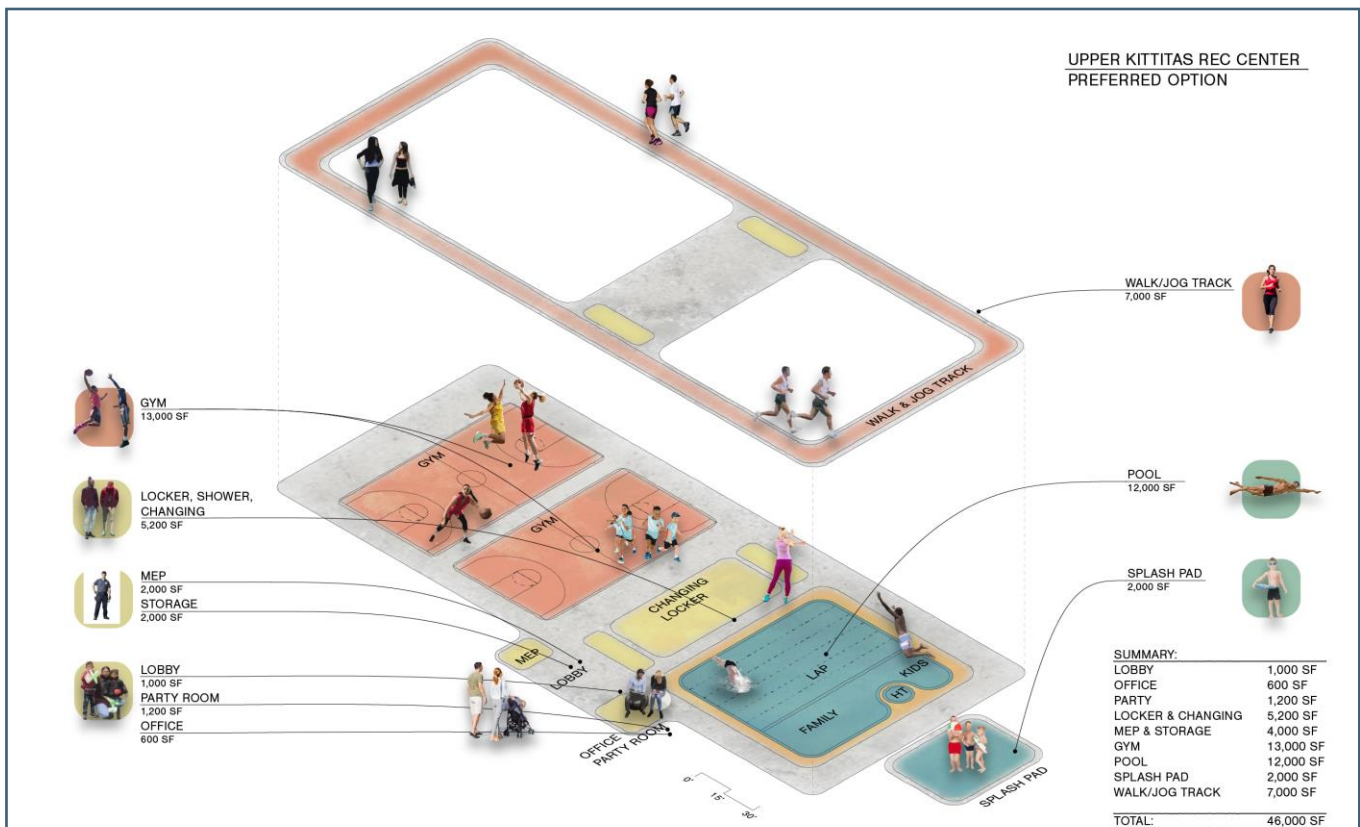


Upper Kittitas County Community Recreation Center Alliance

Community Recreation Center Feasibility Study

Final Report May 2022



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Executive Summary

The vision of the Upper Kittitas County Community Recreation Center Alliance (UKC CRCA) is: “Dedicated to uniting our community to create a responsible, sustainable, inclusive facility that delivers the services, recreation opportunities and programs that our community values.” Background information about UKC CRCA and its members is available on the organization’s website (<https://recreationukc.org/>).

This Feasibility Study was launched in July 2021 with the following goals:

- Identify programs and features that would meet the needs and interests of the community.
- Estimate costs of designing, building, maintaining, and operating a community center.
- Determine if a community recreation center is desired, feasible, and worth pursuing.

This report, together with the other reports and information referenced herein, addresses each of the above goals.

An initial survey was conducted in Fall 2021 to identify the features and amenities most wanted by the community. A summary report of this phase of work can be found in the Market Analysis report.

Based on the survey responses, three high-level design Options and their related costs were proposed and presented to the community for their review and comment in the Options and Cost Survey in February 2022.

Summary Results of 2022 Survey

In total, 932 respondents participated in the 2022 Options and Cost survey. Input is summarized in the following key findings:

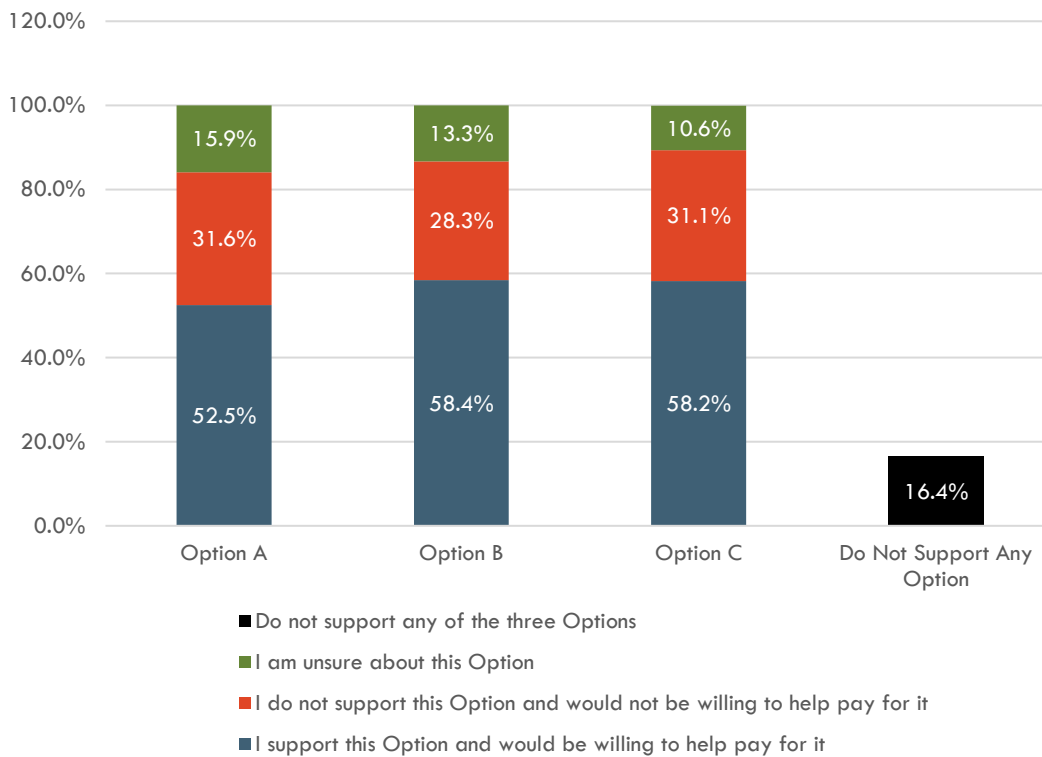
- **Most survey participants support a community recreation center.** 78.3% of respondents said they would support and be willing to pay for at least one of three Options of varying scale and amenities that were presented in the survey.
- **A minority of respondents do not support a community recreation center.** Each of the three Options received nearly one-third of respondents saying they would not support it, and 16.4% said they would not support any of the three Options. **Opposition to the center was primarily motivated by concern about the cost of the facility and the associated increase in property taxes,** as well as user fees. In response to an open-ended question, about one-third of the responses mentioned these concerns.
- While Options B and C received almost exactly the same amount of support in the survey, **respondents ranked Option C the highest** when asked to rank their preference. In open-ended responses, many participants expressed a desire for a facility that would be large enough to support the growing community’s needs today and in the future.
- Respondents show **strongest support for a 4- or 6-lane pool.** Other amenities that received strong support include a flexible indoor space for sports courts, indoor walking/running track, and an outdoor splash pad. If other outdoor amenities were to be included, in addition to a splash pad, an

outdoor playground, walking/running trail, and an outdoor stage or amphitheater were the most popular.

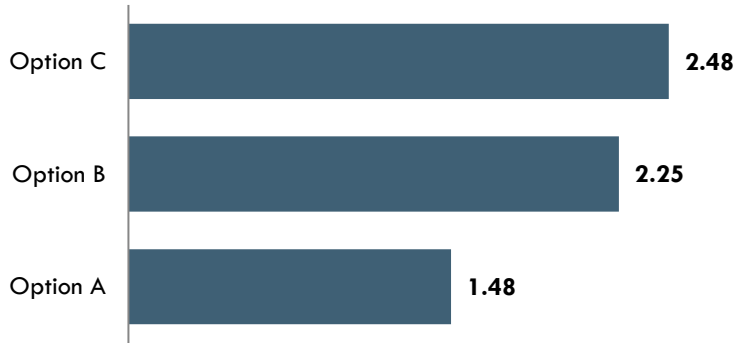
Support for each the three proposed Options is shown below, as well as supporters' ranked preference for the three Options. Participants showed the most support for Option B, with 58.4% saying they support it and would be willing to help pay for it. The other two Options were close behind, with Option C at 58.2% and Option A at 52.5%. Respondents were least supportive of Option A, with 31.6% saying they do not support it and would not be willing to help pay for it. Again, the three Options were nearly tied in terms of lack of support, with Option C coming in at 31.1% and Option B at 28.3%. **16.4% of respondents said they do not support any of the three Options.**

This generally positive data indicates community support for the proposed community recreation center and the project concept should continue to be explored and discussed.

**Support for Each Option
& Those Who Do Not Support Any Option**



Ranked preference score for three Options (Respondents ranked the Options 1, 2 and 3)



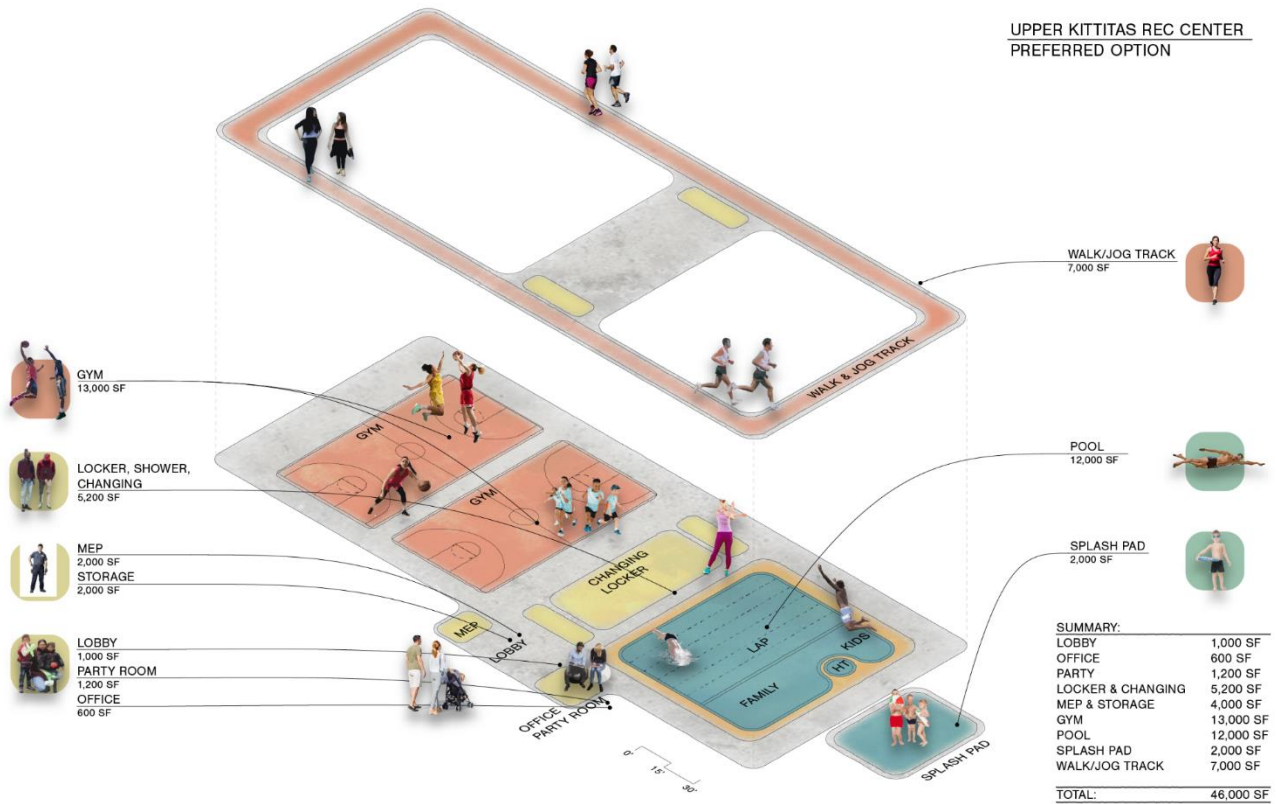
Recommended Next Steps

In March 2022, the UKC CRCA Project Advisory Committee reviewed Options and Cost Survey results and determined the **Preferred Option** that should be refined in the next phase of work. This Preferred Option was assembled based on results of the Options and Cost Survey and by prioritizing infrastructure that could not be added after construction of the initial facility and deferring amenities that could be added later. Amenities selected for inclusion in the Preferred Option include:

- 6-lane pool with a recreation area and a hot tub.
- A large gym, with space for two full-sized basketball courts.
- Elevated indoor walking/running track.
- One multi-purpose room.
- Outdoor splash pad.

Facility Concept for Preferred Alternative

UPPER KITTITAS REC CENTER
PREFERRED OPTION



Recommended Next Steps

With completion of this report, we recommend that the UKC CRCA immediately communicate the results of 2022 engagement, including response to questions and concerns that were raised via the Options and Cost Survey and the selected Preferred Option. Anticipated next steps, include refinement of the Preferred Option and substantial additional community conversation around the desirability of moving ahead with design and construction.

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Introduction

Project Initiation

The feasibility study process was led by the Upper Kittitas County Community Recreation Center Alliance (UKC CRCA) with support from the City of Cle Elum, City of Roslyn, the Cle Elum-Roslyn School District, the Shoemaker Foundation, and local residents. The UKC CRCA is a non-profit organization formed specifically to assess the feasibility of a community recreation center, to determine what the community would like to see built, and to coordinate the design and construction of a facility if it is found to be desired and feasible.

In late 2020, a 12.2-acre parcel of land near the Cle Elum-Roslyn schools and a commitment for \$4 million were secured from Suncadia. The UKC CRCA engaged a consultant team to conduct a Feasibility Study in July 2021.

Feasibility Study Purpose

The Upper Kittitas County (UKC) region does not currently have a community center or public recreation facility. This Feasibility Study aims to:

- Identify programs and features that would meet the needs and interests of the community.
- Estimate costs of designing, building, maintaining, and operating a community center.
- Determine if a community recreation center is desired, feasible, and worth pursuing.

Feasibility Study Process

Phase 1: Market Analysis and Options Identification

Feasibility Study work in 2021 focused on baseline market analysis and understanding general community interest in and preferences for a community recreation center.

2021 Survey: Assessing Community Interest in a Potential Recreation Center

In September and October of 2021, the UKC CRCA engaged residents and visitors via an exploratory survey designed to identify their interests, concerns, and priorities for a potential community recreation center. The purpose of this engagement was to identify what physical amenities and programming would be of interest in a potential center.

A survey was made available online and in paper form. Survey promotion occurred through newspaper advertisements and an article, email and social media notifications, promotion through partner networks, postcards mailed along with utility bills to property owners, flyering, and UKC CRCA-staffed intercepts and meetings. In total, 1,357 survey responses were collected. The survey respondent population included residents and visitors, full-time and part-time homeowners and renters, residents living in and outside of Upper Kittitas County, youth and families, and older adults.

Stakeholder Interviews

In October of 2021, the project team conducted nine group interview sessions with 18 potential user groups and project partners. These discussions aimed to identify interest in additional facilities and programs as well as partnership opportunities. The project team interviewed representatives from the following organizations:

- Community Builders
- Camp Koinonia
- FISH Foodbank
- Cle Elum Downtown Association
- HopeSource
- COAL
- Hospital District 2
- Roslyn Downtown Association
- Putnam Centennial Center
- St. John the Baptist Catholic Church
- Mercer Creek Church
- Grace Baptist Church
- Upper County Cooperative Preschool
- Upper County Community Volleyball
- UKC Youth Baseball and Softball
- Kittitas Valley Junior Soccer Association
- UKC Basketball Club
- Open Basketball Group
- Cle Elum-Roslyn School District

Phase 1 Summary Report: Market Analysis

Phase 1 resulted in a Market Analysis report published in November of 2021 that contained the following information:

- A definition of the market area that would be served by a community recreation center.
- A socioeconomic and demographic profile of community.
- Analysis of the local propensity for recreation activities.
- Existing recreational facilities in the region.
- A summary of community and organizational input and interest in a recreation center as gathered through the **survey** and **stakeholder interviews** described above.

The Phase 1 Market Analysis Summary Report may be found in the [Market Analysis report](#).

Other work products generated in Phase 1 include:

- Community Engagement Executive Summary: Fall 2021
- Community Engagement Summary (Full Length): Fall 2021

Determining Options for Testing with the Community

Phase 1 concluded with the development of three Options of with various amenities and varying levels of capital and operating costs. These Options were developed based on the Market Analysis findings, including the exploratory survey and stakeholder input, as well as site assessment and operations analysis. The three Options are detailed in the Appendices of this report:

- **Appendix A. Option Development: Programming and Capital Costs.** This section shows the site concept, facility concept, and amenities that would be included in each Option. This analysis was used to estimate capital costs associated with each Option.
- **Appendix B. Operations Analysis.** This material shows the operations analysis and required operating subsidy for each Option, as well as for the Preferred Option which is discussed in the following section.

Summary of Options, Capital Cost Estimates, and Operating Subsidy Requirements

Each Option includes a pool and a gymnasium. Option A is the baseline option. Every option is larger than the last and offers more amenities. Every Option includes adequate parking, lobby, office, locker/changing, and storage facilities as shown in Exhibit 1.

Exhibit 1 - Amenities included in Option A, B, and C

Option A	Option B	Option C
4-lane Pool + rec area	4-lane Pool + rec area	6-lane Pool + rec area
Gymnasium - 1 basketball court	Gymnasium - 1 basketball court	Gymnasium - 2 basketball courts
Multi-purpose room	Multi-purpose room	Multi-purpose room
	2nd Multi-purpose room	2nd Multi-purpose room
	Elevated walking track	Elevated walking track
	Outdoor splash pad	Outdoor splash pad
	Covered turf field	Covered turf field
		4-acres developed outdoor amenities

Source: Johnston Architects, 2022

Capital Cost Estimates. Capital costs refer to the total project costs, including construction, sales tax, architecture/engineering fees and other miscellaneous fees. These costs are calculated based on the size of the proposed building and outdoor amenity spaces.

The estimate is based on the real cost of similar facilities currently under construction, which have been adjusted for inflation. For this project, costs were developed with the input of DCW, professional estimators, who make sure the numbers used are realistic.

These are the estimated capital costs for each Option:

- **Option A: \$24,474,450** (rounded to \$24M for Options/Cost Survey cost estimation).
- **Option B: \$34,084,050** (rounded to \$34M).
- **Option C: \$44,144,100** (rounded to \$44M).

Operating Subsidy Estimates. Based on the operations analysis shown in **Appendix B**, the following annual operating subsidies were identified for each Option:

- **Option A: \$835,845** (rounded to \$835,800).
- **Option B: \$917,551** (rounded to \$917,500).
- **Option C: \$1,005,334** (rounded to \$1,005,300).

Costs to Taxpayers and Users

The capital costs and annual operating subsidy for each Option were used to determine estimated costs for taxpayers and users of the community recreation center as described in **Appendix C. Estimated Project Costs and Funding**. This information was provided in the Options and Costs survey described in the following section so respondents would be informed of the costs, as well as the amenities, associated with each Option.

Phase 2: Gaining Community Feedback on Options and Costs

Feasibility Study efforts in 2022 focused on:

- Promoting and analyzing an Options and Cost Survey to gain community input on the three Options determined at the end of Phase 1.
- The determination of a Preferred Option that will move ahead for additional refinement and community conversation.

Options and Cost Survey Promotional Efforts

In February of 2022 the UKC CRCA engaged residents and visitors in a survey to explore and evaluate three options for a recreation center. The purpose of this second round of engagement was to learn what programs and facilities best meet community needs, educate the community about the different options and their related costs, and assess the community's willingness to fund a future recreation center.

The survey was made available online and in paper form. Survey promotion occurred through a newspaper article, email and social media notifications, promotion through partner networks, postcards mailed along with utility bills, flyering, and UKC CRCA staffed meetings.

In total, 932 respondents participated in the 2022 survey. The survey respondent population included residents and visitors, full-time and part-time homeowners and renters, residents living in and outside of Upper Kittitas County, youth and families, and older adults.

Summary of Options and Cost Survey Results

Appendix C. Estimated Project Costs and Funding contains a detailed summary of the feedback gathered via the 2022 Options and Cost Survey. Key findings are summarized here:

- **Most survey participants support a community recreation center.** 78% of respondents said they would support and be willing to pay for at least one of three Options of varying scale and amenities that were presented in the survey.
- **A minority of respondents do not support a community recreation center.** Each of the three Options received nearly one-third of respondents saying they would not support it, and 16.4% said they would not support any of the three Options. **Opposition to the center was primarily motivated by concern about the cost of the facility and the associated increase in property taxes**, as well as user fees. In response to an open-ended question, about one-third of the responses mentioned these concerns.
- While Options B and C received almost exactly the same amount of support in the survey, **respondents ranked Option C the highest** when asked to rank their preference. In open-ended responses, many participants expressed a desire for a facility that would be large enough to support the growing community's needs today and in the future.
- Respondents show **strongest support for a 4- or 6-lane pool**. Other amenities that received strong support include a flexible indoor space for sports courts, indoor walking/running track, and an outdoor splash pad. If other outdoor amenities were to be included, in addition to a splash pad, an

outdoor playground, walking/running trail, and an outdoor stage or amphitheater were the most popular.

Selection of the Preferred Option

The results of this study demonstrate that a community recreation center may be feasible in Upper Kittitas County. More refinement of the ideas explored and tested with the community via this initial Feasibility Study is warranted, as is more community conversation about the benefits and costs associated with investment in the proposed facility.

Summary of Preferred Option

At its March 15, 2022 meeting, the UKC CRCA Project Advisory Committee reviewed Options and Cost Survey results and determined the Preferred Option that should be refined in the next phase of work. This Preferred Option was selected based on results of the Options and Cost Survey and by prioritizing infrastructure that could not be added after construction of the initial facility and deferring amenities that could be added later.

In addition to a lobby, office space, locker/changing room, restrooms, storage, and mechanical rooms, the amenities selected for inclusion in the Preferred Option include:

- 6-lane pool with a recreation area and a hot tub.
- A large gym, with space for two full-sized basketball courts.
- Indoor walking track.
- One multi-purpose room.
- Outdoor splash pad.

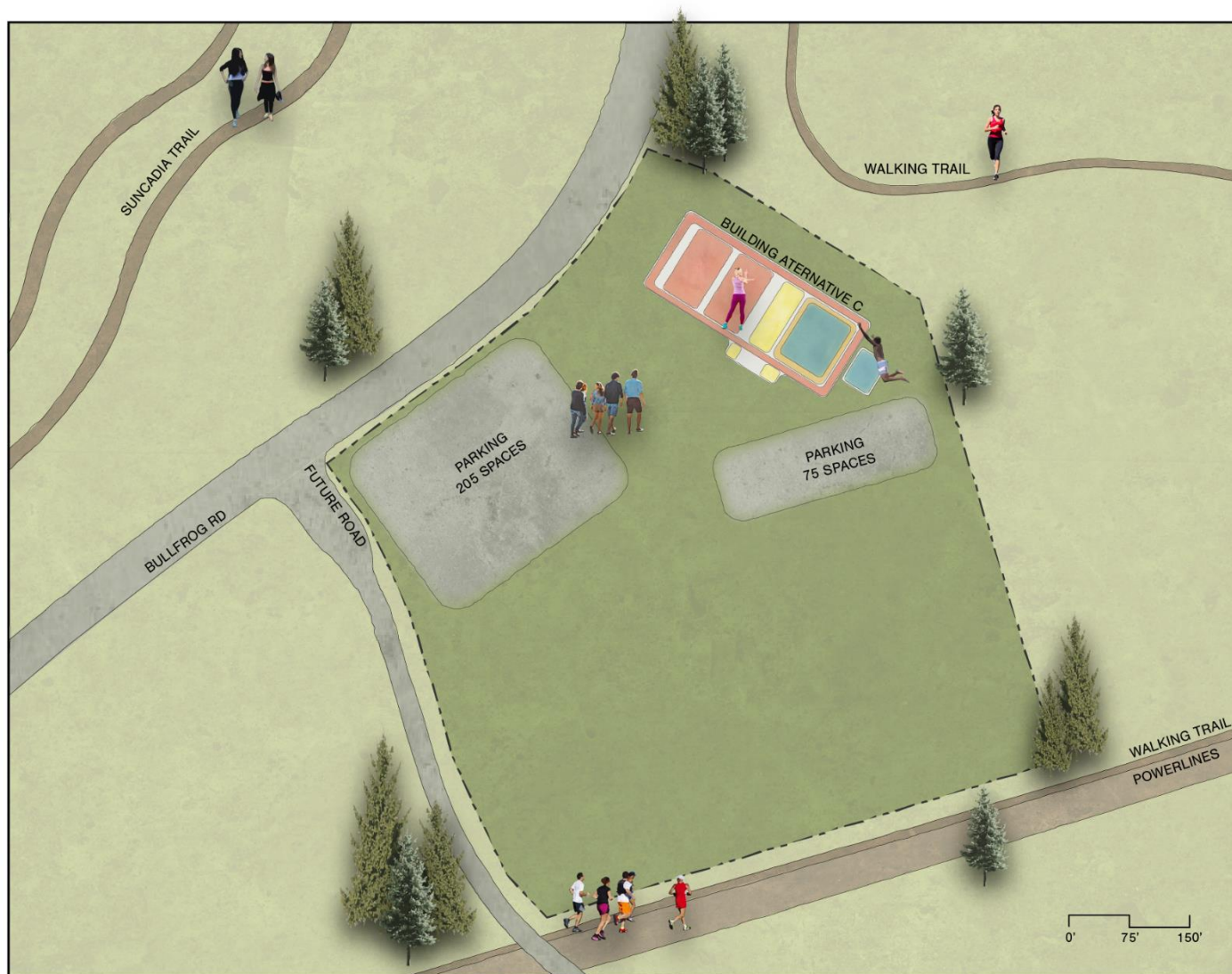
Exhibit 2 on the following page shows the space and capital cost estimates for the Preferred Option. Exhibit 3 and Exhibit 4 illustrate site and facility concepts respectively.

Exhibit 2 - Space and Capital Cost Estimates for the Preferred Option

Upper Kittitas County Recreation Center Conceptual Program Quantification					Updated 3/23/2022 Preferred Option, as discussed at 3/15/2022 Project Advisory Committee meeting	
Preferred Option						
Item	Minimum Size, with minimal circulation no spectator space	Basic Solution Min + circ and seating areas, added restrooms, etc.	Cost per Unit (SF or Space)	Total Hard Construction	Comments	
Lobby	600	1,000	\$ 475	\$ 475,000		
Office	400	600	\$ 475	\$ 285,000		
Pool	7,200	12,000	\$ 750	\$ 9,000,000	Combination: 6 lanes + rec area; hot tub	
Splash pad (outside)	1,500	2,000	\$ 100	\$ 200,000		
Party/Multi-Purpose Room	600	1,200	\$ 500	\$ 600,000	Divisible	
Gym	8,400	13,000	\$ 550	\$ 7,150,000	2 courts rather than 1	
Vertical circulation and a track around the pool and gym at the upper level 600 lf +/-	6,000	7,000	\$ 350	\$ 2,450,000		
Locker/Changing	4,800	5,200	\$ 550	\$ 2,860,000		
MEP	2,000	2,000	\$ 400	\$ 800,000		
Storage	2,000	2,000	\$ 400	\$ 800,000		
Total	31,500	44,000		\$ 24,620,000		
Average per sf cost for these uses \$ 700						
Cost per parking stall + site improvements \$ 2,000						
Added cost for turn lane, misc. Landscaping				\$ 500,000		
Site Construction per Parking unit			250	\$ 500,000		
Contingency			10%	\$ 2,562,000		
Total cost for Basic Plus solution				\$ 28,182,000		
<i>Total Project Cost including Sales Tax, AE, Management at 30% of base construction costs</i>				<i>\$ 36,636,600</i>		

Source: Johnston Architects, 2022

Exhibit 3 - Site Concept for the Preferred Option



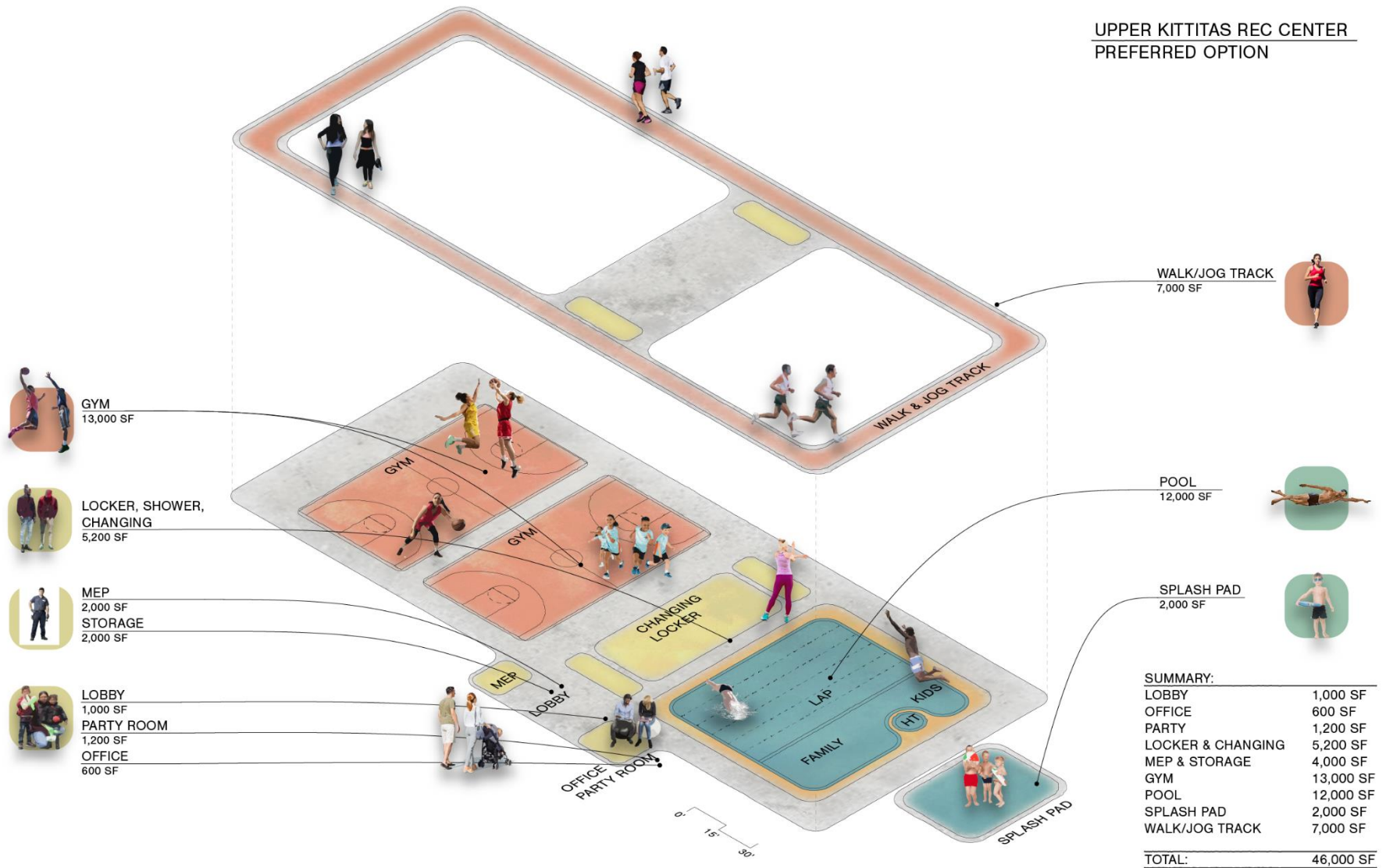
UPPER KITTITAS REC CENTER PREFERRED OPTION

	ALL PURPOSE 12,000 SF <ul style="list-style-type: none"> ◦ Lobby ◦ Office ◦ Party/ Multi-purpose ◦ Shower ◦ Locker Room ◦ Storage & Mechanical
	AQUATICS 14,000 SF <ul style="list-style-type: none"> ◦ Indoor recreation pool <ul style="list-style-type: none"> ◦ 6 swim lanes ◦ Hot tub ◦ Recreation area ◦ Outdoor splash pad
	POOL
	FITNESS 20,000 SF <ul style="list-style-type: none"> ◦ Gymnasium (2) ◦ 2nd Floor walk/jog track
INDOOR FOOTPRINT 46,000 SF (1.0 ACRE)	
	PARKING 2.3 ACRES 280 SPACES
TOTAL DEVELOPMENT FOOTPRINT: 3.3 ACRES	

Source: Johston Architects, 2022

Exhibit 4 - Facility Concept for the Preferred Option

UPPER KITTITAS REC CENTER PREFERRED OPTION



Source: Johnston Architects, 2022

Funding Options

One of the challenges for this project is determining a method for funding the capital development costs and the anticipated annual operating subsidy for the Upper Kittitas County Community Recreation Center. Multiple funding sources will be required for the center to become a reality. Typical funding sources for such facilities are described below, with an indication of which are more likely to be appropriate for the center. The Feasibility Study did not do a robust examination of funding options and draws on what is typically true in such cases. Additional exploration of funding sources, including potential partnerships, is warranted in the next phase of work.

Sources for capital funds fall into two broad categories: tax revenues, and sources other than tax revenues. The more funds that can be raised from sources other than tax revenues, the less the burden to taxpayers in Upper Kittitas County. As of the report date, UKC CRCA has estimated that roughly \$7 million (approximately 20% of the expected capital cost) could be raised through contributions from sources other than local property taxes. This is a high-level estimate that should continue to be refined in the next phases of the project.

Capital Funding Sources: Contributions from Sources Other than Tax Revenues

City of Cle Elum – In 2002, the City of Cle Elum executed a Development Agreement with Suncadia’s predecessor organization. This Development Agreement for Bullfrog Flats contained a provision whereby Suncadia was to contribute 12.2 acres of land, specifically for a community recreation center, and provide certain very basic amenities, such as restrooms, parking lots, etc. It was never contemplated that Suncadia was to provide anything approaching a completed community recreation center.

In 2020 and 2021, the City of Cle Elum negotiated with Suncadia to provide \$4 million in cash in lieu of the promised basic amenities. As of this report date, the 12.2 acres have been transferred to the City of Cle Elum, along with \$2 million in cash. The remaining \$2 million is due on or before December 31, 2027. The timing of the additional funding depends on certain terms relating to the development of Bullfrog Flats, but is guaranteed no later than December 31, 2027.

The City of Cle Elum can use the land and funds only for a community recreation center. The City has partnered with UKC CRCA to perform a feasibility study and, if feasible, design and construct the community recreation center.

Partnerships – During the Feasibility Study, initial inquiries were made regarding equity partners in the project. To date, no equity partners have been identified. There may be limits on the number of these types of partnerships that can be established for the project due to competing interests, but UKC CRCA should continue to look for equity partners. Possible partners include:

- **School Districts** – The Cle Elum-Roslyn School District and the Easton School District should be approached regarding partnerships. Both districts have unmet needs/wants regarding student sports and other activities. Paying for court and pool time is the most likely form of partnership.
- **Medical Partner** – Could fund a small portion of the project but this is likely to be for areas of the center that they would utilize (therapy pool or fitness space) for their programs. Funding is likely to be low at best.

Government Funding/Grants

- *Washington State Legislative Funding* – The state legislature has the ability through a general appropriation to provide a grant for new recreation facilities. This source of funding could be difficult to obtain but might be up to a million dollars.
- *Federal Funding* – Obtaining some level of federal funding for the project is unlikely, but not impossible. The utilization of American Rescue Plan funding is possible and there has been some limited funding for evacuation shelters, communities in need, and also for energy efficiency initiatives. These opportunities should be explored further in the next phase of the project.
- *Kittitas County* – Funding from the County is also possible, but unlikely.

Private Foundations and Grants – There are several local and non-local foundations that could be capital funders for portions of the facility. Reaching out to these foundations to determine their level of interest, the key amenities that they would support, and other project requirements for possible funding will be important. It should only be expected that 10% to 25% of the project could be funded through foundations.

There are a number of grants that are available for recreation projects. It is more difficult to fund active indoor recreation facilities than parks and open space from these sources, but an effort should be made to acquire limited funding from these sources. Key aspects of the facility that should be targeted for grants are serving youth, teens, seniors, and sustainable construction. Major funding from this source is unlikely, but it never-the-less could provide assistance to the project for approximately 3% and 5% of the total project cost.

Naming Rights and Sponsorships – Although not nearly as lucrative as for large stadiums and other similar facilities, the sale of naming rights and long-term sponsorships could be a source of some capital funding as well. It will be necessary to hire a specialist in selling naming rights and sponsorships if this revenue source is to be maximized to its fullest potential. No lifetime naming rights should be sold; only 20-year maximum rights should be possible. Determining the level of financial contribution necessary to gain a naming right will be crucial. This could mean a contribution for up to 10%-20% of the total cost of the entire project for overall facility naming rights or 50% to 100% for individual spaces within the center itself. This funding source would need to be explored during the next phase of the project.

Fundraising – Capital funding could come from a comprehensive fundraising campaign in the greater market area. Contributions from local businesses, private individuals and social service organizations should be targeted. To maximize this form of funding a private fundraising consultant may be necessary. A goal of fundraising could be to fund between 10% and 20% of the capital cost of the project.

Capital Funding Sources: Tax Revenues

Even when all potential funding sources noted above are combined, they will at best generate a funding level of 25% to 30% for the project. It is clear that the primary source of funding will have to come from tax dollars. As a result, several possible tax options were explored.

Cities of Cle Elum and Roslyn – If the cities are going to be a funding source for the center, the level of possible tax support will need to be identified in the next phase of work. This option was not explored in the Feasibility Study.

Parks and Recreation District – A Park and Recreation District would establish the tax base for the center and would construct and operate the facility. This requires another level of taxation within the area as well as a vote of the people to establish the service area and the level of taxes. It should be kept in mind that establishing a new District may be difficult. The existing Kittitas County Parks and Recreation District (KPRD) is an appropriate potential funding source.

Metropolitan Park District – Similar in many ways to a Parks and Recreation District, but with fewer limitations, an MPD could also be established in the area to provide a tax base for building and operating a center. This also requires another level of property tax and a vote of the people to establish and set the taxing level. This could also be difficult to establish given the presence of KPRD.

Operations Funding Sources

As discussed previously and shown in **Appendix B**, it is projected that an operations subsidy will need to be funded each year. As a result, a funding plan for the required subsidy will be necessary.

Partnerships – If there are equity partners in the project, there may need to be a contractual requirement with these partners to help with funding the annual subsidy. However, these contributions would likely be small and for specific elements of the facility. This could be in the form of a contractual obligation or a straight rental of time. The level of operational support could be further explored during the next phase of the project.

Inter-local Agreements – Establishing agreements with other governmental agencies and/or community organizations to fund the on-going operation of the center is possible. However, unless the other organization is the actual operator of the center, it is unlikely that any significant operational dollars will be generated from this source.

Sponsorships – The establishment of sponsorships for different programs and services, as well as funding for different aspects of a facility's operation is possible. But in most cases, this would provide a relatively low revenue stream for funding day to day operating costs for a center. Building a sponsorship program during the design phase of the project will be important if this source of operational funding is going to be successful.

Grants – There are grants that are available for programs and services that serve the disadvantaged, youth, teens, and seniors. In addition, ongoing energy conservation efforts, public health initiatives, DEI issues, and other social service-oriented programs may be funded as well. Having a grant writer explore these grants will be essential.

Cities of Cle Elum and Roslyn – Unless one of the cities were the owner and operator of the center, it should not be expected that they will fund operations of the facility.

Special Purpose Tax Districts – If a Parks and Recreation District or Metropolitan Park District owns and operates the center, the annual operational deficit could be funded through taxes raised by the district.

Summary of Potential Funding Options

The following table show the general range of possible contributions from a variety of potential sources of funding. More detailed analysis of these funding mechanisms is needed in the next phase of work as described in the following section. Given the preliminary nature of this assessment, the funding model presented to the public in the Options and Cost Survey was hypothetical, assuming an “optimistic but

achievable” target. **Appendix E** estimates capital and operations levies for the Preferred Option based on similar assumptions for non-tax revenues.

Exhibit 5 - Capital and Operations Funding Options

Capital Sources	Possible Percent of Total	Operations Sources	Possible Percent of Total
Partnerships	0%-25%	Partnerships	10%-25%
Fundraising	10%-15%	Inter-local Agreements	10%-20%
Foundation	5%-25%	Sponsorships	2%-5%
Grants	3%-5%	Grants	2%-5%
Naming Rights	5%-20%	Special Taxing District	100%
Washington State	0%-5%		
Federal	0%-5%		
Special Taxing District	70%-100%		

Source: B*K, 2022.

Recommended Next Steps

With completion of this report, we recommend that the UKC CRCA immediately communicate the following:

- Results of 2022 engagement, including response to questions and concerns that were raised via the Options and Cost Survey.
- The Preferred Option.
- Anticipated next steps, including refinement of the Preferred Option and continued community conversations as described below.

Next Phase of Work

With completion of this initial Feasibility Study, the recommended next phase of work is outlined here. While the biggest issues to address are funding and the facility's operation model, it will be necessary to refine the Preferred Option before determining true operating costs and the funding requirements.

- I. **Refining the Preferred Option, adding detail to key assumptions around the capital program, operations, and funding.** This phase is also known as schematic design and can be instrumental in expanding public understanding of and support for the facility.
 - **Public Engagement.** We recommend hosting a series of hands-on workshops with an advisory committee made up of a representative range of community members. This group would help assess opportunities and challenges as the Preferred Alternative is refined and act as a sounding board as details are fleshed out around the capital program, operations, and funding. At minimum, we recommend hosting two public meetings: The first to review and verify the Preferred Alternative and the second to explore design solutions in a hands-on manner. These meetings would be promoted and supplemented by communications, such as mailers and social media posts, as well as presentations by the Project Committee, city councils, and community associations. As a Preferred Solution rises to the top, the architect will develop rendered plans and three-dimensional views of the recreation center. These eye-catching graphics will help generate interest in the project, particularly among community members who haven't participated to date.
 - **Systems Development.** Schematic design frequently includes descriptions of basic systems such as heating, cooling and ventilation, lighting, energy envelope, and other elements that are defined by concept-level engagement of essential sub-consultants.
 - **Construction Cost Analysis.** The inputs described above allow the transition from a generic per square foot estimate to a more detailed systems-based approach.
 - **Schematic Design Fees.** Fees for this type of architectural and engineering work are governed by the Washington State Fee guidelines and the related A/E Fee Chart. The guidelines establish fees for public projects based on project type and project size. Fees for this phase will be part of the total fees derived once the final scope and design direction have been established.
- II. **Operations Refinement.** As the Preferred Solution is determined, the operations plan from the

Feasibility Study should be revised to identify:

- Recommended operations structure, including the entity responsible for operating the facility
- Probable use projections for facility use and programs.
- Updated anticipated operating expenditures.
- Updated proposed user fees to reflect the facility amenities.
- Updated anticipated revenues to be generated from the facility.
- How operating costs are distributed among:
 - Users of the facility.
 - Property owners in the taxing district.
 - Local residents and visitors.

The last item will be based off the capital and operational funding model that is developed by the financial consultant.

III. **Funding Analysis and Strategy.** A financial consultant should be engaged to refine the initial capital and operating funding model developed during the Feasibility Study. This will include:

- Determination of taxing district, including feasibility and timeline for KPRD or other options.
- Refinement of financing terms, including sensitivity analysis around the likely interest rate for capital bonds, and levy structure, both of which will impact estimated cost to taxpayers.

This consultant would provide levy strategy advice as well regarding election timing and other factors.

IV. **Capital fundraising – a quiet effort to offset capital funding needed from taxpayers.** During this phase, low-key fundraising engaging high net worth individuals and families, public sector funders, foundations, and others can be used to reduce the capital funding that must be raised through taxes. This effort would not be a full-blown community fundraising effort, which would only occur once community support for the Preferred Solution is established.

V. **Further testing community support for the Preferred Solution before going to voters.** A statistically significant survey is recommended to test voter support for the Preferred Solution once it is determined. The target population would be selected based on the timing of the target ballot, with the sample designed to reflect the demographics of the voters anticipated to participate in a particular election. Survey collection would likely be done through a combination of phone, email, and text to web over the period of approximately two weeks.

Timeline

At the conclusion of this next phase (the work described above), the UKC would be in a position to move forward with a public vote assuming the recommended statistically valid survey demonstrates community support. More discussion will be needed to refine the timeline and pace for this phase, which should be determined based on a target election cycle and ensuring we have enough time to engage the public thoughtfully. Votes may be held in February, April, August, and November.

APPENDICES

Appendix A. Option Development: Programming and Capital Costs

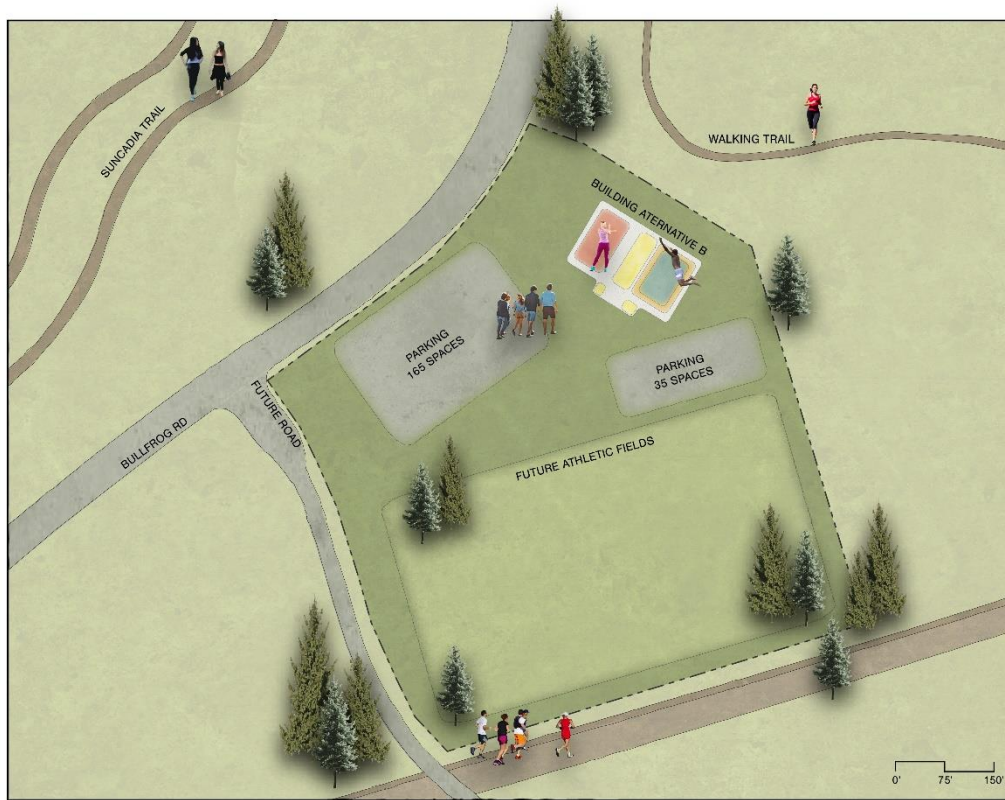


Based on the amenities chosen for each Option, Johnston Architects developed a site and feasibility concept, as well as estimated capital development costs.

Each Option includes a pool and a gymnasium. Option A is the baseline option. Every option is larger than the last and offers more amenities. Every Option includes adequate parking, lobby, office, locker/changing, and storage facilities.

Option A

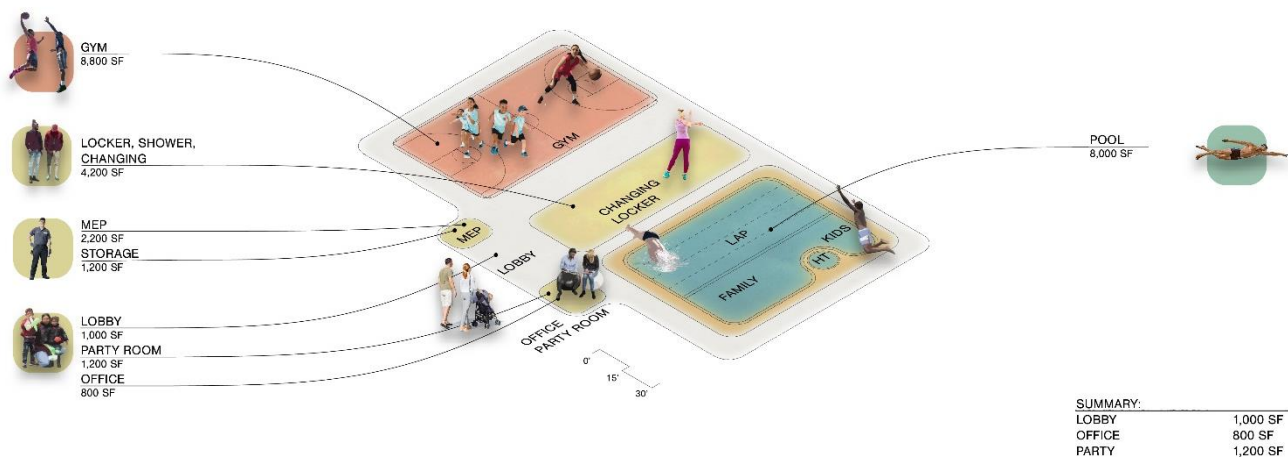
Site Concept



UPPER KITTITAS REC CENTER ALTERNATIVE A

	ALL PURPOSE 10,400 SF ◦ Lobby ◦ Office ◦ Party/ Multi-purpose ◦ Shower ◦ Locker Room ◦ Storage & Mechanical
	POOL 8,000 SF ◦ Indoor recreation pool ◦ 4 swim lanes ◦ Hot tub ◦ Recreation area
	POOL
	SPORTS/MULTI-USE 8,800 SF ◦ Gymnasium
INDOOR FOOTPRINT 27,400 SF (0.6 ACRES)	
	ATHLETIC FIELDS 4 ACRES ◦ Future Development
	PARKING 1.6 ACRES 200 SPACES
TOTAL DEVELOPMENT FOOTPRINT: 6.2 ACRES	

Facility Concept



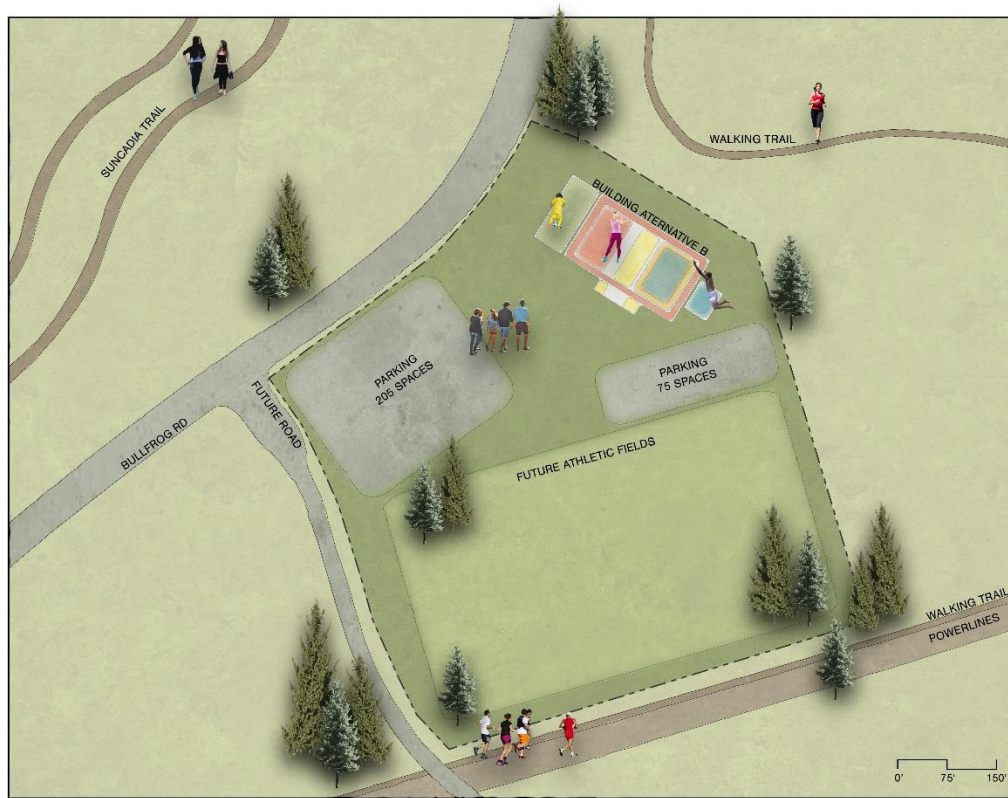
SUMMARY:	
LOBBY	1,000 SF
OFFICE	800 SF
PARTY	1,200 SF

Amenities included in Option A

- 4-Lane Lap pool + recreation area and hot tub.
 - 4 lanes support lap swimming, upper-level swim lessons, and swim team and triathlon training. When not in use, the 4 lap lanes could offer a recreation area for activities like swim lessons, aqua exercise, and recreational swimming.
- Gymnasium.
 - Large enough for 1 full-size basketball court or 2 small basketball courts or volleyball courts, or 4 pickleball courts. Other active uses could be accommodated in this flexible space.
- Multi-purpose room near pool.
 - Could host birthday parties, community meetings, classes, and other small gatherings.

Option B

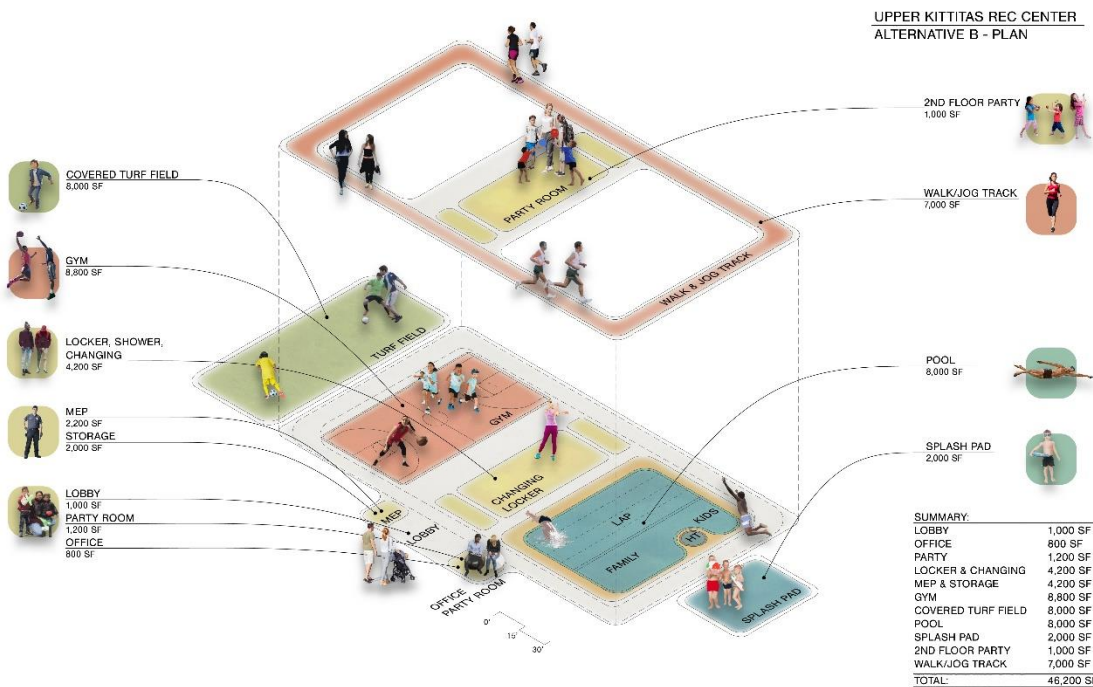
Site Concept



UPPER KITTITAS REC CENTER ALTERNATIVE B

	ALL PURPOSE 12,400 SF
	<ul style="list-style-type: none"> ◦ Lobby ◦ Office ◦ Party/ Multi-purpose ◦ 2nd Floor Multi-purpose ◦ Shower ◦ Locker Room ◦ Storage & Mechanical
	POOL 10,000 SF
	<ul style="list-style-type: none"> ◦ Indoor recreation pool ◦ 4 swim lanes ◦ Hot tub ◦ Recreation area ◦ Outdoor splash pad
	SPORTS/MULTI-USE 15,800 SF
	<ul style="list-style-type: none"> ◦ Gymnasium ◦ 2nd Floor walk/jog track
	COVERED 8,000 SF
	◦ Covered turf field
	INDOOR FOOTPRINT 46,200 SF (1.1ACRES)
	ATHLETIC FIELDS 4 ACRES
	◦ Future Development
	PARKING 2.2 ACRES 280 SPACES
	TOTAL DEVELOPMENT FOOTPRINT: 7.3 ACRES

Facility Concept



UPPER KITTITAS REC CENTER ALTERNATIVE B - PLAN

- COVERED TURF FIELD
8,000 SF
- GYM
8,800 SF
- LOCKER, SHOWER,
CHANGING
4,200 SF
- MEP
2,200 SF
STORAGE
2,000 SF
- LOBBY
1,000 SF
PARTY ROOM
1,200 SF
OFFICE
800 SF

- 2ND FLOOR PARTY
1,000 SF
- WALK/JOG TRACK
7,000 SF
- POOL
8,000 SF
- SPLASH PAD
2,000 SF

SUMMARY	
LOBBY	1,000 SF
OFFICE	800 SF
PARTY	1,200 SF
LOCKER & CHANGING	4,200 SF
MEP & STORAGE	4,200 SF
GYM	8,800 SF
COVERED TURF FIELD	8,000 SF
POOL	8,000 SF
SPLASH PAD	2,000 SF
2ND FLOOR PARTY	1,000 SF
WALK/JOG TRACK	7,000 SF
TOTAL	46,200 SF

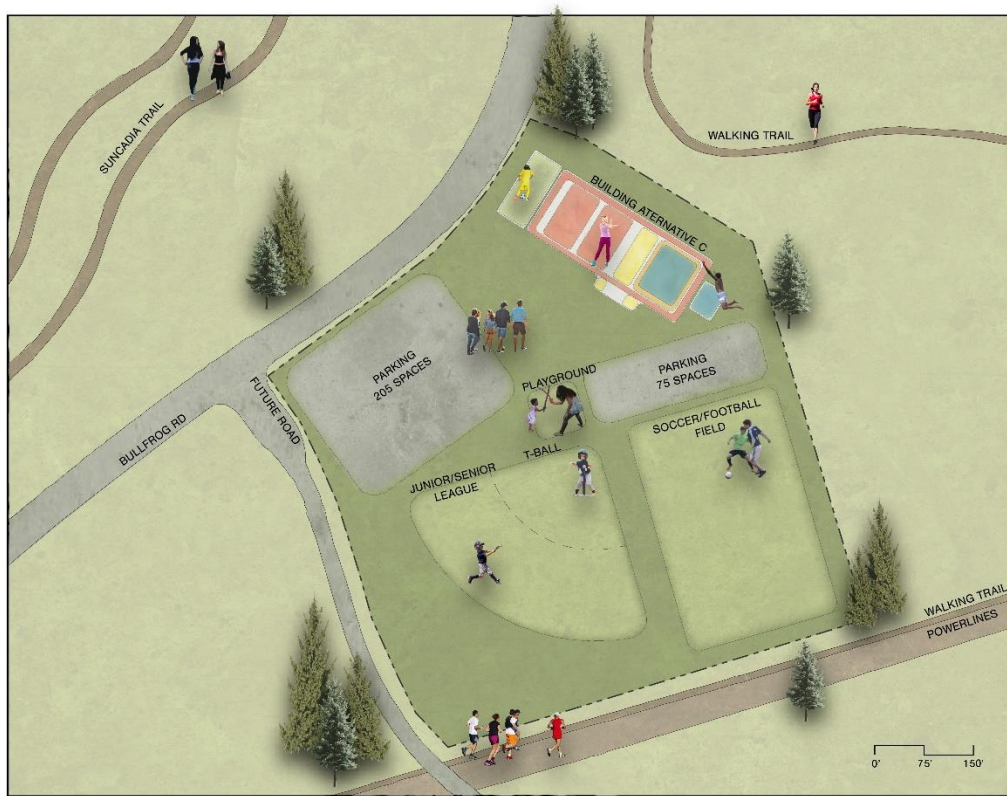
Amenities included in Option B

Same amenities as Option A, plus:

- Elevated walking track.
 - Enclosed for temperature and humidity control – could accommodate walking and jogging year-round.
- Additional, second floor multi-purpose room.
 - Could host birthday parties, community meetings, classes, and other small gatherings.
- Outdoor splash pad.
 - Seasonal use. Connected to the indoor pool and could offer outdoor aquatic activity for younger children.
- Covered Turf field.
 - Could be used to practice soccer, lacrosse, flag football, baseball/softball (infield training), and other field sports.

Option C

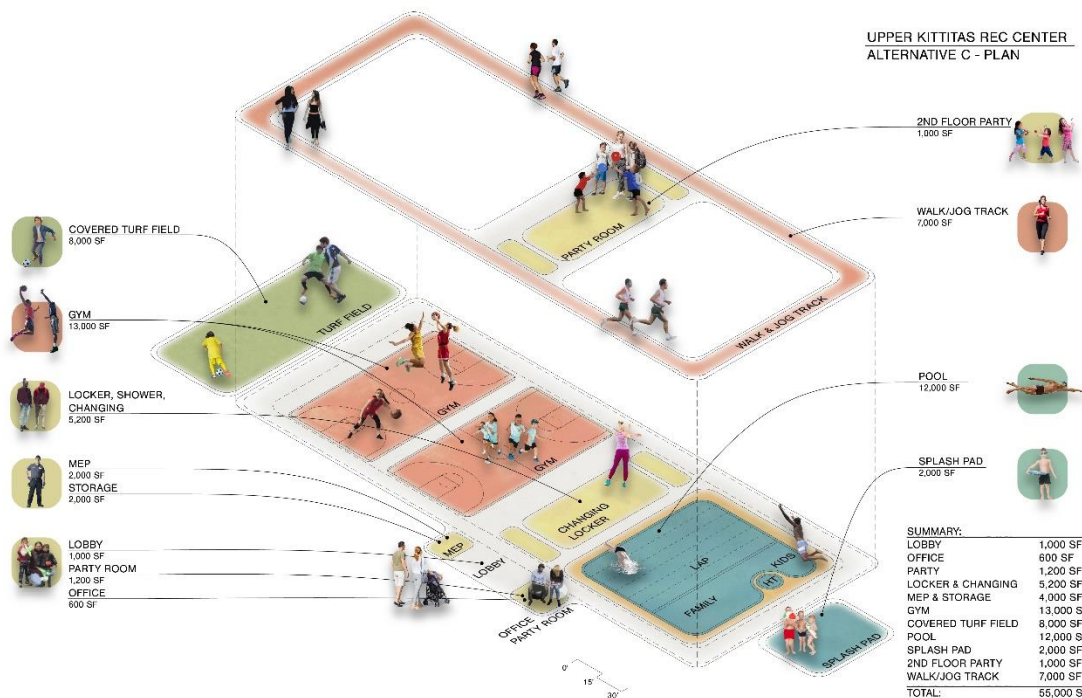
Site Concept



UPPER KITTITAS REC CENTER ALTERNATIVE C

	ALL PURPOSE 13,000 SF ◦ Lobby ◦ Office ◦ Party/ Multi-purpose ◦ 2nd Floor Multi-purpose ◦ Shower ◦ Locker Room ◦ Storage & Mechanical
	AQUATICS 14,000 SF ◦ Indoor recreation pool ◦ 6 swim lanes ◦ Hot tub ◦ Recreation area ◦ Outdoor splash pad
	POOL
	SPORTS / MULTI-USE 20,000 SF ◦ Gymnasium (2) ◦ 2nd Floor walk/jog track
	COVERED 8,000 SF ◦ Covered turf field
	INDOOR FOOTPRINT 55,000 SF (1.3 ACRES)
	ATHLETIC FIELDS 4 ACRES ◦ Soccer/Baseball/Other
	PARKING 2.2 ACRES 280 SPACES
	TOTAL DEVELOPMENT FOOTPRINT: 7.5 ACRES

Facility Concept



UPPER KITTITAS REC CENTER ALTERNATIVE C - PLAN

SUMMARY:	
LOBBY	1,000 SF
OFFICE	600 SF
PARTY	1,200 SF
LOCKER & CHANGING	5,200 SF
MEP & STORAGE	4,000 SF
GYM	13,000 SF
COVERED TURF FIELD	8,000 SF
POOL	12,000 SF
SPLASH PAD	2,000 SF
2ND FLOOR PARTY	1,000 SF
WALK/JOG TRACK	7,000 SF
TOTAL:	55,000 SF

Amenities Included in Option C

Same amenities as Option B, plus:

- 6-Lane lap pool + recreation area and hot tub.
 - Large enough for competitive swim meets, as well as all the activities described in Option A.
- Expanded gymnasium.
 - Twice the size of the gym in Options A and B. Can be configured for 2 full-size basketball courts, or 4 small basketball courts, or 4 volleyball courts, or 8 pickleball courts. Other active uses could be accommodated in this flexible space.
- 4 acres of outdoor amenities.
 - Could include a soccer/football field, baseball field, playground, and other uses to be determined.

Summary of Amenities in Each Option

Each of the following options includes a pool and a gymnasium. Option A is the baseline option. Every option is larger than the last and offers more amenities. Every option includes adequate parking, lobby, office, locker/changing, and storage facilities.

Option A	Option B	Option C
4-lane Pool + rec area	4-lane Pool + rec area	6-lane Pool + rec area
Gymnasium - 1 basketball court	Gymnasium - 1 basketball court	Gymnasium - 2 basketball courts
Multi-purpose room	Multi-purpose room	Multi-purpose room
	2nd Multi-purpose room	2nd Multi-purpose room
	Elevated walking track	Elevated walking track
	Outdoor splash pad	Outdoor splash pad
	Covered turf field	Covered turf field
		4-acres developed outdoor amenities

Capital Cost Estimates

Capital costs refer to the cost of designing and constructing the building and its site. We calculate these costs based on the size of the proposed building and outdoor amenity spaces.

The estimate is based on the real cost of similar facilities currently under construction, which have been adjusted for inflation. For this project, costs were developed with the input of DCW, who are professional estimators, and who are able to make sure the numbers we are using are realistic.

These are the estimated costs for each Option:

- **Option A: \$24,474,450** (rounded to \$24M for Options/Cost Survey cost estimation).
- **Option B: \$34,084,050** (rounded to \$34M).
- **Option C: \$44,144,100** (rounded to \$44M).

Appendix B. Operations Analysis



Operations Analysis

The following operations analysis has been developed for the planned Upper Kittitas County Community Recreation Center.

Assumptions

The following are the basic assumptions for the operations analysis.

- An operations analysis has been completed for the following three center options plus a Preferred Option.

Option A – This is a basic facility that contains three primary amenities. A recreation/lap pool, multipurpose room, and a large flexible space that can serve basic gym needs as well as community events and other activities. Approximate SF – 27,500

Option B – This option builds from the first with the addition of an indoor track, outdoor splash pad, and a large covered turf field. Approximate SF – 46,000

Option C – This option provides a comprehensive center that includes all of the amenities in Options A and B but expands the pool from 4 lanes to 6 lanes and doubles the size of the large flexible space to provide for more sports courts to be available. In addition, outdoor amenities including a playground, athletic fields and walking trails are built on the site to expand the recreation opportunities. Approximate SF – 54,500

- From these three options, a Preferred Option was adopted.

Preferred Option – This option includes a 6 lane lap pool, recreation pool and hot tub, double gymnasium, indoor elevated track, multipurpose room, and outdoor splash pad. Approximate SF – 44,000

- The figures represent the second full year of operation which is more representative of the true costs and revenues than the opening year.
- These operational budgets represent all expenses and revenues for the center and all programs.
- The presence of other providers in the market will remain the same.
- The center will be managed by a Park and Recreation District.
- This operations plan is based on program and basic concept plan for the facility.
- The minimum wage in Washington is projected to be at least \$15.00 by 2025.
- The building will be cleaned by district staff but could be a contracted service.
- There will be a high level of aquatic and other programming in the center. Most all programs and services will be offered by district staff on an hourly or contract basis.

- No partnerships with other organizations have been shown in this operations plan.
- The pools will be guarded at all times by district lifeguards.

Projected Hours of Operation:

Days	Hours
Monday – Thursday	5:00am – 9:00pm
Friday	5:00am – 8:00pm
Saturday	7:00am – 6:00pm
Sunday	8:00am - 6:00pm
Total Hours Per Week	100

Note: Hours could vary by time of the year (shorter hours in the summer).

Outdoor Splash Pad Only

Days	Hours
Monday – Sunday	Noon – 7:00pm
Total Hours Per Week	49

Note: The season will be from Memorial Day to Labor Day.

Projected Fee Schedule for 2025:

The fee differential between resident and non-resident is approximately 30%.

Option A

Classification	Daily		10 Visit Pass	
	Res.	N. Res	Res.	N. Res
Adult (18-60)	\$5.00	\$6.50	\$45.00	\$58.00
Youth (3-18)	\$3.00	\$4.00	\$27.00	\$36.00
Senior (60+)	\$3.00	\$4.00	\$27.00	\$36.00

Note: 10 visit passes are a 10% discount over the daily fee.

Classification	Annual		Month to Month	
	Res.	N. Res	Res	N. Res
Adult (18-60)	\$245	\$320	\$21	\$27
Youth (3-18)	\$185	\$240	\$16	\$20
Senior (60+)	\$185	\$240	\$16	\$20
Household	\$420	\$545	\$35	\$46

Note: Month to month is based on automatic withdrawal (auto renew) from a bank account or credit card. Household includes 2 adults and up to 3 youth. Annual/Month to Month fees include any basic land/water based fitness classes.

Options B, C, and Preferred Option

Classification	Daily		10 Visit Pass	
	Res.	N. Res	Res.	N. Res
Adult (18-60)	\$6.00	\$8.00	\$54.00	\$72.00
Youth (3-18)	\$4.00	\$5.50	\$36.00	\$50.00
Senior (60+)	\$4.00	\$5.50	\$36.00	\$50.00

Note: 10 visit passes are a 10% discount over the daily fee.

Classification	Annual		Month to Month	
	Res.	N. Res	Res	N. Res
Adult (18-60)	\$270	\$350	\$23	\$30
Youth (3-18)	\$205	\$265	\$17	\$22
Senior (60+)	\$205	\$265	\$17	\$22
Household	\$465	\$605	\$39	\$51

Note: Month to month is based on automatic withdrawal (auto renew) from a bank account or credit card. Household includes 2 adults and up to 3 youth. Annual/Month to Month fees include any basic land/water based fitness classes.

Operations Analysis Summary

The following figures summarize the anticipated operational expenses and projected revenues for the three center options plus the Preferred Option.

	27,500 SF	46,000 SF	55,000 SF	44,000 SF
Category	Alternative A	Alternative B	Alternative C	Preferred Option
Expenses	\$ 1,192,610	\$ 1,452,718	\$ 1,687,292	\$ 1,559,280
Revenues	\$ 356,766	\$ 535,566	\$ 684,415	\$ 578,379
Difference	(835,845)	(917,152)	(1,002,877)	(980,901)
Recovery %	30%	37%	41%	37%

Note: These operations projections represent the second full year of operation.

These operations plans were completed based on general information and a basic understanding of the project with a program and basic concept plan for the center. As a result, 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.

Operational Expenses

Expenditures have been formulated based on the costs that are typically included in the operating budget for this type of facility. The figures are based on operation by a district, the size of the center, the specific components of the facility and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities. All expenses were calculated as accurately as possible, but the actual costs may vary based on the year the center opens, final design, operational philosophy, and programming considerations adopted by staff.

Category	Alter. A	Alter. B	Alter. C	Preferred Opt.
Personnel (new positions)				
Full-time	286,000	390,000	435,500	390,000
Part-time	651,333	706,668	782,642	758,266
Total	\$ 937,333	\$ 1,096,668	\$ 1,218,142	\$ 1,148,266
Commodities				
Office supplies	3,000	5,000	6,000	5,500
Chemicals (pool)	15,000	20,000	30,000	30,000
Maintenance/repair/materials	6,000	9,000	15,000	12,000
Janitor supplies	6,000	7,500	9,000	8,500
Recreation supplies	5,000	8,000	12,000	9,000
Uniforms	3,000	4,000	5,000	4,750
Printing/postage (Program/Facility Catalog)	10,000	12,000	14,000	13,000
Items for Resale	4,000	8,000	12,000	10,000
Other Misc. expenses	1,500	3,000	4,000	3,500
Total	\$ 53,500	\$ 76,500	\$ 107,000	\$ 96,250

Category	Alter. A	Alter. B	Alter. C	Preferred Opt.
<u>Contractual</u>				
Utilities (\$3.50 SF-Alter. A), Alter B & C Outdoor Spaces	96,250	138,000	172,750	154,000
Water/sewer	12,000	15,000	25,000	18,000
Insurance (property & liability)	20,000	27,000	35,000	30,000
Communications (phone/data/WiFi)	3,000	4,000	5,000	4,000
Contract services (mechanical, alarm, legal, software)	25,000	35,000	45,000	40,000
Rental equipment	2,000	3,000	3,500	3,000
Advertising	10,000	13,000	15,000	14,000
Training	2,000	2,500	3,000	2,750
Conference	2,000	2,000	2,500	2,250
Trash Pickup	3,000	3,000	3,500	3,000
Dues/subscriptions	1,500	2,000	2,500	2,250
Bank Charges (75% of fees x 3%)	8,027	12,050	15,399	13,014
Other	2,000	3,000	4,000	3,500
Total	\$ 186,777	\$ 259,550	\$ 332,149	\$ 289,764
<u>Capital</u>				
Replacement fund	\$ 15,000	\$ 20,000	\$ 30,000	\$ 25,000
Grand Total	\$ 1,192,610	\$ 1,452,718	\$ 1,687,292	\$ 1,559,280

Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service areas as well as comparing them to state and national statistics and other similar facilities in the surrounding area. Actual figures will vary based on the size and make-up of the components selected during final design, site, market stratification, philosophy of operation, fees and charges policy, and priorities of use.

Category	Alter. A	Alter. B	Alter. C	Preferred Opt.
<u>Fees</u>				
Daily Admissions	39,512	78,270	97,838	88,807
10 Visit Passes	4,007	7,441	8,929	8,223
Month to Month	66,515	104,960	125,952	115,456
Annual	36,012	56,892	68,271	62,581
Group/Corporate	2,500	4,000	5,000	4,500
Aquatic Rentals	15,000	16,750	32,250	32,250
General Facility Rentals	21,000	66,000	84,750	29,750
Total	\$ 184,545	\$ 334,314	\$ 422,990	\$ 341,568
<u>Programs</u>				
Aquatic Programs	51,881	51,881	56,706	56,706
Fitness/General	111,339	133,371	181,719	160,605
Total	\$ 163,220	\$ 185,252	\$ 238,425	\$ 217,311
<u>Other</u>				
Resale items	5,000	10,000	15,000	12,500
Special events	1,000	2,000	3,000	2,500
Vending	3,000	4,000	5,000	4,500
Total	\$ 9,000	\$ 16,000	\$ 23,000	\$ 19,500
Grand Total	\$ 356,766	\$ 535,566	\$ 684,415	\$ 578,379

Staff

The determination of full-time and part-time staff positions was developed based on the center being operated by a district, the expected use of the center, the hours of operation, the key amenities that are contained in the center and operational practices of the facility. These figures contain expected instructors for a variety of recreation and aquatic programs that may be occurring at the facility.

Full-Time

Full Time Staff	Salary	Alternative A		Alternative B		Alternative C		Preferred Option	
		Positions	Total	Positions	Total	Positions	Total	Positions	Total
Executive Director	\$ 60,000	1	\$ 60,000	1	\$ 60,000	1	\$ 60,000	1	\$ 60,000
Aquatic/Program Supervisor	\$ 45,000	1	\$ 45,000	1	\$ 45,000	1	\$ 45,000	1	\$ 45,000
Sports Program Supervisor	\$ 45,000	0	\$ -	1	\$ 45,000	1	\$ 45,000	1	\$ 45,000
Aquatic Specialist/Lifeguard	\$ 35,000	1	\$ 35,000	1	\$ 35,000	1	\$ 35,000	1	\$ 35,000
Accounting/Front Desk	\$ 35,000	1	\$ 35,000	1	\$ 35,000	1	\$ 35,000	1	\$ 35,000
Facilities Coordinator (Maintenance)	\$ 45,000	1	\$ 45,000	1	\$ 45,000	1	\$ 45,000	1	\$ 45,000
Maintenance Worker	\$ 35,000	0	\$ -	1	\$ 35,000	2	\$ 70,000	1	\$ 35,000
Positions		5		7		8		7	
Salaries			\$ 220,000		\$ 300,000		\$ 335,000		\$ 300,000
Benefits	30.00%		\$ 66,000		\$ 90,000		\$ 100,500		\$ 90,000
Total Full-Time Staff			\$ 286,000		\$ 390,000		\$ 435,500		\$ 390,000

Part-Time

Part-Time	Rate	Alternative A			Alternative B			Alternative C			Preferred Option		
		Hours	Weeks	Total	Hours	Weeks	Total	Hours	Weeks	Total	Hours	Weeks	Total
Front Desk Supervisor	\$ 17.00	60	52	\$ 53,040	60	52	\$ 53,040	90	52	\$ 79,560	90	52	\$ 79,560
Front Desk Attend	\$ 16.00	74	52	\$ 61,568	100	52	\$ 83,200	100	52	\$ 83,200	80	52	\$ 66,560
Head Lifeguard	\$ 18.00	89	52	\$ 82,872	89	52	\$ 82,872	89	52	\$ 82,872	89	52	\$ 82,872
Lifeguard	\$ 17.00	257	52	\$ 227,596	257	52	\$ 227,596	293	52	\$ 258,808	293	52	\$ 258,808
Gym Attendant	\$ 16.00	45	30	\$ 21,600	45	30	\$ 21,600	45	30	\$ 21,600	45	30	\$ 21,600
Turf Field Attendant	\$ 16.00	0	30	\$ -	31	30	\$ 14,880	31	30	\$ 14,880	0	30	\$ -
Custodian	\$ 16.00	74	52	\$ 61,568	83	52	\$ 69,056	83	52	\$ 69,056	103	52	\$ 85,696
Total		539		\$ 508,244	665		\$ 552,244	730		\$ 609,976	699		\$ 595,096
F.T.E.		13.48			16.63			18.26					
Aquatic Programs				\$ 33,149			\$ 33,149			\$ 35,069			\$ 35,069
General Programs				\$ 50,728			\$ 57,032			\$ 66,448			\$ 59,168
Total				\$ 592,121			\$ 642,425			\$ 711,493			\$ 689,333
Benefits	10.0%			\$ 59,212			\$ 64,243			\$ 71,149			\$ 68,933
Total				\$ 651,333			\$ 706,668			\$ 782,642			\$ 758,266

Admission Revenue

The following spreadsheets identify the expected use numbers for each option and form of admission that the center will offer (see projected fee schedule).

Option A

Daily Fees	Fees	Number	Revenue
Adult	\$5.00	15	\$75
Youth	\$3.00	5	\$15
Senior	\$3.00	5	\$15
Total		25	\$105
			x 355 days/yr.
Total			\$37,275
	% of Users	% Increase	
Non-Resident	20%	30%	\$2,237
Grand Total			\$39,512

10 Visit	Fees	Number	Revenue
Adult	\$45.00	60	\$2,700
Youth	\$27.00	20	\$540
Senior	\$27.00	20	\$540.00
Total		100	\$3,780
	% of Users	% Increase	
Non-Resident	20%	30%	\$227
Grand Total			\$4,007

Monthly	Fees	Number	Revenue	Months	Total Revenue
Adults	\$21.00	76	\$1,590	12	\$19,076
Youth	\$16.00	11	\$173	12	\$2,076
Senior	\$16.00	22	\$346	12	\$4,153
Household	\$35.00	108	\$3,785	12	\$45,419
Total		216	\$5,894		\$70,723
	% of Users	% Increase			
Non-Resident	15%	30%			\$3,183
Adjusted Total					\$73,906
Loss	10%				\$7,391
Grand Total					\$66,515

Annual	Fees	Number	Revenue
Adults	\$245	37	\$9,135
Youth	\$185	5	\$985
Senior	\$185	11	\$1,971
Household	\$420	53	\$22,370
Total		107	\$34,461
Non-Resident	% of Users	% Increase	
	15%	30%	\$1,551
Grand Total			\$36,012

Revenue Summary	
Daily	\$39,512
10 Visit	\$4,007
Monthly	\$66,515
Annual	\$36,012
Total	\$146,045

Passes	
	216
	107
Total	323

Total Annual Passes equal **7%** of the households (2026) in 15 minute drive time (3,624)
Plus **3.5%** of the households in the 30 minute drive time (1,975)

Population estimates were generated using ESRI Business Analyst.

Option B

Daily Fees	Fees	Number	Revenue
Adult	\$6.00	24	\$144
Youth	\$4.00	8	\$32
Senior	\$4.00	8	\$32
Total		40	\$208
			x 355 days/yr.
Total			\$73,840
Non-Resident	% of Users	% Increase	
	20%	30%	\$4,430
Grand Total			\$78,270

10 Visit	Fees	Number	Revenue
Adult	\$54.00	90	\$4,860
Youth	\$36.00	30	\$1,080
Senior	\$36.00	30	\$1,080.00
Total		150	\$7,020
Non-Resident	% of Users	% Increase	
	20%	30%	\$421
Grand Total			\$7,441

Monthly	Fees	Number	Revenue	Months	Total Revenue
Adults	\$23.00	108	\$2,487	12	\$29,847
Youth	\$17.00	15	\$263	12	\$3,151
Senior	\$17.00	31	\$525	12	\$6,303
Household	\$39.00	154	\$6,025	12	\$72,299
Total		309	\$9,300		\$111,600
Non-Resident	% of Users	% Increase			
	15%	30%			\$5,022
Adjusted Total					\$116,622
Loss	10%				\$11,662
Grand Total					\$104,960

Annual	Fees	Number	Revenue
Adults	\$270	53	\$14,381
Youth	\$205	8	\$1,560
Senior	\$205	15	\$3,120
Household	\$465	76	\$35,382
Total		152	\$54,442
Non-Resident	% of Users	% Increase	
		15% 30%	\$2,450
Grand Total			\$56,892

Revenue Summary	
Daily	\$78,270
10 Visit	\$7,441
Monthly	\$104,960
Annual	\$56,892
Total	\$247,564

Passes	
	309
	152
Total	461

Total Annual Passes equal **10%** of the households (2026) in 15 minute drive time (3,624)
Plus **5%** of the households in the 30 minute drive time (1,975)

Option C

Daily Fees	Fees	Number	Revenue
Adult	\$6.00	30	\$180
Youth	\$4.00	10	\$40
Senior	\$4.00	10	\$40
Total		50	\$260
			x 355 days/yr.
Total			\$92,300
Non-Resident	% of Users	% Increase	
	20%	30%	\$5,538
Grand Total			\$97,838

10 Visit	Fees	Number	Revenue
Adult	\$54.00	108	\$5,832
Youth	\$36.00	36	\$1,296
Senior	\$36.00	36	\$1,296.00
Total		180	\$8,424
Non-Resident	% of Users	% Increase	
	20%	30%	\$505
Grand Total			\$8,929

Monthly	Fees	Number	Revenue	Months	Total Revenue
Adults	\$23.00	130	\$2,985	12	\$35,816
Youth	\$17.00	19	\$315	12	\$3,782
Senior	\$17.00	37	\$630	12	\$7,564
Household	\$39.00	185	\$7,230	12	\$86,759
Total		371	\$11,160		\$133,920
Non-Resident	% of Users	% Increase			
	15%	30%			\$6,026
Adjusted Total					\$139,947
Loss	10%				\$13,995
Grand Total					\$125,952

Annual	Fees	Number	Revenue
Adults	\$270	64	\$17,257
Youth	\$205	9	\$1,872
Senior	\$205	18	\$3,744
Household	\$465	91	\$42,458
Total		183	\$65,331
Non-Resident	% of Users	% Increase	
	15%	30%	\$2,940
Grand Total			\$68,271

Revenue Summary	
Daily	\$97,838
10 Visit	\$8,929
Monthly	\$125,952
Annual	\$68,271
Total	\$300,990

Passes	
	371
	183
Total	553

Total Annual Passes equal **12%** of the households (2026) in 15 minute drive time (3,624)
Plus **6%** of the households in the 30 minute drive time (1,975)

Preferred Option

Daily Fees	Fees	Number	Revenue
Adult	\$6.00	26	\$156
Youth	\$4.00	10	\$40
Senior	\$4.00	10	\$40
Total		46	\$236
			x 355 days/yr.
Total			\$83,780
	% of Users	% Increase	
Non-Resident	20%	30%	\$5,027
Grand Total			\$88,807

10 Visit	Fees	Number	Revenue
Adult	\$54.00	101	\$5,454
Youth	\$36.00	32	\$1,152
Senior	\$36.00	32	\$1,152.00
Total		165	\$7,758
	% of Users	% Increase	
Non-Resident	20%	30%	\$465
Grand Total			\$8,223

Monthly	Fees	Number	Revenue	Months	Total Revenue
Adults	\$23.00	119	\$2,736	12	\$32,831
Youth	\$17.00	17	\$289	12	\$3,467
Senior	\$17.00	34	\$578	12	\$6,933
Household	\$39.00	170	\$6,627	12	\$79,529
Total		340	\$10,230		\$122,760
	% of Users	% Increase			
Non-Resident	15%	30%			\$5,524
Adjusted Total					\$128,284
Loss	10%				\$12,828
Grand Total					\$115,456

Annual	Fees	Number	Revenue
Adults	\$270	59	\$15,819
Youth	\$205	8	\$1,716
Senior	\$205	17	\$3,432
Household	\$465	84	\$38,920
Total		167	\$59,886
Non-Resident	% of Users	% Increase	
		15% 30%	\$2,695
Grand Total			\$62,581

Revenue Summary	
Daily	\$88,807
10 Visit	\$8,223
Monthly	\$115,456
Annual	\$62,581
Total	\$275,068

Passes	
	340
	167
Total	507

Total Annual Passes equal **11%** of the households (2026) in 15 minute drive time (3,624)
Plus **5.5%** of the households in the 30 minute drive time (1,975)

Aquatic Programs

The following spreadsheets identify representative aquatic programs that could be offered at the center.

Option A and B

Program Calculations - Expenses

Learn to Swim Classes (1/2 Hr.)	Rate/Class	Classes/Day	Days	Sessions	Total
Summer	\$ 8.50	10	8	4	\$ 2,720
Fall	\$ 8.50	4	8	3	\$ 816
Winter/Spring	\$ 8.50	4	8	4	\$ 1,088
Total					\$ 4,624

Water Exercise	Rate/Class	Classes/Wk	Weeks	Total
Summer	\$ 25.00	12	14	\$ 4,200
Fall	\$ 25.00	12	12	\$ 3,600
Winter/Spring	\$ 25.00	12	26	\$ 7,800
Total				\$ 15,600

Other	Rate/Class	Classes/Wk	Weeks	Total
Private Lessons	\$ 20.00	4	45	\$ 3,600
Lifeguard Training	\$ 25.00	33	1	\$ 825
Misc. (Therapy)	\$ 25.00	6	50	\$ 7,500
Total				\$ 11,925

Contract/Other	\$	1,000
Grand Total	\$	33,149

Program Calculations - Revenues

Learn to Swim	Classes/Week	Fee	Participants	Sessions	Total
Summer	10	\$ 65.00	4	3	\$ 7,800
Fall	4	\$ 65.00	4	3	\$ 3,120
Winter/Spring	4	\$ 65.00	4	4	\$ 4,160
Private Lessons	4	\$ 30.00	1	45	\$ 5,400
Total					\$ 20,480

Water Aerobics	Classes/Week	Fee	Participants	Sessions	Total
Summer	12	\$ 8.00	2	14	\$ 2,688
Fall	12	\$ 8.00	2	12	\$ 2,304
Winter/Spring	12	\$ 8.00	2	26	\$ 4,992
Total					\$ 9,984

Other	Classes/Week	Fee	Participants	Sessions	Total
Lifeguard Training	1	\$ 150.00	6	1	\$ 900
Misc. (Therapy)	6	\$ 15.00	4	50	\$ 18,000
Total					\$ 18,900

Contract/Other	\$	1,500
Sub-Total	\$	50,864
Non Resident	20% of Revenue	10% Increase
Grand Total	\$	51,881



Option C & Preferred Option

Program Calculations - Expenses

Learn to Swim Classes (1/2 Hr.)	Rate/Class	Classes/Day	Days	Sessions	Total
Summer	\$ 8.50	12	8	4	\$ 3,264
Fall	\$ 8.50	5	8	3	\$ 1,020
Winter/Spring	\$ 8.50	5	8	4	\$ 1,360
Total					\$ 5,644

Water Exercise	Rate/Class	Classes/Wk	Weeks	Total
Summer	\$ 25.00	12	14	\$ 4,200
Fall	\$ 25.00	12	12	\$ 3,600
Winter/Spring	\$ 25.00	12	26	\$ 7,800
Total				\$ 15,600

Other	Rate/Class	Classes/Wk	Weeks	Total
Private Lessons	\$ 20.00	5	45	\$ 4,500
Lifeguard Training	\$ 25.00	33	1	\$ 825
Misc. (Therapy)	\$ 25.00	6	50	\$ 7,500
Total				\$ 12,825

Contract/Other \$ 1,000

Grand Total \$ 35,069

Program Calculations - Revenues

Learn to Swim	Classes/Week	Fee	Participants	Sessions	Total
Summer	12	\$ 65.00	4	3	\$ 9,360
Fall	5	\$ 65.00	4	3	\$ 3,900
Winter/Spring	5	\$ 65.00	4	4	\$ 5,200
Private Lessons	5	\$ 30.00	1	45	\$ 6,750
Total					\$ 25,210

Water Aerobics	Classes/Week	Fee	Participants	Sessions	Total
Summer	12	\$ 8.00	2	14	\$ 2,688
Fall	12	\$ 8.00	2	12	\$ 2,304
Winter/Spring	12	\$ 8.00	2	26	\$ 4,992
Total					\$ 9,984

Other	Classes/Week	Fee	Participants	Sessions	Total
Lifeguard Training	1	\$ 150.00	6	1	\$ 900
Misc. (Therapy)	6	\$ 15.00	4	50	\$ 18,000
Total					\$ 18,900

Contract/Other \$ 1,500

Sub-Total \$ 55,594

Non Resident 20% of Revenue 10% Increase \$ 1,112

Grand Total \$ 56,706



General Recreation Programs

The following spreadsheets identify representative general recreation programs that could be offered at the center.

Option A

Program Calculations - Expenses

Adult Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Official	2	\$20.00	2	6	\$ 480
	Scorer	1	\$16.00	2	6	\$ 192
Volleyball	Official	1	\$20.00	3	6	\$ 360
Total						\$ 1,032

Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$25.00	1	16	\$ 800
Volleyball	Coaches	2	\$25.00	1	16	\$ 800
Other	Coaches	2	\$25.00	1	16	\$ 800
Total						\$ 2,400

Youth Sports Clinics	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$25.00	1	4	\$ 200
Volleyball	Coaches	2	\$25.00	1	4	\$ 200
Other	Coaches	2	\$25.00	1	4	\$ 200
Total						\$ 600

Fitness	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Group Fitness Classes	\$ 25.00	8	1	52	\$ 10,400
Total					\$ 10,400

Birthday Parties	Rate/Class	Classes/Week	Number of Hours	Weeks	Total
Parties	\$ 16.00	4	2	52	\$ 6,656
Total					\$ 6,656

General Recreation Classes	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Summer/Break Day Camp					
Supervisor	\$ 17.00	40	1	8	\$ 5,440
Leader	\$ 16.00	40	2	8	\$ 10,240
Youth Classes	\$ 20.00	4	1	36	\$ 2,880
Senior Classes	\$ 20.00	6	1	48	\$ 5,760
Misc. Classes	\$ 20.00	6	1	36	\$ 4,320
Total					\$ 28,640

Contract/Other \$ 1,000

Grand Total \$ 50,728

Program Calculations - Revenues

Adult Leagues	Teams	Fee	Seasons	Total
Basketball	4	\$ 400	1	\$ 1,600
Volleyball	6	\$ 200	1	\$ 1,200
Total				\$ 2,800

Youth Sports Camps	Participants	Fee	Seasons	Total
Basketball	20	\$ 100	1	\$ 2,000
Volleyball	20	\$ 100	1	\$ 2,000
Other	20	\$ 100	1	\$ 2,000
Total				\$ 6,000

Youth Sports Clinics	Participants	Fee	Number	Total
Basketball	20	\$ 35	1	\$ 700
Volleyball	20	\$ 35	1	\$ 700
Other	20	\$ 35	1	\$ 700
Total				\$ 2,100

Fitness	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Group Fitness Classes	\$ 8.00	8	2	52	\$ 6,656
Total					\$ 6,656

Birthday Parties	Rate	Number	Weeks	Total
Parties	\$ 150.00	4	52	\$ 31,200
Total				\$ 31,200

General Recreation Classes	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Pickleball	\$ 12.00	3	20	30	\$ 21,600
Summer/Break Camp	\$ 150.00	1	25	8	\$ 30,000
Youth Classes	\$ 25.00	4	5	4	
Senior Classes	\$ 25.00	6	5	6	\$ 4,500
Misc. Classes	\$ 35.00	4	5	4	\$ 2,800
Total					\$ 58,900

Contract/Other \$ 1,500

Total \$ 109,156

Non Resident 20% of Revenue 10% Increase \$ 2,183

Grand Total \$ 111,339



Option B

Program Calculations - Expenses

Adult Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Official	2	\$20.00	2	6	\$ 480
	Scorer	1	\$16.00	2	6	\$ 192
Volleyball	Official	1	\$20.00	3	6	\$ 360
Soccer	Official	2	\$20.00	3	18	\$ 2,160
Other	Official	2	\$20.00	2	6	\$ 480
Total						\$ 3,672

Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$25.00	1	16	\$ 800
Volleyball	Coaches	2	\$25.00	1	16	\$ 800
Soccer	Coaches	2	\$25.00	1	16	\$ 800
Lacrosse	Coaches	2	\$25.00	1	16	\$ 800
Other	Coaches	2	\$25.00	1	16	\$ 800
Total						\$ 4,000

Youth Sports Clinics	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$25.00	1	4	\$ 200
Volleyball	Coaches	2	\$25.00	1	4	\$ 200
Soccer	Coaches	2	\$25.00	1	4	\$ 200
Lacrosse	Coaches	2	\$25.00	1	4	\$ 200
Other	Coaches	2	\$25.00	1	4	\$ 200
Total						\$ 1,000

Fitness	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Group Fitness Classes	\$ 25.00	8	1	52	\$ 10,400
Total					\$ 10,400

Birthday Parties	Rate/Class	Classes/Week	Number of Hours	Weeks	Total
Parties	\$ 16.00	5	2	52	\$ 8,320
Total					\$ 8,320

General Recreation Classes	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Summer/Break Day Camp					
Supervisor	\$ 17.00	40	1	8	\$ 5,440
Leader	\$ 16.00	40	2	8	\$ 10,240
Youth Classes	\$ 20.00	4	1	36	\$ 2,880
Senior Classes	\$ 20.00	6	1	48	\$ 5,760
Misc. Classes	\$ 20.00	6	1	36	\$ 4,320
Total					\$ 28,640

Contract/Other \$ 1,000

Grand Total \$ 57,032



Program Calculations - Revenues

Adult Leagues	Teams	Fee	Seasons	Total
Basketball	4	\$ 400	1	\$ 1,600
Volleyball	6	\$ 200	1	\$ 1,200
Soccer	6	\$ 400	3	\$ 7,200
Other	4	\$ 300	1	\$ 1,200
Total				\$ 11,200

Youth Sports Camps	Participants	Fee	Seasons	Total
Basketball	20	\$ 100	1	\$ 2,000
Volleyball	20	\$ 100	1	\$ 2,000
Soccer	20	\$ 100	1	\$ 2,000
Lacrosse	20	\$ 100	1	\$ 2,000
Other	20	\$ 100	1	\$ 2,000
Total				\$ 10,000

Youth Sports Clinics	Participants	Fee	Number	Total
Basketball	20	\$ 35	1	\$ 700
Volleyball	20	\$ 35	1	\$ 700
Soccer	20	\$ 35	1	\$ 700
Lacrosse	20	\$ 35	1	\$ 700
Other	20	\$ 35	1	\$ 700
Total				\$ 3,500

Fitness	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Group Fitness Classes	\$ 8.00	8	2	52	\$ 6,656
Total					\$ 6,656

Birthday Parties	Rate	Number	Weeks	Total
Parties	\$ 150.00	5	52	\$ 39,000
Total				\$ 39,000

General Recreation Classes	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Pickleball	\$ 12.00	3	20	30	\$ 21,600
Summer/Break Camp	\$ 150.00	1	25	8	\$ 30,000
Youth Classes	\$ 25.00	4	5	4	\$ 4,500
Senior Classes	\$ 25.00	6	5	6	\$ 2,800
Misc. Classes	\$ 35.00	4	5	4	\$ 2,800
Total					\$ 58,900

Contract/Other \$ 1,500

Total \$ 130,756

Non Resident 20% of Revenue 10% Increase \$ 2,615

Grand Total \$ 133,371



Option C

Program Calculations - Expenses

Adult Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Official	2	\$20.00	2	12	\$ 960
	Scorer	1	\$16.00	2	12	\$ 384
Volleyball	Official	1	\$20.00	3	12	\$ 720
Soccer	Official	2	\$20.00	3	18	\$ 2,160
Softball	Official	2	\$20.00	3	6	\$ 720
Other	Official	2	\$20.00	2	6	\$ 480
Total						\$ 5,424

Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$25.00	2	16	\$ 1,600
Volleyball	Coaches	2	\$25.00	2	16	\$ 1,600
Soccer	Coaches	2	\$25.00	2	16	\$ 1,600
Lacrosse	Coaches	2	\$25.00	2	16	\$ 1,600
Softball/Baseball	Coaches	2	\$25.00	2	16	\$ 1,600
Other	Coaches	2	\$25.00	1	16	\$ 800
Total						\$ 8,800

Youth Sports Clinics	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$25.00	2	4	\$ 400
Volleyball	Coaches	2	\$25.00	2	4	\$ 400
Soccer	Coaches	2	\$25.00	2	4	\$ 400
Lacrosse	Coaches	2	\$25.00	2	4	\$ 400
Softball/Baseball	Coaches	2	\$25.00	2	4	\$ 400
Other	Coaches	2	\$25.00	1	4	\$ 200
Total						\$ 2,200

Fitness	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Group Fitness Classes	\$ 25.00	8	1	52	\$ 10,400
Total					\$ 10,400

Birthday Parties	Rate/Class	Classes/Week	Number of Hours	Weeks	Total
Parties	\$ 16.00	6	2	52	\$ 9,984
Total					\$ 9,984

General Recreation Classes	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Summer/Break Day Camp					
Supervisor	\$ 17.00	40	1	8	\$ 5,440
Leader	\$ 16.00	40	2	8	\$ 10,240
Youth Classes	\$ 20.00	4	1	36	\$ 2,880
Senior Classes	\$ 20.00	6	1	48	\$ 5,760
Misc. Classes	\$ 20.00	6	1	36	\$ 4,320
Total					\$ 28,640

Contract/Other \$ 1,000

Grand Total \$ 66,448



Program Calculations - Revenues

Adult Leagues	Teams	Fee	Seasons	Total
Basketball	4	\$ 400	2	\$ 3,200
Volleyball	6	\$ 200	2	\$ 2,400
Soccer	6	\$ 400	3	\$ 7,200
Softball	6	\$ 400	1	\$ 2,400
Other	4	\$ 300	1	\$ 1,200
Total				\$ 16,400

Youth Sports Camps	Participants	Fee	Seasons	Total
Basketball	20	\$ 100	2	\$ 4,000
Volleyball	20	\$ 100	2	\$ 4,000
Soccer	20	\$ 100	2	\$ 4,000
Lacrosse	20	\$ 100	2	\$ 4,000
Baseball/Softball	20	\$ 100	2	\$ 4,000
Other	20	\$ 100	1	\$ 2,000
Total				\$ 22,000

Youth Sports Clinics	Participants	Fee	Number	Total
Basketball	20	\$ 35	2	\$ 1,400
Volleyball	20	\$ 35	2	\$ 1,400
Soccer	20	\$ 35	2	\$ 1,400
Lacrosse	20	\$ 35	2	\$ 1,400
Baseball/Softball	20	\$ 35	2	\$ 1,400
Other	20	\$ 35	1	\$ 700
Total				\$ 7,700

Fitness	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Group Fitness Classes	\$ 8.00	8	2	52	\$ 6,656
Total					\$ 6,656

Birthday Parties	Rate	Number	Weeks	Total
Parties	\$ 150.00	6	52	\$ 46,800
Total				\$ 46,800

General Recreation Classes	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Pickleball	\$ 12.00	3	30	30	\$ 32,400
Summer/Break Camp	\$ 150.00	1	30	8	\$ 36,000
Youth Classes	\$ 25.00	4	5	4	\$ 4,500
Senior Classes	\$ 25.00	6	5	6	\$ 4,200
Misc. Classes	\$ 35.00	6	5	4	\$ 4,200
Total					\$ 77,100

Contract/Other				\$ 1,500
Total				\$ 178,156
Non Resident	20% of Revenue	10% Increase		\$ 3,563
Grand Total				\$ 181,719

Preferred Option

Program Calculations - Expenses

Adult Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Official	2	\$20.00	2	12	\$ 960
	Scorer	1	\$16.00	2	12	\$ 384
Volleyball	Official	1	\$20.00	3	12	\$ 720
Futsal-Soccer	Official	1	\$20.00	3	18	\$ 1,080
Total						\$ 3,144

Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$25.00	2	16	\$ 1,600
Volleyball	Coaches	2	\$25.00	2	16	\$ 1,600
Futsal	Coaches	2	\$25.00	2	16	\$ 1,600
Total						\$ 4,800

Youth Sports Clinics	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	\$25.00	2	4	\$ 400
Volleyball	Coaches	2	\$25.00	2	4	\$ 400
Futsal	Coaches	2	\$25.00	2	4	\$ 400
Total						\$ 1,200

Fitness	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Group Fitness Classes	\$ 25.00	8	1	52	\$ 10,400
Total					\$ 10,400

Birthday Parties	Rate/Class	Classes/Week	Number of Hours	Weeks	Total
Parties	\$ 16.00	6	2	52	\$ 9,984
Total					\$ 9,984

General Recreation Classes	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Summer/Break Day Camp					
Supervisor	\$ 17.00	40	1	8	\$ 5,440
Leader	\$ 16.00	40	2	8	\$ 10,240
Youth Classes	\$ 20.00	4	1	36	\$ 2,880
Senior Classes	\$ 20.00	6	1	48	\$ 5,760
Misc. Classes	\$ 20.00	6	1	36	\$ 4,320
Total					\$ 28,640

Contract/Other \$ 1,000

Grand Total \$ 59,168

Program Calculations - Revenues

Adult Leagues	Teams	Fee	Seasons	Total
Basketball	4	\$ 400	2	\$ 3,200
Volleyball	6	\$ 200	2	\$ 2,400
Futsal	6	\$ 200	3	\$ 3,600
Total				\$ 9,200

Youth Sports Camps	Participants	Fee	Seasons	Total
Basketball	20	\$ 100	2	\$ 4,000
Volleyball	20	\$ 100	2	\$ 4,000
Futsal	20	\$ 100	2	\$ 4,000
Total				\$ 12,000

Youth Sports Clinics	Participants	Fee	Number	Total
Basketball	20	\$ 35	2	\$ 1,400
Volleyball	20	\$ 35	2	\$ 1,400
Futsal	20	\$ 35	2	\$ 1,400
Total				\$ 4,200

Fitness	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Group Fitness Classes	\$ 8.00	8	2	52	\$ 6,656
Total					\$ 6,656

Birthday Parties	Rate	Number	Weeks	Total
Parties	\$ 150.00	6	52	\$ 46,800
Total				\$ 46,800

General Recreation Classes	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Pickleball	\$ 12.00	3	30	30	\$ 32,400
Summer/Break Camp	\$ 150.00	1	30	8	\$ 36,000
Youth Classes	\$ 25.00	4	5	4	\$ 4,500
Senior Classes	\$ 25.00	6	5	6	\$ 4,200
Misc. Classes	\$ 35.00	6	5	4	\$ 4,200
Total					\$ 77,100

Contract/Other \$ 1,500

Total \$ 157,456

Non Resident 20% of Revenue 10% Increase \$ 3,149

Grand Total \$ 160,605



Rentals: These spreadsheets indicate the anticipated revenue that would be derived through the rental of spaces in the center.

Option A

Aquatics

Rentals	Rate/Hr.	Number of Hrs.	Weeks	Total
Lap/Rec Pool	\$50	10	30	\$ 15,000
Total				\$ 15,000

General

Rentals	Rate/Hr.	Number of Hrs.	Weeks	Total
Multipurpose Room	\$ 50	2	35	\$ 3,500
Gymnasium	\$ 50	10	35	\$ 17,500
Total				\$ 21,000

Option B

Aquatics

Rentals	Rate/Hr.	Number of Hrs.	Weeks	Total
Lap/Rec Pool	\$50	10	30	\$ 15,000
Splash Pad	\$25	5	14	\$ 1,750
Total				\$ 16,750

General

Rentals	Rate/Hr.	Number of Hrs.	Weeks	Total
Multipurpose Room	\$ 50	2	35	\$ 3,500
Turf Field	\$ 100	15	30	\$ 45,000
Gymnasium	\$ 50	10	35	\$ 17,500
Total				\$ 66,000

Option C

Aquatics

Rentals	Rate/Hr.	Number of Hrs.	Weeks	Total
Lap/Rec Pool	\$75	2	30	\$ 4,500
Lap Pool Only (swim team rental)	\$50	10	46	\$ 23,000
Swim Meets (half day)	\$75	4	4	\$ 1,200
Swim Meets (full day)	\$75	8	3	\$ 1,800
Splash Pad	\$25	5	14	\$ 1,750
Total				\$ 32,250

General

Rentals	Rate/Hr.	Number of Hrs.	Weeks	Total
Multipurpose Room	\$ 50	2	35	\$ 3,500
Turf Field	\$ 100	15	30	\$ 45,000
Diamond Field	\$ 20	10	20	\$ 4,000
Rectangular Field	\$ 20	15	20	\$ 6,000
Gymnasium (per court)	\$ 50	15	35	\$ 26,250
Total				\$ 84,750

Preferred Option

Aquatics

Rentals	Rate/Hr.	Number of Hrs.	Weeks	Total
Lap/Rec Pool	\$75	2	30	\$ 4,500
Lap Pool Only (swim team rental)	\$50	10	46	\$ 23,000
Swim Meets (half day)	\$75	4	4	\$ 1,200
Swim Meets (full day)	\$75	8	3	\$ 1,800
Splash Pad	\$25	5	14	\$ 1,750
Total				\$ 32,250

General

Rentals	Rate/Hr.	Number of Hrs.	Weeks	Total
Multipurpose Room	\$ 50	2	35	\$ 3,500
Gymnasium (per court)	\$ 50	15	35	\$ 26,250
Total				\$ 29,750

Appendix C. Estimated Project Costs and Funding

The document reproduced on the pages that follow was developed to accompany the Options and Cost Survey contained in **Appendix E**. It was posted on the project website and survey respondents were encouraged to consult it as a way to understand the potential capital and operating costs associated with the proposed center.

As described in the [Recommended Next Steps](#) section, additional funding analysis will be necessary in the next phase of work as the cost to tax payers will be impacted by financing terms and structure, as well as expected capital and operating costs. The interest rate will ultimately be determined by a number of factors that cannot yet be predicted, including the creditworthiness of the issuer, market conditions at the time, and the size of the issue. An interest rate of 3.5% was used for the analysis below. This assumption should be validated and refined in the next phase of work, when capital and operating subsidies are better understood and the above factors can be considered with greater accuracy.



UPPER KITTITAS COUNTY Community Recreation Center

Estimated Project Costs and Funding

January 25, 2022

This document is to help the community understand how a community recreation center might be funded under each of the three options being considered. There are three types of costs associated with the Community Recreation Center that have been estimated by experts in the design, construction, and operation of community centers. These experts believe these costs are all-inclusive, conservative, and an accurate reflection of what the community can expect. The costs account for inflation and estimated population growth and include a contingency for unexpected costs.

Who Would Pay for the Center?

UKC Community Recreation Center Alliance will conduct a capital campaign to raise as much money as possible toward design and construction.

Taxpayers would fund levies, which would cover:

1. **Capital costs** exceeding the amount we can fundraise.
2. An **operating subsidy** to address the difference between center revenues and the full cost of operations.

In addition:

3. **Users of the facility** would pay for **passes** or **classes**.

Community recreation centers almost always require taxpayer support because grants and private donations rarely cover the cost to build the facility, and user fees and other income earned by the facility rarely cover the costs of operating the facility.

The components of the cost model are explained below, and the last section provides samples of estimated costs for different types of households and families. If you don't like numbers and charts, the language before each section explains the section in plain English. If you are still confused after reading this document, send us an email at hello@recreationukc.org. We want you to understand!

Section 1: Estimated capital levy

“Capital” refers to the one-time costs of designing and building the community recreation center. These costs include both “soft costs” (e.g., architectural and engineering fees, permits, and taxes) and “hard costs” (e.g., site work, parking lots, access, lighting, and all of the costs that go into construction of the facility).

To help cover the capital costs, the Upper Kittitas County Community Recreation Center Association (UKC CRCA) intends to (1) apply for public and private grants and (2) conduct a capital campaign to secure private donations. Suncadia has already contributed \$2 million toward capital costs. Our target is a total of \$7 million, as shown in the chart below.

The remaining design and construction cost would be financed through a **capital bond**, paid for via a capital levy on property owners. This section shows the estimated amount that must be financed with bonds under each of the three options, and the estimated cost per \$1,000 of assessed property value under each of the three options.

1) Calculating estimated capital levy

	Option A	Option B	Option C
A. Total estimated capital costs	\$24,000,000	\$34,000,000	\$44,000,000
Fundraising Assumptions			
Funding provided by Suncadia	\$2,000,000	\$2,000,000	\$2,000,000
Funding raised through capital campaign and from foundations	\$4,000,000	\$4,000,000	\$4,000,000
State and federal funding	\$1,000,000	\$1,000,000	\$1,000,000
B. Total amount that can be fundraised	\$7,000,000	\$7,000,000	\$7,000,000
C. Total capital debt needed (A minus B)	\$17,000,000	\$27,000,000	\$37,000,000
Annual debt service in 2021\$ for 30 year bond at 3.5% with 2.5% issuance cost	\$947,000	\$1,505,000	\$2,062,000
Total assessed value of properties in hypothetical taxing district	\$4,741,000,000	\$4,741,000,000	\$4,741,000,000
D. Capital levy rate in dollars per \$1,000 of assessed Property Value	\$0.20	\$0.32	\$0.43

Section 2: Estimated operations levy

Operations and maintenance (O&M) costs are the ongoing, yearly costs to keep the facility running and well-maintained. Staffing costs (e.g., facility director, lifeguards, instructors) are generally about 60-70% of total annual operating costs. Other O&M costs include utilities, supplies (pool chemicals, office supplies, janitorial supplies), insurance, and a capital replacement fund (money set aside to replace a broken pool pump, for example).

A relatively small portion of the O&M costs will be offset by operating revenues (primarily the user fees described in Section 4, as well as revenues from renting out the gym for a basketball tournament, for example). Almost all community recreation centers rely on **operating levies** subsidized by property owners to bridge the difference between operating costs and operating revenues. The chart below then translates this into a levy cost per \$1,000 of assessed property value.

2) Calculating estimated operations levy

	Option A	Option B	Option C
Annual operating expenses	\$1,192,600	\$1,452,700	\$1,687,500
Annual operating revenues (including user fees listed below)	\$356,800	\$535,200	\$682,200
E. Estimated annual operating subsidy required	\$835,800	\$917,500	\$1,005,300
F. Operating levy rate in dollars per \$1,000 of assessed Property Value	\$0.18	\$0.19	\$0.21

Section 3: Estimated total annual cost to taxpayers

This section adds the numbers from section 1 and 2 (capital costs + operating costs = total costs) to estimate the total amount we would be asking the taxpayers to help us fund under each of the three options. Then, we calculate the estimated costs in dollars so you can see what **your estimated tax increase** would be under each of the three options.

Keep in mind that your property's market value (the amount for which you could sell it) is generally much higher than the assessed (by the County Assessor) value on which taxes are paid. You can find your assessed property value on the Kittitas County Assessor website: taxsifter.co.kittitas.wa.us. Just type in your street address, owner name or parcel number.

3) Determining total annual cost to tax payers

	Option A	Option B	Option C
G. Sum of capital and operating levy rates (D. plus F.) per \$1,000 assessed pro	\$0.38	\$0.51	\$0.65

Summary of annual cost to tax payers by property value	Property Value	Option A	Option B	Option C
	\$100,000	\$38	\$51	\$65
You can find the value of your home or rental property on the Kittitas County Assessor website here .	\$200,000	\$75	\$102	\$130
	\$300,000	\$113	\$153	\$194
	\$400,000	\$151	\$205	\$259
	\$500,000	\$188	\$256	\$324
Note that "Assessed" (or "Taxable") values are usually much lower than the amount for which you could sell your property.	\$600,000	\$226	\$307	\$389
	\$700,000	\$264	\$358	\$454
	\$800,000	\$302	\$409	\$518
	\$900,000	\$339	\$460	\$583
	\$1,000,000	\$377	\$511	\$648

Section 4: Estimated user fees

User fees are generally charged by community recreation centers to help cover the operating costs. If you don't use the facility, you don't pay user fees. Users of the facility would contribute revenues through:

- **Day-use or discounted fees** for 10-day, monthly, or annual passes, with a further discount for households.
- **Class fees** for fitness classes, including aquatic classes, would be covered by a pass.

If your child is enrolled in a swimming class or if you are taking a water aerobics class (for example), you would NOT pay a daily user fee in addition to the cost of the class.

The model provides for **discounts** if multiple-use passes or memberships are purchased and proposes higher user fees for **visitors** than **residents**.

We are committed to making the community recreation center accessible to everyone in our community. **Scholarships** will be available to individuals and families who cannot afford the user fees.

The following table show estimated fee schedules for 2025, including day fees, 10-visit passes, month-to-month passes, and annual passes. Class fees are shown just below. Fitness classes (both aquatic and non-aquatic) would be covered by an annual or month to month pass. A pass holder pays for other classes, with a 10% to 15% discount.

User Fees		Daily Fees		10 Visit Pass	
Option A		Resident	Non-Resident	Resident	Non-Resident
	Adult (18-60)	\$5.00	\$6.50	\$45.00	\$58.00
	Youth (3-18)	\$3.00	\$4.00	\$27.00	\$36.00
	Senior (60+)	\$3.00	\$4.00	\$27.00	\$36.00
		Annual Passes		Month to Month Passes	
		Resident	Non-Resident	Resident	Non-Resident
	Adult (18-60)	\$245.00	\$320.00	\$21.00	\$27.00
	Youth (3-18)	\$185.00	\$240.00	\$16.00	\$20.00
	Senior (60+)	\$185.00	\$240.00	\$16.00	\$20.00
	Household	\$420.00	\$545.00	\$35.00	\$46.00
Options B and C		Daily Fees		10 Visit Pass	
		Resident	Non-Resident	Resident	Non-Resident
	Adult (18-60)	\$6.00	\$8.00	\$54.00	\$72.00
	Youth (3-18)	\$4.00	\$5.50	\$36.00	\$50.00
	Senior (60+)	\$4.00	\$5.50	\$36.00	\$50.00
		Annual Passes		Month to Month Passes	
		Resident	Non-Resident	Resident	Non-Resident
	Adult (18-60)	\$270.00	\$350.00	\$23.00	\$30.00
	Youth (3-18)	\$205.00	\$265.00	\$17.00	\$22.00
	Senior (60+)	\$205.00	\$265.00	\$17.00	\$22.00
	Household	\$465.00	\$605.00	\$39.00	\$51.00
Sample Class Fees		Aquatics		Other	
	Learn to Swim Class	\$65.00		Adult Classes	\$35.00
	Private Lesson	\$30.00		Youth Classes	\$25.00
	Water Aerobics	\$8.00		Senior Classes	\$25.00

Illustrative Examples

The following three examples present a picture of what total costs might look like to different households.

Example A is a family of four, including two adults and two children. They own their home, which has an assessed valuation of \$300,000. They are all frequent users of the community recreation center and opt to purchase annual passes.

	Option A	Option B	Option C
Total tax amount (including capital and operating levies)	\$113	\$153	\$194
Annual household pass	\$420	\$465	\$465
Total annual cost	\$533	\$618	\$659

Example B is a couple who own a home with an assessed value of \$200,000. They use the facility during the wet winter months and the pool once a month during the summer.

	Option A	Option B	Option C
Total tax amount (including capital and operating levies)	\$75	\$102	\$130
Month-to-month passes for household for 3 months	\$105	\$117	\$117
Day passes for 2 adults (1/month for 3 months = 6 total)	\$30	\$36	\$36
Total annual cost	\$210	\$255	\$283

Example C is a senior living in a rented subsidized housing who purchases an annual pass.

	Option A	Option B	Option C
Annual pass	\$185	\$205	\$205
Total annual cost	\$185	\$205	\$205

We hope this document helps you understand the economics of the proposed options. If you have questions, please direct them to hello@recreationukc.org.

Appendix D. Options and Cost Survey Results

932 respondents participated in the online Options and Cost Survey, which was open from January 26 to March 8, 2022.

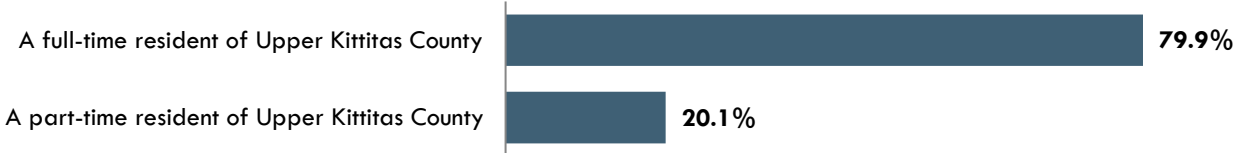
Survey Respondent Characteristics

Full-time and part-time residents

Exhibit D-1 shows that about four out of five respondents say they are full-time residents of Upper Kittitas County.

Exhibit D-1. Respondent’s full- or part-time residency in Upper Kittitas County. (847 respondents)

Survey question 9: Which of the following describes you? Upper Kittitas County includes the area roughly from Snoqualmie Pass to Thorp.



Source: BERK, 2022

Homeowners and renters

Exhibit D-2 shows more than nine out of 10 respondents identify as homeowners (92.7%), and 5.3% identify as renters.

Exhibit D-2. Housing tenure. (851 respondents)

Survey question 10: Which of the following best describes you?



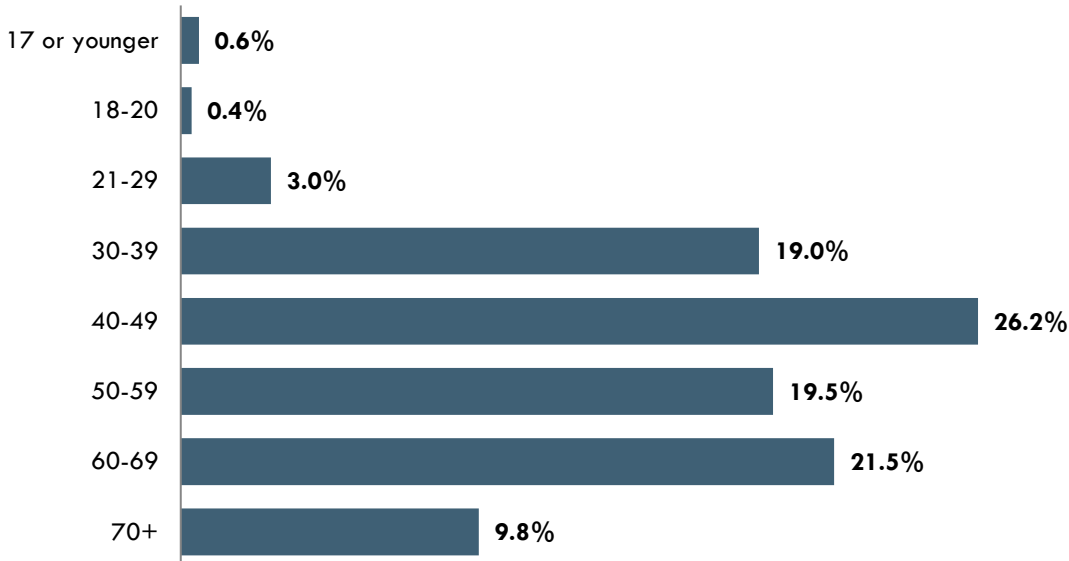
Source: BERK, 2022

Age

Exhibit D-3 shows a fairly even and normal distribution of respondents' ages, with the 40–49 group leading at 26.2%.

Exhibit D-3. Age of respondents. (846 respondents)

Survey question 11: How old are you?

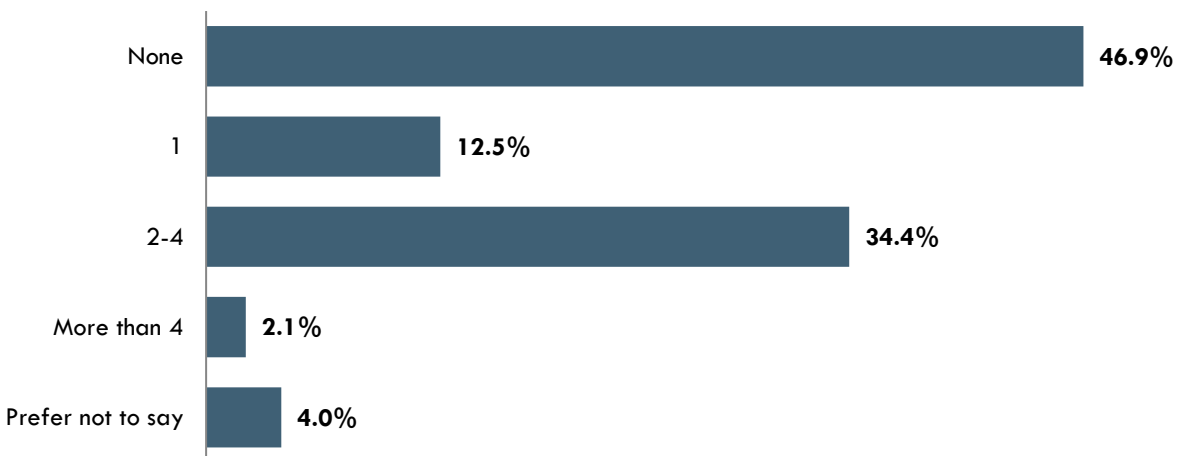


Source: BERK, 2022 Number of children living in household

As shown in Exhibit D-4, respondents who report living with at least one child in their household slightly outnumber those who do not, 49.0% to 46.9%.

Exhibit D-4. Number of children in respondents' households. (846 respondents)

Survey question 12: How many children are in your household?



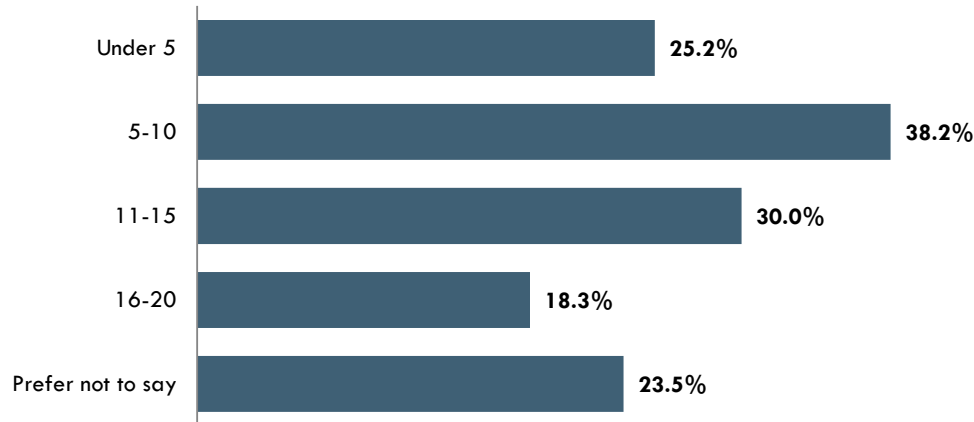
Source: BERK, 2022

Ages of respondent's children

The age groups of respondents' children show a normal distribution, with the 5–10 category leading at 38.2%, as shown in Exhibit D-5. This survey question was answered by 524 of 932 participants, and among those, 23.5% chose “Prefer not to say”.

Exhibit D-5. Age of respondents' children. (524 respondents)

Survey question 13: What are the ages of your children? Select all that apply.



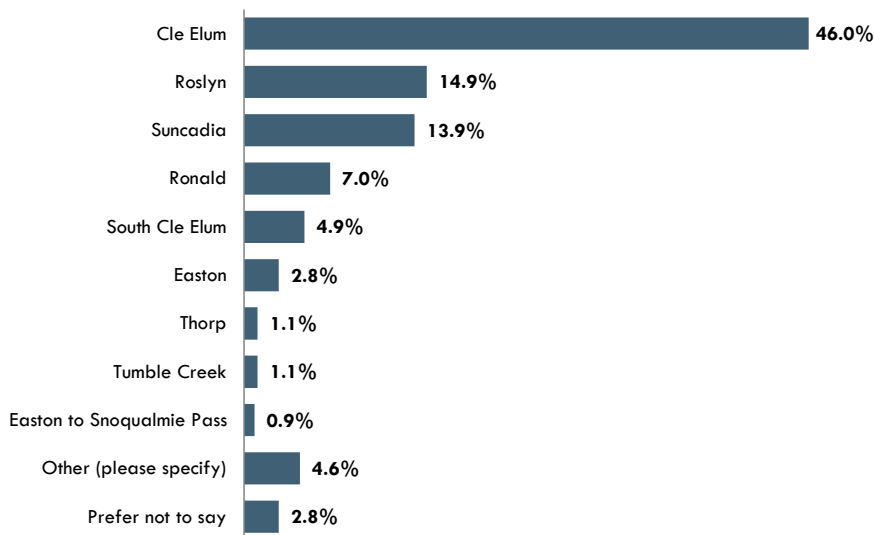
Source: BERK, 2022

Location of residence or stay

Exhibit D-6 shows that nearly half (46.0%) of respondents report living in or visiting Cle Elum, followed by Roslyn (14.9%) and Suncadia (13.9%).

Exhibit D-6. Location of residence or visit. (813 respondents)

Survey question 14: Where do you live, or if you are a visitor, where are you staying?



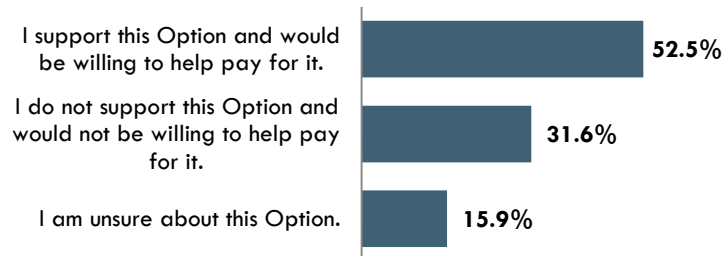
Source: BERK, 2022

Support for Option A, B, and C

Participants showed the most support for Option B, with 58.4% saying they support it and would be willing to help pay for it. The other two Options were close behind, with Option C at 58.2% and Option A at 52.5%. Respondents were least supportive of Option A, with 31.6% saying they do not support it and would not be willing to help pay for it. Again, the three Options were nearly tied in terms of lack of support, with Option C coming in at 31.1% and Option B at 28.3%. **16.4% of respondents said they do not support any of the three Options and 78.3% said they would support at least one of the three Options.**

Exhibit D-7. Support for Option A. (835 respondents)

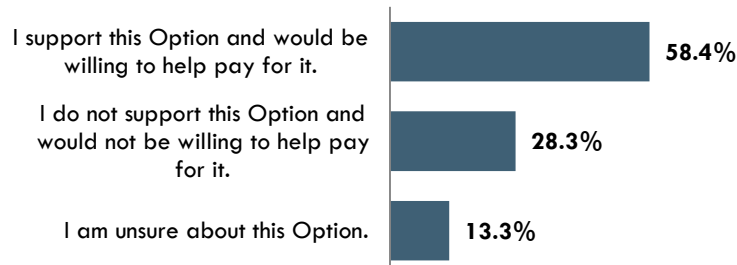
Survey question 1: What is your level of support for Option A with the amenities and costs as previously described?



Source: BERK, 2022

Exhibit D-8. Support for Option B. (856 respondents)

Survey question 2: What is your level of support for Option B with the amenities and costs as previously described?



Source: BERK, 2022

“I support this Option and would be willing to help pay for it”

58.4% Option B

58.2% Option C

52.5% Option A

“I do not support this Option and would not be willing to help pay for it”

31.6% Option A

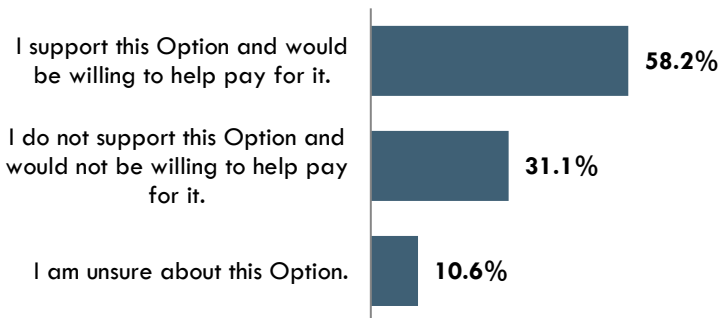
31.1% Option C

28.3% Option B

16.4% “Do not support” any of the three Options

Exhibit D-9. Level of support for Option C. (893 respondents)

Survey question 3: What is your level of support for Option C with the amenities and costs previously described?



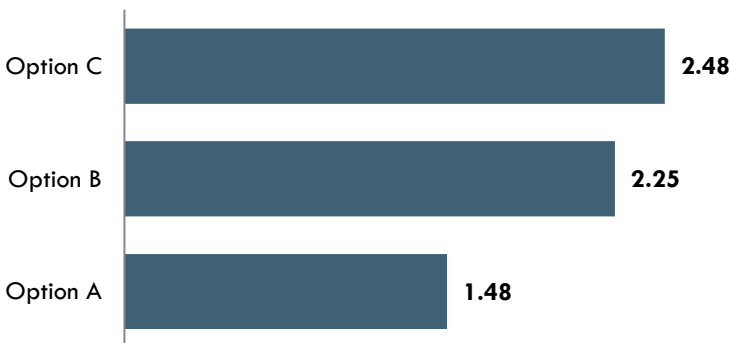
Source: BERK, 2022

Ranking Score

Respondents were asked to rank their support for the three Options. As shown in Exhibit D-10, Option C received the highest weighted average rank score, 2.48, followed by Option B with a score of 2.25 and Option A with 1.48.

Exhibit D-10. Ranked preference score for three Options. (906 respondents)

Survey question 4: Please rank the three Options in the order that you support them knowing the costs associated with each. Please list your favorite first and your least favorite last. If you do not support the Option, select "Not support."



Source: BERK, 2022

Open-ended Responses to Questions 1, 2, 3, and 5

Questions 1, 2, and 3 were multiple choice questions with an option to choose "Other" and provide an open-ended answer. Question 5 was entirely open-ended. An analysis of the responses shows the prevalence of certain themes, as shown below.

Survey question 1: What is your level of support for Option A with the amenities and costs as previously described? (110 open-ended responses)

- 42.7% Should be bigger/more facilities
- 19.1% Concern about facilities cost/taxes
- 5.5% Support indoor running track

Survey question 2: What is your level of support for Option B with the amenities and costs as previously described? (110 open-ended responses)

- 19.1% Concern about facilities cost/taxes
- 21.8% Should be bigger/more facilities
- 7.3% Support indoor running track

Survey question 3: What is your level of support for Option C with the amenities and costs as previously described? (155 open-ended responses)

- 23.6% Concern about facilities cost/taxes or user fees
- 6.5% Support for pool
- 5.2% More gym/fitness space

Survey question 5: What else would you like to share with us about each of the three Options? (277 respondents)

- 34.3% Concern about facilities cost/taxes or user fees
- 11.2% “Go big” sentiment in anticipation of population growth
- 7.6% General support
- 4.3% General opposition
- 4.0% Suncadia mentioned

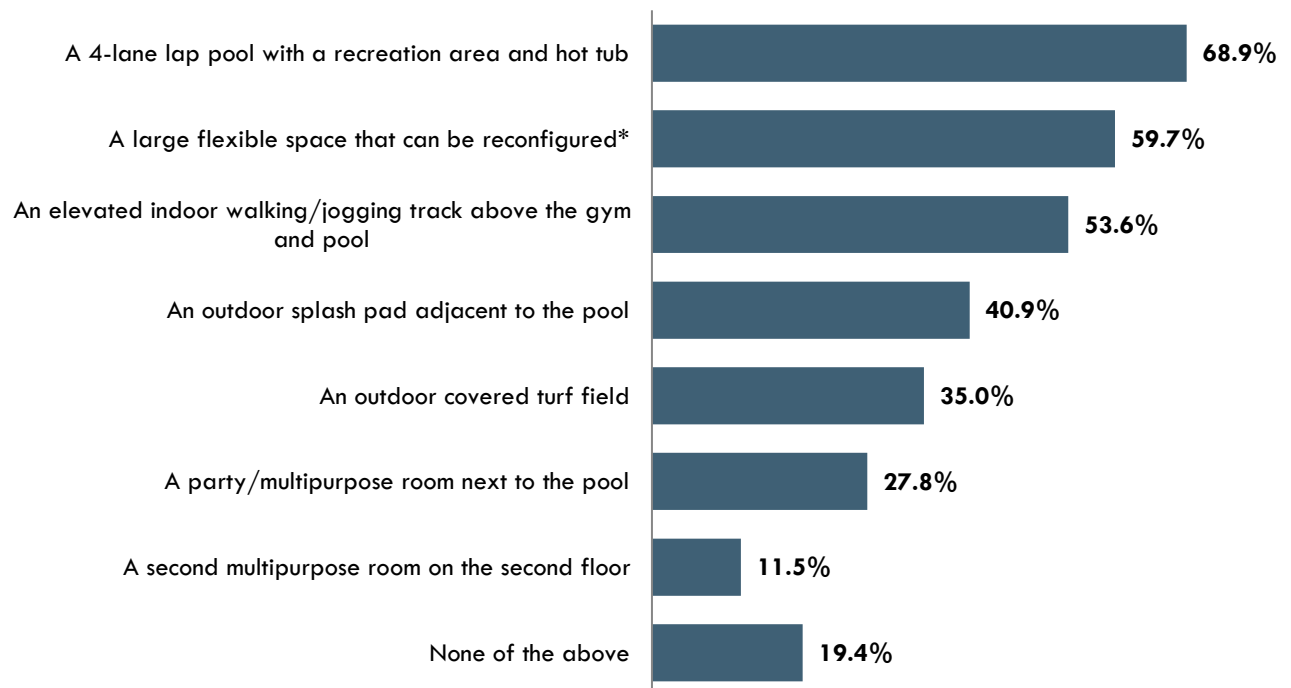
- **Concerns about the cost of the recreation center and/or its impact on taxes were mentioned by 26.4% of the 277 respondents who answered question 5.** Almost 8% mentioned concern about user fees, whether to suggest that the project cost be supported entirely by user fees, or concern that they would be too expensive.
- About 11% responded with support for a **“go big” attitude** toward the project or wrote that the project should be sized with projected population growth in mind.
- **Suncadia** was mentioned in 4% of responses, with comments expressing concern that Suncadia visitors would disproportionately use the facility, or implying a certain level of resentment toward the resort.

Most Important Amenities

Supporters of Option B and Option C ranked their most important amenities in identical order and in similar proportions. As shown in Exhibit D-11 and Exhibit D-12, a lap pool, large multipurpose indoor sports court, and an elevated indoor running/walking track made the top three.

Exhibit D-11. Support for amenities with Option B. (865 respondents)

Survey question 6: Option B would include the amenities listed below. Please select the four that are most important to you. If you don't support Option B, please select "None of the above."

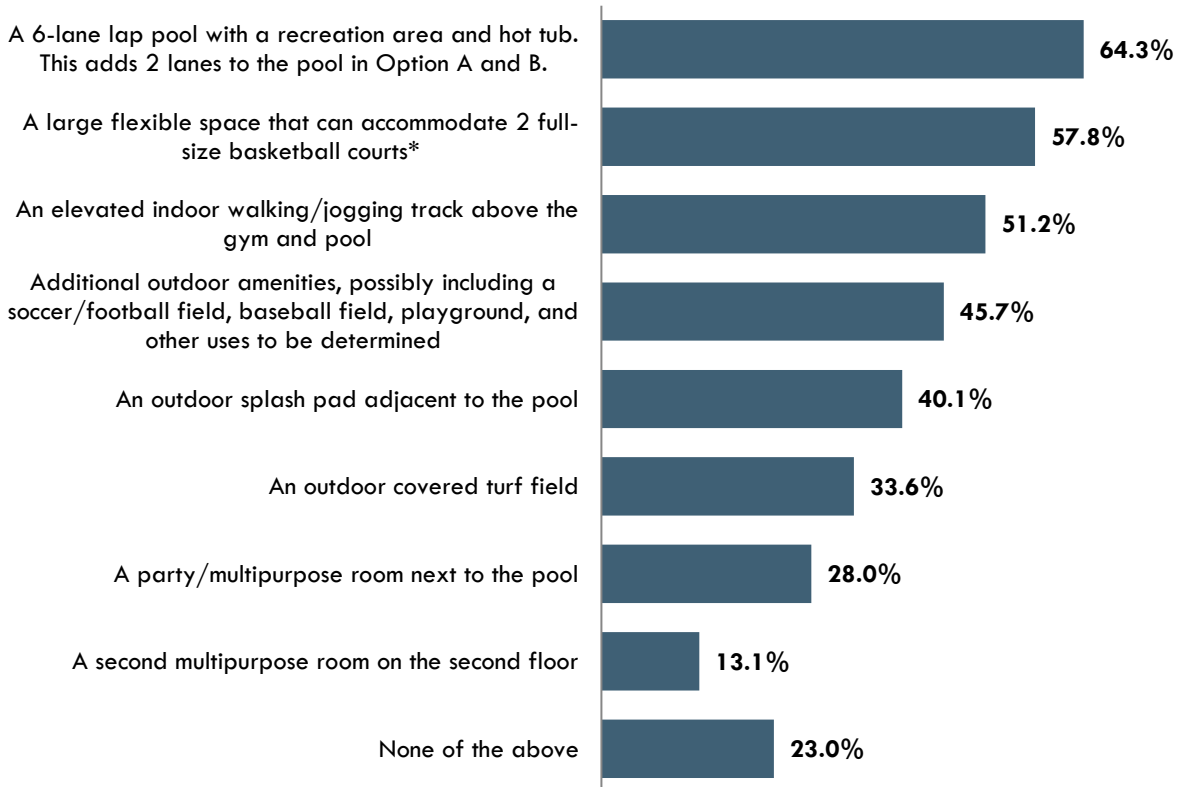


Source: BERK, 2022

*The full text of this option: "A large flexible space that can be reconfigured as 1 full-size basketball court, or 2 small basketball courts, or volleyball courts, or 4 pickleball courts. Other active uses could be accommodated in this flexible space."

Exhibit D-12. Support for amenities with Option C. (865 respondents)

Survey question 7: Option C would include the amenities listed below. Please select the five that are most important to you. If you don't support Option C, please select "None of the above."



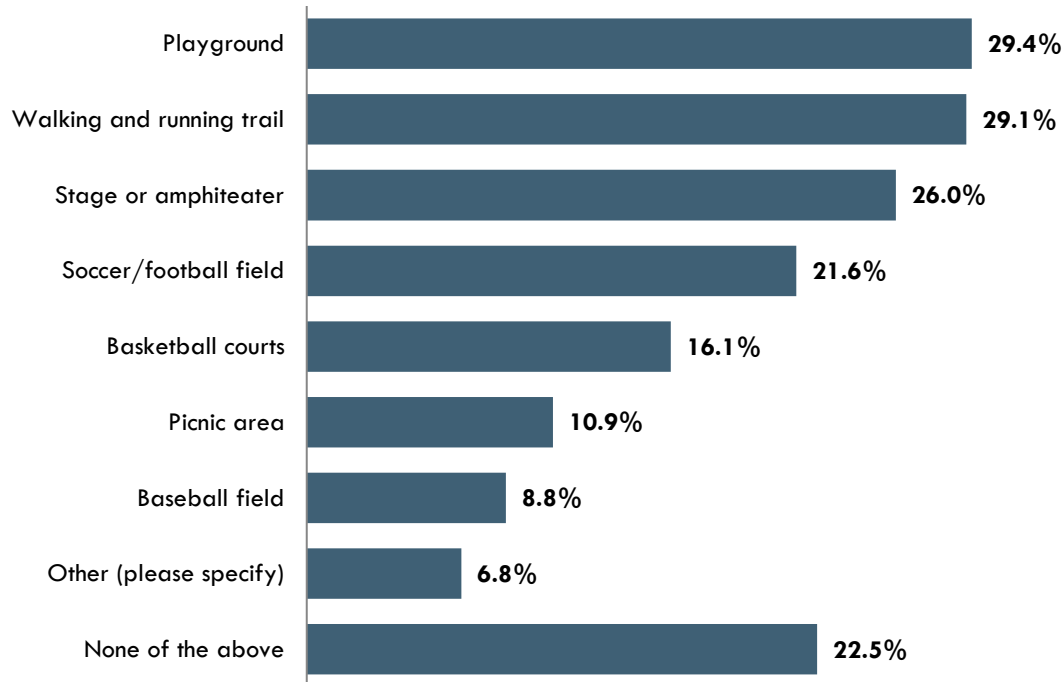
Source: BERK, 2022

*The full text of this option: "A large flexible space that can accommodate 2 full-size basketball courts, or 4 small basketball courts, or 4 volleyball courts, or 8 pickleball courts. This is space twice as big as the flexible space in Option A and B."

Supporters of Option C were asked to consider “Additional outdoor amenities, possibly including a soccer/football field, baseball field, playground, and other uses to be determined.” Exhibit D-13 shows that a playground was the most selected outdoor amenity (29.4%), followed by a walking and running trail (29.1%) and a stage or amphitheater (26.0%).

Exhibit D-13. Support for outdoor amenities with Option C. (865 respondents)

Survey question 8: If Option C were chosen, what outdoor amenities would you most like to see? Choose your top 2. If you don't support Option C, please select "None of the above."



Source: BERK, 2022

Other: 57 open-ended responses

Question 8 was a multiple choice question that offered an “Other” option. Of the 57 respondents who gave an open-ended response, the following themes emerged as the most prominent.

- 12% Splash pad
- 10% No support
- 10% Rock climbing
- 7% Baseball
- 7% Dog park

Comparing Sub-Groups

The “Nones”

In response to questions 1 to 3, 153 of the respondents (16.4%) said they do not support any of the three Options. Responding to question 4 (ranking Options A, B, and C), this group’s ranked support was highest for Option A, presumably because it is the least costly.

In response to questions 6 and 7, asking which are the most important amenities, they answered “None of the above” by far the most, unsurprisingly. The remaining amenities were selected by less than 10% of the “Nones” group, with the exception of a 4-lane pool. Outdoor amenities like sports fields and a walking/running trail had a slight edge over the others.

This group’s demographic profile skewed older, with more than half of them in the 50 to 69 age groups. A slightly larger share of the “Nones” identify as full-time residents of Upper Kittitas County compared to overall responses (85.8% vs 79.9%) and slightly more identify as homeowners (97.6% vs 92.7%). Slightly more than half report residing in Cle Elum (52.9% compared to 46.0% overall) and a slightly smaller share live in Suncadia compared to overall (12.4% vs 13.9%).

Suncadia Residents

Participants who said they live in Suncadia or are visiting there totaled 113, or 12.1% of respondents. Their level of support for the three Options is similar to the overall group: close to tied and between 53% and 60% for each Option. Respondents in Suncadia support Option B at 60%, with the other two Options just a few percentage points lower. Their preferences for amenities are also not far off from the overall response. Answering questions 6 and 7, they identified the same top three most important amenities as the overall group; and results from question 8 also identify similar preferences for priorities, although Suncadia’s support for a stage or amphitheater is lower (17% vs 26%).

A large share of Suncadia respondents are part-time residents: 60% compared to 20.1% overall. All of them identify as homeowners. Their age distribution skews somewhat older, with none reporting their age under 30. Their family composition is similar to overall, with similar family sizes and children’s ages.

Upper-Upper Kittitas County Residents

A small portion of respondents (3.2%) report living or staying in Easton or between Easton and Snoqualmie Pass, the “Upper-Upper” part of Kittitas County. Comparing this group to the overall group, their support for Option A and Option C is slightly lower but fairly similar. However, substantially more said they do not support Option B (41% vs 28.3%). Their ranking of the three came closer to a tie compared to overall. Identifying the most important amenities in Questions 6 and 7, they chose “none of the above” more than overall, however they ranked the amenities in nearly identical order compared to overall.

This group is more likely to be renters than overall (13% vs 5.3%). Their age distribution skewed somewhat lower than overall, with a larger share identifying as belonging to the 18 to 29 age groups. They are more likely to report no children in their household (57% vs 46.9%).

Appendix E: Estimated Operating and Capital Levies for the Preferred Option

The following table estimates capital and operating levy costs based on the capital funding requirements and annual operating subsidy for the Preferred Option described above (and in Appendix A and B, respectively). Two approaches are provided: one uses the assessed value of the Kittitas Parks and Recreation District (KPRD) and the other uses the assessed value found in the combination of Fire Districts 3, 6, and 7, as well as the cities of Cle Elum, Roslyn, and South Cle Elum.

This scenario assumes \$2M from Suncadia and an additional \$5M from a capital campaign and state and federal funding.

Assumptions

Scenario	Annual Operating Subsidy (2021\$) [from Appendix B]	Total Development Cost (2021\$) [from Appendix A]	Suncadia Funding (2021\$)	Capital Campaign and Foundations (2021\$)	State and Federal Funding (2021\$)	Naming Rights (2021\$)	Total Capital Debt Needed (2021\$)	Annual Debt Service (2021\$)
Preferred Option	\$980,901	\$36,636,600	\$2,000,000	\$4,000,000	\$1,000,000	\$0	\$29,636,600	\$1,652,000

Debt Assumptions

Debt Length (years)	30
Issuance Cost	2.50%
Interest Rate	3.50%

Total AV by Potential Taxing District

	2021 Assessed Value (2021\$)	Difference
Fire District Approach	\$4,612,721,363	
Kittitas County Parks and Recreation District Approach	\$4,741,000,000	\$128,278,637

Summary of Millage Rates and Cost per \$100,000 AV

Scenario	2		1	
	KPRD Approach	Fire District Approach	KPRD Approach	Fire District Approach
Capital Levy				
Preferred Option	\$0.35	\$0.36	\$34.84	\$35.81
Operating Levy				
Preferred Option	\$0.21	\$0.21	\$20.69	\$21.27
Combined (for Year 1)				
Preferred Option	\$0.56	\$0.57	\$55.53	\$57.08

Cost per \$100,000 AV (KPRD Approach)

Home Value	Year 1 Cost: Capital + Operating Levies Combined	
		Preferred Option
\$100,000		\$55.53
\$200,000		\$111.07
\$300,000		\$166.60
\$400,000		\$222.14
\$500,000		\$277.67
\$600,000		\$333.21
\$700,000		\$388.74
\$800,000		\$444.28
\$900,000		\$499.81
\$1,000,000		\$555.35