

COMMUNITY LIFESTYLE CENTER

OPERATIONS PLAN SUMMARY

FINAL REPORT APRIL 7, 2023



UMT Community Fund
A 501c3 Nonprofit Organization

BALLARD * KING
& ASSOCIATES LTD

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.

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.

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.

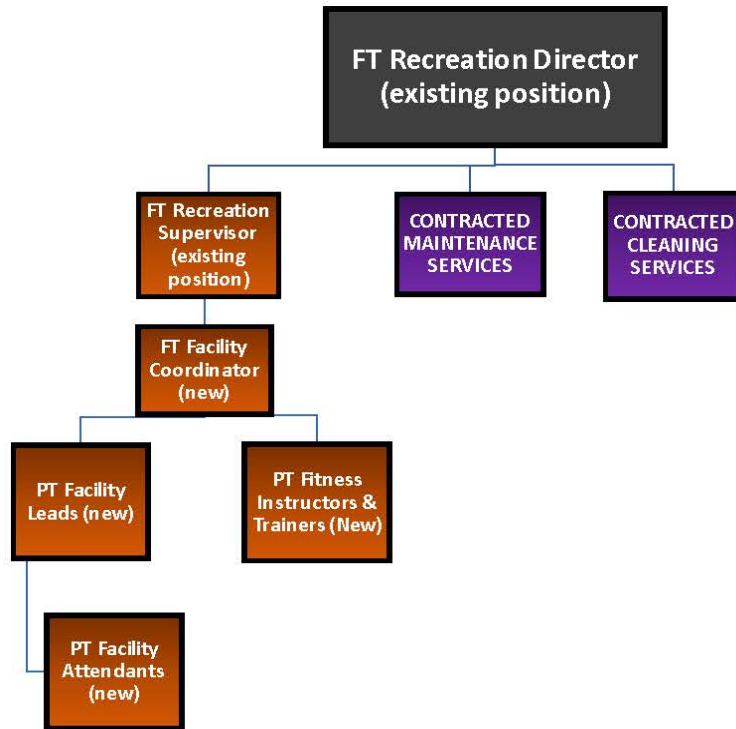
Upper Macungie Community Center – A center with an indoor fieldhouse dedicated to sports with an artificial turf field, three indoor gymnasiums, a multi-purpose room, walking/jogging track, two community meeting rooms, fitness area with cardiovascular and weight lifting area, concessions area, support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



Expense Summary

Expense Summary - Category	Budget
<u>Personnel (includes benefits)</u>	
Full-time	\$ 91,702
Part-time	\$ 450,853
Sub-Total Personnel	\$ 542,555
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
Subtotal Charges	\$ 735,890
<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
ANNUAL SPONSORSHIPS?	
OTHER REVENUE STREAMS?	
TOTAL REVENUE ESTIMATE	\$ 1,407,210

**Please Note this document is a shortened summary of the full Ballard King & Associates Operations Plan Report. If you would like to see the full report, please contact Upper Macungie Township.*