundary – Immediate Service Area (within 8-mile radius of Upper Macungie)
- Green Boundary - Primary Service Area (within 15-mile radius of Upper Macungie)
- Blue Boundary – Secondary Service Area (within 30-mile radius of Upper Macungie)



Infographic



- Household by Income comparison uses the Immediate Service Area and compares it to Lehigh County.

Demographic Summary

	Immediate Service Area	Primary Service Area	Secondary Service Area
Population:			
2020 Census	219,312 ¹	560,324 ²	1,747,350 ³
2022 Estimate	222,079	565,158	1,759,893
2027 Estimate	224,654	569,360	1,772,773
Households:			
2020 Census	83,878	214,664	667,768
2022 Estimate	84,985	216,554	672,996
2027 Estimate	85,937	218,297	679,132
Families:			
2020 Census	55,543	140,181	446,252
2022 Estimate	55,282	140,858	451,145
2027 Estimate	55,754	141,587	454,280
Average Household Size:			
2020 Census	2.56	2.53	2.55
2022 Estimate	2.56	2.53	2.55
2027 Estimate	2.56	2.53	2.55
Ethnicity (2022 Estimate):			
Hispanic	23.6%	21.8%	16.0%
White	65.5%	69.9%	74.6%
Black	7.1%	6.3%	5.7%
American Indian	0.4%	0.4%	0.3%
Asian	4.9%	3.3%	3.4%
Pacific Islander	0.0%	0.0%	0.0%
Other	12.2%	10.8%	7.7%
Multiple	9.8%	9.4%	8.2%
Median Age:			
2020 Census	39.8	39.5	40.2
2022 Estimate	41.4	41.4	42.0
2027 Estimate	42.2	42.2	42.7
Median Income:			
2022 Estimate	\$76,933	74,698	\$79,996
2027 Estimate	\$88,121	85,447	\$79,996

¹ From the 2010-2020 Census, the Immediate Service Area experienced a 7.9% increase in population.

² From the 2010-2020 Census, the Primary Service Area experienced a 5.5% increase in population.

³ From the 2010-2020 Census, the Secondary Service Area experienced a 5.0% increase in population.

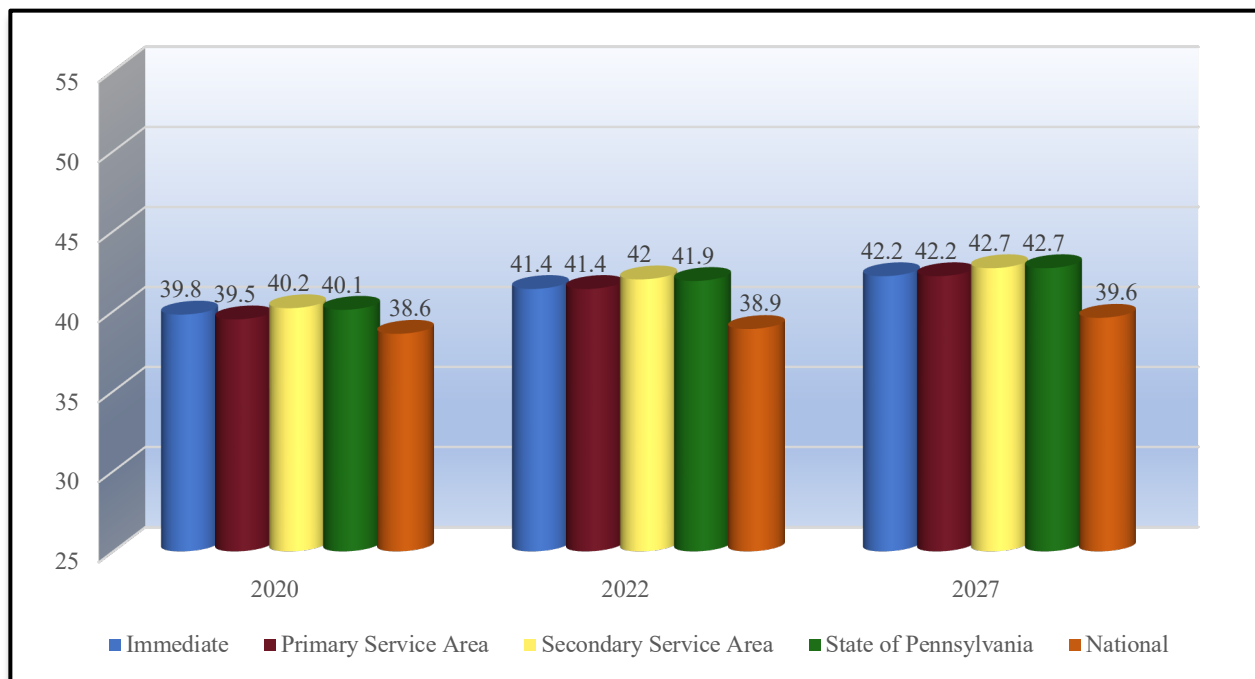
Age and Income:

The median age and household income levels are compared with the national number as both of these factors are secondary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

Table A – Median Age:

	2020 Census	2022 Projection	2027 Projection
Immediate Service Area	39.8	41.4	42.2
Primary Service Area	39.5	41.4	42.2
Secondary Service Area	40.2	42.0	42.7
State of Pennsylvania	40.1	41.9	42.7
Nationally	38.6	38.9	39.6

Chart A – Median Age:



The median age in the Immediate, Primary and Secondary Service Areas is similar to the State of Pennsylvania, although slightly higher than the National number (~+2.5 yrs.). A lower median age typically points to the presence of families with children. Parks and recreation activities, programs and events draw a large demographic but tend to be most popular with youth and their parents. Grandparents are becoming an increasing part of the household though as they care for and are involved with their grandchildren.

The following chart provides the number of households and percentage of households in the Immediate, Primary and Secondary Service Area with children.

Table B – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
Immediate Service Area	26,818	32.5%
Primary Service Area	64,078	30.6%
Secondary Service Area	200,525	30.8%
State of Pennsylvania	1,423,088	27.9%

The information contained in Table B helps further outline the presence of families with children. As a point of comparison in the 2020 Census, 30.7% of households nationally had children present.



Median Age by Census Tract

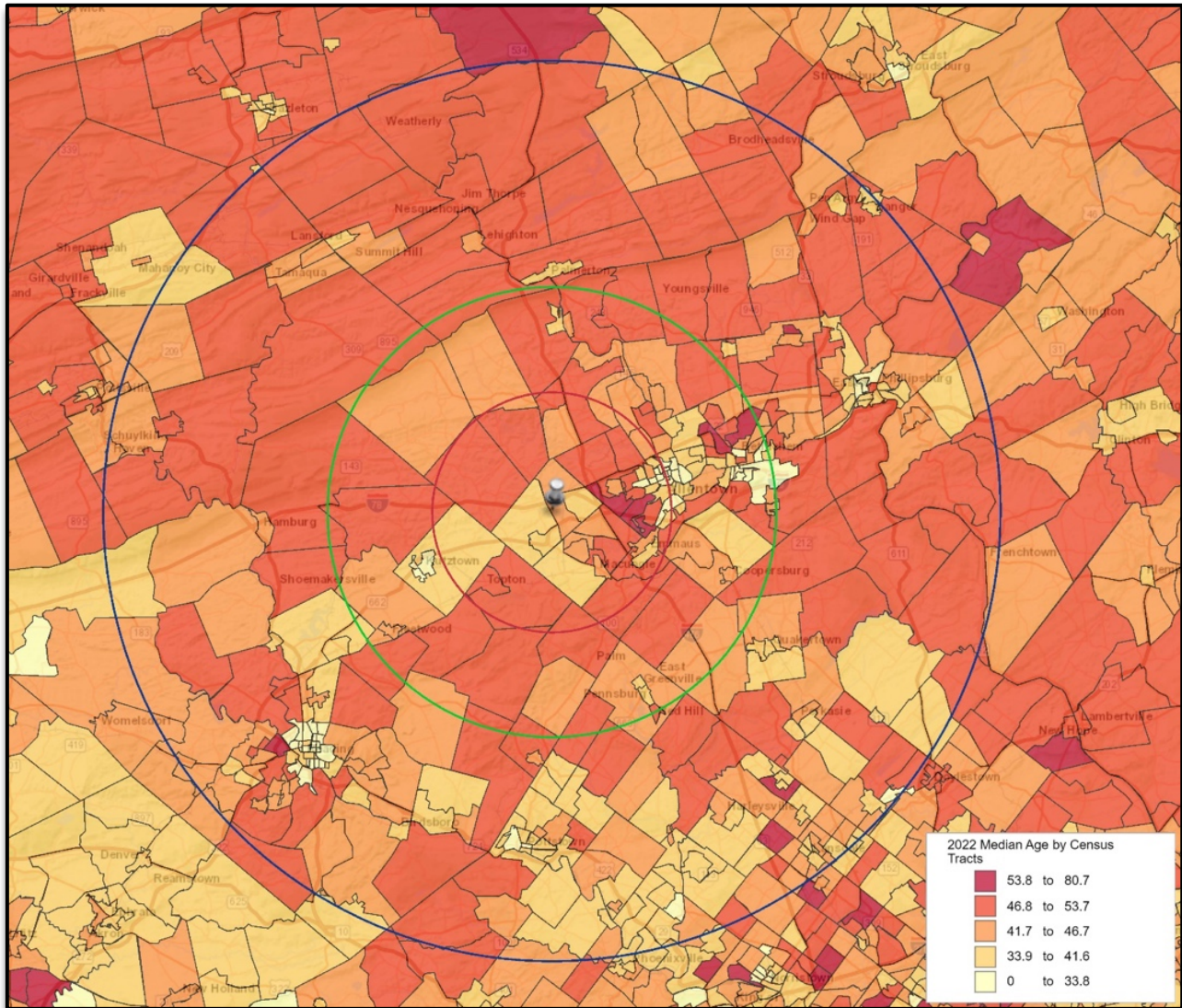
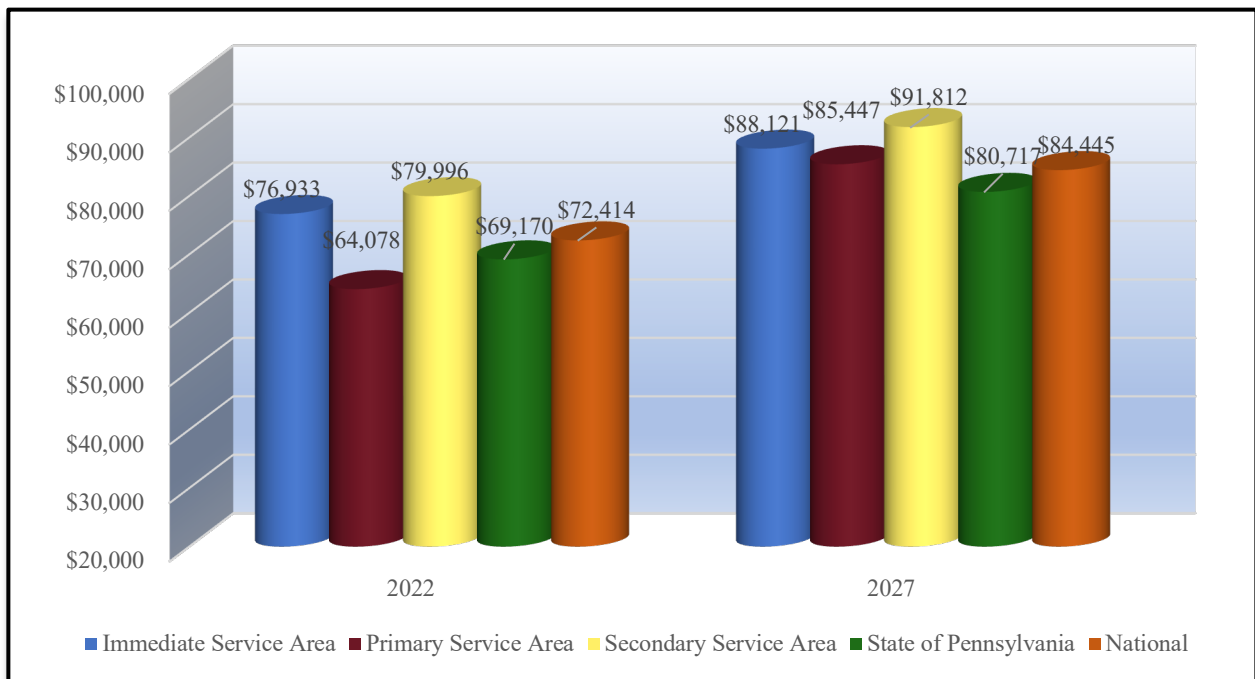


Table C – Median Household Income:

	2022 Projection	2027 Projection
Immediate Service Area	\$76,933	\$88,121
Primary Service Area	\$64,078	\$85,447
Secondary Service Area	\$79,996	\$91,812
State of Pennsylvania	\$69,170	\$80,717
Nationally	\$72,414	\$84,445

Chart C (1) – Median Household Income:



Based on 2022 projections for median household income the following narrative describes the service areas:

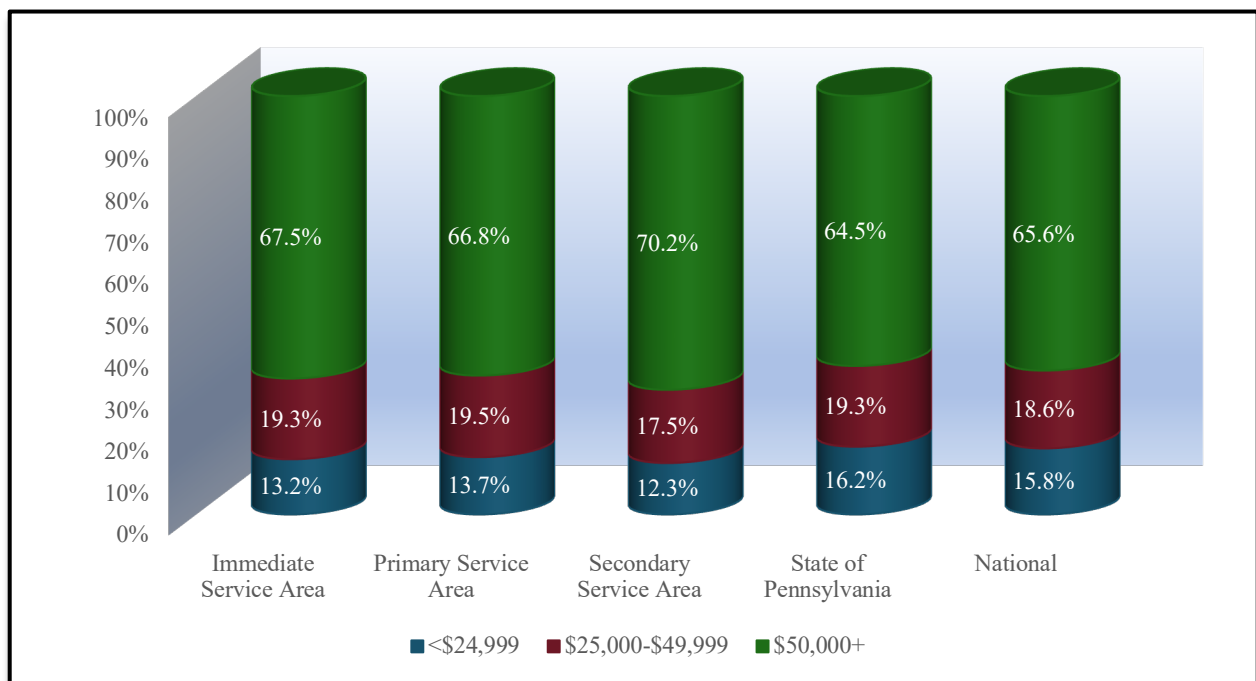
In the Intermediate Service Area, the percentage of households with median income over \$50,000 per year is 67.5% compared to 61.6% on a national level. Furthermore, the percentage of households in the immediate service area with median income less than \$25,000 per year is 13.9% compared to a level of 18% nationally.

In the Primary Service Area, the percentage of households with median income over \$50,000 per year is 66.8% compared to 61.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 13.7% compared to a level of 18.0% nationally.

In the Secondary Service Area, the percentage of households with median income over \$50,000 per year is 70.2% compared to 61.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 12.3% compared to a level of 18.0% nationally.

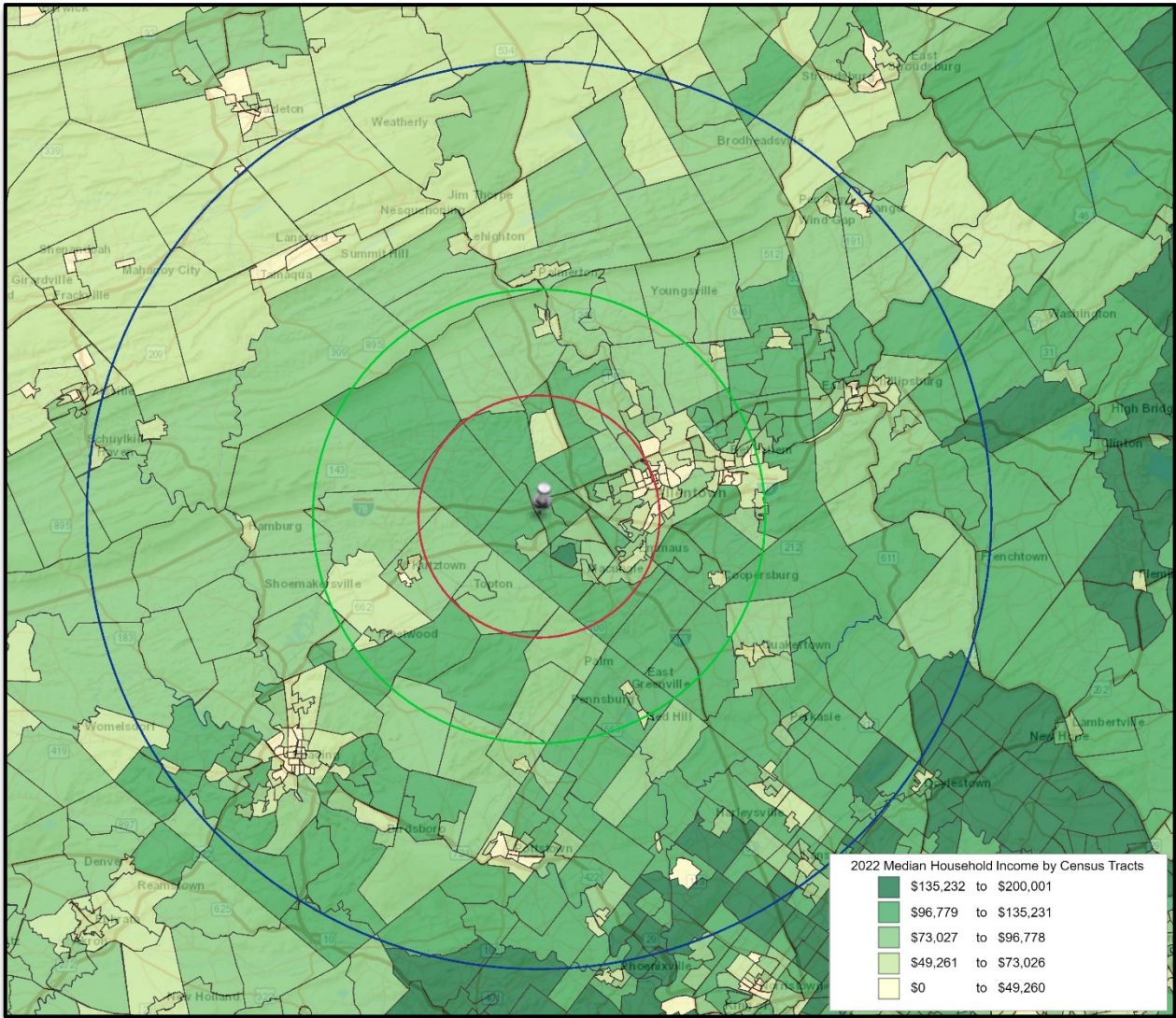
While there is no perfect indicator of use of a recreation facility, the percentage of households with more than \$50,000 median income is a key indicator. Therefore, those numbers are significant and balanced with the overall cost of living.

Chart C (2) – Median Household Income Distribution





Household Income by Census Tract Map



In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular, reviewing housing information, shelter, utilities, fuel and public services along with entertainment & recreation can provide a snapshot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

Table D – Household Budget Expenditures⁴

Immediate Service Area	SPI	Average Amount Spent	Percent
Housing	101	\$28,769.34	32.2%
<i>Shelter</i>	101	\$23,228.21	26.0%
<i>Utilities, Fuel, Public Service</i>	98	\$5,541.14	6.2%
Entertainment & Recreation	99	\$3,634.35	4.1%

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	96	\$27,369.81	32.1%
<i>Shelter</i>	96	\$22,052.85	25.9%
<i>Utilities, Fuel, Public Service</i>	94	\$5,316.96	6.2%
Entertainment & Recreation	95	\$3,477.21	4.1%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	102	\$29,180.33	31.8%
<i>Shelter</i>	102	\$23,449.40	25.6%
<i>Utilities, Fuel, Public Service</i>	101	\$5,730.93	6.3%
Entertainment & Recreation	103	\$3,768.03	4.1%

State of Pennsylvania	SPI	Average Amount Spent	Percent
Housing	95	\$26,991.67	31.5%
<i>Shelter</i>	94	\$21,473.67	25.1%
<i>Utilities, Fuel, Public Service</i>	98	\$5,518.01	6.4%
Entertainment & Recreation	97	\$3,562.10	4.2%

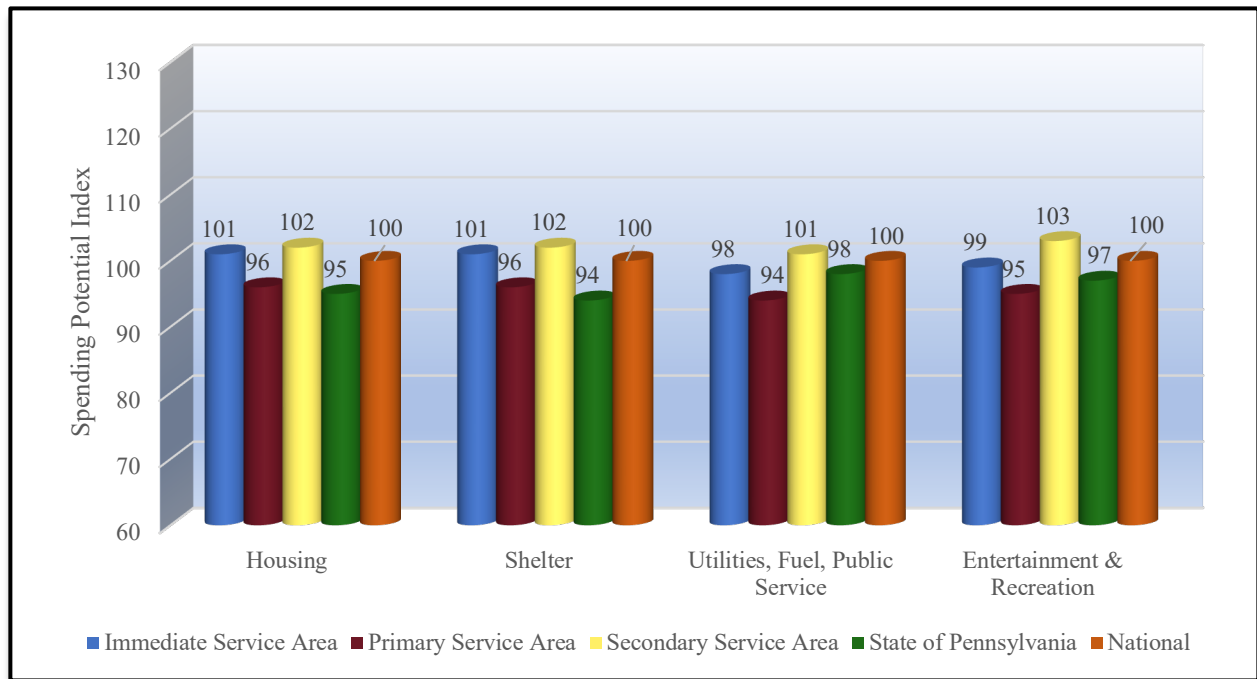
SPI: Spending Potential Index as compared to the National number of 100.
Average Amount Spent: The average amount spent per household.
Percent: Percent of the total 100% of household expenditures.

Note: *Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.*

⁴ Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2022 and 2027.



Chart D – Household Budget Expenditures Spending Potential Index:



The correlation between the median household income and household budget expenditures is important. The percentage of household income in the immediate service area represents a 6.2% increase over the national level. Additionally, the household budget expenditures are 1% over the national level. This data suggests there is a greater level of discretionary income, including to support recreational activities, than the national level. This could point to the ability to pay for programs and services offered at a recreation facility of any variety.

The total number of housing units in the Immediate Service Area is 87,917 and 95.4% are occupied, or 83,878 housing units. The total vacancy rate for the service area is 4%. As a comparison, the vacancy rate nationally is 11.6%. Of the available units:

- For Rent 1.2%
- Rented, not Occupied 0.1%
- For Sale 0.6%
- Sold, not Occupied 0.3%
- For Seasonal Use 0.4%
- Other Vacant 1.7%

The total number of housing units in the Primary Service Area is 225,885 and 95.0% are occupied, or 214,664 housing units. The total vacancy rate for the service area is 10.7%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

- For Rent 1.5%
- Rented, not Occupied 0.2%



-
- For Sale 0.7%
 - Sold, not Occupied 0.3%
 - For Seasonal Use 0.5%
 - Other Vacant 2.0%

The total number of housing units in the Secondary Service Area is 707,941 and 94.3% are occupied, or 667,768 housing units. The total vacancy rate for the service area is 6%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

- For Rent 1.4%
- Rented, not Occupied 0.2%
- For Sale 0.8%
- Sold, not Occupied 0.4%
- For Seasonal Use 1.0%
- Other Vacant 2.6%

Recreation Expenditures Spending Potential Index: Finally, through the demographic provider that B*K utilizes for the market analysis portion of the report, we can examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

Table E – Recreation Expenditures Spending Potential Index⁵:

Immediate Service Area	SPI	Average Spent
Fees for Participant Sports	103	\$134.51
Fees for Recreational Lessons	104	\$166.06
Social, Recreation, Club Membership	103	\$291.78
Exercise Equipment/Game Tables	97	\$60.81
Other Sports Equipment	101	\$8.19

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	97	\$126.99
Fees for Recreational Lessons	98	\$157.16
Social, Recreation, Club Membership	98	\$277.16
Exercise Equipment/Game Tables	91	\$57.18
Other Sports Equipment	95	\$7.72

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	105	\$137.94
Fees for Recreational Lessons	106	\$169.97
Social, Recreation, Club Membership	106	\$298.40
Exercise Equipment/Game Tables	100	\$62.40
Other Sports Equipment	103	\$8.34

State of Pennsylvania	SPI	Average Spent
Fees for Participant Sports	92	\$120.26
Fees for Recreational Lessons	90	\$144.37
Social, Recreation, Club Membership	94	\$264.69
Exercise Equipment/Game Tables	92	\$57.65
Other Sports Equipment	92	\$7.42

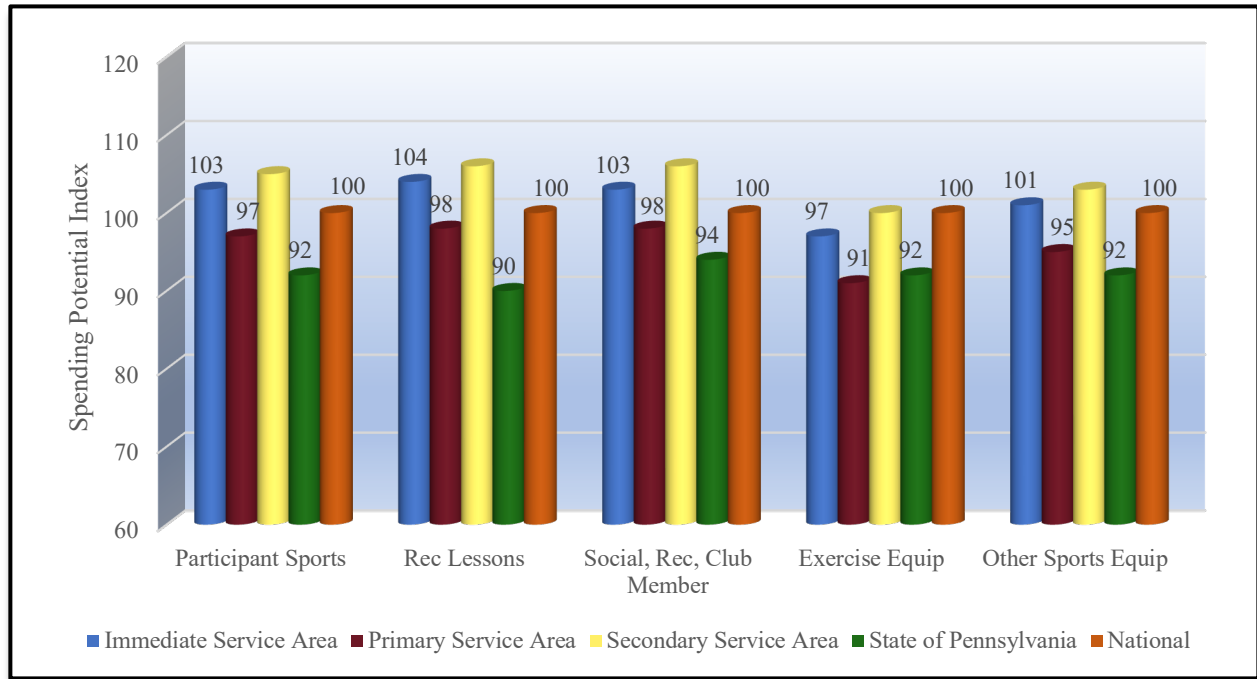
Average Amount Spent: The average amount spent for the service or item in a year.

SPI: Spending potential index as compared to the national number of 100.

⁵ Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.



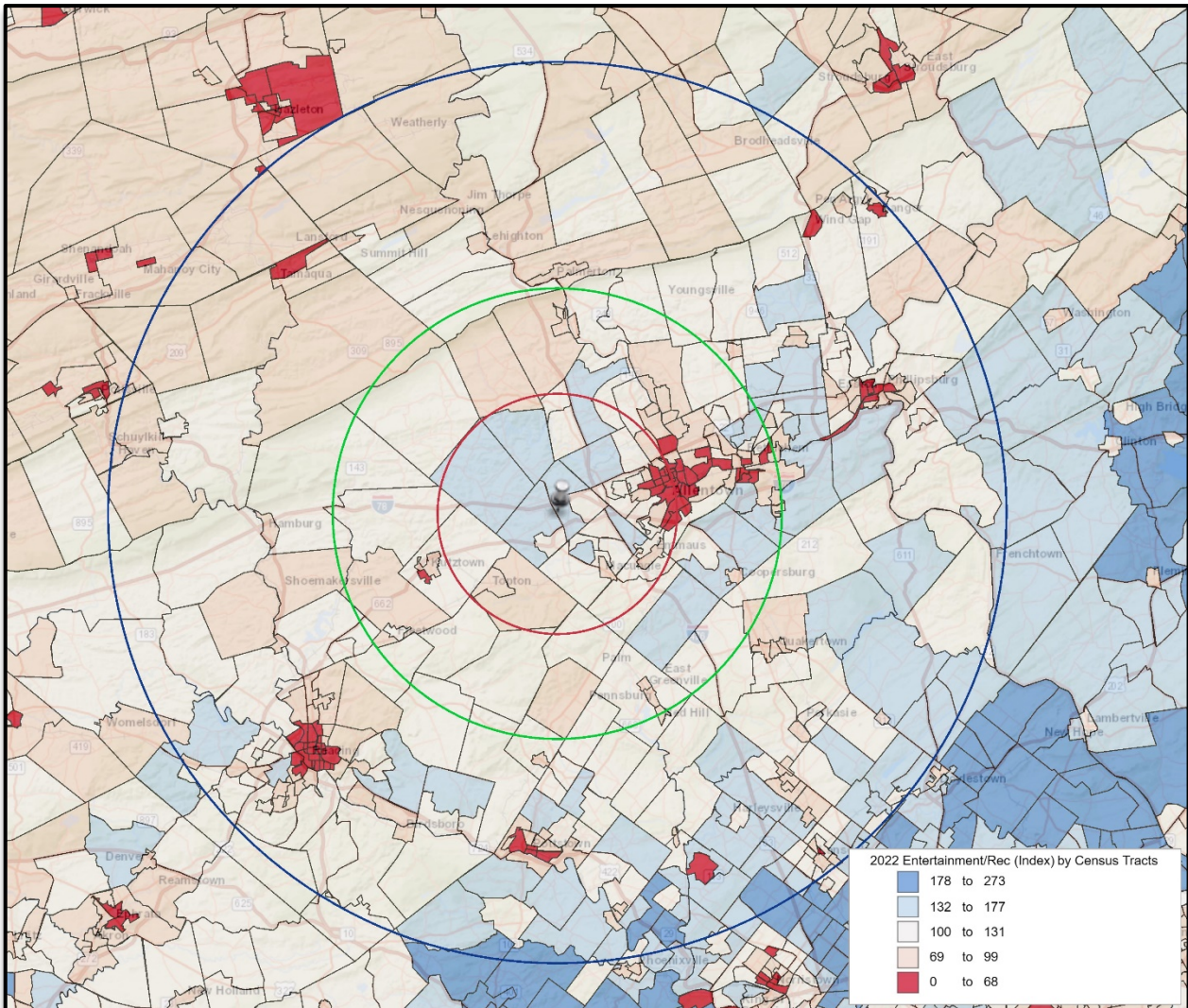
Chart E – Recreation Spending Potential Index:



Again, there is a great deal on consistency between recreation spending potential, median household income and household budget.



Recreation Spending Potential Index by Census Tract Map



Population Distribution by Age: Utilizing census information for the Immediate, Primary and Secondary Service Areas, the following comparisons are possible.

Table F – 2022 Immediate Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-4	12,132	5.5%	5.8%	-0.4%
5-17	34,955	15.8%	15.9%	-0.1%
18-24	18,779	8.5%	9.2%	-0.7%
25-44	54,845	24.7%	26.8%	-2.1%
45-54	27,247	12.3%	12.0%	+0.3%
55-64	29,901	13.5%	12.8%	+0.7%
65-74	23,977	10.8%	10.2%	+0.6%
75+	20,245	9.1%	7.2%	+1.9%

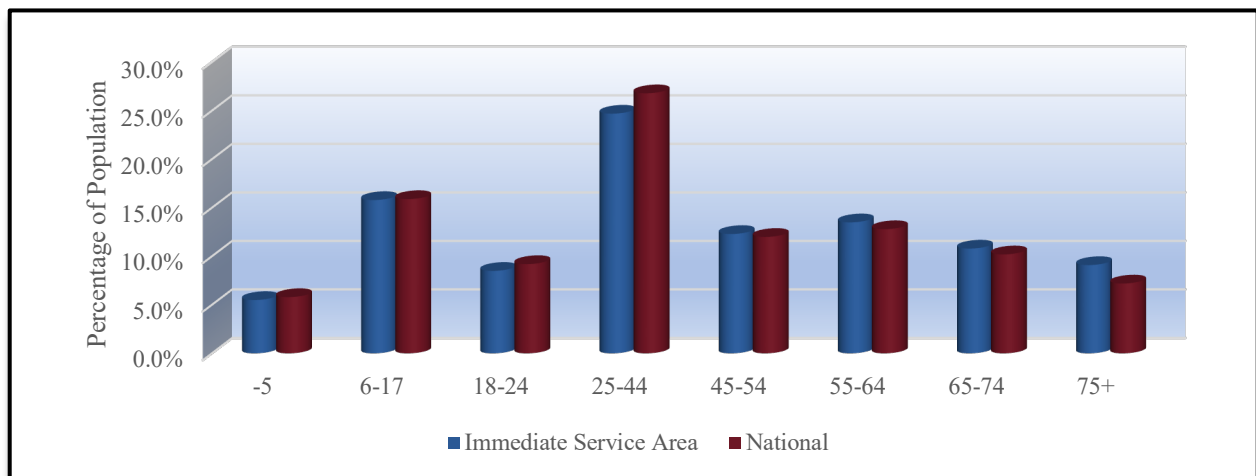
Population: 2022 census estimates in the different age groups in the Immediate Service Area.

% of Total: Percentage of the Primary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between the Primary Service Area population and the national population.

Chart F – 2022 Immediate Service Area Age Group Distribution



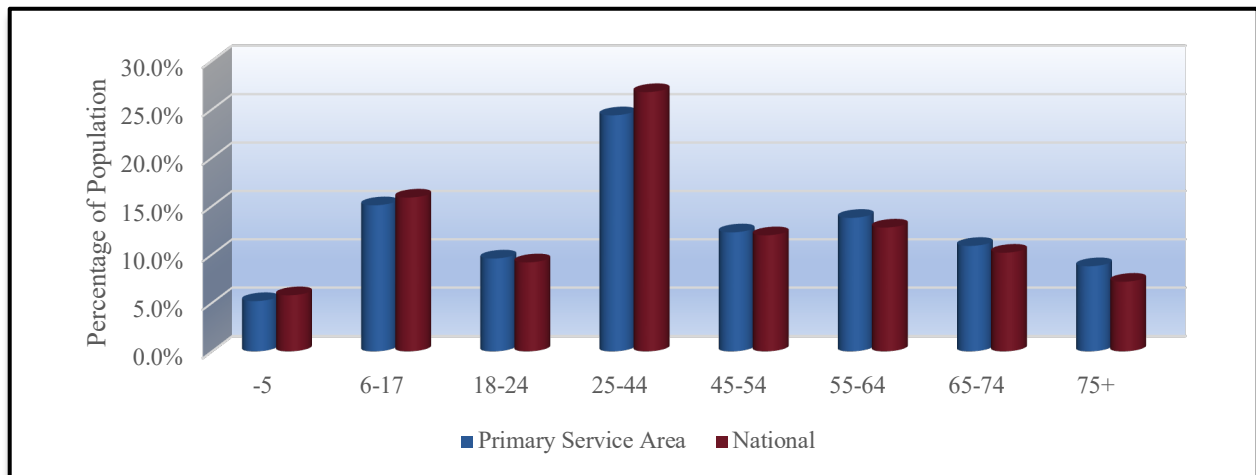
The demographic makeup of the Immediate Service Area, when compared to the characteristics of the national population indicates that there are slight differences with a larger population in the 45-54, 55-64 65-74 and 75+ age groups. A smaller population in the 0-5, 6-17, 18-24, and 25-44 age groups. The greatest positive variance is in the 75+ age group with +1.9%, while the greatest negative variance is in the 25-44 age group with -2.1%.

Table G – 2022 Primary Service Area Age Distribution
(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	29,354	5.2%	5.8%	-0.6%
5-17	85,163	15.1%	15.9%	-0.9%
18-24	54,467	9.6%	9.2%	+0.4%
25-44	138,058	24.4%	26.8%	-2.4%
45-54	69,594	12.3%	12.0%	+0.3%
55-64	77,757	13.8%	12.8%	+0.9%
65-74	61,322	10.9%	10.2%	+0.7%
75+	49,444	8.8%	7.2%	+1.6%

- Population:** 2022 census estimates in the different age groups in the Primary Service Area.
- % of Total:** Percentage of the Primary Service Area population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between the Primary Service Area population and the national population.

Chart G – 2022 Primary Service Area Age Group Distribution



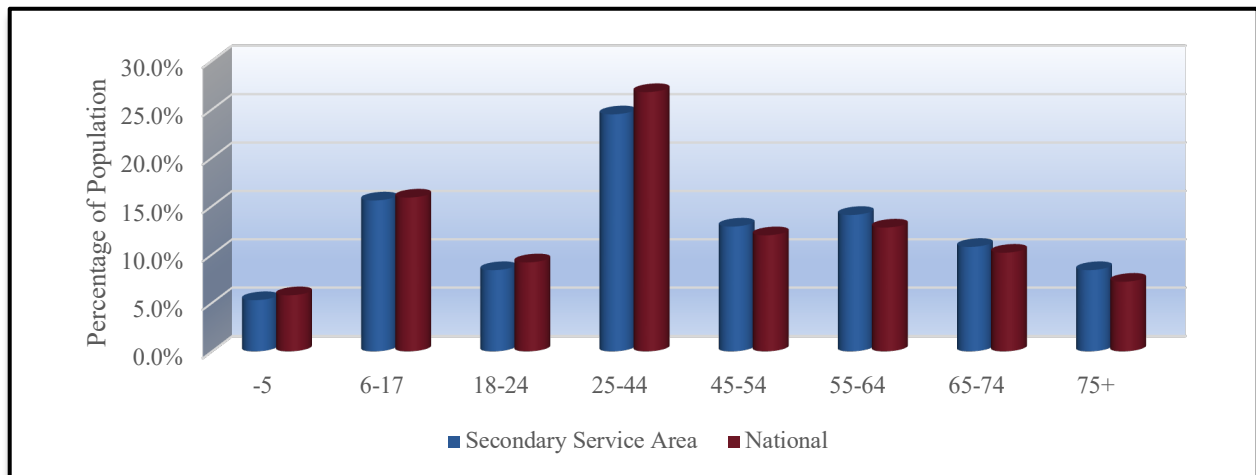
The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 18-24, 65-74 and 75+ age groups. A smaller population in the 0-5, 6-17, 25-44, 45-54 and 55-64 age groups. The greatest positive variance is in the 75+ age group with +1.6%, while the greatest negative variance is in the 25-44 age group with -2.4%.

Table H – 2022 Secondary Service Area Age Distribution
(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	92,942	5.3%	5.8%	-0.5%
5-17	274,362	15.6%	15.9%	-0.3%
18-24	147,359	8.4%	9.2%	-0.8%
25-44	430,267	24.5%	26.8%	-2.4%
45-54	227,644	12.9%	12.0%	+0.9%
55-64	248,303	14.1%	12.8%	+1.3%
65-74	190,455	10.8%	10.2%	+0.6%
75+	148,561	8.4%	7.2%	+1.2%

- Population:** 2022 census estimates in the different age groups in the Secondary Service Area.
- % of Total:** Percentage of the Secondary Service Area population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between the Secondary Service Area population and the national population.

Chart H – 2022 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 65-74 and 75+ age groups. A smaller population in the 0-5, 6-17, 18-24, and 25-44 age groups. The greatest positive variance is in the 45-54, 55-64 and 55-64 age group with +1.3%, while the greatest negative variance is in the 25-44 age group with -2.4%.

Population Distribution Comparison by Age: Utilizing census information from the Primary and Secondary Service Area, the following comparisons are possible.

Table I – 2022 Immediate Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2020 Census	2022 Projection	2027 Projection	Percent Change	Percent Change Nat'l
-5	13,421	12,132	12,252	-8.7%	-8.3%
5-17	38,401	34,955	34,288	-10.7%	-8.5%
18-24	19,080	18,779	17,660	-7.4%	-8.9%
25-44	54,544	54,845	56,122	+2.9%	+3.3%
45-54	33,270	27,247	26,670	-19.8%	-17.8%
55-64	27,019	29,901	27,750	+2.7%	+2.5%
65-74	16,097	23,977	25,968	+61.3%	+58.2%
75+	17,479	20,245	23,945	+37.0%	+46.3%

Chart I – Immediate Service Area Population Growth Estimates

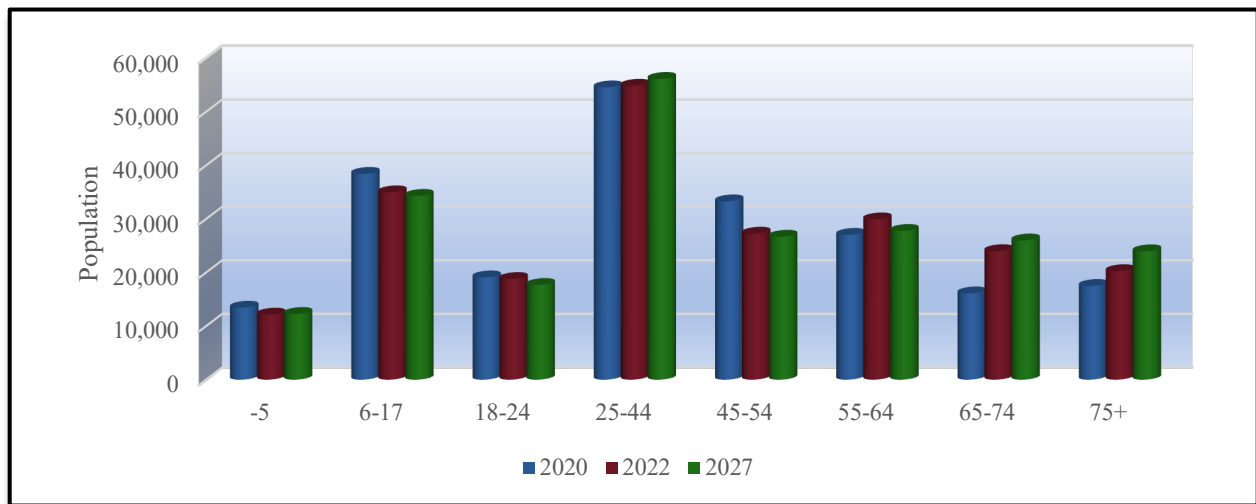


Table-I illustrates the growth or decline in age group numbers from the 2020 census until the year 2027. It is projected age categories 25-44, 55-64, 65-74 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Table J – 2022 Primary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2020 Census	2022 Projection	2027 Projection	Percent Change	Percent Change Nat'l
-5	32,444	29,354	29,569	-8.9%	-8.3%
5-17	94,022	85,163	83,555	-11.1%	-8.5%
18-24	58,106	54,467	51,527	-11.3%	-8.9%
25-44	137,168	138,058	140,430	+2.4%	+3.3%
45-54	85,450	69,594	67,505	-21.0%	-17.8%
55-64	68,751	77,757	71,982	+4.7%	+2.5%
65-74	41,240	61,322	66,741	+61.8%	+58.2%
75+	43,033	49,444	58,052	+34.9%	+46.3%

Chart J – Primary Service Area Population Growth

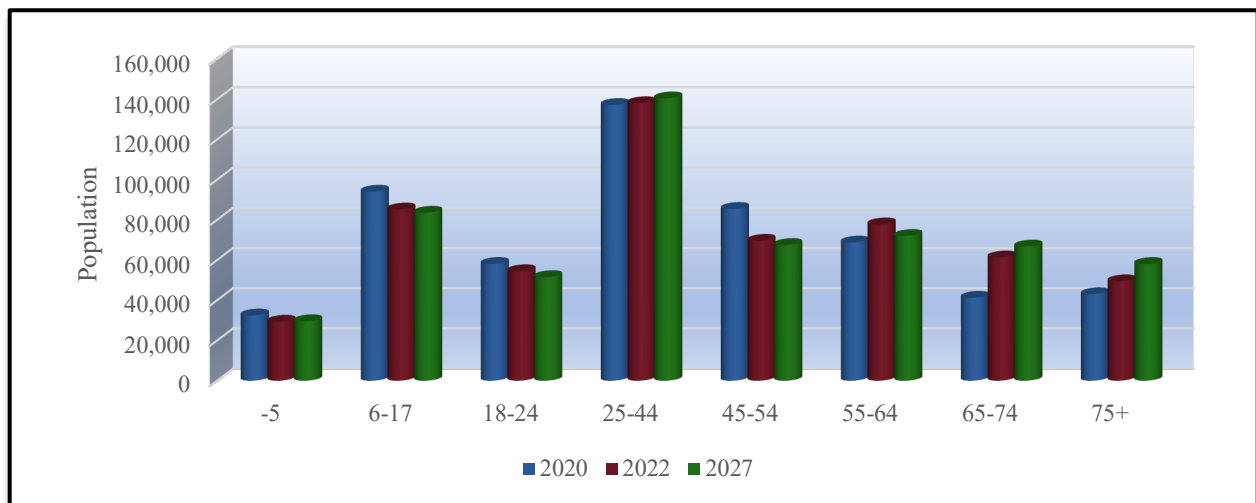


Table-J illustrates the growth or decline in age group numbers from the 2020 census until the year 2027. It is projected age categories 25-44, 55-64, 65-74 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Table K – 2022 Secondary Service Area Population Estimates
 (U.S. Census Information and ESRI)

Ages	2020 Census	2022 Projection	2027 Projection	Percent Change	Percent Change Nat'l
-5	104,316	92,942	93,570	-10.3%	-8.3%
5-17	305,087	274,362	268,347	-12.0%	-8.5%
18-24	151,845	147,359	139,090	-8.4%	-8.9%
25-44	435,788	430,267	438,163	+0.5%	+3.3%
45-54	278,527	227,644	215,846	-22.5%	-17.8%
55-64	215,798	248,303	232,415	+7.7%	+2.5%
65-74	127,557	190,455	209,804	+64.5%	+58.2%
75+	128,605	148,561	175,538	+36.5%	+46.3%

Chart K – Secondary Service Area Population Growth

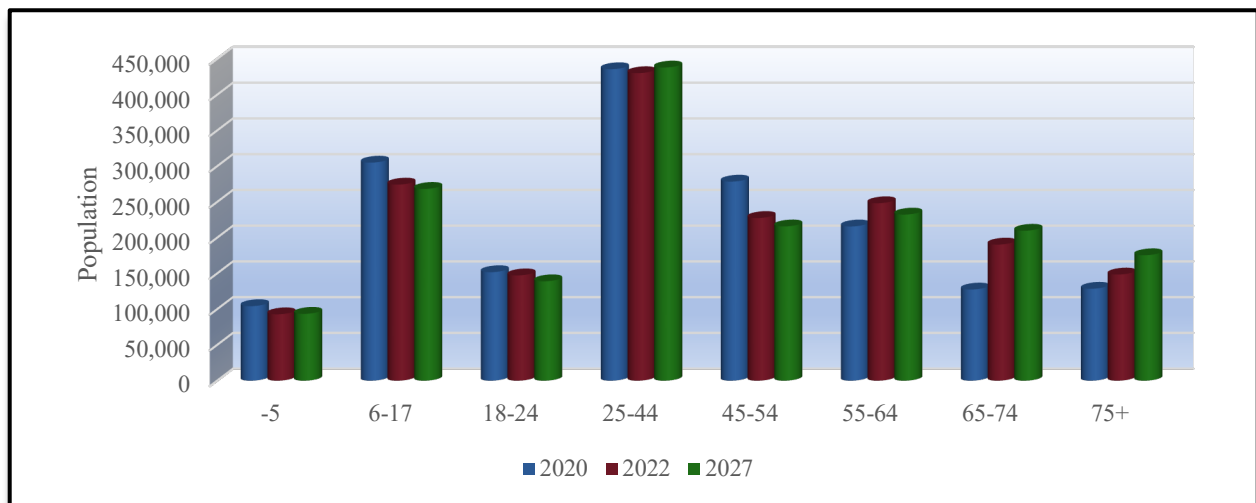


Table-K illustrates the growth or decline in age group numbers from the 2020 census until the year 2027. It is projected age categories 25-44, 55-64, 64-75 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Below is listed the distribution of the population by race and ethnicity for the Immediate, Primary and Secondary Service Area for 2022 population projections. Those numbers were developed from 2020 Census Data.

Table L – Immediate Service Area Ethnic Population and Median Age 2022

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of PA Population
Hispanic	52,449	27.6	23.6%	8.2%

Table M – Immediate Service Area by Race and Median Age 2022

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of PA Population
White	145,401	49.5	65.5%	74.5%
Black	15,799	31.3	7.1%	11.0%
American Indian	812	39.7	0.4%	0.2%
Asian	10,980	36.9	4.9%	4.0%
Pacific Islander	75	41.2	0.0%	0.0%
Other	27,179	29.2	12.2%	4.0%
Multiple	21,834	23.2	9.8%	6.2%

2022 Immediate Service Area Total Population: 222,079 Residents

Chart M – 2022 Immediate Service Area Population by Non-White Race

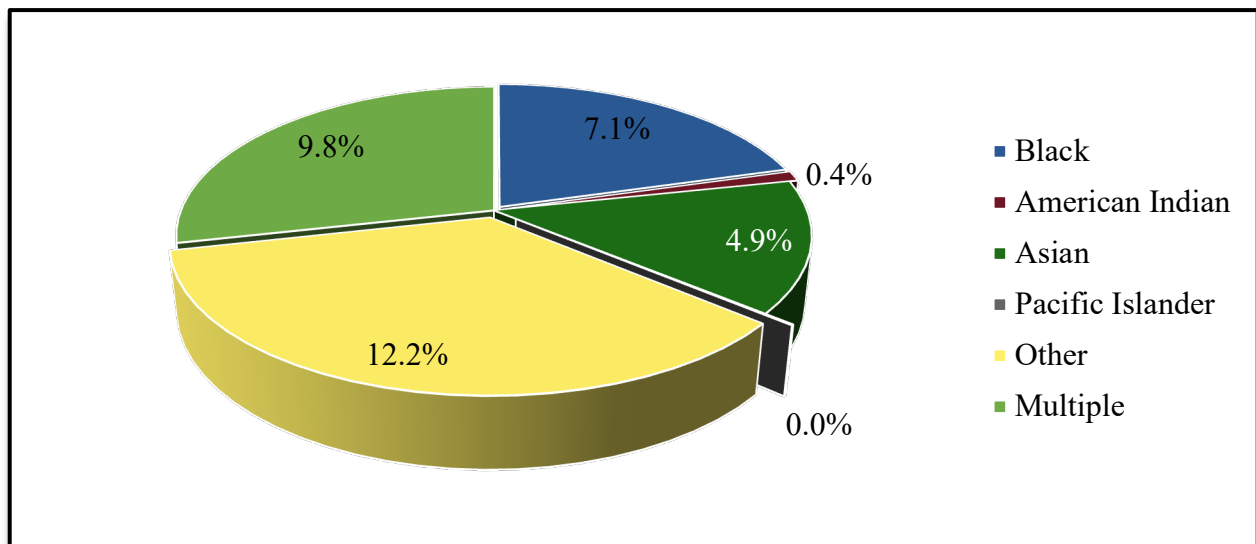


Table N – Primary Service Area Ethnic Population and Median Age 2022

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of PA Population
Hispanic	123,452	27.7	21.8%	8.2%

Table O – Primary Service Area by Race and Median Age 2022

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of PA Population
White	394,961	48.1	69.9%	74.5%
Black	35,590	31.1	6.3%	11.0%
American Indian	1,965	39.2	0.4%	0.2%
Asian	18,638	35.8	3.3%	4.0%
Pacific Islander	234	44.2	0.0%	0.0%
Other	60,887	29.3	10.8%	4.0%
Multiple	52,882	23.4	9.4%	6.2%

2022 Primary Service Area Total Population: 565,158 Residents

Chart O – 2022 Primary Service Area Population by Non-White Race

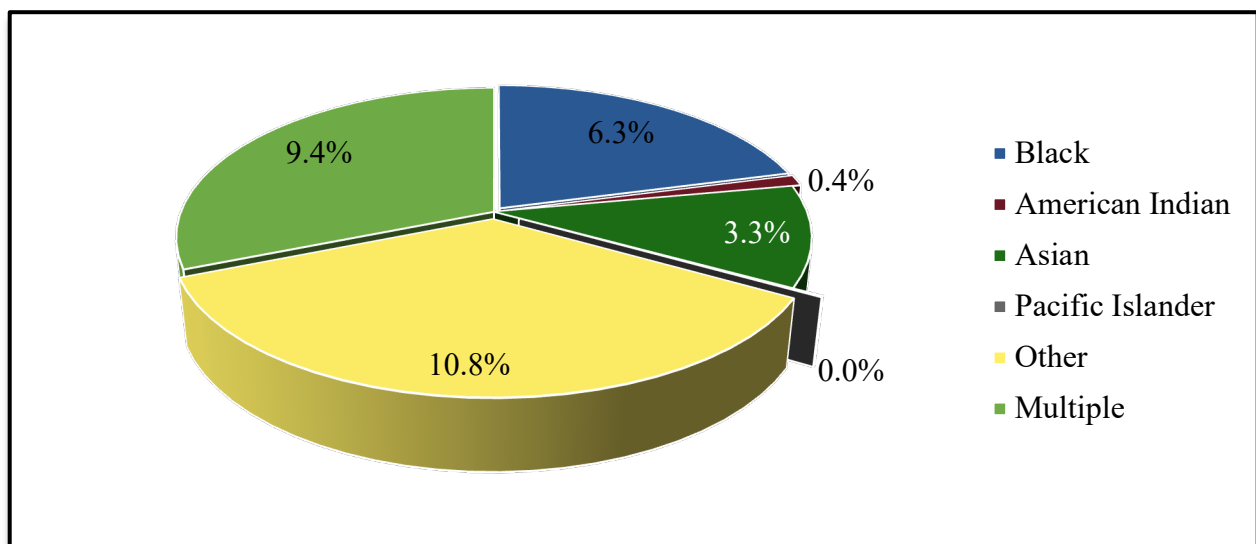


Table P – Secondary Service Area Ethnic Population and Median Age 2022

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of PA Population
Hispanic	281,929	27.5	16.0%	8.2%

Table Q – Secondary Service Area by Race and Median Age 2022

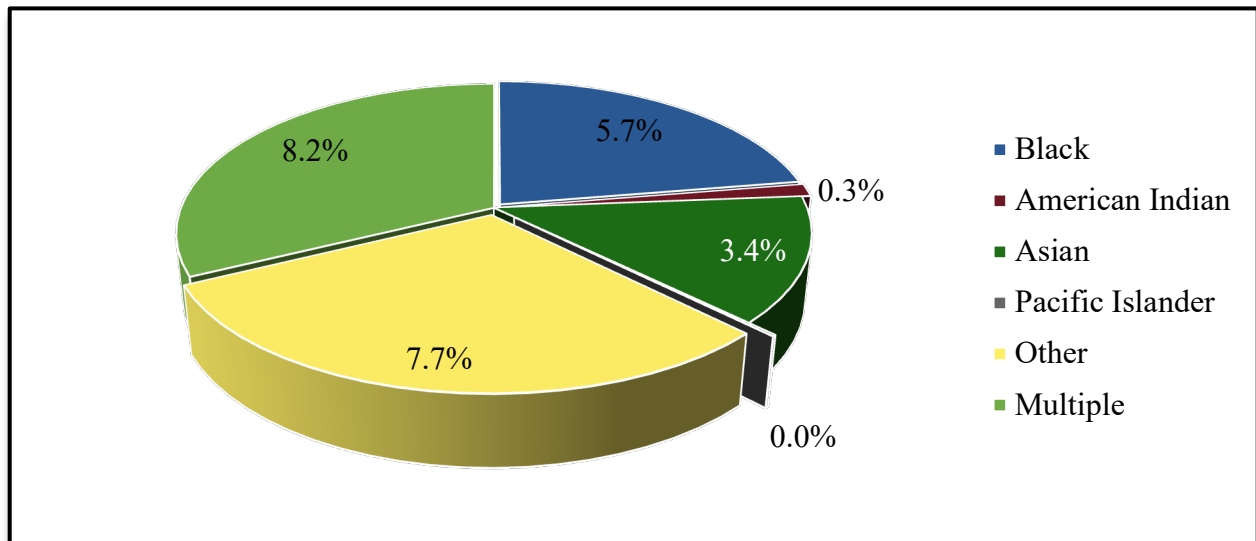
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of PA Population
White	1,313,593	47.0	74.6%	74.5%
Black	100,011	33.2	5.7%	11.0%
American Indian	5,912	40.8	0.3%	0.2%
Asian	60,576	36.6	3.4%	4.0%
Pacific Islander	658	46.5	0.0%	0.0%
Other	135,228	29.3	7.7%	4.0%
Multiple	143,915	22.3	8.2%	6.2%

2022 Secondary Service Area Total Population:

1,759,893 Residents

Chart Q – 2022 Secondary Service Area Population by Non-White Race



Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

There is value including this information for Upper Macungie, PA. The data assists the organization in understanding the consumers/constituents in their service area and supply them with the right products and services.

The Tapestry segmentation system classifies U.S. neighborhoods into 65 unique market segments. Neighborhoods are sorted by more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

The following pages and tables outline the top 5 tapestry segments in each of the service areas and provide a brief description of each. This information combined with the key indicators and demographic analysis of each service area help further describe the markets that the Primary and Secondary Service Area looks to serve with programs, services, and special events.

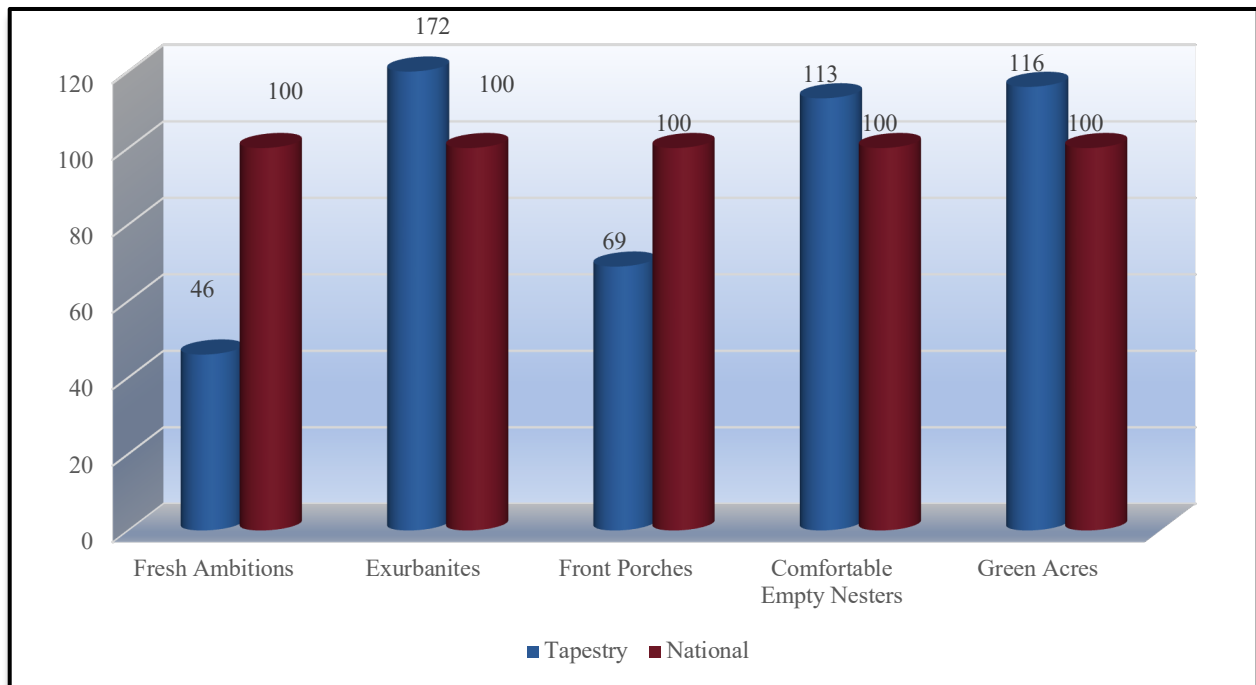
For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.1%
3. Savvy Suburbanites (1D)	3.0%
4. Soccer Moms (4A)	2.9%
5. Middleburg (4C)	<u>2.9%</u>
	15.1%
6. Salt of the Earth (6B)	2.9%
7. Up and Coming Families (7A)	2.5%
8. Midlife Constants (5E)	2.5%
9. Comfortable Empty Nesters (5A)	2.4%
10. Old and Newcomers (8F)	<u>2.3%</u>
	12.6%

Table R – Immediate Service Area Tapestry Segment Comparison
(ESRI estimates)

	Immediate Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Fresh Ambitions (13D)	11.2%	11.2%	28.6	26,700
Exurbanites (1E)	8.3%	19.5%	51.0	103,400
Front Porches (8E)	7.4%	26.9%	34.9	43,700
Comfortable Empty Nesters (5A)	6.7%	33.6%	48.0	75,000
Green Acres (6A)	5.9%	39.5%	43.9	76,800

Chart R – Immediate Service Area Tapestry Segment Entertainment Spending:



Fresh Ambitions(13D) – Are young families, many recent immigrants. Focus is on their life and work around their children. Multigenerational families living together. Spend one-third of income on housing, and budget wisely. Price-conscious, but spoil children.

Exurbanites (1E) – Although approaching retirement, this group shows no sign of slowing down. Live an affluent lifestyle, active in the community and give to charities. Stay fit and enjoy being social and hard working. Favorite activities include lifting weights, jogging, hiking, kayaking and golf. This is the top market for watching college basketball and professional football.

Front Porches (8E) – A blended demographic with young families with children and single households. Limited incomes and not adventurous shoppers. Strive to have fun with sports.

Comfortable Empty Nesters (5A) – Baby Boomers earning a comfortable living. Transitioning from raising children to retirement. They value their health and are physically active.

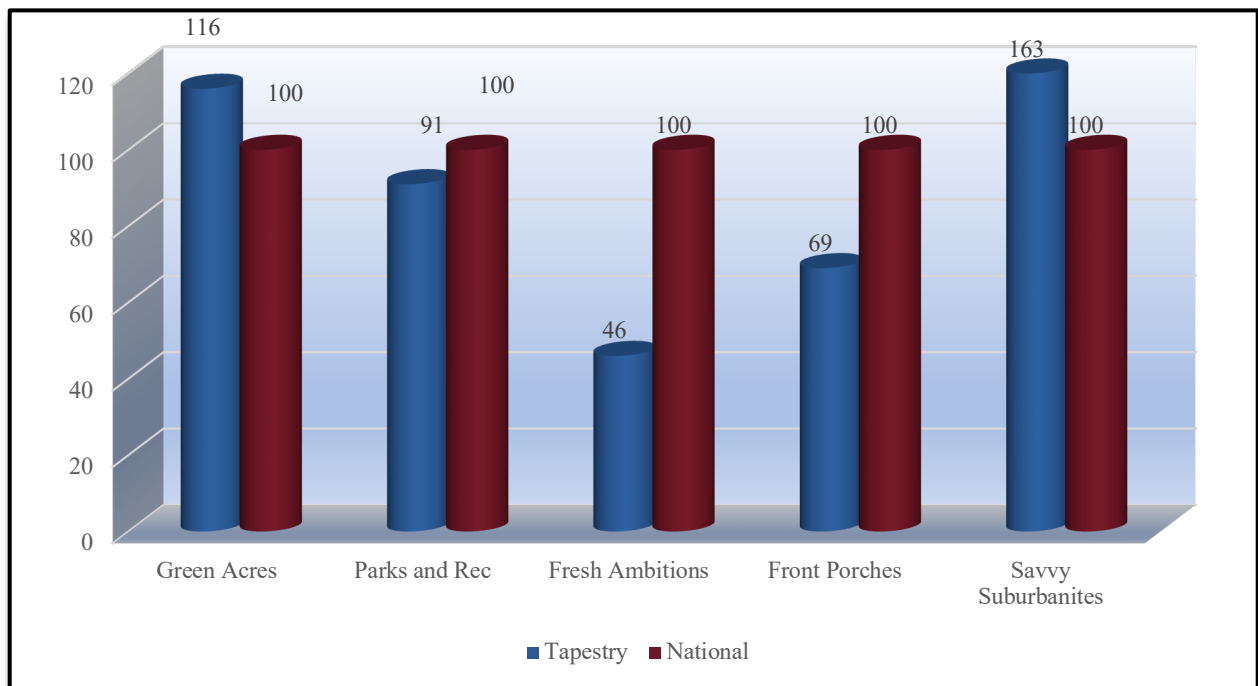
Green Acres (6A) – Lifestyle that features self-reliance. Enjoy maintaining home/yard, being outside and playing sports. Most households no longer have children. Conservative and cautious.

Table S – Primary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Primary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Green Acres (6A)	12.9%	12.9%	43.9	76,800
Parks and Rec (5C)	11.9%	24.8%	40.9	60,000
Fresh Ambitions (13D)	9.6%	34.4%	28.6	26,700
Front Porches (8E)	7.5%	41.9%	34.9	43,700
Savvy Suburbanites (1D)	6.6%	48.5%	45.1	108,700

Chart S – Primary Service Area Tapestry Segment Entertainment Spending:



Green Acres (6A) – Lifestyle that features self-reliance. Enjoy maintaining home/yard, being outside and playing sports. Most households no longer have children. Conservative and cautious.

Parks and Rec (5C) – Well-established neighborhoods with dual income married couples. They are careful consumers. Take full advantage of the local parks, trails and recreation programs.

Fresh Ambitions(13D) – Are young families, many recent immigrants. Focus is on their life and work around their children. Multigenerational families living together. Spend one-third of income on housing, and budget wisely. Price-conscious, but spoil children.

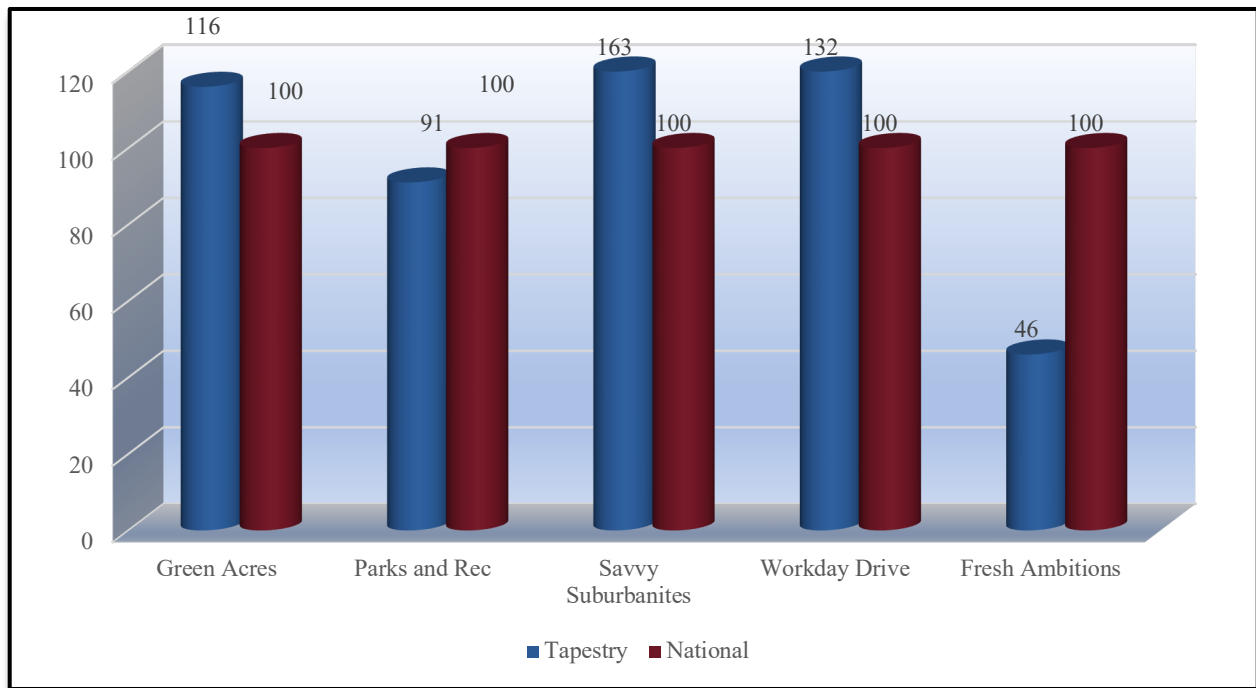
Front Porches (8E) – A blended demographic with young families with children and single households. Limited incomes and not adventurous shoppers. Strive to have fun with sports.

Savvy Suburbanites (1D) – Families include empty nesters and those with adult children still at home. Make well-informed researched purchases. Well-educated that enjoy cultural and sporting events and being physically active. Invest heavily in sports gear and exercise equipment.

Table T – Secondary Service Area Tapestry Segment Comparison
(ESRI estimates)

	Secondary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Green Acres (6A)	11.6%	11.6%	43.9	76,800
Parks and Rec (5C)	10.2%	21.8%	40.9	60,000
Savvy Suburbanites (1D)	7.7%	29.5%	45.1	108,700
Workday Drive (4A)	7.0%	36.5%	37.0	95,000
Fresh Ambitions (13D)	5.9%	42.4%	28.6	26,700

Chart T – Secondary Service Area Tapestry Segment Entertainment Spending:



Green Acres (6A) – Lifestyle that features self-reliance. Enjoy maintaining home/yard, being outside and playing sports. Most households no longer have children. Conservative and cautious.

Parks and Rec (5C) – Well-established neighborhoods with dual income married couples. They are careful consumers. Take full advantage of the local parks, trails and recreation programs.

Savvy Suburbanites (1D) – Families include empty nesters and those with adult children still at home. Make well-informed researched purchases. Well-educated that enjoy cultural and sporting events and being physically active. Invest heavily in sports gear and exercise equipment.

Workday Drive (4A) - An affluent family-oriented segment. They have a hectic life chasing children. Outdoor activities and sports are a way of life.

Fresh Ambitions(13D) – Are young families, many recent immigrants. Focus is on their life and work around their children. Multigenerational families living together. Spend one-third of income on housing, and budget wisely. Price-conscious, but spoil children.

Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- The population level of 222,079 people within the Immediate Service Area is large enough to support an indoor recreation facility.
- The population in the immediate service area is projected to be relatively stable over the next five years, with a negligible increase to a population level of 224,654 in 2027.
- There is a marginally smaller population percentage in the 0-5, 6-17, 18-24, and 25-44 age groups than the national age group distribution. The percent of households with children in the immediate service area is 32.5% compared to the national level of 33.4%, again marginally smaller. The greatest positive variance from national levels is in the 75+ age group with +1.9%, while the greatest negative variance is in the 25-44 age group with -2.1%. Age is one determining factor that drives participation in recreation and sport activities.
- The under 5-24 age group is projected to decline both in the immediate service area and the national level by 2027. Immediate service areas indicate a decrease of 8-11% which is a slightly higher decrease than national levels of 8-9%. This is of note as it may a reduction in youth to participate in recreation options in coming years. Conversely the 55-75+ age groups are expected to increase both nationally and in the immediate service area from 3-61% by 2027. This growth may represent opportunities or need for increased senior programming, although potentially less sports turf usage.
- The 25-44 age group has a direct correlation to the younger age categories and indicates future growth in the younger age groups. This age group is expected to increase by slightly less than 3% by 2027 both nationally and in the immediate service area.
- Household income in the immediate service area is marginally above the national level. In the Intermediate Service Area, the percentage of households with median income over \$50,000 per year is 67.5% compared to 61.6% on a national level. Furthermore, the percentage of households in the immediate service area with median income less than \$25,000 per year is 13.9% compared to a level of 18% nationally. This indicates a local population that should have the ability to utilize discretionary income for recreation activities. Household income is another one of the primary determining factor that drives participation recreation and sports.

- The percentage of household income in the immediate service area represents a 6.2% increase over the national level. In addition, the household budget expenditures are 1% over the national level. This data suggests a slightly elevated level of discretionary income, including to support recreational activities, than the national level. This indicates a sufficient level of discretionary income in the Immediate Service Area to support participation in recreation and leisure activities.

Market Potential Index for Adult Participation: In addition to examining the participation numbers for various outdoor activities through the National Sporting Goods Association, 2020 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in outdoor activities.

Table U – Market Potential Index (MPI) for Participation in Activities in Immediate Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	14,744	8.4%	100
Baseball	5,027	2.9%	98
Basketball	11,105	6.3%	94
Bicycle (Road)	20,914	12.0%	106
Exercise Walking	58,121	33.2%	107
Football	4,940	2.8%	91
Golf	15,197	8.7%	110
Running/Jogging	20,562	11.8%	106
Pilates	5,659	3.2%	103
Ping Pong	6,684	3.8%	110
Soccer	6,265	3.6%	91
Softball	3,183	1.8%	96
Swimming	29,211	16.7%	107
Tennis	7,946	4.5%	121
Volleyball	4,882	2.8%	106
Weight Lifting	24,019	13.7%	109
Yoga	19,015	10.9%	105
Zumba	5,593	3.2%	98

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service Area.

Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in activities is greater than the national number of 100. In many cases when a participation number is lower than the National number, primary factors include a lack of facilities or an inability to pay for services and programs.

Table V – Market Potential Index (MPI) for Participation in Activities in Primary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	37,361	8.3%	99
Baseball	12,790	2.8%	97
Basketball	29,132	6.5%	96
Bicycle (Road)	52,053	11.6%	102
Exercise Walking	147,169	32.7%	105
Football	12,823	2.8%	92
Golf	38,348	8.5%	108
Running/Jogging	52,745	11.7%	105
Pilates	13,749	3.1%	97
Ping Pong	17,344	3.9%	110
Soccer	16,415	3.6%	93
Softball	8,476	1.9%	99
Swimming	74,002	16.4%	105
Tennis	19,521	4.3%	115
Volleyball	12,293	2.7%	104
Weight Lifting	61,174	13.6%	108
Yoga	47,736	10.6%	102
Zumba	13,469	3.0%	92

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service Area.

Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in activities is greater than the national number of 100. In many cases when a participation number is lower than the National number, primary factors include a lack of facilities or an inability to pay for services and programs.

Table W – Market Potential Index (MPI) for Participation in Activities in Secondary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	117,623	8.4%	101
Baseball	40,373	2.9%	99
Basketball	90,451	6.5%	96
Bicycle (Road)	164,702	11.8%	105
Exercise Walking	463,643	33.3%	107
Football	40,328	2.9%	94
Golf	122,240	8.8%	111
Running/Jogging	163,485	11.7%	105
Pilates	43,373	3.1%	99
Ping Pong	54,353	3.9%	112
Soccer	50,381	3.6%	92
Softball	26,351	1.9%	100
Swimming	233,466	16.8%	107
Tennis	57,718	4.1%	110
Volleyball	38,515	2.8%	105
Weight Lifting	190,320	13.7%	108
Yoga	149,655	10.7%	104
Zumba	42,771	3.1%	94

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service Area.

Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in activities is greater than the national number of 100. In many cases when a participation number is lower than the National number, primary factors include a lack of facilities or an inability to pay for services and programs.

Table X – Physical Activity in Immediate Service Area

Activity	Somewhat Agree	Completely Agree
Exercise Regularly	37.3%	32.6%
More Fit and Active Than Others My Age	38.3%	21.0%
Seek New Exercise Routines	40.4%	12.8%
Seek New Ways to be More Healthy	46.8%	28.6%

ESRI measures the likely demand for service in the area. Exercise is defined by the user in the survey.

Hours of Exercise Per Week	Percent of Population	MPI
1-3 hours	23.6%	98
4-6 hours	22.9%	105
7+ hours	24.4%	105

Exercise Location 2+ Times Per Week	Percent of Population	MPI
Home	42.3%	104
Club	14.7%	107
Other Facility (Not Club)	7.7%	97

FiPAess Club/Gym Membership	Percent of Population	MPI
LA Fitness	2.3%	119
Planet Fitness	5.6%	116
YMCA	3.1%	106

Self Care	Percent of Population	MPI
Visited Physical Therapist	6.2%	108
Professional Massage	7.3%	109

Survey Data is derived from ESRI and MRI-Simmons and provides the expected percentage of population and the Market Potential Index.

Table Y – Physical Activity in Primary Service Area

Activity	Somewhat Agree	Completely Agree
Exercise Regularly	37.0%	32.0%
More Fit and Active Than Others My Age	38.2%	20.5%
Seek New Exercise Routines	40.3%	12.2%
Seek New Ways to be More Healthy	45.7%	30.1%

ESRI measures the likely demand for service in the area. Exercise is defined by the user in the survey.

Hours of Exercise Per Week	Percent of Population	MPI
1-3 hours	23.6%	98
4-6 hours	22.2%	102
7+ hours	24.0%	103

Exercise Location 2+ Times Per Week	Percent of Population	MPI
Home	41.6%	103
Club	14.4%	105
Other Facility (Not Club)	7.7%	97

FiPAess Club/Gym Membership	Percent of Population	MPI
LA Fitness	2.2%	109
Planet Fitness	5.6%	115
YMCA	3.3%	112

Self Care	Percent of Population	MPI
Visited Physical Therapist	5.9%	105
Professional Massage	7.1%	106

Survey Data is derived from ESRI and MRI-Simmons and provides the expected percentage of population and the Market Potential Index.

Table Z – Physical Activity in Secondary Service Area

Activity	Somewhat Agree	Completely Agree
Exercise Regularly	37.1%	37.1%
More Fit and Active Than Others My Age	38.8%	20.3%
Seek New Exercise Routines	39.8%	11.9%
Seek New Ways to be More Healthy	46.5%	29.1%

ESRI measures the likely demand for service in the area. Exercise is defined by the user in the survey.

Hours of Exercise Per Week	Percent of Population	MPI
1-3 hours	23.8%	99
4-6 hours	22.1%	102
7+ hours	23.8%	103

Exercise Location 2+ Times Per Week	Percent of Population	MPI
Home	41.6%	103
Club	14.6%	106
Other Facility (Not Club)	7.7%	96

FiPAess Club/Gym Membership	Percent of Population	MPI
LA Fitness	2.0%	104
Planet Fitness	5.3%	109
YMCA	3.3%	113

Self Care	Percent of Population	MPI
Visited Physical Therapist	6.0%	105
Professional Massage	7.0%	105

Survey Data is derived from ESRI and MRI-Simmons and provides the expected percentage of population and the Market Potential Index.

Section III –Participation, Trends & Providers

In addition to analyzing the demographic realities of the service areas, it is possible to project possible participation in recreation and sport activities.

Participation Numbers: On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. The data is collected in one year and the report is issued in June of the following year. This information provides the data necessary to overlay rate of participation onto the Immediate, Primary and Secondary Area to determine market potential.

The information contained in this section of the report, utilizes the NSGA's 2019 & 2021 data. The COVID-19 Pandemic had a significant impact on participation on sports and activities. Many indoor facilities were closed for a substantial part of the year, team sports and leagues did not operate and individuals sought different ways to fill their time. As a result participation from 2020 to 2021 varied widely in nearly all activities tracked. Many of the activities bounced back from the 2020 participation, however not all have. Some of this may be a trend while some of it is still a reflection on reduced offerings by departments.

B*K takes the national average and combines that with participation percentages of the Immediate, Primary and Secondary Area based upon age distribution, median income, region and National number. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage when applied to the population of the Immediate, Primary and Secondary Service Area then provides an idea of the market potential for outdoor recreation.

Table A –Participation Rates in the Immediate Service Area

	Age	Income	Region	Nation	Average
Aerobics	15.7%	16.5%	15.7%	15.8%	15.9%
Baseball	3.5%	3.1%	4.6%	3.7%	3.7%
Basketball	7.0%	5.8%	9.9%	7.5%	7.6%
Bicycle (Road)	13.9%	16.4%	6.3%	14.2%	12.7%
Billiards/Pool	6.5%	14.1%	13.3%	6.8%	10.2%
Boxing	1.4%	1.8%	2.2%	1.5%	1.7%
Cheerleading	0.9%	1.2%	1.4%	1.0%	1.1%
Exercise Walking	41.8%	44.6%	41.4%	41.4%	42.3%
Exercise w/ Equipment	18.9%	21.5%	19.9%	18.9%	19.8%
Football (Flag)	1.7%	2.7%	2.1%	1.8%	2.1%
Football (Tackle)	2.1%	3.3%	2.0%	2.2%	2.4%
Football (Touch)	2.6%	3.1%	3.2%	2.7%	2.9%
Golf	6.3%	6.1%	5.8%	6.3%	6.1%
Gymnastics	1.6%	1.7%	2.2%	1.7%	1.8%
Lacrosse	0.8%	0.8%	0.8%	0.9%	0.8%
Martial Arts/MMA	1.6%	1.4%	1.9%	1.7%	1.7%
Pickleball	1.2%	1.6%	1.3%	1.2%	1.3%
Pilates	1.8%	2.3%	2.5%	1.9%	2.1%
Running/Jogging	14.2%	17.2%	14.6%	14.9%	15.2%
Soccer	4.5%	6.2%	4.9%	4.7%	5.1%
Softball	2.9%	3.2%	4.3%	3.1%	3.4%
Swimming	15.4%	18.4%	13.5%	15.6%	15.7%
Table Tennis/Ping Pong	3.6%	4.2%	5.0%	3.8%	4.2%
Tennis	4.4%	4.9%	6.1%	4.6%	5.0%
Volleyball	3.4%	5.4%	2.7%	3.6%	3.8%
Weight Lifting	12.1%	14.1%	11.7%	12.4%	12.6%
Workout at Clubs	7.9%	10.5%	9.7%	8.1%	9.1%
Wrestling	1.0%	1.1%	1.5%	1.0%	1.1%
Yoga	9.8%	11.3%	10.7%	10.2%	10.5%
Did Not Participate	20.9%	20.2%	19.6%	20.6%	20.3%

Age: Participation based on individuals ages 7 & Up of the Immediate Service Area.
Income: Participation based on the 2022 estimated median household income in the Immediate Service Area.
Region: Participation based on regional statistics (Mid-Atlantic).
National: Participation based on national statistics.
Average: Average of the four columns.

Table B – Participation Rates in the Primary Service Area

	Age	Income	Region	Nation	Average
Aerobics	15.7%	20.0%	18.5%	15.8%	17.5%
Baseball	3.5%	4.1%	2.8%	3.7%	3.5%
Basketball	7.1%	9.2%	5.3%	7.5%	7.3%
Bicycle (Road)	13.8%	16.9%	13.5%	14.2%	14.6%
Billiards/Pool	6.6%	6.6%	4.7%	6.8%	6.2%
Boxing	1.5%	1.9%	1.1%	1.5%	1.5%
Cheerleading	0.9%	1.4%	0.8%	1.0%	1.0%
Exercise Walking	41.8%	50.5%	42.0%	41.4%	43.9%
Exercise w/ Equipment	19.0%	22.3%	16.7%	18.9%	19.2%
Football (Flag)	1.7%	2.0%	1.1%	1.8%	1.7%
Football (Tackle)	2.1%	2.1%	1.4%	2.2%	2.0%
Football (Touch)	2.6%	3.3%	2.0%	2.7%	2.6%
Golf	6.3%	10.4%	4.6%	6.3%	6.9%
Gymnastics	1.6%	2.9%	1.6%	1.7%	1.9%
Lacrosse	0.8%	1.1%	0.7%	0.9%	0.9%
Martial Arts/MMA	1.6%	2.0%	1.3%	1.7%	1.7%
Pickleball	1.2%	2.1%	1.1%	1.2%	1.4%
Pilates	1.9%	1.9%	2.4%	1.9%	2.0%
Running/Jogging	14.3%	18.4%	16.4%	14.9%	16.0%
Soccer	4.5%	6.4%	4.4%	4.7%	5.0%
Softball	2.9%	4.9%	2.6%	3.1%	3.4%
Swimming	15.3%	19.5%	12.8%	15.6%	15.8%
Table Tennis/Ping Pong	3.6%	5.7%	2.7%	3.8%	4.0%
Tennis	4.4%	7.6%	3.8%	4.6%	5.1%
Volleyball	3.4%	5.0%	3.1%	3.6%	3.8%
Weight Lifting	12.2%	15.1%	12.6%	12.4%	13.1%
Workout at Clubs	8.0%	11.3%	7.4%	8.1%	8.7%
Wrestling	1.0%	1.4%	0.9%	1.0%	1.1%
Yoga	9.9%	12.5%	10.3%	10.2%	10.7%
Did Not Participate	20.8%	20.5%	22.4%	20.6%	21.1%

Age: Participation based on individuals ages 7 & Up of the Primary Service Area.
Income: Participation based on the 2022 estimated median household income in the Primary Service Area.
Region: Participation based on regional statistics (Mid-Atlantic).
National: Participation based on national statistics.
Average: Average of the four columns.

Table C – Participation Rates in the Secondary Service Area

	Age	Income	Region	Nation	Average
Aerobics	15.8%	20.0%	18.5%	15.8%	17.5%
Baseball	3.5%	4.1%	2.8%	3.7%	3.5%
Basketball	7.0%	9.2%	5.3%	7.5%	7.3%
Bicycle (Road)	14.0%	16.9%	13.5%	14.2%	14.6%
Billiards/Pool	6.6%	6.6%	4.7%	6.8%	6.2%
Boxing	1.4%	1.9%	1.1%	1.5%	1.5%
Cheerleading	0.9%	1.4%	0.8%	1.0%	1.0%
Exercise Walking	42.0%	50.5%	42.0%	41.4%	44.0%
Exercise w/ Equipment	19.0%	22.3%	16.7%	18.9%	19.2%
Football (Flag)	1.7%	2.0%	1.1%	1.8%	1.6%
Football (Tackle)	2.1%	2.1%	1.4%	2.2%	1.9%
Football (Touch)	2.5%	3.3%	2.0%	2.7%	2.6%
Golf	6.3%	10.4%	4.6%	6.3%	6.9%
Gymnastics	1.6%	2.9%	1.6%	1.7%	2.0%
Lacrosse	0.8%	1.1%	0.7%	0.9%	0.9%
Martial Arts/MMA	1.6%	2.0%	1.3%	1.7%	1.7%
Pickleball	1.2%	2.1%	1.1%	1.2%	1.4%
Pilates	1.9%	1.9%	2.4%	1.9%	2.0%
Running/Jogging	14.3%	18.4%	16.4%	14.9%	16.0%
Soccer	4.5%	6.4%	4.4%	4.7%	5.0%
Softball	2.9%	4.9%	2.6%	3.1%	3.4%
Swimming	15.5%	19.5%	12.8%	15.6%	15.8%
Table Tennis/Ping Pong	3.6%	5.7%	2.7%	3.8%	4.0%
Tennis	4.4%	7.6%	3.8%	4.6%	5.1%
Volleyball	3.4%	5.0%	3.1%	3.6%	3.8%
Weight Lifting	12.1%	15.1%	12.6%	12.4%	13.1%
Workout at Clubs	7.9%	11.3%	7.4%	8.1%	8.7%
Wrestling	1.0%	1.4%	0.9%	1.0%	1.1%
Yoga	9.9%	12.5%	10.3%	10.2%	10.7%
Did Not Participate	20.8%	20.5%	22.4%	20.6%	21.1%

Age: Participation based on individuals ages 7 & Up of the Secondary Service Area.
Income: Participation based on the 2022 estimated median household income in the Secondary Service Area.
Region: Participation based on regional statistics (Mid-Atlantic).
National: Participation based on national statistics.
Average: Average of the four columns.

Anticipated Participation Number: Utilizing the average percentage from Table A, B and C above plus the 2020 census information and census estimates for 2022 and 2027 (over age 7) the following comparisons are available.

Table D – Participation Growth/Decline for Indoor Activities in Immediate Service Area

	Average	2020 Population	2022 Population	2027 Population	Difference
Aerobics	15.9%	31,903	32,626	33,023	1,119
Baseball	3.7%	7,472	7,642	7,735	262
Basketball	7.6%	15,133	15,476	15,664	531
Bicycle (Road)	12.7%	25,451	26,027	26,344	893
Billiards/Pool	10.2%	20,395	20,857	21,110	716
Boxing	1.7%	3,468	3,546	3,589	122
Cheerleading	1.1%	2,268	2,319	2,347	80
Exercise Walking	42.3%	84,717	86,636	87,689	2,972
Exercise w/ Equipment	19.8%	39,661	40,560	41,053	1,391
Football (Flag)	2.1%	4,154	4,248	4,300	146
Football (Tackle)	2.4%	4,808	4,917	4,977	169
Football (Touch)	2.9%	5,786	5,917	5,989	203
Golf	6.1%	12,251	12,528	12,680	430
Gymnastics	1.8%	3,614	3,696	3,741	127
Lacrosse	0.8%	1,657	1,695	1,715	58
Martial Arts/MMA	1.7%	3,313	3,388	3,429	116
Pickleball	1.3%	2,631	2,691	2,723	92
Pilates	2.1%	4,279	4,376	4,429	150
Running/Jogging	15.2%	30,506	31,197	31,576	1,070
Soccer	5.1%	10,182	10,413	10,540	357
Softball	3.4%	6,774	6,928	7,012	238
Swimming	15.7%	31,510	32,224	32,615	1,105
Table Tennis/Ping Pong	4.2%	8,332	8,521	8,624	292
Tennis	5.0%	10,035	10,262	10,387	352
Volleyball	3.8%	7,546	7,717	7,811	265
Weight Lifting	12.6%	25,179	25,749	26,062	883
Workout at Clubs	9.1%	18,134	18,545	18,771	636
Wrestling	1.1%	2,282	2,333	2,362	80
Yoga	10.5%	21,039	21,516	21,777	738
Did Not Participate	20.3%	40,696	41,618	42,124	1,428

Note: These figures do not necessarily translate into attendance figures for various activities or programs. The “Did Not Participate” statistics refers to all 58 activities outlined in the NSGA 2021 Survey Instrument.

Table E – Participation Growth or Decline for Indoor Activities in Primary Service Area

	Average	2020 Population	2022 Population	2027 Population	Difference
Aerobics	17.5%	90,019	91,619	92,346	2,327
Baseball	3.5%	18,129	18,451	18,597	469
Basketball	7.3%	37,357	38,022	38,323	966
Bicycle (Road)	14.6%	75,139	76,475	77,081	1,942
Billiards/Pool	6.2%	31,732	32,296	32,552	820
Boxing	1.5%	7,658	7,794	7,856	198
Cheerleading	1.0%	5,312	5,407	5,450	137
Exercise Walking	43.9%	225,901	229,918	231,741	5,839
Exercise w/ Equipment	19.2%	98,825	100,582	101,379	2,555
Football (Flag)	1.7%	8,493	8,644	8,712	220
Football (Tackle)	2.0%	10,032	10,210	10,291	259
Football (Touch)	2.6%	13,580	13,821	13,931	351
Golf	6.9%	35,446	36,077	36,362	916
Gymnastics	1.9%	10,015	10,193	10,274	259
Lacrosse	0.9%	4,520	4,600	4,636	117
Martial Arts/MMA	1.7%	8,503	8,654	8,723	220
Pickleball	1.4%	7,136	7,263	7,321	184
Pilates	2.0%	10,349	10,533	10,617	268
Running/Jogging	16.0%	82,259	83,721	84,385	2,126
Soccer	5.0%	25,705	26,162	26,369	664
Softball	3.4%	17,388	17,697	17,837	449
Swimming	15.8%	81,279	82,725	83,380	2,101
Table Tennis/Ping Pong	4.0%	20,374	20,736	20,901	527
Tennis	5.1%	26,287	26,755	26,967	680
Volleyball	3.8%	19,378	19,723	19,879	501
Weight Lifting	13.1%	67,219	68,414	68,956	1,738
Workout at Clubs	8.7%	44,695	45,490	45,850	1,155
Wrestling	1.1%	5,482	5,579	5,623	142
Yoga	10.7%	55,097	56,076	56,521	1,424
Did Not Participate	21.1%	108,391	110,319	111,193	2,802

Note: These figures do not necessarily translate into attendance figures for various activities or programs. The “Did Not Participate” statistics refers to all 58 activities outlined in the NSGA 2022 Survey Instrument.

Table F – Participation Growth/Decline for Indoor Activities in Secondary Service Area

	Average	2020 Populatio n	2022 Populatio n	2027 Populatio n	Difference
Aerobics	17.5%	280,211	285,175	287,445	7,234
Baseball	3.5%	56,391	57,389	57,846	1,456
Basketball	7.3%	115,922	117,975	118,915	2,993
Bicycle (Road)	14.6%	234,174	238,322	240,220	6,045
Billiards/Pool	6.2%	98,636	100,384	101,183	2,546
Boxing	1.5%	23,662	24,081	24,273	611
Cheerleading	1.0%	16,466	16,758	16,891	425
Exercise Walking	44.0%	702,968	715,419	721,116	18,148
Exercise w/ Equipment	19.2%	307,188	312,629	315,118	7,930
Football (Flag)	1.6%	26,323	26,789	27,002	680
Football (Tackle)	1.9%	31,123	31,674	31,926	803
Football (Touch)	2.6%	42,144	42,890	43,232	1,088
Golf	6.9%	110,273	112,226	113,120	2,847
Gymnastics	2.0%	31,191	31,744	31,997	805
Lacrosse	0.9%	14,010	14,258	14,371	362
Martial Arts/MMA	1.7%	26,436	26,905	27,119	682
Pickleball	1.4%	22,190	22,583	22,763	573
Pilates	2.0%	32,218	32,789	33,050	832
Running/Jogging	16.0%	255,734	260,264	262,336	6,602
Soccer	5.0%	79,953	81,369	82,017	2,064
Softball	3.4%	54,126	55,084	55,523	1,397
Swimming	15.8%	253,172	257,656	259,708	6,536
Table Tennis/Ping Pong	4.0%	63,270	64,391	64,903	1,633
Tennis	5.1%	81,712	83,159	83,821	2,109
Volleyball	3.8%	60,207	61,274	61,762	1,554
Weight Lifting	13.1%	208,792	212,490	214,182	5,390
Workout at Clubs	8.7%	138,752	141,209	142,334	3,582
Wrestling	1.1%	16,992	17,293	17,430	439
Yoga	10.7%	171,272	174,305	175,693	4,422
Did Not Participate	21.1%	337,017	342,986	345,717	8,700

Note: These figures do not necessarily translate into attendance figures for various activities or programs. The “Did Not Participate” statistics refers to all 58 activities outlined in the NSGA 2021 Survey Instrument.

Participation by Ethnicity and Race: The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2021 survey, the following comparisons are possible.

Table G – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Immediate Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	15.9%	15.8%	13.1%	17.8%
Baseball	3.7%	3.7%	3.8%	4.2%
Basketball	7.6%	7.5%	13.9%	8.1%
Bicycle (Road)	12.7%	14.2%	9.8%	10.7%
Billiards/Pool	10.2%	6.8%	4.8%	5.6%
Boxing	1.7%	1.5%	3.5%	2.3%
Cheerleading	1.1%	1.0%	2.2%	3.5%
Exercise Walking	42.3%	41.4%	24.1%	30.5%
Exercise w/ Equipment	19.8%	18.9%	12.9%	13.5%
Football (Flag)	2.1%	1.8%	3.9%	1.9%
Football (Tackle)	2.4%	2.2%	4.8%	2.4%
Football (Touch)	2.9%	2.7%	5.6%	2.5%
Golf	6.1%	6.3%	2.3%	3.5%
Gymnastics	1.8%	1.7%	2.0%	1.8%
Lacrosse	0.8%	0.9%	0.9%	1.1%
Martial Arts/MMA	1.7%	1.7%	1.8%	2.2%
Pickleball	1.3%	1.2%	0.7%	1.0%
Pilates	2.1%	1.9%	1.2%	1.9%
Running/Jogging	15.2%	14.9%	10.8%	15.6%
Soccer	5.1%	4.7%	3.8%	7.5%
Softball	3.4%	3.1%	2.7%	3.5%
Swimming	15.7%	15.6%	6.8%	13.3%
Table Tennis/Ping Pong	4.2%	3.8%	3.9%	2.8%
Tennis	5.0%	4.6%	2.9%	4.0%
Volleyball	3.8%	3.6%	3.2%	3.4%
Weight Lifting	12.6%	12.4%	9.7%	10.6%
Workout at Clubs	9.1%	8.1%	4.7%	9.0%
Wrestling	1.1%	1.0%	1.0%	1.9%
Yoga	10.5%	10.2%	8.2%	10.4%
Did Not Participate	20.3%	20.6%	21.6%	24.4%

There is a not a significant Black population (7.1%) in the Immediate Service Area. As such these numbers may not play a factor with regards to overall participation. However, the Hispanic population (23.6%) is significant and should be considered.

Table H – Comparison of National, African American and Hispanic Participation Rates in Primary Service Area.

Indoor Activity	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	17.5%	15.8%	13.1%	17.8%
Baseball	3.5%	3.7%	3.8%	4.2%
Basketball	7.3%	7.5%	13.9%	8.1%
Bicycle (Road)	14.6%	14.2%	9.8%	10.7%
Billiards/Pool	6.2%	6.8%	4.8%	5.6%
Boxing	1.5%	1.5%	3.5%	2.3%
Cheerleading	13.4%	13.6%	7.2%	12.0%
Exercise Walking	43.9%	41.4%	24.1%	30.5%
Exercise w/ Equipment	19.2%	18.9%	12.9%	13.5%
Football (Flag)	1.7%	1.8%	3.9%	1.9%
Football (Tackle)	2.0%	2.2%	4.8%	2.4%
Football (Touch)	2.6%	2.7%	5.6%	2.5%
Golf	6.9%	6.3%	2.3%	3.5%
Gymnastics	1.9%	1.7%	2.0%	1.8%
Lacrosse	0.9%	0.9%	0.9%	1.1%
Martial Arts/MMA	1.7%	1.7%	1.8%	2.2%
Pickleball	1.4%	1.2%	0.7%	1.0%
Pilates	2.0%	1.9%	1.2%	1.9%
Running/Jogging	16.0%	14.9%	10.8%	15.6%
Soccer	5.0%	4.7%	3.8%	7.5%
Softball	3.4%	3.1%	2.7%	3.5%
Swimming	15.8%	15.6%	6.8%	13.3%
Table Tennis/Ping Pong	4.0%	3.8%	3.9%	2.8%
Tennis	5.1%	4.6%	2.9%	4.0%
Volleyball	3.8%	3.6%	3.2%	3.4%
Weight Lifting	13.1%	12.4%	9.7%	10.6%
Workout at Clubs	8.7%	8.1%	4.7%	9.0%
Wrestling	1.1%	1.0%	1.0%	1.9%
Yoga	10.7%	10.2%	8.2%	10.4%
Did Not Participate	21.1%	20.6%	21.6%	24.4%

There is a not a significant Black population (6.3%) in the Immediate Service Area. As such these numbers may not play a factor with regards to overall participation. However, the Hispanic population (21.8%) is significant and should be considered.

Table I – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Secondary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	17.5%	15.8%	13.1%	17.8%
Baseball	3.5%	3.7%	3.8%	4.2%
Basketball	7.3%	7.5%	13.9%	8.1%
Bicycle (Road)	14.6%	14.2%	9.8%	10.7%
Billiards/Pool	6.2%	6.8%	4.8%	5.6%
Boxing	1.5%	1.5%	3.5%	2.3%
Cheerleading	1.0%	1.0%	2.2%	3.5%
Exercise Walking	44.0%	41.4%	24.1%	30.5%
Exercise w/ Equipment	19.2%	18.9%	12.9%	13.5%
Football (Flag)	1.6%	1.8%	3.9%	1.9%
Football (Tackle)	1.9%	2.2%	4.8%	2.4%
Football (Touch)	2.6%	2.7%	5.6%	2.5%
Golf	6.9%	6.3%	2.3%	3.5%
Gymnastics	2.0%	1.7%	2.0%	1.8%
Lacrosse	0.9%	0.9%	0.9%	1.1%
Martial Arts/MMA	1.7%	1.7%	1.8%	2.2%
Pickleball	1.4%	1.2%	0.7%	1.0%
Pilates	2.0%	1.9%	1.2%	1.9%
Running/Jogging	16.0%	14.9%	10.8%	15.6%
Soccer	5.0%	4.7%	3.8%	7.5%
Softball	3.4%	3.1%	2.7%	3.5%
Swimming	15.8%	15.6%	6.8%	13.3%
Table Tennis/Ping Pong	4.0%	3.8%	3.9%	2.8%
Tennis	5.1%	4.6%	2.9%	4.0%
Volleyball	3.8%	3.6%	3.2%	3.4%
Weight Lifting	13.1%	12.4%	9.7%	10.6%
Workout at Clubs	8.7%	8.1%	4.7%	9.0%
Wrestling	1.1%	1.0%	1.0%	1.9%
Yoga	10.7%	10.2%	8.2%	10.4%
Did Not Participate	21.1%	20.6%	21.6%	24.4%

There is a not a significant Black population (7.1%) in the Immediate Service Area. As such these numbers may not play a factor with regards to overall participation. However, the Hispanic population (23.6%) is significant and should be considered.

National Summary of Sports Participation: The following chart summarizes participation for indoor activities utilizing information from the 2021 National Sporting Goods Association survey.

Table J – Sports Participation Summary

Sport	Nat'l Rank ⁶	Nat'l Participation (in millions)
Exercise Walking	1	125.0
Cardio FiPAess	2	86.1
Strength Training	3	68.9
Exercising w/ Equipment	4	57.2
Hiking	5	48.8
Swimming	6	47.2
Running/Jogging	7	45.0
Bicycle Riding	8	42.8
Weight Lifting	9	37.5
Yoga	10	30.7
Fishing (fresh water)	11	29.5
Workout @ Club	13	24.6
Basketball	14	22.5
Golf	16	19.0
Target Shooting (live ammunition)	17	18.8
Hunting w/ Firearms	18	16.4
Boating (motor/power)	19	14.6
Soccer	20	14.5
Tennis	22	13.8
Kayaking	24	11.5
Baseball	26	11.3
Volleyball	27	10.8
Fishing (salt water)	29	9.6
Softball	30	9.3
Football (touch)	32	8.2
Canoeing	33	7.8
Hunting w/ Bow & Arrow	34	6.9
Football (tackle)	35	6.7
Mountain Biking (off road)	38	6.0
Football (flag)	41	5.4
Target Shooting (airgun)	43	5.1
Water Skiing	49	3.8
Pickleball	50	3.6

Nat'l Rank: Popularity of sport based on national survey.

Nat'l Participation: Population that participate in this sport on national survey.

⁶ This rank is based upon the 58 activities reported on by NSGA in their 2021 survey instrument.

National Participation by Age Group: Within the NSGA survey, participation is broken down by age groups. As such B*K can identify the top 3 age groups participating in the activities reflected in this report.

Chart K – Participation by Age Group:

Activity	Largest	Second Largest	Third Largest
Aerobics	35-44	25-34	45-54
Baseball	7-11	12-17	25-34
Basketball	12-17	25-34	18-24
Bicycle Riding	55-64	45-54	12-17
Billiards/Pool	25-34	34-44	45-54
Bowling	25-34	35-44	18-24
Cheerleading	12-17	7-11	18-24
Exercise Walking	55-64	65-74	45-54
Exercise w/ Equipment	25-34	45-54	55-64
Football (flag)	7-11	12-17	25-34
Football (tackle)	12-17	18-24	7-11
Football (touch)	12-17	25-34	7-11
Gymnastics	7-11	12-17	25-34
Lacrosse	12-17	7-11	18-24
Martial Arts MMA	7-11	25-34	12-17
Pickleball	12-17	65-74	18-24
Pilates	25-34	35-44	45-54
Running/Jogging	25-34	35-44	45-54
Skateboarding	12-17	18-24	7-11
Soccer	7-11	12-17	25-34
Softball	12-17	7-11	25-34
Swimming	55-64	12-17	7-11
Tables Tennis	25-34	18-24	12-17
Tennis	25-34	35-44	12-17
Volleyball	12-17	25-34	18-24
Weight Lifting	25-34	45-54	35-44
Workout at Clubs	25-34	35-44	45-54
Wrestling	12-17	25-34	7-11
Yoga	25-34	35-44	45-54
Did Not Participate	45-54	55-64	65-74

Largest: Age group with the highest rate of participation.
Second Largest: Age group with the second highest rate of participation.
Third Largest: Age group with the third highest rate of participation.

National Sports Participation Trends: Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2012-2021).

Table L – National Activity Trend (in millions)

	2012 Participation	2022 Participation	Percent Change
Kayaking	7.2	11.5	+59.7%
Hunting w/ Bow & Arrow	5.1	6.9	+35.3%
Yoga	22.9	30.7	+34.1%
Skateboarding	5.4	6.7	+24.1%
Exercise Walking	102.1	125	+22.4%
Weight Lifting	31.1	37.5	+20.6%
Hiking	42.2	48.8	+15.6%
Running/Jogging	40	45	+12.5%
Wrestling	2.8	3.1	+10.7%
Mountain Biking (off road)	5.5	6	+9.1%
Bicycle Riding	39.3	42.8	+8.9%
Backpack/Wilderness Camping	11.7	12.4	+6.0%
Soccer	13.7	14.5	+5.8%
Water Skiing	3.6	3.8	+5.6%
Volleyball	10.3	10.8	+4.9%
Target Shooting (airgun)	4.9	5.1	+4.1%
Tennis	13.6	13.8	1.5%
Exercising w/ Equipment	57.7	57.2	-0.9%
Swimming	48.6	47.1	-3.1%
Fishing (fresh water)	30.8	29.5	-4.2%
Baseball	12.1	11.3	-6.6%
Golf	21.1	19	-10.0%
Fishing (salt water)	10.7	9.6	-10.3%
Softball	10.5	9.3	-11.4%
Football (touch)	9.3	8.2	-11.8%
Basketball	25.6	22.5	-12.1%
Target Shooting (live ammunition)	21.7	18.8	-13.4%
Boating (motor/power)	17	14.6	-14.1%
Football (tackle)	7.9	6.7	-15.2%
Hunting w/ Firearms	19.4	16.4	-15.5%
Football (flag)	6.7	5.4	-19.4%
Workout @ Club	35.2	24.6	-30.1%

2012 Participation: The number of participants per year in the activity (in millions) in the United States.
2022 Participation: The number of participants per year in the activity (in millions) in the United States.
Percent Change: The percent change in the level of participation from 2012 to 2021.

Section III – Operations Analysis

Operations

The operations analysis represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the project. Fees and charges utilized for this study reflect a philosophy designed to meet a reasonable cost recovery rate and future operations cost and are subject to review, change, and approval by the Township of Upper Macungie. There is no guarantee that the expense and revenue projections outlined in the operations analysis will be met as there are many variables that affect such estimates that either cannot be accurately measured or are subject to change during the actual budgetary process or partnership.

Expenditures

Expenditures have been formulated on the costs that were designated by Ballard*King and Associates and in discussion with Township of Upper Macungie leadership staff to be included in the operating budget for the facility. The figures are based on the size of the center, the specific components of the facility, and the hours of operation. All expenses were calculated conservatively and the actual cost may vary based on the final design, operational philosophy, and programming considerations adopted by the facility.

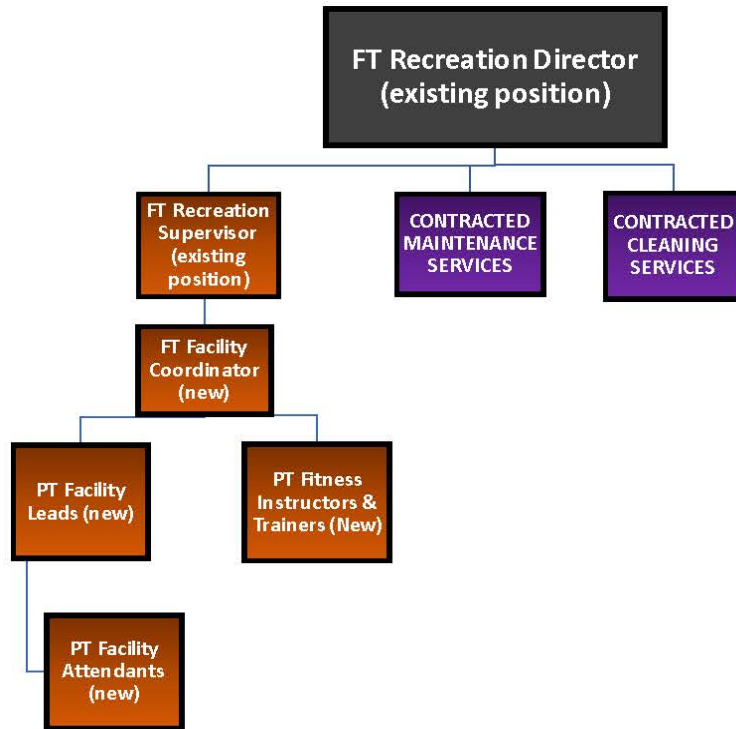
Upper Macungie Community Center – A center with an indoor fieldhouse dedicated to sports with an artificial turf field, three indoor gymnasiums, a multi-purpose room, walking/jogging track, two community meeting rooms, fitness area with cardiovascular and weight lifting area, concessions area, support offices, administration area and lobby. The center is approximately 188,000 SF.

Staffing:

The proposed staffing plan incorporates utilizing two existing Upper Macungie Township employees to support the Community Center. Those positions are the existing Recreation Director position and existing Recreation Supervisor position.



Organization Chart



Full-Time Staffing Levels

Position	Salary Level
Facility Coordinator (new position)	\$49,920
Sub-Total	\$49,920
Benefit Estimate	\$41,782
Total Full-Time Staff	\$91,702

Part-Time Staffing Levels

Position	Hourly Rate	Hours	Wages
PT Facility Lead(s)	\$19.00	3,406	\$ 64,714
PT Facility Attendant(s)	\$16.00	12,376	\$ 198,016
PT Concession (Fac Attend)	\$16.00	3,328	\$ 53,248
Fitness Instructors Member Classes	\$37.00	1,584	\$ 58,608
Fitness Instructors Session Based	\$37.00	144	\$ 5,328
Personal Trainers	\$45.00	900	\$ 40,500
Sub-Total		21,738	\$ 420,414
Benefit Estimate			\$ 30,439
Total Part-Time			\$ 450,853

Total Staffing Wage Expense Estimate

Total Wage Cost Estimate Including Benefits	
FT	\$ 91,702
PT	\$ 450,853
Wages Total	\$ 542,555

Detailed staffing worksheets can be found in the Appendix on pages 66-67.



Expense Summary

Expense Summary - Category	Budget
<u>Personnel (includes benefits)</u>	
Full-time	\$ 91,702
Part-time	\$ 450,853
<i>Sub-Total Personnel</i>	<i>\$ 542,555</i>
Supplies - Cleaning & Janitorial	\$ 7,500
Supplies - Concessions F&B	\$ 45,000
Supplies - Concessions Overhead (paper products, utensils, etc.)	\$ 10,800
Supplies - First Aid & Safety	\$ 600
Supplies - Misc. Operating	\$ 7,500
Supplies - Office (paper, toner, pens, lamination, etc.)	\$ 4,000
Supplies - R & M	\$ 6,000
Supplies - Equipment and Supplies (desk, chair, microphone, monitor, etc.)	\$ 3,500
Supplies - Resale Items (Waterbottles, etc.)	\$ 2,500
Supplies - Uniforms	\$ 3,500
Operations - Advertising and Marketing	\$ 7,500
Operations - Dues and Subscriptions (PA P&R, Food Svc license, etc.)	\$ 1,000
Operations - Employee Engagement	\$ 750
Operations - EE Training & Development	\$ 1,500
Operations - Postage	\$ 500
Operations - Printing (brochures, trifold, flyers, stickers, etc.)	\$ 6,000
Operations - Recruitment Expenses	\$ 1,200
Operations - Special Events	\$ 1,500
Internal Services - IT Services	\$ 15,000
Services - Bank Charges (charge cards/EFT fees)	\$ 18,000
Services - Cleaning Services (Contracted)	\$ 75,000
Services - Professional (Elevator/ASCAP/Fire Alarms, Control system, HVAC, Technical support, Copier Lease, etc.)	\$ 20,000
Services - Repair & Maintenance	\$ 30,000
Services - Utilities (Gas/Elect.-\$2.00 SF x 159,800 SF)	\$ 367,540
Services - Water/Sanitary	\$ 8,500
Communications (Phone/Radios/Wi-Fi/Cable)	\$ 6,000
Insurance-General Liability	\$ 60,000
Recreation Software	\$ 20,000
Trash	\$ 5,000
<i>Subtotal Charges</i>	<i>\$ 735,890</i>
<u>Capital</u>	
Replacement fund	\$ 30,000
Expense Total (Annual)	\$ 1,308,445



Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to national statistics, other similar facilities and the competition for recreation services in the area. Actual figures will vary based on the size and make-up of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priority of use. All revenues were calculated in collaboration with Township staff as a result.

Revenue Summary	
<u>Fees</u>	
Daily Admissions	\$ 8,300
Annual Memberships	\$ 410,100
Silver Sneakers	\$ 32,400
General Rentals	\$ 745,010
Sub-Total	\$ 1,195,810
<u>Programs</u>	
Fitness	\$ 56,400
Concessions	\$ 125,000
Sub-Total	\$ 181,400
<u>Other</u>	
Fund or Sponsorship	\$ 30,000
Sub-Total	\$ 30,000
Grand Total	\$ 1,407,210

Expense-Revenue Comparison

Expense/Revenue Comparison	
Expenses	\$ 1,308,445
Revenue	\$ 1,407,210
Difference	\$ 98,766
Cost Recovery Level	108%

This operational pro-forma was completed based on the best information available and a basic understanding of the project. Upper Macungie Township staff had significant input in providing estimated usage, fee structure and projected revenues. There is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

Future years: Expenditures – Revenue Comparison: Operation expenditures are expected to increase by approximately 3% a year through the first 3 to 5 years of operation. Revenue growth is expected to increase by 4% to 8% a year through the first three years and then level off with only a slight growth (3% or less) the next two years. Expenses for the first year of operation should be slightly lower than projected with the facility being under warranty and new. Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation facilities, the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period, revenue growth begins to flatten out. It is not uncommon to see an increased need for continued fund-raising activities and/or township support to balance the center budget increase as the facility ages.

Fees and Admissions

Projected Fee Schedule: The fee schedule below was developed as the criteria for estimating revenues. Actual fees are subject to review and approval by the joint powers committee and entities. The monthly rate listed is the cost of an annual pass broken down into twelve equal payments and does not include any handling fees. It should be noted that monthly bank draft convenience for customers would encourage more annual pass sales. However, there are bank fees and a substantial amount of staff time spent managing the bank draft membership base and consideration should be given to pass on some form of a handling fee for bank draft customers.



Fees Structure Overview

The following fee structure was developed with a philosophy of giving residents of Upper Macungie Township a discount on rental fees and memberships. There is a positive benefit to explaining a base rate with a discounted fee structure to residents, rather than communicating an increased fee for non-residents.

FEE STRUCTURE					
FEES - WINTER (School Year)	Base (for profit camps, non-residents, etc.) Base membership is Resident + approx 20% Base Rental Rate is Resident Rate + approx 40% in some cases	Resident & Non- Profit DISCOUNTED Rate (501 (c) 3 Sports Assoc, Charity Events, Fundraisers, HOA's etc.)	FEES - SPRING & SUMMER (users move outside) Approx. 50% DISCOUNT FOR TURF AND GYM ONLY in spring & summer	Base (for profit camps, non-residents, etc.) Base membership is Resident + approx 20% Base Rental Rate is Resident Rate + approx 40% in some cases	Resident & Non- Profit DISCOUNTED Rate (501 (c) 3 Sports Assoc, Charity Events, Fundraisers, HOA's etc.)
Daily Admission	\$ 8	\$ 5	Daily Admissions	\$ 8	\$ 5
Fitness Class Punch Passes	\$ 140	\$ 100	Fitness Class Punch Passes	\$ 140	\$ 100
Membership Annual Adult	\$ 360	\$ 300	Membership Annual Adult	\$ 360	\$ 300
Membership Annual Youth/Sr	\$ 288	\$ 240	Membership Annual Youth/Sr	\$ 288	\$ 240
Membership Annual Family	\$ 720	\$ 600	Membership Annual Family	\$ 720	\$ 600
<u>Rental Fees</u>			<u>Rental Fees</u>		
Full Gymnasium/hr.	\$ 90	\$ 65	Full Gymnasium/hr.	\$ 50	\$ 35
Turf Field (Entire Area)/hr.	\$ 450	\$ 350	Turf Field (Entire Area)/hr.	\$ 245	\$ 175
Turf Section (1/3)/hr.	\$ 175	\$ 125	Turf Section (1/3)/hr.	\$ 80	\$ 60
Multipurpose Room (MPR)/hr.	\$ 55	\$ 40	Multipurpose Room (MPR)/hr.	\$ 55	\$ 40
Community Room A or B/hr.	\$ 30	\$ 20	Community Room A or B/hr.	\$ 30	\$ 20



Memberships

Memberships Estimate	Annual Memberships	Fee	Revenue Estimate
Memberships - Adult	215	\$ 300	\$ 64,500
Memberships - Family	550	\$ 600	\$ 330,000
Memberships - Youth	65	\$ 240	\$ 15,600
Memberships Subtotal			\$ 410,100
<i>Silver Sneakers Estimate</i>	Annual Visits	Fee	Revenue Estimate
Silver Sneakers	10,800	\$ 3	\$ 32,400
Membership Revenue Total			\$ 442,500

Admissions

Daily Admissions Estimate	Weekly Prime Total	Weekly Non-Prime Total	Notes
Daily Admission (Average for Week)	40	20	
Number of Weeks	31	21	52 weeks total
Participation Subtotal	1240	420	
Admission Rate	\$ 5.00	\$ 5.00	Based upon resident \$5 per visit, not discounted punch rates or base rates.
Admission Revenue Estimate	\$ 6,200	\$ 2,100	
Admission Revenue Total		\$8,300.00	



Section IV – Appendix

IV – 1: Staffing Worksheets

Part-Time Operations Staffing Worksheets

Position Staffing	Opening Time	Closing Time	Number of Hours	Number of Staff	Number of Weeks	Hours Per Operation
Area: PT Facility Lead			Hrs.	# Staff	Weeks	
Monday	4:00 PM	10:30 PM	6.5	1	52	338
Tuesday	4:00 PM	10:30 PM	6.5	1	52	338
Wednesday	4:00 PM	10:30 PM	6.5	1	52	338
Thursday	4:00 PM	10:30 PM	6.5	1	52	338
Friday	4:00 PM	11:30 PM	7.5	1	52	390
Saturday	6:30 AM	11:30 PM	17.0	1	52	884
Sunday	7:30 AM	10:30 PM	15.0	1	52	780
Subtotal			66	1	52	3,406
Area: PT Facility Attendants			Hrs.	# Staff	Weeks	
Monday	5:30 AM	10:30 PM	17.0	2	52	1,768
Tuesday	5:30 AM	10:30 PM	17.0	2	52	1,768
Wednesday	5:30 AM	10:30 PM	17.0	2	52	1,768
Thursday	5:30 AM	11:30 PM	18.0	2	52	1,872
Friday	5:30 AM	11:30 PM	18.0	2	52	1,872
Saturday	6:30 AM	11:30 PM	17.0	2	52	1,768
Sunday	7:30 AM	10:30 PM	15.0	2	52	1,560
Subtotal			119	2	52	12,376
Area: PT Concession (Fac Attend)			Hrs.	# Staff	Weeks	
Monday	4:00 PM	7:30 PM	3.5	1	52	182
Tuesday	4:00 PM	7:30 PM	3.5	1	52	182
Wednesday	4:00 PM	7:30 PM	3.5	1	52	182
Thursday	4:00 PM	7:30 PM	3.5	1	52	182
Friday	4:00 PM	8:30 PM	4.5	2	52	468
Saturday	8:00 AM	8:30 PM	12.5	2	52	1,300
Sunday	10:00 AM	6:00 PM	8.0	2	52	832
Subtotal			39		52.0	3,328

Part-time Programs Staffing Worksheet (New Fitness Positions only)

Position	Hourly Rate	Hours	Wages
Fitness Instructors Member Classes*	\$37.00	1,584	\$ 58,608
Fitness Instructors Session Based*	\$37.00	144	\$ 5,328
Personal Trainers**	\$45.00	900	\$ 40,500
Sub-Total		2,628	\$ 104,436
Benefit Estimate			\$ 30,439
Total Part-Time			\$ 134,875

*Note: the hourly rate for fitness instructors is lower than UM currently compensates fitness contractors for a class. However employed fitness staff wage calculations are based upon paying at 1.5 hr for each 1 hr class to allow for 15 min before and 15 min after the class for the fitness instructor to prep, talk to customers, arrange equipment, etc. Education on taxes, workers compensation coverage, etc. may be needed for any current fitness contractors that may wish to become employees. Communication and analysis should also be conducted by Upper Macungie Township's Human Resources department regarding converting all existing fitness contractors to employee status. Typically IRS guidelines do not allow for a position or similar job responsibilities to be classified both as a contractor and an employee.

** Note: Calculations for employed personal training staff is based upon paying at 1.25 hr for each 1 hr personal training session to allow for 15 min before or after to plan or answer customer questions. The same information regarding IRS guidelines above applies to this position also, as it is likely the IRS would identify a personal trainer as a type of fitness instructor and classify them as an employee.

Total Staffing Hours Summary (not including existing full time Recreation positions)

Staffing Hours Summary	Annual Total Hours	Annual FTE	Annual Positions (Vacancies) Needed (not including turnover) Note: PT Position Cap 1k hrs.	Avg Hours Per Week
PT Facility Lead	3,406	1.64	3.41	66
PT Facility Attendants	12,376	5.95	12.38	238
PT Concession (Facility Attend)	3,328	1.60	3.33	64
FT Facility Coordinator	2,080	1.00	1	40
Fitness & Personal Training Staff	2628	1.26	2.63	51
Subtotals	21,190	10.19	20.11	408



IV - 2: Revenue Estimate Worksheets

Facility Rental – Prime Time Hours Identification

PRIME TIME HOURS DESIGNATION & COMPUTATIONS						
Prime Time Hours	Start	End	Number of Prime Time HOURS Per Week	Weeks Rented School Year	Weeks Rented Spring & Summer	Weeks Not Rented
Monday	4:00 PM	10:00 PM	6			
Tuesday	4:00 PM	10:00 PM	6			
Wednesday	4:00 PM	10:00 PM	6			
Thursday	4:00 PM	10:00 PM	6			
Friday	4:00 PM	10:00 PM	6			
Saturday	8:00 AM	10:00 PM	14			
Sunday	8:00 AM	10:00 PM	14			
Subtotal Weekly Prime Time Hours			58			
Prime Time Hours Per Week Rented per Scenario 1				38	26	
Prime Time Hours Per Week Rented per Scenario 2				34	22	
Weeks per Season				26	25	1

The section to the left identifies and then computes the prime time hours each week, totaling to 58. Then to set a base for computation purposes, 58% was utilized for winter and 38% for summer.

Facility Rental – Annual Hours Rented Estimate

	Weeks	Seasonal Goal % of ALL Available Prime Hrs. Rented	Total # Prime Hrs. Rented Per YR
Estimate based upon the base (aka seasonal) goal for the season being attained.	WEEKS Rented School Year	26	58% 875
	WEEKS Rented Spring & Summer	25	38% 551
	WEEKS Not Rented	1	100%
	Subtotal Hours		



Facility Area Rental Revenue Estimate

Gym 1 Revenue	Gym 2 Revenue	Gym 3 Revenue	Turf Revenue	MPR Revenue	CR 1 Revenue	CR 2 Revenue	NOTES & ASSUMPTIONS Computations based upon resident & nonprofit rates	Estimates rental revenue based upon the facility area and the rental rate per season times the # of weeks in season.
\$ 56,852	\$ 56,852	\$ 56,852	\$ 306,124	\$ 34,986	\$ 17,493	\$ 17,493	School Year Rental Rates Higher as is % of time rented.	
\$ 19,285	\$ 19,285	\$ 19,285	\$ 96,425	\$ 22,040	\$ 11,020	\$ 11,020	Spring & Summer Rates Reduced for Gym/Turf & % of time rented.	
\$ 76,137	\$ 76,137	\$ 76,137	\$ 402,549	\$ 57,026	\$ 28,513	\$ 28,513	Subtotals	
								\$ 745,010

Memberships Revenue Estimate

Memberships Estimate	Annual Memberships	Fee	Revenue Estimate	Notes
Memberships - Adult	215	\$ 300	\$ 64,500	NOTE: Family annual memberships sold represents 1,375 members, as a family is computed at 2.5 members. This represents 1,655 annual members inclusive of adult, families and youth. Will need robust & comprehensive all-inclusive fitness offerings to drive memberships.
Memberships - Family	550	\$ 600	\$ 330,000	
Memberships - Youth	65	\$ 240	\$ 15,600	
Memberships Subtotal			\$ 410,100	No senior memberships; facility plans to offer Silver Sneakers (rev accounted for under SS revenue)
<i>Silver Sneakers Estimate</i>	Annual Visits	Fee	Revenue Estimate	
Silver Sneakers	10,800	\$ 3	\$ 32,400	761 per month estimated slightly high; based upon senior population market assessment.
Membership Revenue Total			\$ 442,500	



Daily Admissions Revenue Estimate

Daily Admissions Estimate	Weekly Prime Total	Weekly Non-Prime Total	Notes
Daily Admission (Average for Week)	40	20	
Number of Weeks	31	21	52 weeks total
Participation Subtotal	1240	420	
Admission Rate	\$ 5.00	\$ 5.00	Based upon resident \$5 per visit, not discounted punch rates or base rates.
Admission Revenue Estimate	\$ 6,200	\$ 2,100	
Admission Revenue Total		\$8,300.00	

Fitness Program Revenue Estimate

Fitness Programs Revenue Estimate	
Speciality Fitness Fee Per Class	\$10
Annual Specialty Fitness Participants	960
Annual Specialty Fitness Class Revenue Estimate	\$ 9,600
Fee Per Personal Training Session	\$65
Annual Participants	720
Annual Personal Training Revenue	\$ 46,800
Total Fitness Revenue Estimate	\$ 56,400



Annual Revenue Total Estimate

ANNUAL REVENUE STREAM SUMMARY	
RENTAL REVENUE ESTIMATE	\$ 745,010
ANNUAL MEMBERSHIPS	\$ 442,500
DAILY ADMISSION REVENUE ESTIMATE	\$ 8,300
FITNESS REVENUE	\$ 56,400
CONCESSIONS REVENUE ESTIMATE	\$ 125,000
"THE FUND"	\$ 30,000
HEALTH PARTNER FUNDING?	
OTHER REVENUE STREAM OR SPONSORSHIP?	
TOTAL REVENUE ESTIMATE	\$ 1,407,210