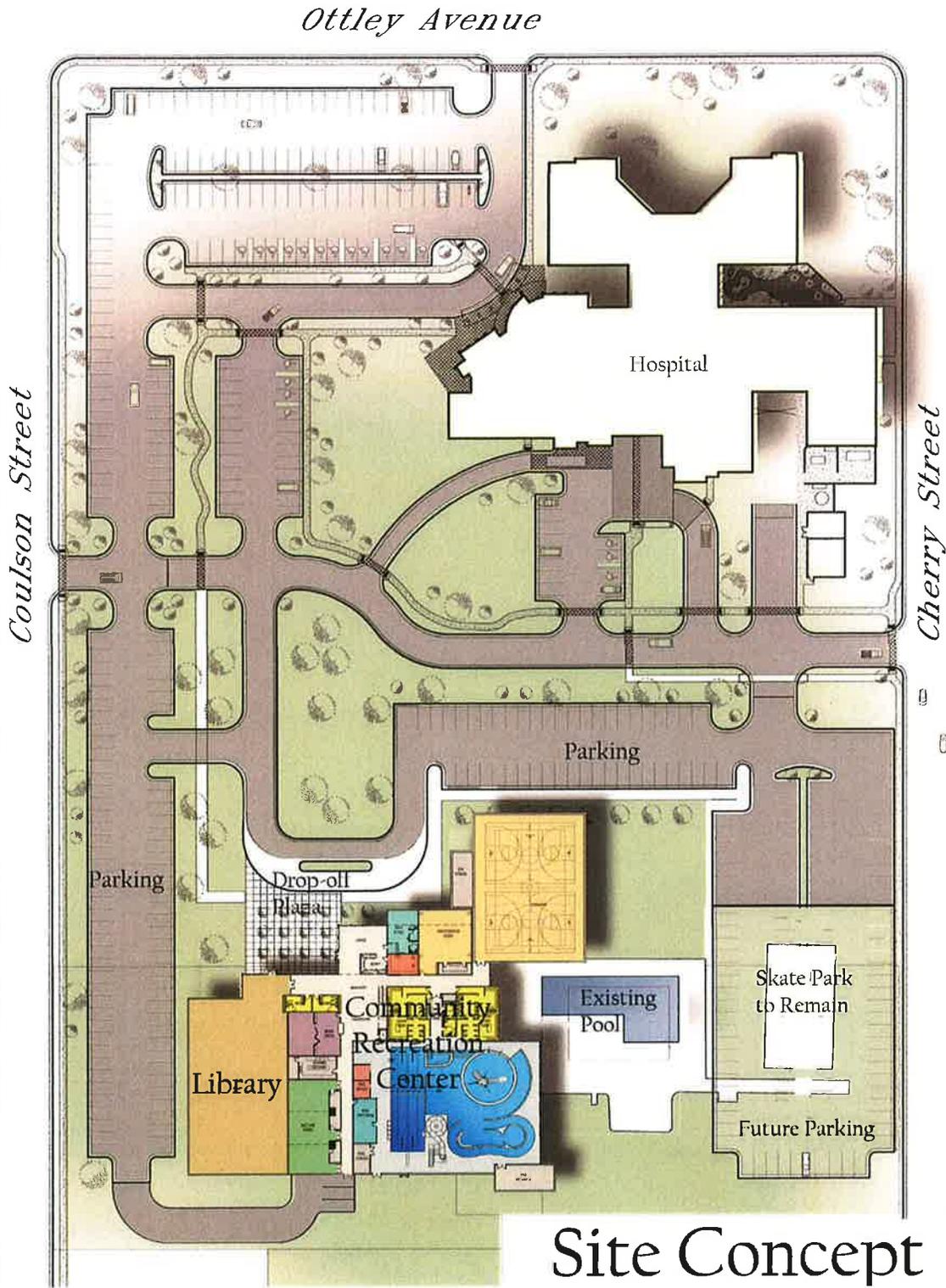


Site Plan - Facility Alternative 2



CITY OF FRUITA

Community Center Feasibility Study

Market Analysis

IV. MARKET ANALYSIS

Community Profile/Demographic Information

This analysis uses figures from the 2000 US Census as well as projections from ESRI Business Information Solutions. ESRI offers a more current look at Census data by calculating current year estimates, as well as five year projections for population and breakdowns.

Service Area and Population

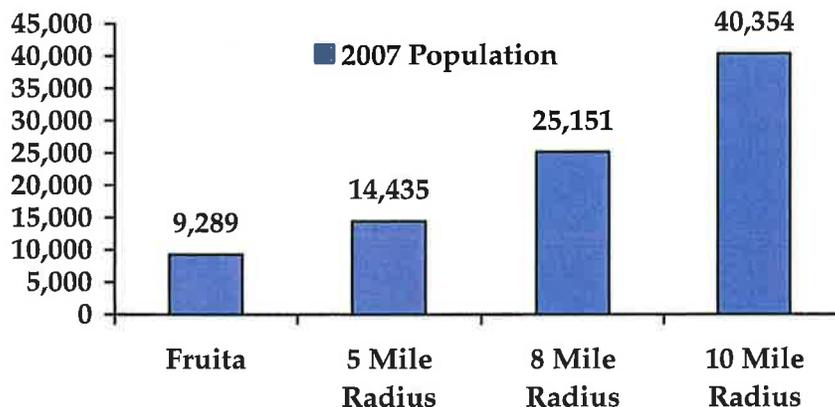
The primary service area for this analysis is the City of Fruita and a five mile radius around Fruita. Demographic information regarding the Colorado and the United States as a whole are provided for comparative purposes. Also included is the population of Fruita including a five mile radius from the center of the City, an eight mile radius, and a ten mile radius. All estimated 2007 populations, as well as projected population and demographic breakdowns by population are taken from ESRI Business Information Solutions. The estimated 2007 population for the City of Fruita is 9,289. The estimated population for a five mile radius is 14,435, an eight mile radius is 25,151, and a ten mile radius is 40,354.

Population, Age Ranges and Family Information

Population Distribution

Population comparisons for the City of Fruita, a five mile radius, an eight mile radius, and a ten mile radius around Fruita are shown in *Figure 1*. The address of the City's Recreation Department (325 E. Aspen Avenue) was chosen as the center point for each radius. As illustrated in *Figure 1*, extending the boundaries to a five mile radius increases the overall population by more than 50% and three miles beyond that more than doubles the population of Fruita. Incorporating populations within a ten mile radius of the City center more than quadruples the population.

Figure 1: Population Estimates 2007

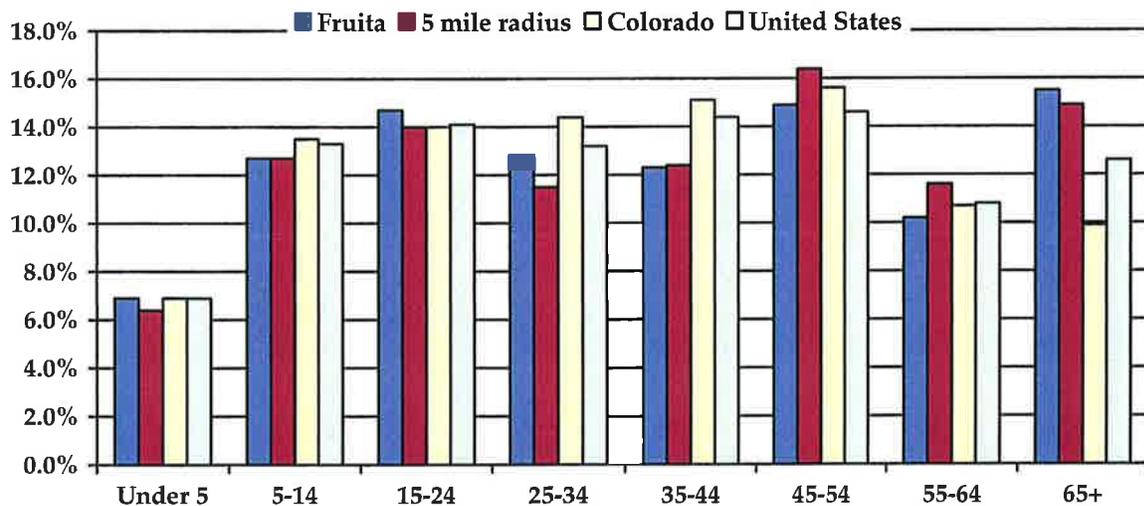


Age Distribution

The following age breakdown is used to separate the population into age sensitive user groups and to provide the ability to adjust to future age sensitive trends. Percent of population distribution by age for the City of Fruita, the five mile radius, Colorado and the U.S. is shown in *Figure 2*.

- Under 5 years: This group represents users of preschool and tot programs and facilities, and as trails and open space users, are often in strollers. These individuals are the future participants in youth activities.
- 5 to 14 years: This group represents current youth program participants.
- 15 to 24 years: This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers.
- 25 to 34 years: This group represents involvement in adult programming with characteristics of beginning long-term relationships and establishing families.
- 35 to 54 years: This group represents users of a wide range of adult programming and park facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty nesters.
- 55 to 64 years: This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren.
- 65 years plus: Nationally, this group will be increasing dramatically. Current population projections suggest that this group will grow almost 70% in the next 13 years. Programming for this group should positively impact the health of older adults through networking, training and technical assistance, and fundraising. Recreation centers, senior centers, and senior programs can be a significant link in the health care system. This group generally also ranges from very healthy, active seniors to more physically inactive seniors.

Figure 2: 2007 Population Breakdown Percent of Total by Age



Source: ESRI Business Information Solutions

Population Comparisons

Overall, the City of Fruita has higher populations in the younger age groups compared with the extended five mile radius which increases the population of the 35-44, 45-54, and 55-64 age groups. Extending the five mile radius, however, does not increase the population in the 65 and older category. Compared to the state, Fruita has less people in the 25 to 64 age range than Colorado but more of the population in the 65 and older age range. This is true also when comparing Fruita with the United States. The median age for the City is 37.7, for the 5 mile radius area it is 40.1, for Colorado it is 35.8, and for the U.S. is 36.7.

Gender (2007)

According to ESRI Business Solutions, the 2007 population estimate for the City of Fruita is 47.5% males and 52.5% females; the 5 mile radius is 48.5% males and 51.5% females. For Colorado the 2007 estimates are 50.3% males and 49.7% females. For the United States they are 49.2% males and 50.8% females.

Race/Ethnicity (2007)

Statistics gathered from ESRI Business Solutions provide the race and ethnicity breakdown for Fruita, the five mile radius from Fruita's city center, Colorado and the United States. As shown in *Table 4*, the race with the largest population is White for all three regions. Comparing the City of Fruita to the five mile radius, we see that racial diversity decreases as we extend to this area outside of Fruita.

Table 4: Race/Ethnicity Comparisons for 2006

Race	Fruita	5 mile radius	Colorado	United States
White Alone	89.2%	91.5%	79.9%	71.1%
African American Alone	0.3%	0.3%	3.8%	12.7%
American Indian Alone	1.1%	0.9%	1.0%	0.9%
Asian or Pacific Islander Alone	0.4%	0.4%	3.1%	4.9%
Some Other Race Alone	6.8%	5.0%	9.0%	7.3%
Two or More Races	2.1%	1.9%	3.1%	3.1%
Total	100%	100%	100%	100%
Ethnicity	Fruita	5 mile radius	Colorado	United States
Hispanic/Latino Origin (Any Race)*	15.0%	11.8%	21.4%	16.8%

Source: ESRI Business Information Solutions

*Persons of Hispanic Origin may be of any race. This number reflects the percentage of the total population.

Education

According to ESRI Business Information Solutions and shown in *Table 5*, residents in the City of Fruita on average have lower education levels when compared to the state and the U.S. Extending the City by the five mile radius increases the overall education levels. Of

the population in Fruita 15.9% have at least a Bachelor’s degree compared with 32.7% of the State’s population and 24.4% of the overall population in the U.S. This figure increases 2.2% points when looking at the five mile radius area (18.1%). If the area is extended to an eight mile radius this figure increases by 10.5% (26.4% of the population), and if extended to a ten mile radius this figure increases by 14.4% (30.3% of the population).

Table 5: Educational Attainment – 25 Years and Older (2000)

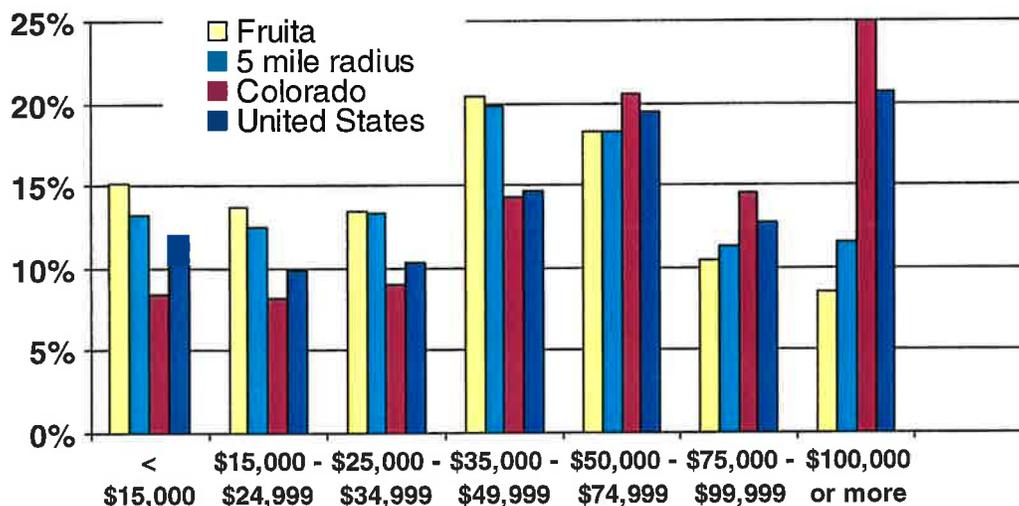
Level of Education Attained	Fruita	5 mile radius	Colorado	U.S.
Less than 9 th Grade	6.3%	4.9%	4.8%	7.5%
9 th -12 th Grade, No Diploma	12.6%	12.0%	8.2%	12.1%
High School Graduate	35.6%	34.2%	23.2%	28.6%
Some College, No Diploma	23.4%	24.5%	24.0%	21.0%
Associate Degree	6.2%	6.3%	7.0%	6.3%
Bachelor’s Degree	11.1%	12.5%	21.6%	15.5%
Master’s/Prof/Doctorate	4.8%	5.6%	11.1%	8.9%

Source: ESRI Business Information Solutions

Household Income

According to ESRI Business Information Solutions, the estimated 2007 median household income for the City of Fruita is \$40,601 and per capita income is \$20,178, both significantly lower than the state and the U.S. The median household income for the five mile radius area is \$42,564 and per capita income is \$21,665. Colorado has a median household income of \$60,976 and a per capita income of \$31,684. The U.S. has a median household income of \$53,154 and a per capita income of \$27.916. *Figure 3* shows the percent of households by income.

Figure 3: Households by Income



Source: ESRI Business Information Solutions

The highest percentage of households in the City of Fruita earn between \$35,000 and \$49,999 annually. The highest percentage of households in Colorado and the U.S. earn over \$100,000 annually. In Colorado, 25% of the population earns over \$100,000, and 20.7% of the population in the U.S. earns over \$100,000. Only 8.5% of the population of Fruita earns an annual household income over \$100,000. Extending the boundaries to a five mile radius from Fruita’s city center increases the percentage of households earning over \$100,000 by 3% overall.

Household Size and Units

The 2007 average household size in the City of Fruita is 2.53 persons per household. The average household size in the five mile radius is 2.62. For Colorado the average size is 2.54, and for the U.S. is 2.59. *Table 6* shows that Fruita has higher percentages of owner occupied housing units when compared to Colorado and the U.S. Likewise, Fruita has lower percentages of renter occupied housing units and lower percentages of vacant housing units compared to the state and U.S. When the boundary is extended to a five mile radius, owner occupied housing units increase, renter occupied housing units and vacant housing units decrease.

Table 6: Housing Units (2007)

Housing Units	Fruita	5 mile radius	Colorado	U.S.
Owner Occupied Housing Units	71.4%	74.9%	62.5%	61.3%
Renter Occupied Housing Units	20.2%	17.2%	26.4%	28.8%
Vacant Housing Units	8.4%	7.9%	11.1%	9.9%

Source: ESRI Business Information Solutions

Employment

According to 2007 figures, of the residents in Fruita 93.7% of the 16 and older population in the labor force is civilian employed (this increases to 94.9% for the five mile radius area), in Colorado 94.3% is civilian employed, and in the United States 93.4% is civilian employed (ESRI). According to 2007 estimates of the employed work force in the City of Fruita, approximately 52.0% are engaged in white collar professions such as management, business, financial and sales, and the balance of the work force is engaged in service industries (18.5%) and blue collar (29.5%) professions. The percent of population engaged in white collar professions increases by 1.3% in the five mile radius area (the percent in the service industry decreases by 1.4% and blue collar professions increases by .01%).

Colorado and the U.S. has a significantly higher percentage of the population engaged in white collar professions compared to the City of Fruita (63.4% and 60.2% respectively). Conversely, those engaged in blue collar (21.5% in Colorado and 23.3% in the U.S.) and service professions (15.1% in Colorado and 16.5% in the U.S.) for the state and U.S. are significantly lower than the population percentages in Fruita.

Additional Information

Health and Obesity

The United Health Foundation has ranked Colorado 16th in its 2006 State Health Rankings. It was 17th in 2005. The State's biggest strengths include:

- Lower prevalence of obesity when compared with most states, with 16.7% of the population considered as obese. However, consistent with the national trends of increasing obesity rates, Colorado went from an obesity rate of 6.9% in 1990 to 16.7% in 2007. This increasing obesity rate in Colorado could therefore be considered a challenge more than a strength.
- low rate of cancer deaths
- few poor physical health days per month (average number of days in the previous 30 that a person could not perform work or household tasks due to illness)
- low rate of deaths from cardiovascular disease

Some of the challenges the State faces include:

- low per capita public health spending
- limited access to adequate prenatal care
- high rate of uninsured population

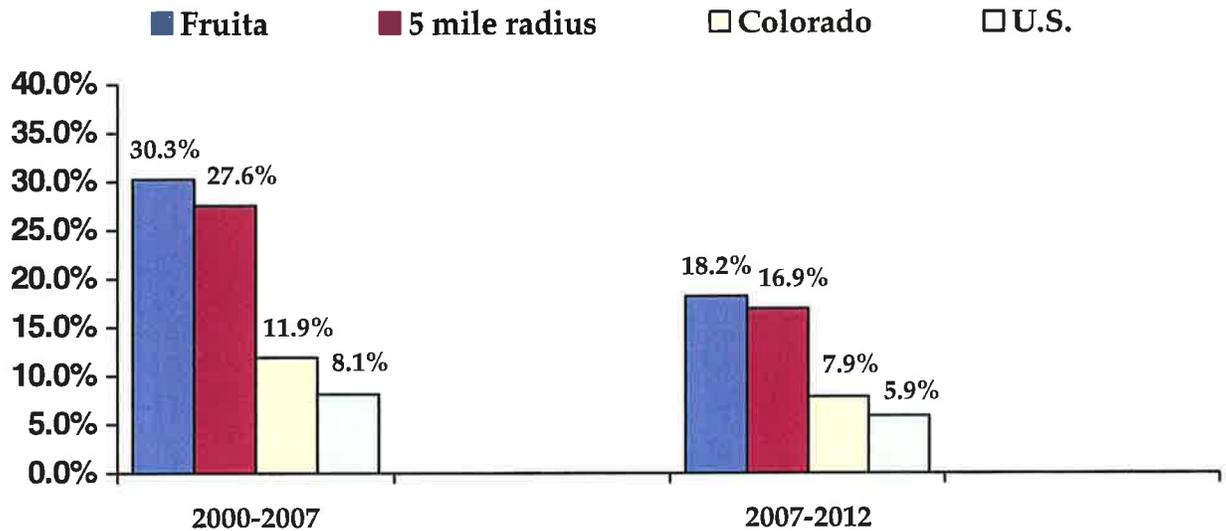
Source: <http://www.unitedhealthfoundation.org/ahr2006/states/Colorado.html>

Population Forecasts

Although we can never know the future with certainty, it is helpful to make assumptions about it for economic reasons. 2000 populations are from the 2000 US Census. 2007 and 2012 projections were derived from ESRI Business Information Solutions. While Colorado is projected for a population increase of 1.65% over the next five years, and the U.S. a more modest increase of 1.22%, the City of Fruita is estimated to experience a dramatic increase at 4.11%.

Figure 4 illustrates estimated population projections for the City of Fruita, the five mile radius area, Colorado, and the U.S. as well as the percent increase in population from 2000 to 2007.

Figure 4: Percent change in population- 2000-2007 and 2007-2012



Source: ESRI Business Information Solutions

Demographic and Community Profile Conclusions

As the information in this section shows the City of Fruita has experienced tremendous growth since the year 2000 and is projected to continue to grow for years to come. The size of the current population and the economic conditions in the City should be able to support the proposed community center. Add to that the population within a five mile radius (the primary service area for the center) of the City, and that household incomes have a tendency to rise as you get further from the City should create a sustainable user base for the center.

Comparative Analysis

The purpose of this comparative analysis is to give the City of Fruita a better understanding of the types of community centers that exist and how they operate. The types of components chosen for the center must generate enough revenue to provide for the long-term operations of the center. These funds can be supplemented with subsidy, provided through taxes, but more than likely cannot be solely supported through either fees or taxes. It is necessary to have an understanding of what this balance or ratio will need to be.

In order to get a complete picture of the City of Fruita's options for potential components there must be an understanding of what the market will bear for fees and charges, the amount of funding it takes to operate and maintain similar facilities, as well as the costs to staff a facility. For this comparison, other park and recreation agencies were contacted to provide specific information for recreation centers that would be similar to the City of Fruita. These agencies include Glenwood Springs (CO), Gunnison (CO), Gypsum (CO), Fort Lupton (CO), Carbon Valley Recreation District (CO), Laramie (WY) and Meeker (CO). A complete set of comparative data is found in **Appendix A**.

Limits of Comparative Data and Analysis

Comparative Analysis is an important tool that allows for the evaluation of certain attributes of the Town's management of Public Spaces and Facilities (parks, recreation, arts, and cultural and related services) with other similar communities. For this study, data from seven other communities around the state and region is utilized.

It is very difficult to find exact comparable communities because each has its own unique identity, its own way of conducting business, and differences in populations served. While many park and recreation agencies primarily serve its residents, others serve a large portion of non-residents.

Additionally, facilities do not always track their revenues and expenditures in the same manner. Details may be limited due to the time involved and willingness to provide this information. This being said, the comparative data that follows should be used as one tool for the Town of Fruita to use as it considers the feasibility of building and operating a community recreation center.

Community Recreation Center Components – Comparisons

The community recreation centers that were analyzed for this study range from 25,000 square feet to 63,000 square feet. Six of the seven facilities contain leisure pools with features ranging from zero depth entry and lazy rivers, to vortex pools, a log pool, water slides, and water toys. Four of the centers have separate lap pools (6 to 8 lanes) while the others have lap lanes that are part of the leisure pool. Only two of the centers have diving facilities, which aligns with a national trend in the reduction of the number of diving facilities due to insurance and liability costs and the relatively small number of users.

Other common amenities in these centers include a sauna or hot tub, multi-purpose rooms, gymnasiums, group fitness areas, weight/cardio room, a climbing wall, and a childcare room. A few less common and unique amenities include tennis courts, party rooms, senior areas, indoor cycling, racquetball, and a café. A complete list of all of the amenities is listed in *Appendix A*.

Fees and Charges – Comparisons

Understanding fees and charges at similar facilities will provide general pricing ranges for the Town to consider in choosing amenity types and the cost recovery levels that may be associated with these amenities.

Admission fees are primarily offered in packages based on time increments or punch cards. For the purpose of this analysis, the following categories were utilized for comparison:

- Annual
- 6 month
- Monthly
- 10 punch
- Daily

In the event that facilities offered quarterly or 20-punch passes, basic calculations were completed to establish an apples-to-apples comparison.

Package fees are generally set based on age categories and group rates, as well as resident and non-resident status. For some centers, one or more of these categories may not have been applicable (denoted by “NA”). The following categories were utilized for the purpose of this analysis:

- Child
- Youth
- Adults
- Seniors
- Couple
- Senior Couple
- Family

The range of fee packages varies greatly based on the amenities of the facility. Those without either a leisure and/or lap pool were significantly lower than those facilities providing these amenities. For example, Gunnison (a 26,000 square foot facility without any aquatics) charges \$25 for an annual youth pass in comparison to \$275 charged by Glenwood Spring (a 48,000 square foot facility with a wide variety of aquatic and fitness amenities). The average fee for a youth resident annual pass is \$160. This is consistent with the range of pricing also set for the 6 month, monthly, and 10 punch passes. However, the daily rates seem to be less reflective of the amenities of the center and more on the affluence of the community and values of the community regarding different demographic groups.

Admissions Data – Comparisons

The number of total annual visits for the facilities ranged from 29,000 to 170,000, which seems to correlate strongly with the population of the municipality and surrounding communities. Information on daily paid attendance was either more difficult to gather or tracked less consistently. Average daily visits range from 80 for the smallest facility with the lowest population service area to approximately 500 for the largest facility with the largest population service area. The average number of daily visits for the seven centers that provided this information is 256. Data on total passes sold range widely from 280 (a projection for the town of Meeker) to 7,300 (for the City of Glenwood Springs).

Budget Data – Comparisons

Data was gathered on the revenue gained from daily admissions, passes, and programming for FY 2006, as well as all of the expenses for operating the facility (including staffing, utilities and operations). An analysis of the ratio of revenue to expenses illustrates that the cost recovery of these facilities varies significantly. Glenwood Springs, a relatively large facility and community has the highest cost recovery at 69%. The facility with the lowest cost recovery is Fort Lupton (20%), which is not surprising since it is a relatively new facility serving a small community that is still growing. 2007 projections for revenues and expenses are fairly consistent with the cost recovery levels for 2006. Although information was not provided by all facilities, it is important to take into consideration the utility costs associated with a facility. These costs range from \$2 (a facility without aquatics) to \$6 (a facility with aquatics) per square foot per year.

Staffing Information – Comparisons

Those centers with aquatic facilities have significant staffing costs associated with lifeguards and swim instructors. Annual lifeguard hours range from 6,300 to 18,000, which equates to 3 to 6.25 full time staff (one center did not separate these hours from instructors and reported 32,000 hours). The number of hours varies considerably based on the size of the aquatic facilities and hours of operations.

Wage Information – Comparison

The wages related to staffing these centers differ from community to community based on the prevailing rates of the region. The range of annual full time staff salaries is from \$35,000 to \$48,000, with an average of \$41,833. Average part time salaries had a slightly wider range from \$8-12 dollars per hour. Those with higher salaries were often mountain communities that compete with ski resorts and all other service providers for seasonal and part time employees.

Current Trends

Facilities

Colorado and National Trends

Regarding Recreation Facilities, the following national trends are relevant to the City of Fruita. The current national trend is toward a “one-stop” facility to serve all ages. Large, multipurpose regional centers help increase cost recovery, promote retention and encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery.

Amenities that are becoming “typical” as opposed to alternative include:

- Multi-purpose centers for all ages/abilities with all amenities in one place. This design saves on staff costs, encourages participation and retention, and saves on operating expenses due to economies of scale.
- Leisure and therapeutic pools
- Interactive game rooms
- Regional playground for all ages of youth
- Partnerships with private providers or other government agencies
- Indoor walking tracks
- Themed décor

Amenities that are still considered “alternative” but increasing in popularity:

- Climbing walls
- Indoor Soccer
- Cultural art facilities
- Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED). A recent survey of recreation industry professionals, conducted by BCA Architects, indicated that 52% of the recreation-industry survey respondents said they were willing to pay more for green design knowing that it would significantly reduce or eliminate the negative impact of buildings on the environment and occupants.

Aging

Colorado and National Trends

The following are trends related to the aging population in the United States:

- America is aging and it is estimated that by 2010, the median age will be 37 years, and by 2030 the median age will be 39 years. The current life expectancy at birth in the United States is 77.9 years.
- There is a growing body of evidence that indicates that aging has more to do with lifestyles and health behaviors than genetics.
- Seniors control more than 70 percent of the disposable income and have more than \$1.6 trillion in spending power, according to Packaged Facts, a division of MarketResearch.com, which publishes market intelligence on several consumer industries.
- Seniors also are the fastest growing segment of health club memberships, according to the International Health, Racquet and Sportsclub Association (IHRSA).

- The top three sports activities for persons 65 years and older in 2005 were: exercise walking, exercising with equipment, and swimming according to the National Sporting Goods Association (NSGA) survey.

Baby Boomers are made up of adults born between 1946 and 1964. This generation makes up approximately 25% of the total population in the United States. The following are trends of this generation:

- According to IHRSA data for 2003, 91% of Boomers feel the need to take measures to ensure their future health.
- Also, Boomers claim 37.6% of all health club memberships.
- Eighty percent of Boomers in a study by American Association of Retired Persons (AARP) believe they will continue to work either full- or part-time into their retirement years.

Hispanic Populations

National Trends

A survey done in 2006, by UCLA Anderson School of Management Applied Management Research Program and funded by the Outdoor Industry Foundation surveyed the Hispanic population to gather information regarding Hispanics and outdoor industry. The following are results from this survey:

- Running/jogging (48%) and weightlifting/gym (23%) ranked as the most popular physical activities for Hispanics in a recent survey.
- Football (13%) and basketball (11%) ranked as the top two favorite sports among Hispanics.
- In terms of participation, basketball ranked number one in terms of sports participation in the past three months (27%), and exercising ranked second (20%).

Youth

National Trends

- Top Reasons Kids Say “No” to Drugs (ages 9 – 17): Sports, 30%; Hobbies, 16%; Family and Friends, 14%; Arts, 12%, and Music, 11% (White House Office of National Drug Control).
- Over half of teens surveyed (54%) said they wouldn’t watch so much screen time if they had other things to do. The same number indicated they wished there were more community or neighborhood based programs and two-thirds said they’d participate, if they were available (Penn, Schoen & Bertrand).

Athletic Recreation

National Trends

The National Sporting Goods Association Survey on Sports Participation found that the top five activities are: walking, swimming, bicycle riding, hiking, and fishing. Additionally, the following active, organized, or skill development activities still remain popular: field sports, skateboarding and inline skating, golf, aerobic exercise and working out, yoga, Tai Chi, Pilates, and Martial Arts.

Aquatics

National Trends

According to the National Sporting Goods Association, swimming ranked second in terms of participation in 2005. There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities like “spray grounds” are becoming increasingly popular as well.

Recreation and Culture Trends

National Trends

- Those with incomes less than \$29,999 enjoy arts/craft fairs and festivals. Individuals with income levels between \$30,000 and \$74,999 enjoy art museums, galleries, arts/craft fairs, festivals, and historic sites. More than 50% of those with incomes over \$75,000 visit historic sites. (2007 Statistical Abstract)
- Attendance at the traditional performing arts events has steadily increased between 2000 and 2004 for all categories except opera and symphony/orchestra. (2007 Statistical Abstract)

Income

National Trends

- Americans spend more than \$300 billion on recreation annually.
- The greater the household income, the more likely that members started a new recreational activity in the last year, and patronized public parks and recreation services.
- The most socially and politically active group in the United States is also the most recreationally active.

Recreation and Park Administration

National Trends

- Level of subsidy for programs is lessening and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Agencies are hiring consultants for master planning, feasibility, and strategic/policy plans.
- Recreation programmers and administrators are being involved at the beginning of the planning process.
- Information technology allows for tracking and reporting.
- Pricing is often done by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.
- Organization is structured away from specific geographic units into agency-wide sections for athletics, youth/teen sports, seniors, facilities, parks, planning, etc.

Potential Community and Economic Impact

Indoor recreation centers serve as community focal points and gathering spaces and contribute to improving the overall economic and health status of our communities through:

- Attracting business location or relocation, attracting young families and young to middle age adults, attracting persons to retire in the area and enhancing real estate values;
- Increasing the number of people in the community who become physically active.
Consider the following statistics and information;
 - Youth are less active today and one in four is overweight; 64% of the American adult population is overweight and 30% is obese (Center for Disease Control, 2002);
 - Excess weight leads to at least 300,000 deaths per year and costs more than \$70 billion each year in direct costs (Harvard School of Public Health, 2004);
 - Colorado ranks 16th in state health rankings in 2006, up from 17th in 2005, its prevalence of obesity as a percent of the population is increasing, presently at 17.8% in 2006, challenges for the state include low per capita public health spending at \$92 per person (www.UnitedHealthFoundation.org, March 2007)
 - Regular physical activity is considered “best medicine” since it is inexpensive, has no side effects, can be shared with others and is health promoting as well as disease preventing.
 - Increasing the percentage of citizens in the community who become physically active as a result of the opportunity provided by this facility, translates to a tangible savings in medical care costs, workers compensation costs, and lost productivity costs. As little as a 5% increase in the number of people who are physically active can have a tremendous savings.
- The creation of jobs to construct and operate the facilities, and the purchase of materials and supplies, as well as services, to support the ongoing operation.

The City of Fruita is an outdoor recreation mecca, yet this does not serve those who prefer an indoor, climate controlled setting for their leisure. Indoor venues provide a complement to outdoor venues.

CITY OF FRUITA

Community Center Feasibility Study

Facility Vision

V. Facility Vision

SPACE

The new community center should serve all age groups to every extent possible. Some spaces may be designated, such as the Senior Center, but generally spaces should serve the entire community.

Facility Mission

Developing a mission statement for a community center provides the foundation for developing the facility components, service philosophy and business plan including revenue and expenditure projections. An example of a mission statement follows:

By promoting the life enhancing values of recreation and wellness, the Fruita Community Recreation Center is dedicated to providing a variety of quality and innovative recreation, social, educational and fitness opportunities for all ages and abilities. The center will be affordable yet fiscally accountable to the residents of Fruita while meeting high levels of customer service where the community is the first priority.

Service Philosophy Components

In developing the facility service philosophy, several elements need to be addressed and were preliminarily developed based on discussions with citizens, the project team and staff. The following philosophical underpinnings are put forth and detailed further in the material below:

- Target market
- Customer service philosophy
- Marketing
- Pricing, Fees and Cost Recovery

Target Market

The primary target market will be the citizens that reside in the boundaries of the City of Fruita and those within a five mile radius of the center. Furthermore it is anticipated the center will draw interest from beyond a five mile radius. The center will have a particular focus on adults, youths, seniors and families. Secondary target markets will include residents outside the ten mile radius along with tourists that stop in Fruita for its abundant outdoor recreational opportunities.

Customer Service

Guest expectations will be met and exceeded by responsive staff that characteristically operate as community ambassadors and are available to proactively assist guests. The example statements below depict the service philosophy that will encourage high levels of use.

The community recreation center will be a welcoming and friendly place, designed to serve the local and regional community and its visitors, while creating the feeling that it belongs to the community. It will be a gathering place for families and people of all ages. Spaces for physical activity include the

swimming, gymnasium and fitness areas. The senior center and multi-purpose room will fill the need for social and educational activities. Programmed activities will be scheduled throughout, but one could expect to be able to drop in to swim or use the fitness area at a variety of times during the day.

Quality customer service will be the norm, with staff exceeding guest expectations by knowing people's names, proactively offering assistance and creating a responsive environment.

Marketing

A critical element of the initial and ongoing facility success involves engaging in proactive marketing activities. These marketing activities must address drop-in, program, and rental markets and their specific characteristics and needs.

Particularly in the first years of operation, it is anticipated that the facilities will be uniquely attractive with extensive appeal to people living and/or working in Fruita and the surrounding areas. However, it is essential that the overall operation from this initial planning stage through the construction, actual grand opening and ongoing operation, focuses on citizens and their needs and desires, guest satisfaction, and efficiencies. Much like any product or service, the center and its amenities have a lifecycle. Consistent performance-monitoring market research will be critical to management decision-making.

Pricing, Fees and Cost Recovery

Community center revenues will be predominately derived from admission fees and to a lesser degree program revenues. Fees can be based on community importance, market demand, comparative pricing, direct and indirect costs. The following will provide insight into pricing, fees and cost recovery.

Subsidy/Cost Recovery Philosophy

Developing and implementing a Subsidy/Cost Recovery Philosophy based on the Fruita Community Center's mission will provide the foundation for setting fees and charges. Over the long haul the City will need be ready and willing to adjust fees to meet cost recovery goals. It is anticipated that sales tax revenues will increase with growth and therefore be able to keep up with increased operating budgets. However, unforeseen economic conditions may have adverse affects on this.

Pricing Policy and Strategy

Any existing Pricing Policy should be fine-tuned to provide expanded detail in guiding management decisions.

Financial Tracking and Analysis

Relative to the center budget, the overall monthly, quarterly, and annual tracking systems should be expanded to provide information relative to management decisions.

Prior to opening, direct and indirect costs will need to be assigned to specific programs in order to understand balancing costs with revenues.

- **Direct costs:** includes all the specific, identifiable expenses associated with providing a service. A few examples include wages and benefits, contracted services, rental of facility and equipment directly related to the service, and purchased equipment and supplies.
- **Indirect costs:** encompasses facility overhead including the administrative costs of the Department, fund debt service, contractual services, and various other appropriate costs.

Participant Categories

The next step is to identify the various participant categories that should be used for all City of Fruita recreation services and facilities. Participant category examples include resident and non-resident, age, partners identified through various inter-governmental agreements, non-profit organizations, and private organizations, as well as many others.

Fee Schedule and Subsidy Levels

Based on the Pyramid Pricing Model for each program/activity and facility, determine the subsidy/cost recovery level incorporating participant categories. (a sample Pricing and Cost Recovery Document is provided in **Appendix B**)

- **Partial Cost Fee:** recovers something less than full cost. This partial cost fee could be set at a percentage of direct costs, all direct costs, all direct costs plus a percentage of indirect costs, or some combination.
- **Full Cost Fee:** recovers the total cost of a service including all direct and all indirect costs.
- **Market Rate Fee:** based on demand for a service or facility. Determine the market rate by identifying all providers of an identical service (e.g., private sector providers, other municipalities, etc.) and setting the fee at the highest level the market will sustain.

Ability to Pay and Fee Reduction/Waiver Policy

Since park and recreation services exist to benefit the community as a whole, ability to pay is an issue for all age groups and all persons of varying ability or participation levels.

The fee reduction/waiver policy is designed to follow programs such as free and reduced school lunch program guidelines utilizing annual household income thresholds to determine eligibility.

A simple application procedure along with consistent and fair proof of eligibility should be implemented. Eligibility requirements might be expanded to include proof of Medicare or Social Security beneficiary with a per year maximum benefit per person or household. Other criteria can include income verification although this is often not a reliable indicator of ability to pay for retired persons.

Policy Revisions to Increase Revenue Generation Potential

Review and revise existing policies regarding senior age discounts, senior fees and capacity analysis of aquatics programs in relation to student/instructor ratios and/or class maximums.

CITY OF FRUITA

Community Center Feasibility Study

Operational Budget

VI. Building Program and Operational Budget

Facility Spaces

Utilizing community input, anticipated sales tax revenues for construction and operations subsidy and cost recovery goals the anticipated Fruita Community Center program plan will consist of:

Space	Size (sq ft)
Indoor Leisure/Lap Pool	13,495
Fitness Studio	1,911
Small Fitness Center	4,188
Senior Center	1,596
Multi-Use Meeting/Classroom	1,438
Catering Kitchen	500
Base Support Facilities (Lobby, Locker Rooms, Mechanical, etc)	6,513
	Total 29,106

The facility totals approximately 29,106 square feet. The estimated total project cost including contingencies would be approximately \$8.95 million, excluding any land costs. The construction cost would be approximately \$306 per square foot.

Fruita Community Center Operating Budget Purpose

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

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

- It assists in helping establish realistic goals and expectations with operations to match
- It provides a foundation for understanding what will be necessary to meet budget expectations, and guides how marketing plans and strategies are developed and implemented
- It offers a guide for future project decisions by providing a framework for understanding the impact of decisions about fees, operation systems, staffing levels, etc.

- It can demonstrate potential overall impacts to the department’s budget and identify the relocation of the programs (i.e. gymnastics) that will help offset the new facility’s operating costs.

Assumptions

Overall Budget

The operational budget planning for this facility uses a conservative approach to estimating reasonable expenses and a moderate approach to projecting revenues and is based on an understanding of the conceptual project, the best available market area information and the current practices of the City.

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

- Leading up to, and during the first year of operation, marketing and promotion efforts and costs will be elevated to attract an expanded population.
- Particularly in year one and two, the attraction of the facility will be higher than in subsequent years when the “newness” of the spaces declines and interest in participation weakens.
- If the guest experience does not deliver as promised, people who initially utilized the facility will be disenchanted resulting in lower retention and repeat visits, and negative word of mouth promotion.

All figures are in 2007 dollars. There is no guarantee that the estimates and projections will be met, and there are many variables that cannot be accurately determined during this conceptual planning stage or are subject to change during the actual design and implementation process.

Hours of Operation

The following provides an example of operating hours typically to be expected. Hours can be revised to accommodate various demands. However, it is important to note that facility revenues and expenditures are based on these hours.

Community Aquatic/Recreation Center Hours (94 hrs/wk)	
Monday – Friday	6:00am to 9:00pm
Saturday	7:00am to 8:00pm
Sunday	Noon to 6:00pm

It is assumed that the facility will operate 356 days per year. It is anticipated that the facility will be closed for four holidays during the year including New Year's Day, Easter Sunday, Thanksgiving Day and Christmas Day, and that reduced hours will be scheduled for various other holidays. Seasonal schedule variations may also be implemented. A one week shutdown period for maintenance is also expected to be scheduled one time each year. Rentals of party/activity rooms, swimming pool, classroom and the entire facility may extend beyond hours of operation, and typically include weekends and some evenings.

Expenditures

Generally, personnel costs make up the single highest expense for most multi-purpose recreation facilities, often 60% of the operational budget. For the Fruita Community Center personnel costs are projected to be around 65%. Services generally account for 30% while supplies are allocated around 10% of the total expenditures. For the Fruita facility services are estimated to be 28% and supplies will be 7% of the total expenditures.

Personnel Services

Personnel costs are typically the greatest single expense for a multi-purpose recreation and/or aquatics facility. These costs include the salaries and wages and benefits packages for the full-time and part-time staff. Full time staff for the center includes:

- Facility Manager
- Recreation Coordinator
- Maintenance Person
- Aquatics Program Leader
- Front Desk Supervisor / Administrator

Part time staff includes:

- Guest services (Front Desk)
- Custodians
- Swim Instructors
- Lifeguards
- Aquatic Asst /Lead Lifeguards

Personnel benefits are high, roughly 12% plus \$11,500 per employee for full time staff and 12% for part time staff. This is due to the self-generated unemployment insurance funding, contribution to the health insurances, and long term disability. Personnel for aquatics programming and part time wages have a substantial impact on the budget.

Compensation is based on the current City of Fruita wage scales and benefit calculations. For further detail regarding pay rates, refer to the staffing plan in **Appendix C**.

- *Evening and Weekend Coverage*

The staffing schedule includes evening and weekend coverage by full-time, benefited staff during the majority of facility operation hours.

Revenue Forecast

Revenues are forecast based on anticipated drop-in fees, punch card and pass sales, rentals around anticipated scheduled programming, as well as information from the Fruita administrative staff. This takes into account program and facility components, multiple admission and age discounts, as well as political and economic realities. The revenue categories include both traditional and alternative sources:

- Daily admissions, punch cards and passes
- Aquatics lessons
- Child care
- Facility rentals
- Vending/Concessions

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

Cost Recovery

The cost recovery goal is between 63% and 70%, which will serve as the basis for the facility pricing philosophy and for a marketing plan and strategies. A continual goal should always be to sustain cost recovery through a focused staff effort, as well as high quality facility management, customer service, and marketing.

With an inevitable increase in operations costs the City must understand the financial commitment they are making in choosing to build and operate an aquatics/recreation facility.

Taxes

Taxes are not included for or reflected in admissions fees, rentals, vending or equipment sales, etc., on either the revenue or expense side.

Proposed Fees

The proposed fee structure in **Appendix C** reflects preliminary figures that correspond to the operational budget and cost recovery philosophy. These could be revised based on City's needs and changes to the service levels. The daily, punch card or pass fee includes admission to the facility for cardio/fitness, stretching and weight use, and lap or open swim in the lap and leisure pool. Separate fees will be charged programs such as aquatic lessons, aerobics classes, general instruction, specialized fitness (e.g. weight training, personal training, yoga, Pilates, etc.) and various others.

The final fee schedule developed for the facility could also include other fee options such as a six month, three month or seasonal pass, memberships with initiation fees, matinee and/or peak pricing (particularly for rentals) as well as other options.

Non-resident fees **will not** be established for daily admission, punch cards, passes, rentals and programs requiring pre-registration.

Table 7: Proposed Admission Fee Schedule

	Suggested Categories	Suggested Rate
Daily Admission		
	Adult	\$6.00
	Tot (through 2 years)	Free
	Child (3-9 years)	\$3.00
	Youth (10 -17 years)	\$4.00
20 Punch Card		2 Visits Free
	Adult	\$108
	Child	\$54
	Youth	\$72
Annual Pass	Approximately 100 visits/yr	40% Discount Over Daily Rate
	Adult	\$360
	Child	\$180
	Youth	\$240
	Household	\$645**

***Household annual pass rates will vary based on number of household members.*

(Household annual pass formula: 1st adult pays 100% of annual pass, 2nd adult pays 50% of annual pass, children and youths pay 25% of annual pass)

Note: The proposed admission fees are based on a combination of market comparisons, the community's willingness to pay and what will be required to meet cost recovery goals. Over the next several years inflation will affect utilities, staffing and other goods and services. Projected expenses will need to be reviewed and further refined to reflect true operating costs at the time of the facility's opening. If operating costs are deemed to have risen to where facility cost recovery goals cannot be met with current revenue projections, admission fees will need to be adjusted to a level that will meet these goals.

At this writing, we are assuming a 3-4% increase per year for expenses overall and a minimum 4-5% increase per year for revenues. Depending on the timeframe determined for a projected opening date for the facility, these figures should be applied to both expenses and revenues respectively, as indicated, and all fees and charges should be adjusted for all materials prepared for public information. The following table illustrates the increase in potential admission fees for a facility opening beyond year 2007.

	4% Growth Assumed			
Admission	2007	2008	2009	2010
Adult	\$6.00	\$6.24	\$6.49	\$6.75
Youth	\$4.00	\$4.16	\$4.33	\$4.50
Child	\$3.00	\$3.12	\$3.25	\$3.38
	5% Growth Assumed			
Adult	\$6.00	\$6.30	\$6.62	\$6.95
Youth	\$4.00	\$4.20	\$4.41	\$4.63
Child	\$3.00	\$3.15	\$3.31	\$3.47

Aquatic Revenue

With a year round aquatics venue at the new Community Recreation Center the City will have the ability to hold aquatics programming (i.e. swim lesson, aquatic exercise) on a year round basis. This ability should generate \$39,000 annually. *Note: This does not include any programming revenues generated by the outdoor pool.* A breakdown of aquatic revenue can be found in Appendix C.

Other Pre-Registered Classes and Instructional Programs

It is assumed that revenues derived from pre-registered classed and instructional programs will at minimum cover the direct costs associated with them i.e. break-even. Therefore no additional program revenues, except for aquatics are expressed in this budget.

Detailed Operating Budget

Table 9 is an overview of expenditures, revenues and cost recovery for the City of Fruita Community Center using the high level budget projection. A preliminary proposed line item operating budget is found in **Appendix C**.

Table 9: Projected One-Year Operating Budget – Low & High Estimate

EXPENDITURES	Low	High
Personnel Services	\$425,504	\$463,080
Materials and Supplies	\$45,000	\$54,500
Contractual Services	\$181,815	\$200,315
Capital Allocation	\$26,523	\$28,716
Total Expenditure Estimate	\$678,842	\$746,611
REVENUES		
Daily Admissions/Punch Cards	\$75,200	\$75,200
Passes	\$348,750	\$348,750
Concession/Vending	\$3,000	\$3,000
Facility Rentals	\$5,000	\$5,000
Child Care	\$0	\$0
Proshop Sales	\$0	\$0
Advertising/Sponsorship	\$0	\$0
Programs- Aquatics	\$39,700	\$39,700
Total Revenue Estimate	\$471,650	\$471,650
COST RECOVERY	69%	63%
Operating Surplus/(Deficit)	(\$207,192)	(\$274,961)

Long Term Operating Budget

Building a sustainable budget means that revenues and expenses will keep pace over time. This operating budget is developed with sustainable revenue generating components. It is anticipated that expenditures for personnel, supplies and services will increase 3-4% per year. In order to keep pace with rising expenditures and not lose ground, fees for admissions, programs, rentals, and other services will need to be incrementally increased per year at a rate greater than or equal to the expenditures.

Achieving Desired Results

Of course it is desirable to achieve the projected results from the Operational Pro-Forma. Additionally, it is important that the operations of the new facility not create a funding burden on the City of Fruita. It is also important that a cost recovery structure and associated goals be developed to assure that programs will contribute to the financial success of the facility.

The managing staff of the new facility must remain cognizant of the need to develop appropriate budgets to meet designated targets and goals. This is a challenging endeavor as personnel costs rise and commodities and services experience inflationary increases. The goal is to attain and maintain sustainable programs and operations at the facility with a budget to match.

Appendix G will provide further information on how to monitor performance, identify issues and assist in successful operations.

Additional Options

Throughout the feasibility study process several options were discussed in regards to what additional spaces would be desired if construction and operating funds were available. Those spaces include in order of priority:

1. Child Care
2. Child Care + Gymnasium (1 ½ court)
3. Child Care + Gymnasium + 3 additional lap lanes for the pool

Detail operating budgets have been developed and can be found in **Appendix D** for each of these scenarios. Below are summaries of expenses and revenues for spaces being added to base program described in this section?

Table 10: Expense and Revenue Summary for Additional Spaces

Expenses	Base W/Child Care		Base W/Child Care & Gym		Option 2 W/Child Care, Gym & 6 Lane Lap Pool	
	Low	High	Low	High	Low	High
Square Footage	29,756		41,110		44,893	
Personnel Services	\$462,464	\$500,040	\$465,264	\$503,400	\$537,896	\$585,496
Supplies	\$45,000	\$54,500	\$48,000	\$58,500	\$52,000	\$65,000
Services	\$184,973	\$203,473	\$224,668	\$243,168	\$247,793	\$265,293
Capital Replacement	\$27,671	\$30,281	\$29,517	\$32,203	\$31,104	\$33,930
Total	\$720,108	\$788,294	\$767,449	\$837,271	\$868,793	\$949,719
Revenues						
Admissions	\$430,850	\$430,850	\$441,950	\$441,950	\$450,950	\$450,950
Aquatics	\$39,700	\$39,700	\$39,700	\$39,700	\$39,700	\$39,700
Child Care	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Other	\$8,000	\$8,000	\$18,000	\$18,000	\$23,000	\$23,000
Total	\$493,550	\$493,550	\$514,650	\$514,650	\$528,650	\$528,650
Operating Surplus/(Deficit)	(\$226,558)	(\$294,744)	(\$252,799)	(\$322,621)	(\$340,143)	(\$421,069)
Cost Recovery	69%	63%	67%	61%	61%	56%

Operating Assumptions - All additional spaces

1. All programming beyond what is detailed in the pro-forma calculations is assumed to break even and will create no net revenues or expenses for the center
2. Seniors will have free access to the Senior Center.
3. Compensation is based on the current Town of Fruita wage scale and benefit calculations.
4. Supplies and Services are adjusted accordingly
5. All figures in are provided in 2007 dollars

Operating Assumptions - Child Care

1. Child Care Operating hours per week = 43
2. Staffing equals 1.5 staff per hour @ \$10/hour + benefits
3. Child Care revenues equal approximately 100 children hours per week x 50 weeks @ \$3.00/hr
4. Admission revenues increase 2% over base program

Operating Assumptions – Gymnasium

1. Admission revenues 4% over base pro forma projection

Operating Assumptions - 6 Lane lap pool (3 additional lanes to base pro forma projection) attached to leisure pool

1. Staffing - changed full time aquatic programming position to full time aquatic coordinator (+ \$11,100 + benefits), Added 100 hours/wk for lifeguards @ \$10 hour + benefits
2. Revenues - added \$15,000/year to facility rentals
3. Admission revenues increase 6% over base pro forma projection, however
 - a. If the water is too warm it won't attract the competitive swimmer
 - b. If water is too cold it won't attract the leisure swimmer
 - c. If pool is closed for meets leisure swim revenues will be lost
 - d. Some additional revenues could be gained from expanded swim lesson program

Appendix A – Fruita Comparable Analysis

	Glenwood Springs, CO	(Dan) Gunnison, CO	(Scott Russ) Gypsum, CO
Facility Square Footage	48,000	26,000	57,000
Facility Components			
~Leisure Pool	X (indoor, zero depth)		
~Lap Lanes	X (8 lanes, 25 yard/meter)		
~Diving Facilities	X (1-meter diving board)		
~Sauna/Hot Tub	X (10 person whirlpool)		
~Play Amenities (slide, lazy river, etc.)	X (slide)		
~Locker Rooms		X	
~Multi-purpose Room(s)	X (3 Rooms)	X	X
~Party Room			
~Gymnasium		X	X
~Lounge			X
~Senior Area			X
~Art Studio			
~Kitchen	X	X	
~Indoor Track	X		X
~Group Fitness Area	X		X
~Indoor Cycling	X		
~Indoor Play Area			X
~Weight Room	X		X
~Cardio Area	X		X

	Glenwood Springs, CO	(Dan) Gunnison, CO	(Scott Russ) Gypsum, CO
~Tennis Court(s)	X		
~Gymnastics Room		X	X
~Game Room		X	X
~Climbing Wall	X	X	X
~Childcare Room			X
~Raquetball			
~Café			X
Admission Fees (Res./Non-Res.)			
~Annual			
-Child	NA	NA	NA
-Youth	\$275/\$315	\$25	\$250
-Adults	\$380/\$425	\$45	\$450
-Seniors	\$275/\$315	\$25	\$350
-Couple	NA	NA	\$650
-Senior Couple	NA	NA	\$550
-Family	\$625/\$750	\$60	\$750
~6 month			
-Child	NA	NA	NA
-Youth	\$200/\$230	NA	NA
-Adults	\$280/\$320	NA	NA
-Seniors	\$200/\$230	NA	NA
-Couple	NA	NA	NA
-Senior Couple	NA	NA	NA
-Family	\$425/\$475	NA	NA
~1 month			
-Youth	\$35/\$40	NA	\$25
-Adults	\$50/\$55	NA	\$45
-Seniors	\$35/\$40	NA	\$35
-Couple	NA	NA	\$65
-Senior Couple	NA	NA	\$55
-Family	\$100/\$110	NA	\$65
~10 punch			
-Child			
-Youth	\$40/\$50	NA	\$40

	Glenwood Springs, CO	(Dan) Gunnison, CO	(Scott Russ) Gypsum, CO
-Adults	\$60/65	NA	\$50
-Seniors	\$40/\$50	NA	\$40
-Couple	NA	NA	NA
-Senior Couple	NA	NA	NA
-Family	NA	NA	NA
~Daily (Res./Non-Res.)			
-Child	Free	\$2	Free
-Youth	\$6/\$7	\$2	\$5
-Adults	\$8/\$9	\$5	\$7
-Seniors	\$6/\$7	\$2	\$5
-Family	\$25/\$25	NA	\$20
~Childcare (Res/Non-Res.)	\$4/\$6 (2 hour session)		
Admissions Data			
~Total Annual Visits	97,551	29,000	125,498
~Daily Paid Attendance	16,836		22,000
~Average Daily Visits	279	80	359
~Passes Sold	7,370	1,300	1,955
Budget Data			
~2006 Actual Revenue	\$625,000	\$41,000	NA
~2006 Actual Expenses	\$912,068	\$160,000	NA
~2006 Cost Recovery	69%	26%	NA
-Staffing Budget		\$52,000	\$454,416
~2007 Projected Revenue		\$43,000	\$602,600
~2007 Projected Expenses		\$170,000	\$853,176
~2007 Cost Recovery		25%	71%
Staffing Information			
~Annual Lifeguard Hours	18,000	NA	6,300
~Annual Swim Inst. Hours	N/A	NA	NA
Wage Information			
~Average Full-Time Staff (annual)		42,000	\$46,000
~Average Part-Time Staff (hourly)		\$10.35	\$10.50

THE BENEFITS FILTER

The principal foundation of all the filters is the **Benefits Filter**. It is shown first as a continuum and then applied to the Cost Recovery Pyramid model.

Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation program. Programs appropriate to higher levels of the pyramid should only be offered when the preceding levels below are full enough to provide a foundation for the next level. This foundation and upward progression is intended to represent the public parks and recreation core mission, while also reflecting the growth and maturity of an organization as it enhances its program and facility offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster's Dictionary as "an immaterial structure built on a broad supporting base and narrowing gradually to an apex." Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

COMMUNITY Benefit

The foundational level of the pyramid is the largest, and includes those programs, facilities, and services that benefit the **COMMUNITY** as a whole. These programs, facilities, and services can increase property values, provide safety, address social needs, and enhance quality of life for residents. The community (made up of residents of the State of Arizona) generally pays for these basic services and facilities through taxes. These services are offered to residents at minimal or no fee. A large percentage of the tax support of the agency would fund this level of the pyramid.



Examples of these services could include the existence of the community parks and recreation system, the ability for youngsters to visit facilities on an informal basis, development and distribution of marketing brochures, low-income or scholarship programs, park and facility planning and design, park maintenance, or others.

NOTE: All examples are generic - your programs and services may be very different based on your agencies mission, demographics, goals, etc.

COMMUNITY / Individual Benefit

The second and smaller level of the pyramid represents programs, facilities, and services that promote individual physical and mental well-being, and provide recreation skill development. They are generally the more traditionally expected services and beginner instructional levels. These programs, services, and facilities are typically assigned fees based on a specified percentage of direct and indirect costs. These costs are partially offset by both a tax subsidy to account for the **COMMUNITY** Benefit and participant fees to account for the **INDIVIDUAL** Benefit.



Examples of these services could include the ability of teens and adults to visit facilities on an informal basis, ranger led interpretive programs, and beginning level instructional programs and classes, etc.

INDIVIDUAL / Community Benefit

The third and even smaller level of the pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of recreational skill development. This level provides

