

# **Aurora City Council Agenda**

**Aurora City Hall - City Council Chambers**  
**2 W. Pleasant St. Aurora, Missouri 65605**  
**Wednesday, April 12, 2023 - 4:00 P.M.**

1. CALL TO ORDER

2. ROLL CALL

Mayor Jason Lewis  
Chairman Pro Tem Tony Kennedy  
Councilwoman Dawn Oplinger  
Council Seat - Vacant  
Councilwoman Theresa Pettit

3. NEW BUSINESS

3.I. DISCUSSION - MARKET FEASIBILITY STUDY

Documents:

[OA PLANNING MEETING\\_4-12-2023.PDF](#)  
[AURORA OP ASSUMPTIONS 04.11.23.PDF](#)  
[AURORA REC OP PLAN.XLSX](#)

4. ADJOURNMENT

4-12-2023

**Aurora Recreation and Event Center  
City of Aurora, Missouri**

**RE: OWNER - ARCHITECT MEETING  
DESIGN REVIEW**

**AGENDA:**

- 1. Project Construction Cost Review (10 minutes)**
  - a. Construction Cost Estimate
  - b. w/larger gym
  - c. Second gym, addition
  
- 2. Update on Operations Study (Ballard-King study) (50-minutes)**
  - a. Operational plan assumptions
  - b. Operational plan – spreadsheet/database
  
- 3. Design Update/Review (15 minutes)**
  - a. Building design/document development
  
- 4. Meeting Wrap-up and Next Steps (5-minutes)**
  - a. Meeting wrap up, tasks.
  - b. Decision-Making Committee meetings; April 26, 2023 or (May 3<sup>rd</sup>?)
  - c. Council Meeting dates;

**PROJECT GOALS:**

**SERVES ALL AGES – MORE THAN SPORTS - COMMUNITY HUB - OPERATIONALLY EFFICIENT - UNIQUE AND ENGAGING**



## **Aurora, Missouri Recreation and Event Center Operations Plan Assumptions**

The following are assumptions that have been made in the development of the City of Aurora Recreation and Event Center and the operational plan. B\*K takes a conservative approach when developing operational plans for proposed facilities.

- The current facility program includes a single gymnasium, fitness center, event space, administrative offices and auxiliary areas.
- The 5-year operational projection does not account for current staff (full-time or part-time), nor does it account for current programs (expenses or revenues).
- The anticipated completion of the Recreation and Event Center in late 2024. The budget B\*K has developed is representative of the facility's first full year of operation, 2025.
- The presence of other providers in the market will remain the same.
- The facility will be operated by the City of Aurora. It is assumed that contract labor will be utilized for:
  - Preventative Maintenance – Weight & Cardio Equipment
- Full-time rates of compensation are based on conversations with the City. Salaries were placed at mid-point of the salary range.
- Part-time rates are reflective of the minimum wage scale with adjustments for inflation over the next 2 years.
- No internal chargebacks have been added to the operational plan. This would be fees assessed from other City Departments for things like IT, HR, etc.
- There is an annual allocation of funds to go to capital improvement of the facilities.
- Debt service and depreciation have not been factored into the operational plan.
- B\*K has recommended a membership model for access to the facility, along the option for daily admissions.



Utilities (electric/gas):

- Electric/gas were factored at \$2.50 per square foot for a total of 28,000 square feet.

Capital Improvement / Renovation Allocation

- \$50,000 per year
- In the 5-year operational model this is illustrated as an accumulated dollar figure.

**Full Time Staffing**

Positions	Positions	Compensation	Total
Parks and Rec Director	.75	\$64,967	\$48,725
Recreation Coordinator	1	\$44,343	\$44,343
Maintenance/Custodian	1	\$36,672	\$36,672
Sub-Total +35% for Benefits	2.75		\$175,149

**Part Time Staffing**

Positions	Hourly Rate
Building Supervisor	\$16.00
Front Desk	\$13.00
Fitness Attendant	\$13.00
Custodial	\$14.00
Instructors	VARIABLE

Week Assumptions

- Summer Hours – 14 Weeks
- School Year Hours – 36 Weeks
- Total Operational Year 50 Weeks

Operating Day:

- Monday-Thursday: 6:00A-9:00P 60 hours
- Friday: 6:00A-6:00P 12 hours
- Saturday: 8:00A-6:00P 10 hours
- Sunday: 12:00-6:00P 6 hours
- Weekly Operational Hours: 88 hours



Daily Admission:

	Resident	Non-Resident
Youth	\$6.00	\$6.00
Adult	\$10.00	\$10.00
Senior	\$6.00	\$6.00

10-Punch Pass:

	Resident	Non-Resident
Youth	\$48.00	\$48.00
Adult	\$80.00	\$80.00
Senior	\$48.00	\$48.00

Annual Membership:

	Resident		Non-Resident	
	Monthly	Annual	Monthly	Annual
Youth	\$20.00	\$240.00	\$30.00	\$360.00
Adult	\$40.00	\$480.00	\$60.00	\$720.00
Household	\$60.00	\$720.00	\$90.00	\$1,080.00
Senior (60+)	\$20.00	\$240.00	\$30.00	\$360.00
Senior Couple	\$30.00	\$360.00	\$45.00	\$540.00

- Within the accompanying Excel document there are comparative numbers of other providers and their rate structure.
- In determining the final rate structure, the Town will need to balance the importance of minimizing a subsidy v. maximizing revenue potential.

In developing revenue numbers associated with membership it equates to the following:

- The total number of resident memberships reflected in the report is 240 which equates to approximately 490 individuals or 6.9% of the population.
- The total number of non-resident membership reflected in the report is 72 which equates to approximately 247 individuals or 0.3% of the population within a 1-hour drive, not including Aurora.



### 5-Year Cost Recovery Model

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$578,787	\$607,726	\$638,113	\$670,018	\$703,519
Revenue	\$358,684	\$369,445	\$391,612	\$411,192	\$423,528
	(\$220,103)	(\$238,282)	(\$246,501)	(\$258,826)	(\$279,991)
Percentage	67.8%	66.5%	68.5%	67.8%	67.8%
Capital	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000

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**Aurora Recreation Center**  
**Preliminary Operations Budget 5 Year Comparison**

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$578,787	\$607,726	\$638,113	\$670,018	\$703,519
Revenue	\$358,684	\$369,445	\$391,612	\$411,192	\$423,528
	(\$220,103)	(\$238,282)	(\$246,501)	(\$258,826)	(\$279,991)
Percentage w/ Capital	62.0%	60.8%	61.4%	61.4%	60.2%
Percentage w/out Capital	67.8%	66.5%	68.5%	67.8%	67.8%
Capital (cumulative)	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000

<b>Aurora Recreation Center</b>									
<b>Preliminary Operations Budget Expenses</b>									
<b>Category</b>									
<b>Personnel</b>									
Full-time	175,149								
Part-time	188,592								
Total	\$ 363,742	68.8%							
<b>Commodities</b>									
Office supplies (forms, ID, film)	1,000								
Chemicals	1,000								
Maintenance/repair/materials	5,000								
Janitor supplies	8,000								
Recreation supplies	5,000								
Safety supplies	1,500								
Uniforms	2,500								
Printing/postage	1,000								
Concessions (food/supplies)	7,043								
Other Misc. expenses	2,000								
Fuel/Mileage	500								
Total	\$ 34,543	6.5%							
<b>Contractual</b>									
Utilities \$2.50/sq.ft.	70,000			Sq Ft.					
Water/Sewer	7,500			28,000	bldg			pool	
Trash							5.50		
Insurance (property & liability)	10,000						-		
Communications (phone)	2,000							bldg	
Contract services (HVAC, FireAlarm, Misc)	5,000						3.00		
Cardio Equipment & Preventative Maint							-		
Custodial Services (\$.15/sq.ft/mo)							-		
Equipment Maintenance	5,000						77,500		
Monitor services (Fire, Burgular, etc.)	2,000								
Rental equipment	1,000								
Advertising	3,000								
Training	4,000								
Conference	2,000								
Membership Dues/subscriptions	1,000								
Bank charges (75% of transactions)	9,415								
IT licenses & charges (software)	3,587								
Deposit Service	-								



Other	5,000								
Total	<b>\$ 130,502</b>	24.7%							
City Support Charge Backs									
Grand Total w/out Replacement Fund	<b>\$ 528,787</b>								
Replacement fund	<b>\$ 50,000</b>								

<b>Aurora Recreation Center</b>			
<b>Preliminary Operations Budget Revenues</b>			
<b>Category</b>			
<u>Fees</u>			
Daily Admission	\$35,972		
10-Punch Pass	\$13,248		
Annual Pass	\$189,660		
<b>Total</b>	<b>\$238,880</b>	<b>66.6%</b>	
<u>Programs</u>			
Recreation	\$49,098		
<b>Total</b>	<b>\$49,098</b>	<b>13.7%</b>	
<u>Other</u>			
Birthday Parties	\$12,000		
Concessions	\$14,086		
Facility Rentals	\$44,620		
<b>Total</b>	<b>\$70,706</b>	<b>19.7%</b>	
<b>Grand Total</b>	<b>\$358,684</b>	<b>100.0%</b>	

<b>Aurora Recreation Center</b>				
<b>Preliminary Operations Budget Part Time Staff</b>				
<b>Part-Time</b>	<b>Rate</b>	<b>Hours</b>	<b>Weeks</b>	<b>Total</b>
Bldg Supervisor (School)	\$16.00	45	14	\$10,080
Bldg Supervisor (Summer)	\$16.00	39	36	\$22,464
Front Desk (School)	\$13.00	91	14	\$16,608
Front Desk (Summer)	\$13.00	85	36	\$39,897
Lead Concessions (School)	\$16.00	0	14	\$0
Lead Concessions (Summer)	\$16.00	0	36	\$0
Concessions (School)	\$13.00	0	14	\$0
Concessions (Summer)	\$13.00	0	36	\$0
Fitness Attendant (School)	\$13.00	57	14	\$10,374
Fitness Attendant (Summer)	\$13.00	53	36	\$24,804
Custodial (School)	\$14.00	42	14	\$8,183
Custodial (Summer)	\$14.00	36	36	\$18,018
<b>Total</b>		<b>448</b>		<b>\$150,428</b>
<b>Recreation Program</b>				<b>\$21,020</b>
<b>Total</b>				<b>\$171,448</b>
<b>Benefits (FICA, SS &amp; Medicare)</b>	<b>10.0%</b>			<b>\$17,145</b>
<b>Total</b>				<b>\$188,592</b>

<b>Aurora Recreation Center</b>					
<b>Preliminary Operations Budget Full Time Staff</b>					
<b>Full Time Staff</b>	<b>Pay Grade</b>	<b>Salary</b>	<b>Positions</b>	<b>Total</b>	
Parks and Rec Director	15	64,967	0.75	\$ 48,725.25	
Recreation Coordinator	11	44,343	1	\$ 44,343.00	
Maintenance/Custodian	9	36,672	1	\$ 36,672.00	
				\$ -	
Positions			2.75		
Salaries				\$129,740	
Benefits - 35%				\$45,409	
Insurance					
Pension - 14%					
Medicare - 1.45%					
FICA - 7.65%					
<b>Total Full-Time Staff</b>				<b>\$175,149</b>	



**Resident**

Annual Pass	Monthly	Fees	Number	Revenue
Youth	\$20.00	\$240.00	30	\$7,200.00
Adult	\$40.00	\$480.00	60	\$28,800.00
Household	\$60.00	\$720.00	120	\$86,400.00
Senior (60+)	\$20.00	\$240.00	20	\$4,800.00
Senior Couple	\$30.00	\$360.00	10	\$3,600.00
<b>Total</b>			<b>240</b>	<b>\$130,800.00</b>
<b>Grand Total</b>				<b>\$130,800.00</b>

Punch Pass (10 visits)	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$48.00	2	\$96.00
Adult	\$80.00	5	\$400.00
Senior (60+)	\$48.00	2	\$96.00
<b>Total</b>		<b>9</b>	<b>\$592.00</b>
		Months	12
<b>Grand Total</b>			<b>\$7,104.00</b>

Daily Fees	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$6.00	5	\$30.00
Adult	\$10.00	5	\$50.00
Senior (60+)	\$6.00	2	\$12.00
<b>Total</b>		<b>12</b>	<b>\$92.00</b>
		days/year	350
<b>Grand Total</b>			<b>\$32,200.00</b>

Revenue Summary		
Daily	\$35,972.00	15.1%
10-Punch	\$13,248.00	5.5%
Annual Passes	\$189,660.00	79.4%
<b>Total</b>	<b>\$238,880.00</b>	

**Non-Resident**

Annual Pass	Monthly	Fees	Number	Revenue
Youth	\$30.00	\$360.00	9	\$3,240.00
Adult	\$60.00	\$720.00	18	\$12,960.00
Household	\$90.00	\$1,080.00	36	\$38,880.00
Senior (60+)	\$30.00	\$360.00	6	\$2,160.00
Senior Couple	\$45.00	\$540.00	3	\$1,620.00
<b>Total</b>			<b>72</b>	<b>\$58,860.00</b>
<b>Grand Total</b>				<b>\$58,860.00</b>

Punch Pass	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$48.00	2	\$96.00
Adult	\$80.00	4	\$320.00
Senior (60+)	\$48.00	2	\$96.00
<b>Total</b>		<b>8</b>	<b>\$512.00</b>
		Months	12
<b>Grand Total</b>			<b>\$6,144.00</b>

Daily Fees	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$6.00	2.5	\$15.00
Adult	\$10.00	2.5	\$25.00
Senior (60+)	\$6.00	1	\$6.00
<b>Total</b>		<b>6</b>	<b>\$46.00</b>
		days/year	82
<b>Grand Total</b>			<b>\$3,772.00</b>

	Primary Households	Secondary Households
Population	2,889	22,867
	7,153	58,954

	Res	Non	Attendance
Youth	30	9	3,9002 Visits per Week for 50 Weeks
Adult	60	18	7,8002 Visits per Week for 50 Weeks
Household	360	108	46,8002 Visits per Week for 50 Weeks
Senior	20	6	2,6002 Visits per Week for 50 Weeks
Senior Couple	20	6	2,6003 Visits per Week for 50 Weeks
12 Punch	1,080	960	2,040
Daily	4,200	492	4,692
			70,432Total Attendance
Pop - Penetration	5,770 80.67%	1,599 2.71%	70,432Total Attendance Factors for Con
House - Penetration	240 8.31%	72 0.14%	312 1.36%
Member Units	490 6.85%	147 0.28%	637

	Rentals	Hours	Weeks	Rate		Staff	Hours	Rentals	Rate	
Gymnasium	1	2	20	\$40.00	\$1,600	0	2.5	20	\$15.00	\$0.00
Multi Use Room	1	2	12	\$35.00	\$840	1	2.5	12	\$15.00	\$450.00
Large Event Room (1, 2 & 3)	1	8	40	\$120.00	\$38,400	1	8	40	\$15.00	\$4,800.00
Small Event Room	2	2	50	\$45.00	\$9,000	1	2.5	100	\$15.00	\$3,750.00
Fitness					\$0	1	2.5	0	\$15.00	\$0.00
Lock-ins	1	1	3	\$1,500.00	\$4,500	2	8	3	\$15.00	\$720.00
<b>Facility Rentals</b>					<b>\$44,620</b>					

Revenue

Specialty Group Exercise	Classes	Sessions	Participants	Passes	
Summer	3	2	10	60	
School	4	9	12	432	
				\$30.00	<b>\$12,960.00</b>

Childwatch	Days	Classes	Part	Months	
AM	M-SAT	6	6	11	396
PM	M-TH	4	5	11	220
					616
				\$3.00	<b>\$1,848.00</b>

Recreation Classes	Days	Classes	Part	Sessions	
	M/W	3	15	8	360
	SAT	1	15	8	120
	Capacity Rate		70%	336	480
				\$40.00	<b>\$13,440.00</b>

Sports Leagues	Teams/players	Months	Fee	
Youth Volleyball	40	2	\$50	\$4,000
Youth Basketball	150	2	\$50	\$7,500
Adult Volleyball	5	2	\$300	\$1,500
Adult Basketball	8	2	\$300	\$2,400
Pickleball	20	8	\$20	\$3,200
Dodgeball				
				<b>\$18,600.00</b>

Birthday Parties	Parties	Rate	Weeks	
	2	\$200	30	\$12,000.00
Total Birthday Parties			60	<b>\$12,000.00</b>

Special Events	Events	Attendance	Fee	
	3	150	\$5.00	<b>\$2,250.00</b>

**Programs \$49,098.00**

Expenses

Hours	Days/Wk	Weeks	Instructors			
3	2	4	1	24	\$25.00	\$600.00
4	2	36	1	288	\$25.00	\$7,200.00
						<b>\$7,800.00</b>

Hours	Classes	Sessions	Instructors	Hours	Rate	
2	6	11	1	132	\$15.00	\$1,980.00
2	4	11	1	88	\$15.00	\$1,320.00
						<b>\$3,300.00</b>

Hours	Classes	Sessions	Instructors	Hours	Rate	
1	3	8	9	216	\$15.00	\$3,240.00
1	1	8	6	48	\$15.00	\$720.00
						<b>\$3,960.00</b>

Hours	Days	Sessions	Officials			
2	1	8	2	32	\$20.00	\$640.00
4	1	8	3	96	\$20.00	\$1,920.00
2	1	8	1	16	\$20.00	\$320.00
4	1	8	2	64	\$20.00	\$1,280.00
						<b>\$4,160.00</b>

Birthday Party Staff	Parties	Rate	Hours	Weeks	
	2	\$15.00	2	30	\$1,800.00

**Program Staff \$21,020.00**