

ATHLETICS AND RECREATION MASTER PLAN – WHAT DOES IT LOOK LIKE?

ATHLETIC BUSINESS CONFERENCE

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BRAILSFORD & DUNLAVEY
Facility Planners • Program Managers
Catalysts for Building Community

Outline

- Introductions
- Overview: Athletics & Recreation Master Plan
- The “Chapters”
- Variations of Emphasis
- Potential Pitfalls
- Summary
- Q&A



Introductions

- **Ann Drummie** – Senior Project Manager, B&D
 - ▣ Involved with sports facilities as participant, volunteer, Board member, employee, and program manager
 - ▣ Worked with over 25 institutions and communities through various stage of planning, design, and construction of athletics & recreation facilities

- **Chet Roach** – Project Manager, B&D
 - ▣ Currently serving as Owner's Representative for over \$100M in college and university projects



Overview

Athletics & Recreation Master Plan:

Roadmap for efficiently meeting athletics and recreation demand through the foreseeable future while being flexible to changing conditions.



Overview

- **Who needs it?**

Anyone who uses and/or operates sports facilities and programs.

- **When is it needed?**

Before major decisions on investments and reactions to growth or change.

- **Why is it needed?**

To be good stewards of resources, mitigate risk through due diligence, and ensure maximum efficiency in pursuit of the mission.





DREAM BIG

IF YOU CAN DREAM IT, YOU CAN BECOME IT.



"Never, ever, think outside the box."

Chapters

1. Existing Facilities Conditions Review
2. Existing Operating Conditions Review
3. Visioning
4. Regional Context
5. Competitive Context
6. Benchmarking
7. Focus Groups
8. Survey
9. Demand and Gap Analysis
10. Land Analysis
11. Big Idea
12. Capital Budgeting
13. Implementation Planning
14. Pro Forma Modeling



1. Existing Facilities

Purpose:

- ▣ Summarize major strengths and weaknesses of existing physical facilities

Data/Research:

- ▣ Maintenance records
- ▣ Existing floor plans

Skill Set / Planning Tools:

- ▣ Interviewing
- ▣ Dimensioning
- ▣ Site observing
- ▣ Photo documenting





2. Existing Operations

Purpose:

- ▣ Summarize major factors of the operations

Data/Research:

- ▣ Enrollment/population projections
- ▣ Sports/roster sizes
- ▣ Annual budgets
- ▣ Typical schedules
- ▣ Current rental agreements
- ▣ Credit rating
- ▣ Sponsorship agreements

Skill Set / Planning Tools:

- ▣ Utilization analysis
- ▣ Capacity analysis
- ▣ Budget risk analysis
- ▣ Debt capacity sensitivity analysis



ASSUMPTIONS

Credit hours/semester	30,000
Credit hours/summer	4,000
Student capture rate	100%
Faculty/Staff	360
Avg. Faculty/Staff Capture %	30%
Target Community Members	2,000
Student Fee (per credit hour)	\$6.67
Student Fee (per semester for 12 credit hours)	\$80
Student Fee (equivalent as 3 semesters)	\$240
Annual Faculty/Staff Fee Multiplier	1.20
Annual Faculty/Staff Fee	\$288
Annual Community Fee Multiplier	1.75
Annual Community Fee	\$420
Other Speculative Rev as % of Student Rev	25%
Annual Building Equity Credit/(Debit)	\$0
Prior Annual Operating Expenses Credit/(Debit)	\$0
Total Building Square Footage	114,797
Personnel Expense per SF	\$11.35
Non-Personnel Expense per SF	\$5.00
Non-Taxable Interest Rate	5.00%
Term	30
Debt Coverage Ratio	1.10

REVENUES

Student Fee Revenues	\$426,880
Faculty/Staff Membership Revenues	\$31,120
Community Membership Revenues	\$840,420
Other Speculative Revenues	\$106,720
University Contribution	\$2,700,000
Equity Credit	\$0
Operating Expenses Credit	\$0
Subtotal	\$4,105,140

EXPENSES

Non-personnel Costs	\$574,000
Personnel Costs	\$1,303,000
Equity Debit	\$0
Operating Expenses Debit	\$0
Subtotal	\$1,877,000

Net Operating Income **\$2,228,140**

DEBT CAPACITY **\$31,138,000**

DEVELOPMENT BUDGETS

Addition	\$23,621,000
Renovation	\$5,389,000
Field	\$1,588,000
TOTAL PROJECT COST	\$30,598,000
SURPLUS/(DEFICIT)	\$540,000

3. Visioning

Purpose:

- ❑ Confirm drivers, filters, and emphasis

Data/Research:

- ❑ Mission statements
- ❑ Achievement history

Skill Set / Planning Tools:

- ❑ Interviewing
- ❑ Stakeholder discussion facilitating
- ❑ Story-writing



Issue	Value										Notes	
	Low											High
	0	1	2	3	4	5	6	7	8	9		10
Target Objectives / Aspirations								○				ex. there is desire/commitment to provide a relatively high level of value in this issue, but not "shoot the moon"
Current Conditions						X						ex. current efforts/facilities/budgets/etc. are restricting value in this issue below the desired or acceptable level
I. Recruitment and Retention												
General students						X				○		What are the goals for higher enrollment, quality of applicants, gender ratio, other? Are the retention and graduation rates acceptable?
Student-athletes						X		○				Are student-athletes who would be a good fit for UNE, coming to UNE, and staying, at a desired or acceptable rate?
Faculty and Staff (Coaches etc.)						X			○			Are faculty, staff, coaches and athletics admin who would be a good fit for UNE, coming to UNE, and staying at UNE, at a desired or acceptable rate? Is the turnover of coaching and athletics staff acceptable?
II. Education and Training												
Team practices			X				○					Are all sports teams being provided with practice environments of desired or acceptable levels? (durations, time of day, venue) (the standard can be different for different teams)
Athletic training / strength and conditioning				X				○				Are athletic training and strength training services being provided at desired or acceptable levels? (room hours, capacity of room at peak hours, trainer assignments per team, clinical opportunities)
Academic curriculum					X				○			Are academic classes and programs, and related teaching spaces, at desired or acceptable levels? (clinics, lecture rooms, technology, capacity)
Stress mitigation and life-long wellness				X					○			Are stress mitigation activities and life-long wellness opportunities available at desired or acceptable levels? (off campus options exist and sufficient? Want to provide range of equipment/programs/training for peak demand and broad attraction?) (healthy/lifestyle classes, access to information, range of programs, outreach to all students)

4. Regional Context

Purpose:

- ❑ Confirm market position in the surrounding area

Data/Research:

- ❑ List of businesses and facilities and their pricing and amenities

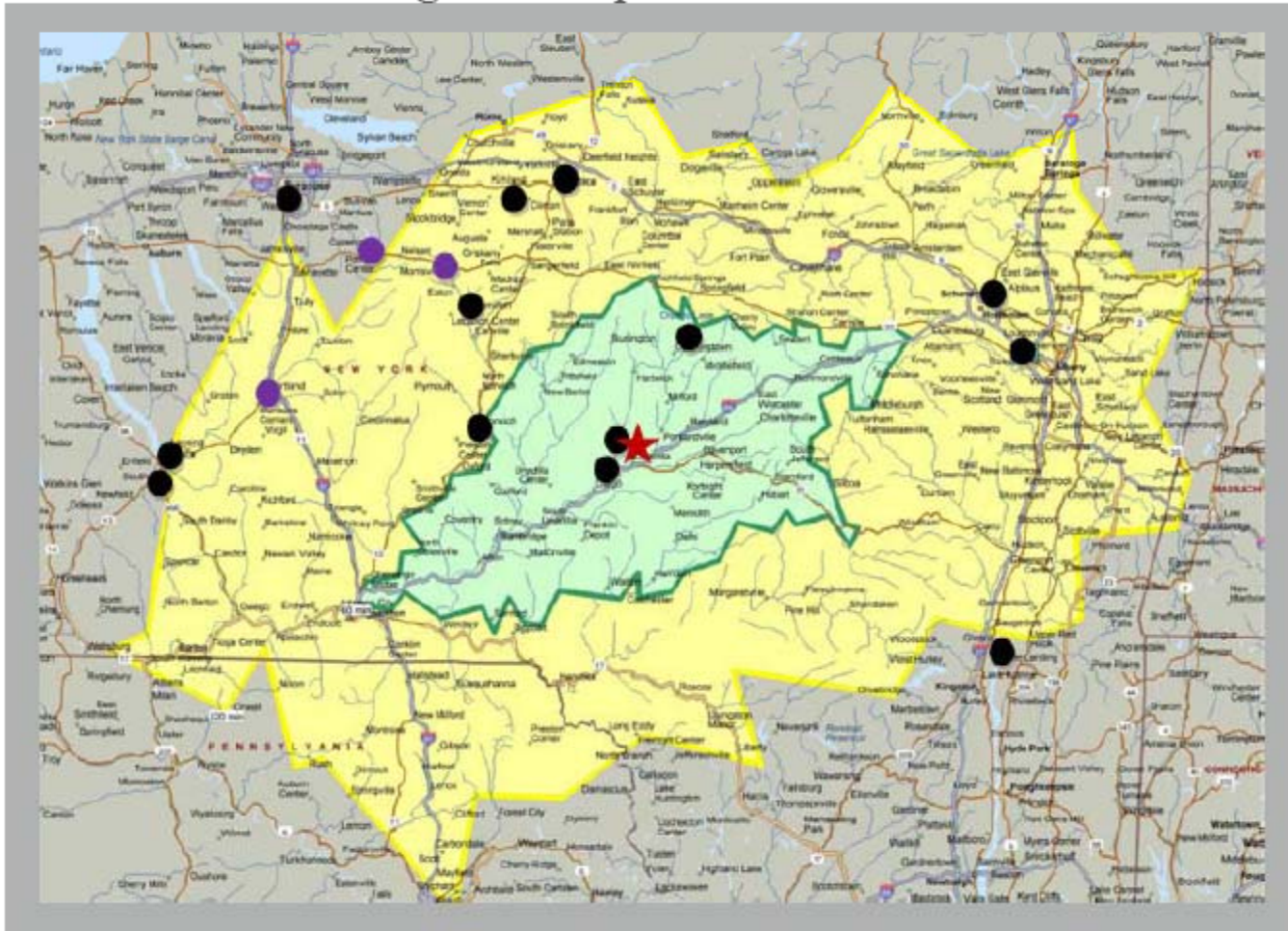
Skill Set / Planning Tools:

- ❑ Interviewing
- ❑ Analysis of obstacles to entry
- ❑ Analysis of market saturation points
- ❑ Analysis of market depth and pricing



Opportunity	Revenue Potential	Mission Relevance	Image Collateral	Facility Impact	Barrier to Entry
Weekly Aerobics Classes	Low	Medium	Medium	Low	Medium
Personal Training Network	Low	Medium	Medium	Medium	High
Speed & Agility and Strength Clinics	Low	Medium	Low	Low	Low
Students' Skills Courses	Low	High	High	Low	Medium
Sponsored Leagues	Low (to start)	Medium	High	Medium	High
Non-NCS Court Rentals	Medium	Low	Low	Medium	Low
Activity Courses	Medium	Medium	Medium	Low	Medium
Invitational Tournaments	Medium	Medium	High	Medium	High
Specialized Camps	Medium	Medium	High	High	Medium
Day Camps	High	Low	Medium	High	High

Regional Map of Natatoriums



	Fitness Facility	Amenities	Initiation Fee	Individual (monthly)	Spouse (monthly)	Yearly Cost	Student Discount	Comments
1	City Hospital	1, 2, 3, 4, 6,11,13,17, 19, 20	\$75.00	\$35.00-\$44.00	\$46.50	\$420.00	NA	College students usually in the summer
2	Charles Town Athletic Club	1,2,3,4,6,10,11,12,13,17,18,19,20	None	\$36.00	\$51.00	\$432.00	None	"Students usually join Gold's Gym"
3	Clarion Hotel	1,2,3,4,5,7,8,11,13,17,20	None	\$30.00	NA	\$250.00	None	\$80 per year for outdoor pool membership (must already be a member)
4	Gold's Gym - Charles Town	1,2,3,4,7,11,12,13,16,18,20	\$149.00	\$29.99	NA	\$359.88	\$29.99	Initiation Fee: \$69 for \$39.99/month
5	Gold's Gym - Martinsburg	1, 2, 3, 4,11,12,13,17,18, 20	\$99.00-\$249.00	\$29.99-\$39.99	NA	\$359.88	\$29.99	College students usually in the summer
						Average:	\$364.35	

Notes:

NA - information not available

Amenities	
1. Free weights	11. Pilates/Yoga
2. Weight machines	12. Tanning
3. Cardio equipment	13. Whirlpool/Workout Pool/Sauna
4. Aerobics room	14. Permanent Lockers
5. Indoor track	15. Wellness component
6. Indoor pool	16. Food/Juice bar
7. Basketball courts	17. Lounge
8. Indoor volleyball	18. Pro shop
9. Tennis courts	19. Day-care
10. Racquetball	20. Parking

5. Competitive Context

Purpose:

- ❑ Confirm market position for recruitment and retention

Data/Research:

- ❑ List of competitors (for students, coaches, residents, employers)
- ❑ Common data sets
- ❑ General information about amenities, programs, organization, pricing

Skill Set / Planning Tools:

- ❑ Interviewing
- ❑ Analysis of market drivers
- ❑ Case study story writing



University	Campus Size (Acreage)	400m Track	Fields					Ballfields			Tennis Court	Outdoor Basketball Court	Sand Volleyball	Outdoor Amenities				Other
			Football Field (360' long)	Soccer Field (225' wide)	Lacrosse (110 yds wide)	Field Hockey Field	General Practice Field	Baseball Field	Softball Field	Batting Cage				Water Fountains	Locker Rooms	Bathrooms	Concessions	
University of Maine Farmington	55	0	0	1 N	0	1 N	4 N	0	1 N	0	0	0	0	0	0	0	0	-
Benchmark Schools																		
Castleton State College	165	0	1 T L 1500s (new)	1 N L	0	NP	2	1	1	1 (Indoor)	6	0 (adding 2)	1	0	0	0	0	Amenities provided by co-located facility
Endicott College	210	NP	1 T L P 2000s	0	0	baseball outfield	1 N	1 N 500s	1 L P 800s	2 (int/ext)	6	0	0	0	0	0	portable stand	Amenities provided by co-located facility
Keene State College	160	0	0	1 N L P 500s	1 T L 400s	0	6 N	1	1	1 (Indoor)	4 L	2-1/2	1	0	0	0	portable trailer	mobile training room
Saint Joseph's College of Maine	350	0	0	1 N P 300s	1 N P 600s	0	NP	1 L P	1 L P 500s	1	0	0	1	0	Baseball only	0	folding table	portable restroom/locker trailers are available for all
Salisbury University	154	1	1 T L P 2500s	2 N	(football)	(football)	4	1 T	1 P	4	12	6 half courts	2	Y	0	Y	Indoor set-up & outdoor trailer	-
Springfield College	80	1	T 3,667s	2 T	1	0	1	1	1	2	8	0	0	Y	0	Y	Y	-
St. Mary's College	319	1	0	1 N 300s	0	0	9	1	0	1	6	1	1	0	0	0	Indoor only	Amenities provided by co-located facilities
University of Maine - Orono	660	1	1 T 6,000s	3	0	0	1	1	1	2 (outdoor)	6	0	0	Y	0	Y	Y	-
University of North Carolina at Asheville	265	1	0	1 N 500s	0	0	1	1 500s	1	2	6	0	0	0	Y for M/W Soccer	0	For Soccer & Baseball	-

	Total Enrollment ¹	Undergrad Enrollment	Rink Name	Year Built	On/Off Campus (miles)	Seats	Average Attendance		Peak Attendance
							2004	2008	2008
SUNY Athletic Conference - Men's Ice Hockey									
Brockport	8,303	6,926	Tuttle North	1970s	on	2,000	211	534	800
Buffalo	10,993	9,139	Ice Arena	1991	on	1,800	401	326	965
Cortland	7,035	6,018	Alumni Arena	NA	on	2,500	344	267	1,082
Fredonia	5,424	5,085	Steele Hall	NA	on	1,100	438	502	1,024
Geneseo	5,548	5,395	Wilson Ice Arena	NA	on	2,500	811	1,356	2,075
New Paltz	7,699	6,263	-	-	-	-	NP	NP	NP
Oneonta	5,900	5,700	-	-	-	-	NP	NP	NP
Oswego	8,660	7,680	Campus Center Ice Arena	2006	on	3,000	1,126	2,178	3,000
Plattsburgh	6,236	5,634	Stafford Ice Arena	1972	on	3,500	1,664	1,455	2,415
Potsdam	4,332	3,670	Maxcy Hall	NA	on	2,200	585	365	626
Average	7,013	6,151				2,325	698	873	1,498
			Host	Venue			Attendance		
2008 Conference Championships			Plattsburgh	Stafford Ice Arena			3,189		
2007 Conference Championships			Plattsburgh	Stafford Ice Arena			2,874		

6. Benchmarking

Purpose:

- ▣ Identify gaps to performing on par with peers and/or models

Data/Research:

- ▣ List of peers and/or models
- ▣ Common data sets
- ▣ General information on amenities, programs, organization, pricing, etc.

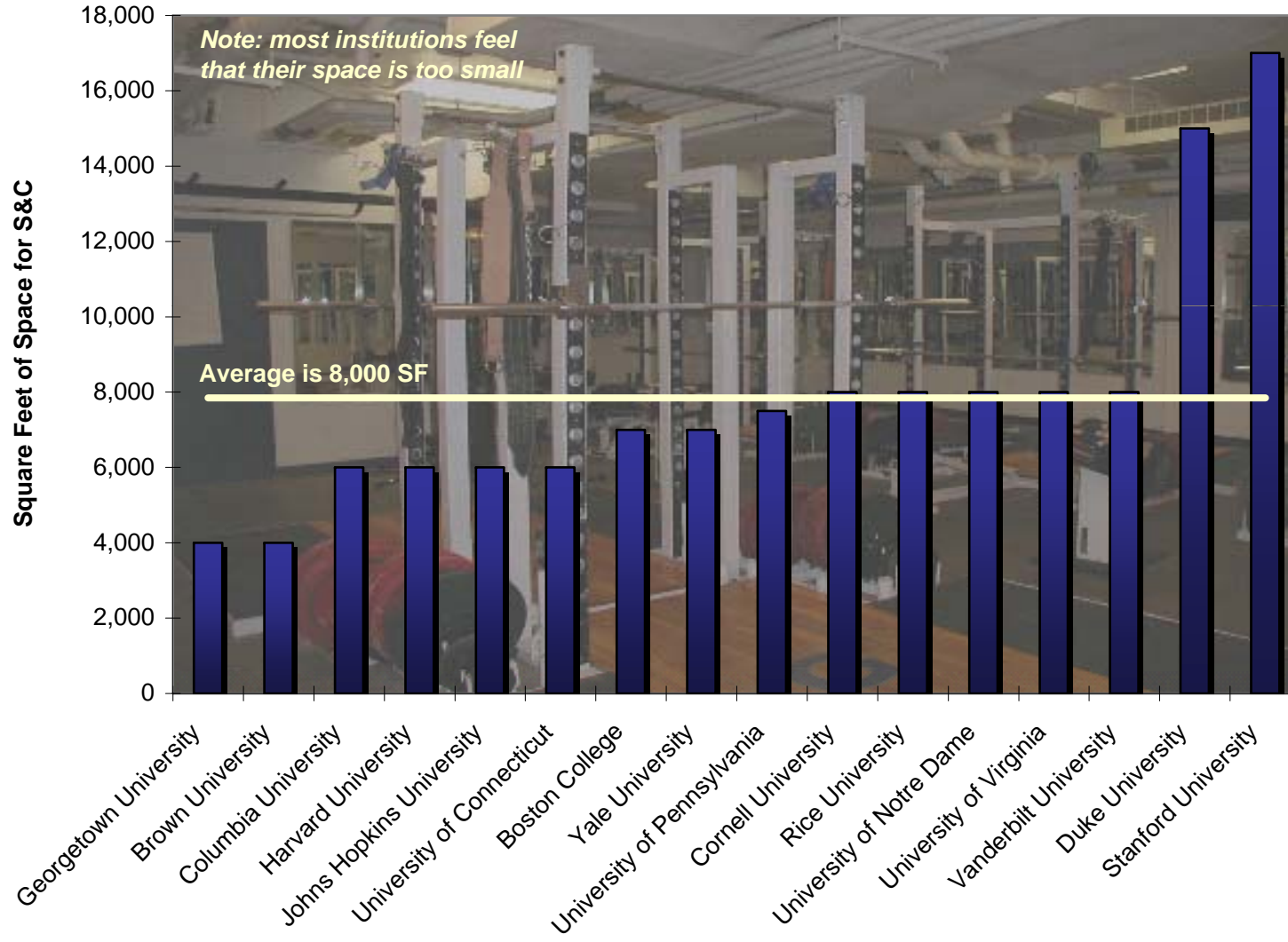
Skill Set / Planning Tools:

- ▣ Interviewing
- ▣ Case study story writing

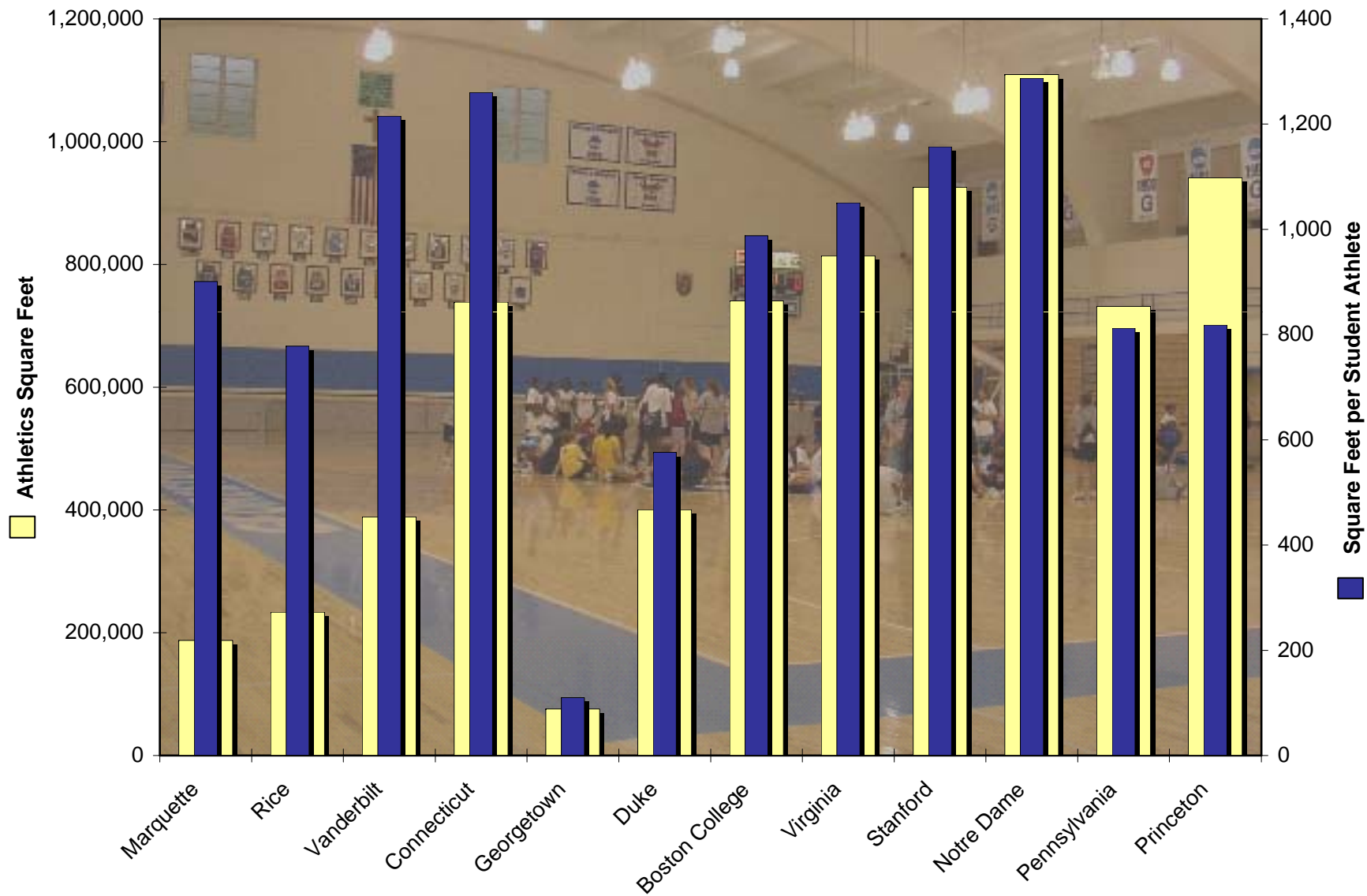


	Division III Average	UMaine Farmington
Enrollment	2,058	2,000
Division III Program Participants	349	210 (~254 with lacrosse and golf)
% Participants to Enrollment	17%	10.5% (~13% with lacrosse and golf)
Number of Sports Sponsored	16.3	13 (16 with lacrosse and golf)

Strength & Conditioning Square Footage (including Football)



Athletics Total Square Feet and Square Feet per Athlete
(in order of estimated athletes)



Functional Programming Worksheet for Ice Rinks

Amenities	Changing Rooms		Locker Rooms		Officials' Rooms		Seating		Concessions		Lobby		SF Impact	Cost Impact
														\$150
General Use	2	250	0	750	0	100	0	7	0	500	0	500	500	\$75,000
Intramural League	4	250	0	750	0	100	0	7	0	500	0	500	1,000	\$150,000
Club/Varsity Home Games	2	250	2	750	2	100	1,500	7	1	500	1	500	13,700	\$2,055,000
Regional Championship Host	4	250	2	750	2	100	3,000	7	2	500	2	500	25,700	\$3,855,000

Rink Size	buffer	W	buffer	buffer	L	buffer		SF	Cost Impact
ice rink (NHL)	6	85	6	6	200	6		20,564	\$3,084,600
ice rink (Olympic)	6	100	6	6	200	6		23,744	\$3,561,600

Scenario	SF	Cost Impact
Olympic rink for general use, intramurals, and club/varsity program	37,444	\$5,616,600

7. Focus Groups

Purpose:

- ❑ Determine unique identifiers and summarize perceptions on vision and drivers

Data/Research:

- ❑ List of stakeholder groups

Skill Set / Planning Tools:

- ❑ Discussion moderating
- ❑ Discussion documenting



8. Survey

Purpose:

- ❑ Determine preferences and patterns, and quantify self-directed demand to translate to space need and location

Data/Research:

- ❑ Target survey population and its demographics
- ❑ Distribution methods (emails, articles, e-news, etc.)

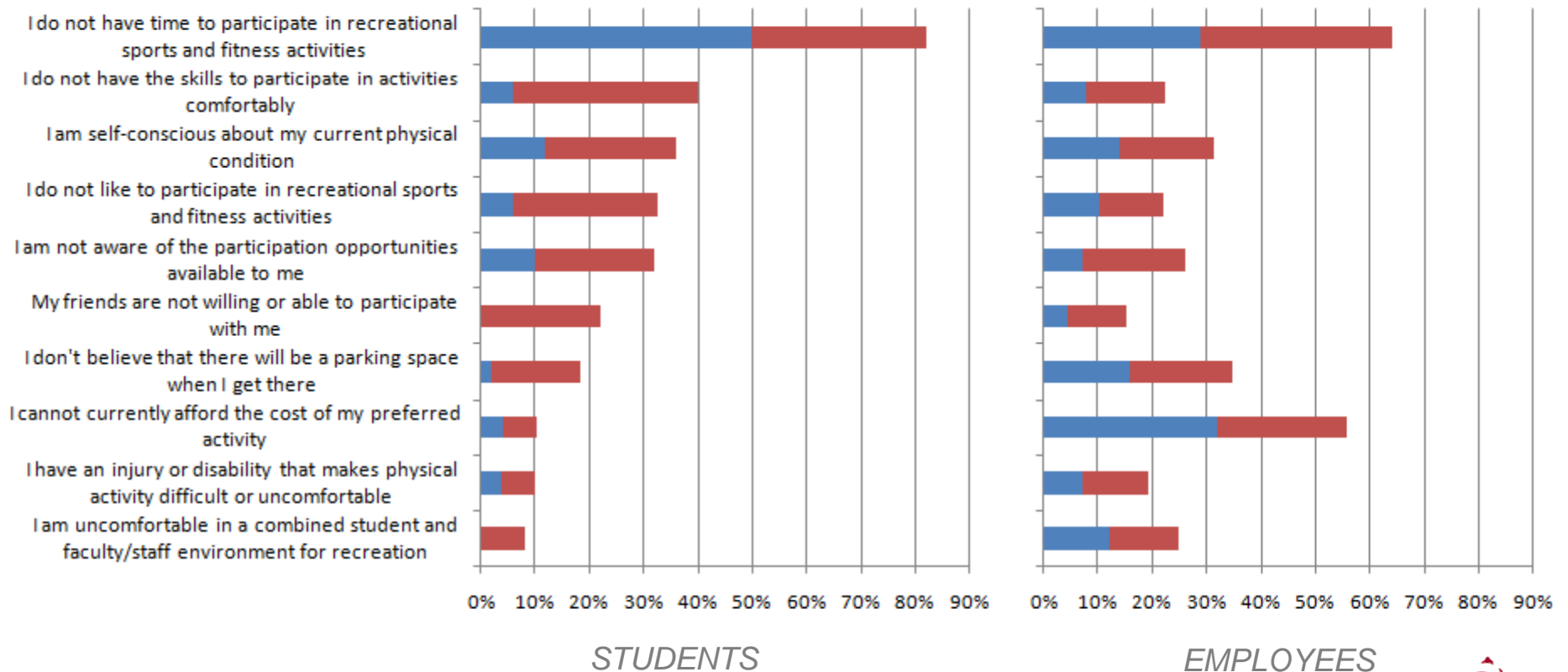
Skill Set / Planning Tools:

- ❑ Instrument writing
- ❑ Demand analysis, filtering, and cross-tabulation
- ❑ Visually conveying survey responses



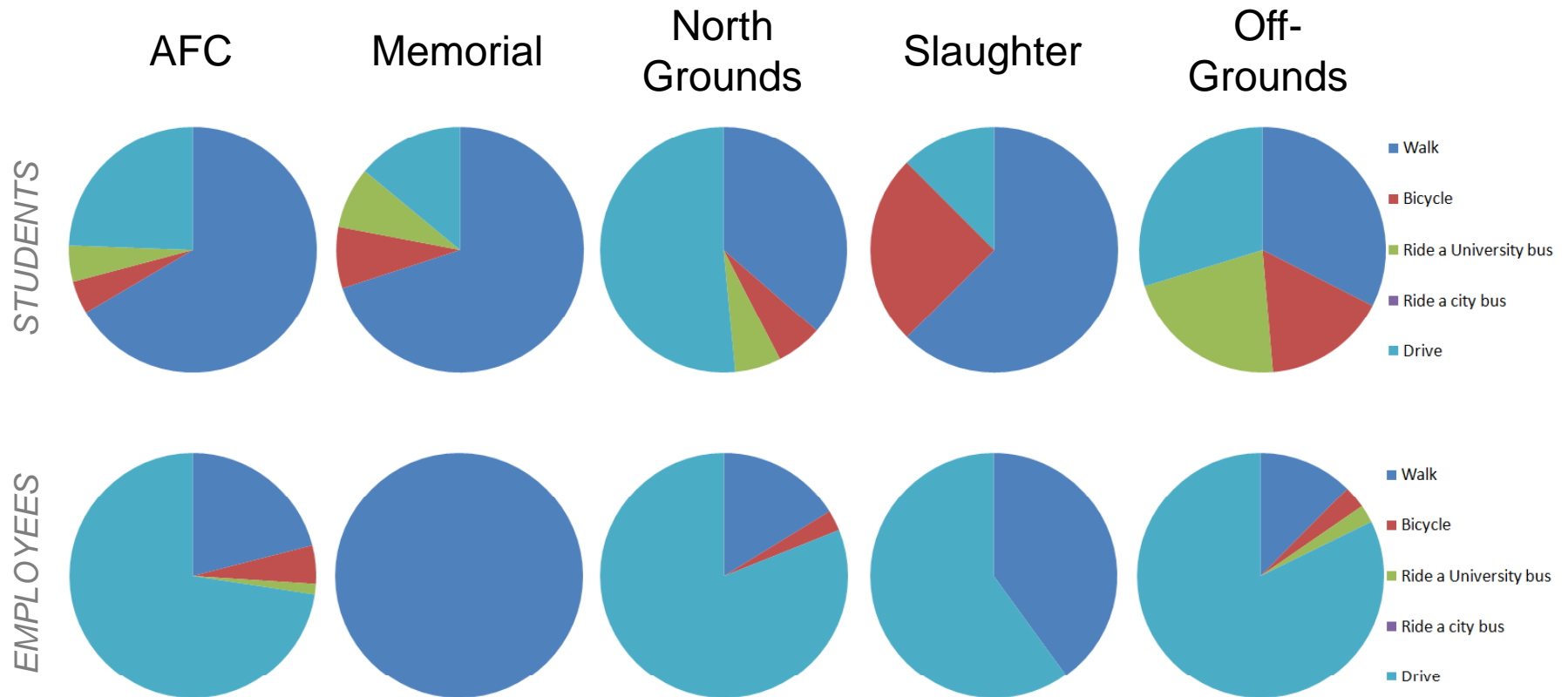
Why are people not active?

% of *INACTIVE* respondents who indicated that the following reasons were **very important** or **important** for not pursuing indoor programs or activities:

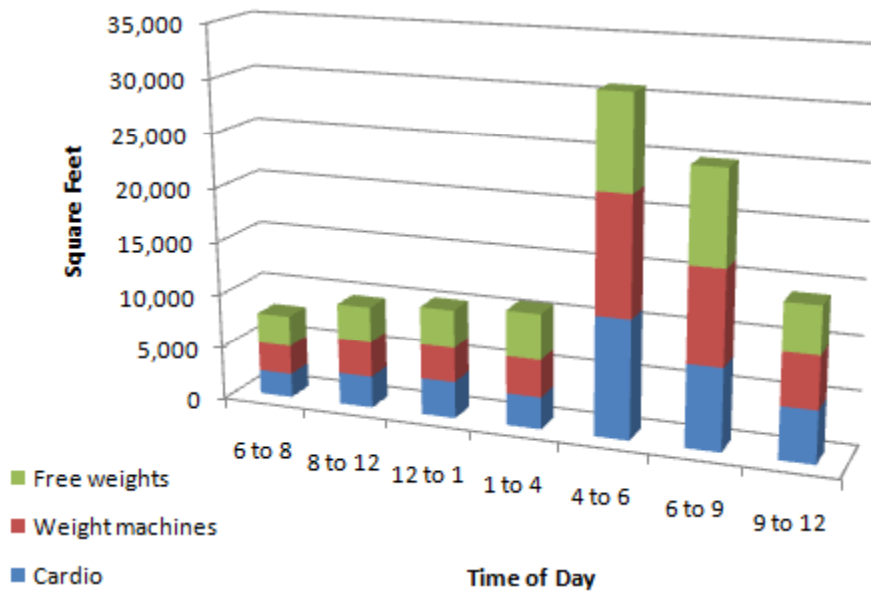


How do people get to facilities?

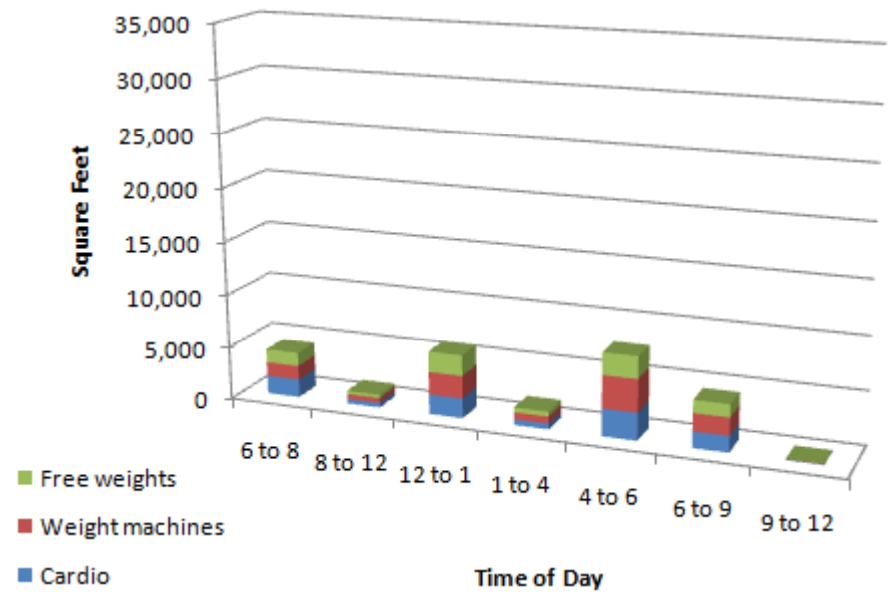
Respondents who are active at least once a week, were identified with the facility that they visit most often:



Weight and Fitness



STUDENTS



EMPLOYEES



9. Demand & Gap Analysis

Purpose:

- ▣ Quantify full outline program of space need (indoor and outdoor) and identify gaps between ideal program and existing conditions

Data/Research:

- ▣ Programming lists, schedules, and registrations
- ▣ Various regulations (ex. NCAA, ADA, IBC)
- ▣ Common rules of thumb

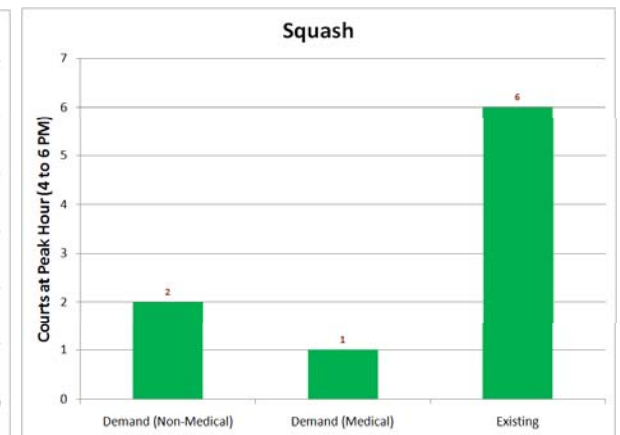
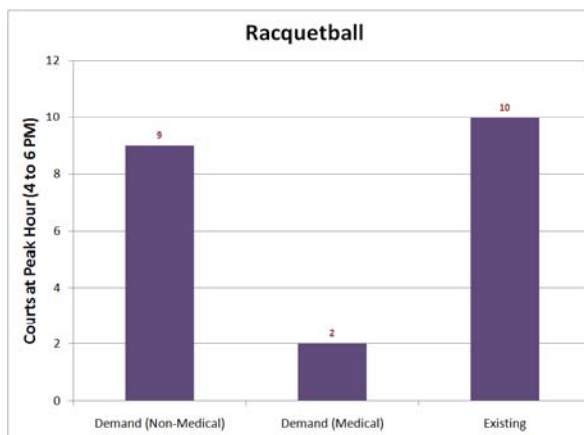
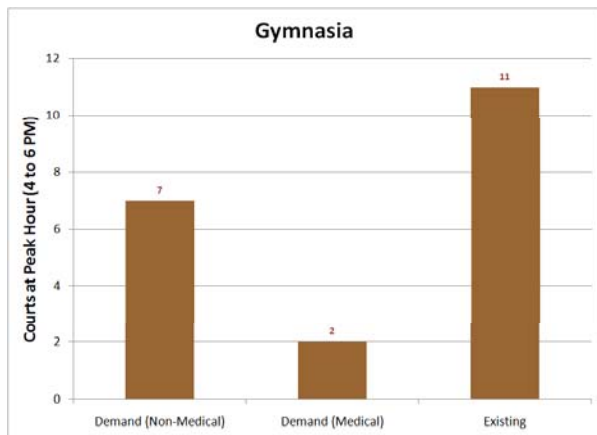
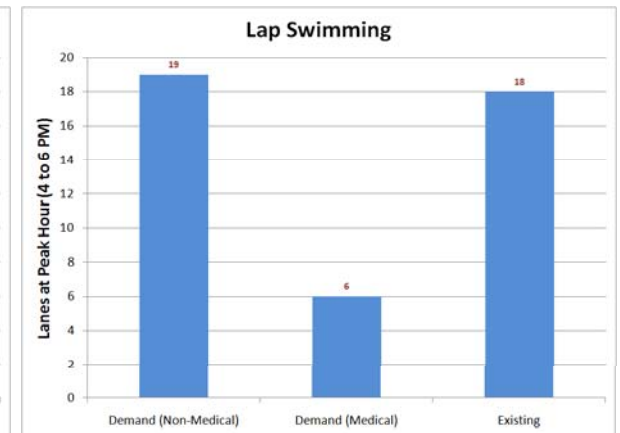
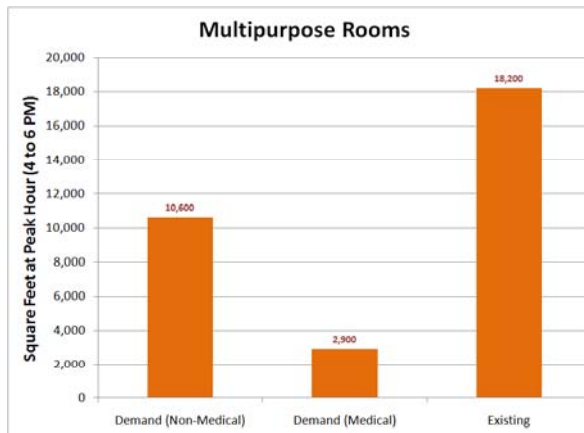
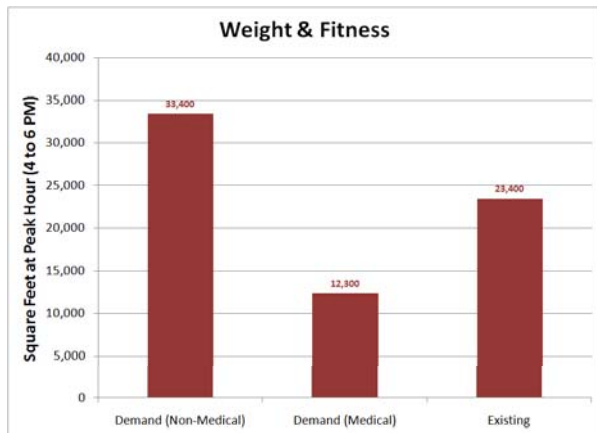
Skill Set / Planning Tools:

- ▣ Allocating space for needs
- ▣ Reconciling for priorities



Overview of Research Findings

□ Survey: Peak Demand (Self-directed)



Program of Demand						
	Quantity	NASF	Indoor	Total NASF Sideline	Outdoor	Notes
BASEBALL						
Locker Room						
Single Tier 18" Lockers	40	7	280			
Showers	10	27	270			
Toilets/Urinals	6	23	140			
Grooming Stations	2	15	30			
Team Room	1	400	400			
Office Suite						
Head Coach	1	200	200			
Assistant Coach	2	150	300			
Practice						
70' x 12' Batting/Pitching Tunnel	3	840			2,520	consider cover and lights
Batting/Pitching Tunnel- indoor	3	840	2,520			
Baseball Field	0	130,000			0	same as competition
Competition						
Baseball Field	1	130,000			130,000	
Seating	1,500	7		10,500		
Concessions	1	250		250		
Restrooms	2	50		100		
Press Box	1	500		500		
Storage Area - indoor	1	300	300			
Storage Area - outdoor	1	300		300		
	total		4,440	11,650	132,520	
BASKETBALL (M)						
Locker Room						
Single Tier 24" Lockers	20	12	240			
Showers	8	27	216			
Toilets/Urinals	6	23	140			
Grooming Stations	6	15	90			
Player Lounge	1	300	300			
Video Theatre Room	1	300	300			
Team/Computer Room	1	200	200			
Office Suite						
Head Coach	1	200	200			
Assistant Coach	3	150	450			
Reception	1	200	200			

10. Land Analysis

Purpose:

- ❑ Confirm major land elements guiding site scenario options

Data/Research:

- ❑ Zoning regulations (ex. FAR, setbacks, parking)
- ❑ Vehicular and pedestrian patterns
- ❑ Historical implications
- ❑ Infrastructure
- ❑ Property lines

Skill Set / Planning Tools:

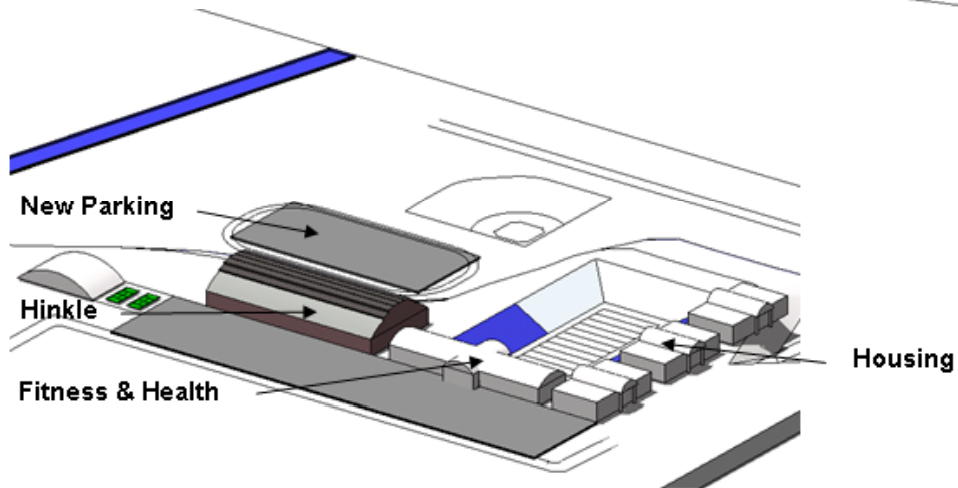
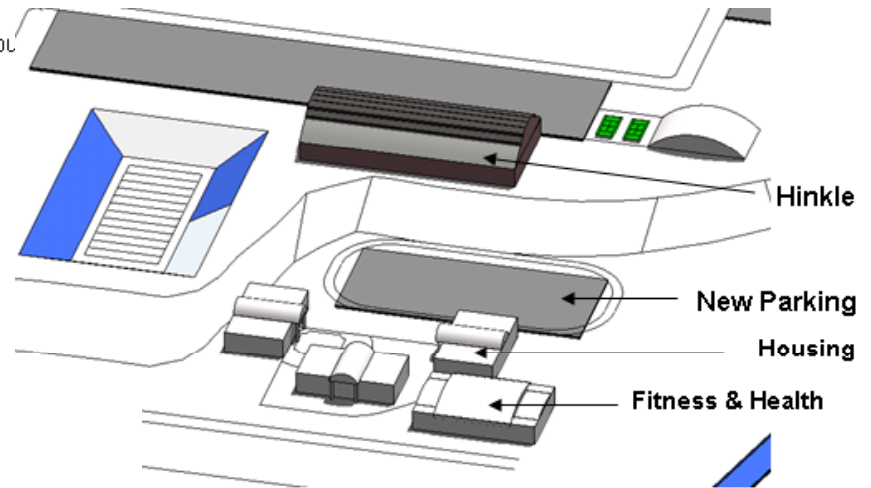
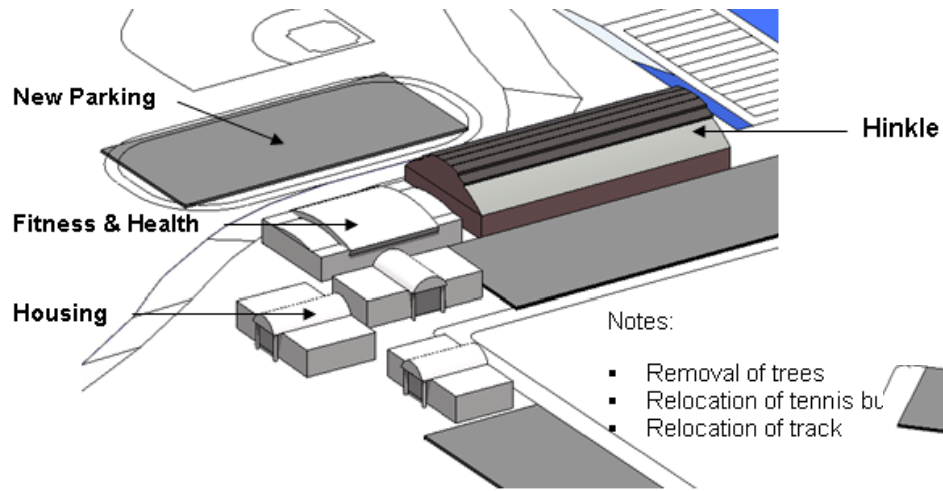
- ❑ Blocking and stacking
- ❑ Criteria assessment





Example Site Criteria Analysis Worksheet

Assumption: The 50m pool will be incorporated into new structure (Chase retrofit for rec programming).	Weighting	Alumni	Student Union	OGS	Tennis Courts	Hilltop	Softball Field
Proximity to main part of campus	2	3	3	2	2	1	1
Proximate and sufficient parking at all times	3	-1	-1	3	2	3	2
Enhances overall campus parking scheme	3	-1	-1	3	2	2	1
Centralizes athletic department staff	3	2	3	3	3	3	3
Consolidates athletic training room space	3	2	2	2	2	2	2
Reduces disruption to campus during construction	2	-1	0	3	2	3	1
Maximizes utility and LEEDs efficiencies	2	2	1	1	2	1	1
Minimizes site prep	1	0	0	2	1	2	1
Consistent with overall campus plans and landscaping	1	1	1	2	2	2	0
Allows for easy access from local roads	2	2	1	3	3	0	1
Reduces disruption to neighboring properties	1	1	2	1	2	0	0
Maintains primary view corridors	1	2	1	3	3	3	2
Weighted Total		22	23	59	53	47	35
Weighted Rank		6	5	1	2	3	4
3 Site exceeds criteria		Weight:					
2 Site Meets criteria		3 = very important					
1 Site partially meets criteria		2 = important					
0 Site does not meet criteria		1 = somewhat important					
-1 Site negatively affects criteria							



11. Big Idea

Purpose:

- ❑ Determine a preferred scenario to address the gap analysis and mission

Data/Research:

- ❑ Previous chapters

Skill Set / Planning Tools:

- ❑ Stakeholder brainstorming facilitating
- ❑ Story-telling







12. Capital Budgeting

Purpose:

- ❑ Determine the amount of capital needed to implement the Big Idea

Data/Research:

- ❑ Financial risk tolerance and common covenants
- ❑ Appetite for level of design

Skill Set / Planning Tools:

- ❑ Facility specific hard cost analysis
- ❑ Program specific soft costs development



CSI DIVISION	Cost per unit	Quantity	Unit	Value	Notes
2- Existing Conditions	\$5	29,000	SF	\$145,000	remove existing floor
3- Concrete		0	SF	\$0	
4- Masonry	\$1,000	34	openings	\$34,000	create new window and door openings
5- Metals		0	SF	\$0	
6- Wood and Plastics	\$2	7,922	SF	\$15,844	carpentry and millwork in new locker rooms
7- Thermal/Moisture Protection		0	SF	\$0	
8- Doors and Windows	\$1,500	38	doors	\$57,000	replace doors
	\$1,500	4	doors	\$6,000	add doors
	\$2,000	30	windows	\$60,000	add windows
9- Finishes	\$15	29,000	SF	\$435,000	level, resurface, strip floor
	\$20	42,422	SF	\$848,440	clean ceiling (lifts, scaffolding, cleaner, paint, etc.)
	\$30	7,922	SF	\$237,660	new locker rooms (ceramic tile, poured epoxy, drywall, etc.)
	\$2	42,422	SF	\$84,844	paint walls
10- Specialties	\$2	7,922	SF	\$15,844	toilet partitions and accessories
11- Equipment		0	SF	\$0	
12- Furnishings		0	SF	\$0	
13- Special Construction	\$10	5,500	SF	\$55,000	resurface pool
14- Conveying Systems		0	SF	\$0	
15- Mechanical	\$32	7,922	SF	\$250,887	new locker rooms (plumbing, HVAC, sprinklers)
16- Electrical	\$10	34,500	SF	\$345,000	new lighting in field house and pool
	\$20	7,922	SF	\$158,440	new locker rooms (general electrical, including lighting)
COST OF WORK	\$65	42,422	SF	\$2,748,958	
General Conditions	\$25,000	6	months	\$150,000	field personnel, dumpster, fax machine, telephones, etc.
Fee (aka Overhead and Profit)	6.00%			\$173,938	
Bonds	0.00%			\$0	
Insurance	1.50%			\$46,093	
Contingency	5.00%			\$155,950	
CONSTRUCTION CONTRACT AMOUNT	\$77	42,422	SF	\$3,274,940	

RENOVATION 29,000 GSF Field House
13,422 GSF Pool and Locker Rooms

Working assumptions: Notes:

HARD COSTS			77%
1 Construction Contract			
A. Base Building	\$3,275,000		see attached breakdown by CSI division
B. Demolition, Excavation & Site Preparation	\$0	0%	of GSF @ \$15
C. Site Utilities & Infrastructure	\$0		
D. Parking	\$0	0	surface spaces @ \$3,000
E. Landscape Allowance	\$0		
Subtotal - Hard Costs	\$3,275,000		\$77 hard cost/GSF without inflation
2 Inflation Factor to Midpoint of Construction	\$569,000	6.0%	construction inflation rate
Subtotal - Hard Costs with inflation	\$3,844,000	2.75	years to midpoint
			\$91 hard cost/GSF with inflation
SOFT COSTS			23%
3 Architectural & Engineering Fees	\$461,000	12.0%	of hard costs
4 Additional Architectural & Engineering Services	\$0	0%	of 3
5 Furniture, Fixtures & Equipment	\$200,000		preliminary allowance
6 Testing Fees, Surveys, Etc.	\$0		preliminary allowance
7 Local Fees & Permits	\$50,000		preliminary allowance
8 Start-Up Expenses	\$0		preliminary allowance
9 Direct Project Expenses	\$0		preliminary allowance
10 Project Contingency	\$228,000	5%	of 1 to 9
11 Project Management/Owner's Rep	\$191,000	4%	of 1 to 10
12 Operating Reserve	\$0		to be determined
Subtotal - Soft Costs	\$1,130,000		
Total Project Costs	\$4,974,000		\$371 project cost/GSF

The A&E industry range is 10% to 14% for renovation projects.
 ex. Renderings, models, 3-D computer fly-through, public mtgs
 ex. Divider curtains, basketball goals, tennis stanchions
 ex. Topographic survey, geotech report, geothermal study
 ex. Building permit, utility fees
 ex. Hiring new personnel prior to building opening; creating new brochures
 ex. Legal fees, travel related to site tours, studies
 Financial institutions often require a contingency in the range of 5% to 10%.
 Outsourced and/or internal crosscharges with Facilities Dept is between 2% to 4%.
 To meet financial obligations in first year of opening, some project may need to plan for an initial reserve.

FINANCING COSTS			
13 Site Acquisition	\$0		
14 Construction Period Interest	\$164,000	5.5%	interest rate: 45% outstanding; 18 mo. cnstrn
15 Debt Issuance Fees	\$149,000	3.0%	financing fee percentage
16 Credit Insurance	\$102,000	2.0%	fee
Subtotal - Financing Costs	\$415,000		
Total Project Costs with Land and Financing	\$5,389,000		

Preliminary Worksheet for Capacity and FF&E Budget of a Cardio/Strength Room

Brailsford & Dunlavey

Equipment Type	% of Area	Area	SF allocation	Number of units	Average price	Total cost
Cardio	26.0%	1,300	50	26	\$6,200	\$161,200
Selectorized Exercise	23.0%	1,150	35	33	\$2,800	\$92,000
Plate Loaded Exercise	8.0%	400	60	7	\$3,000	\$20,000
Stand Alone Rack	0.0%	0	80	0	\$2,600	\$0
Rack on Platform	6.0%	300	150	2	\$4,600	\$9,200
Dumbbells	10.0%	500	70	7	\$1,000	\$7,143
Stretching/Plyometrics	7.0%	350	100	4	\$40	\$140
Circulation	20.0%	1,000				
	100.0%	5,000		78		\$289,683

13. Implementation Planning

Purpose:

- ❑ Determine the options for ordering projects and the potential impact of inflation and timeline for raising capital

Data/Research:

- ❑ Approvals processes
- ❑ Financing processes
- ❑ Procurement and delivery method regulations

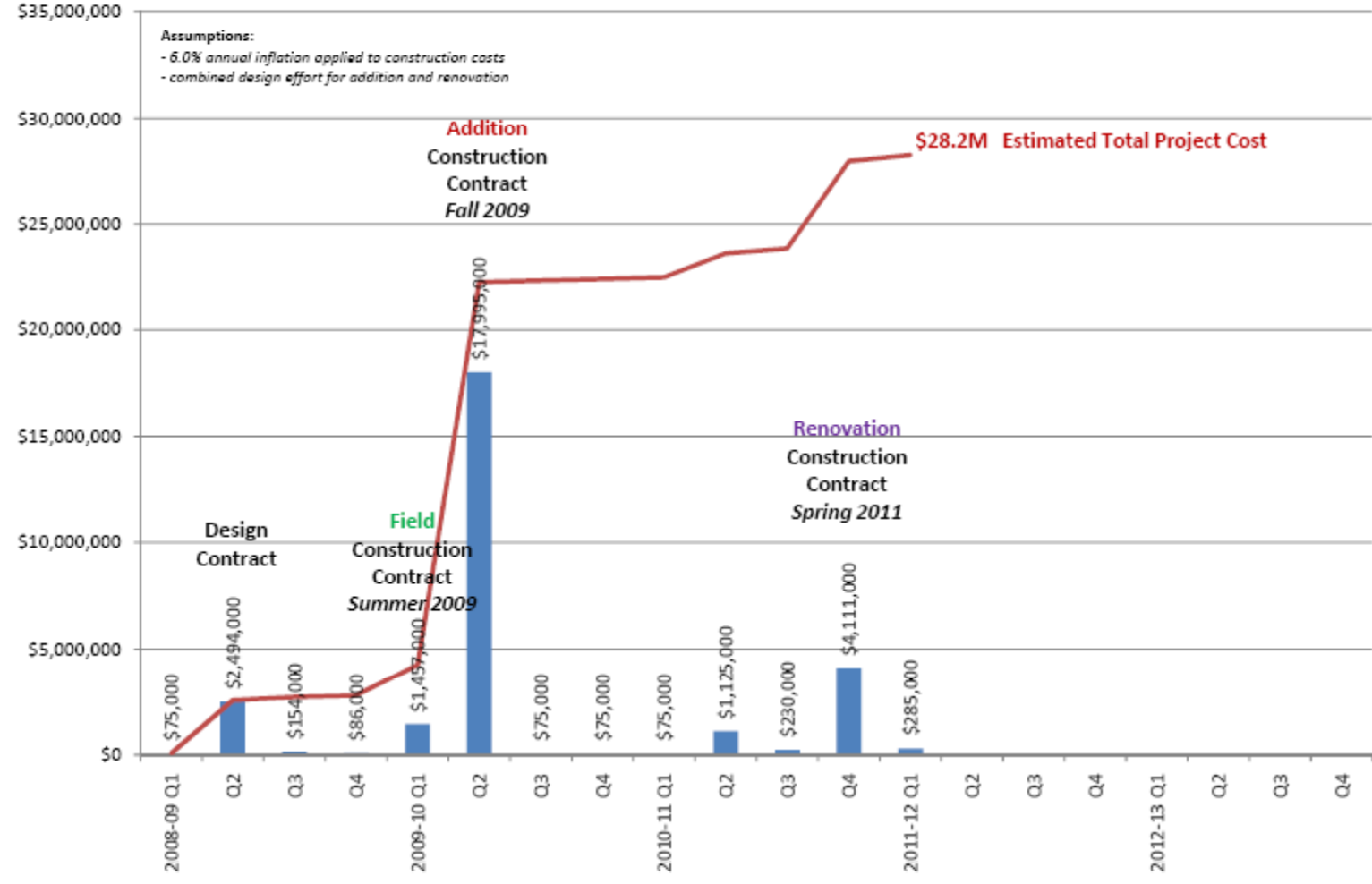
Skill Set / Planning Tools:

- ❑ Development scheduling
- ❑ Cost of time analysis
- ❑ Graphing financial timelines



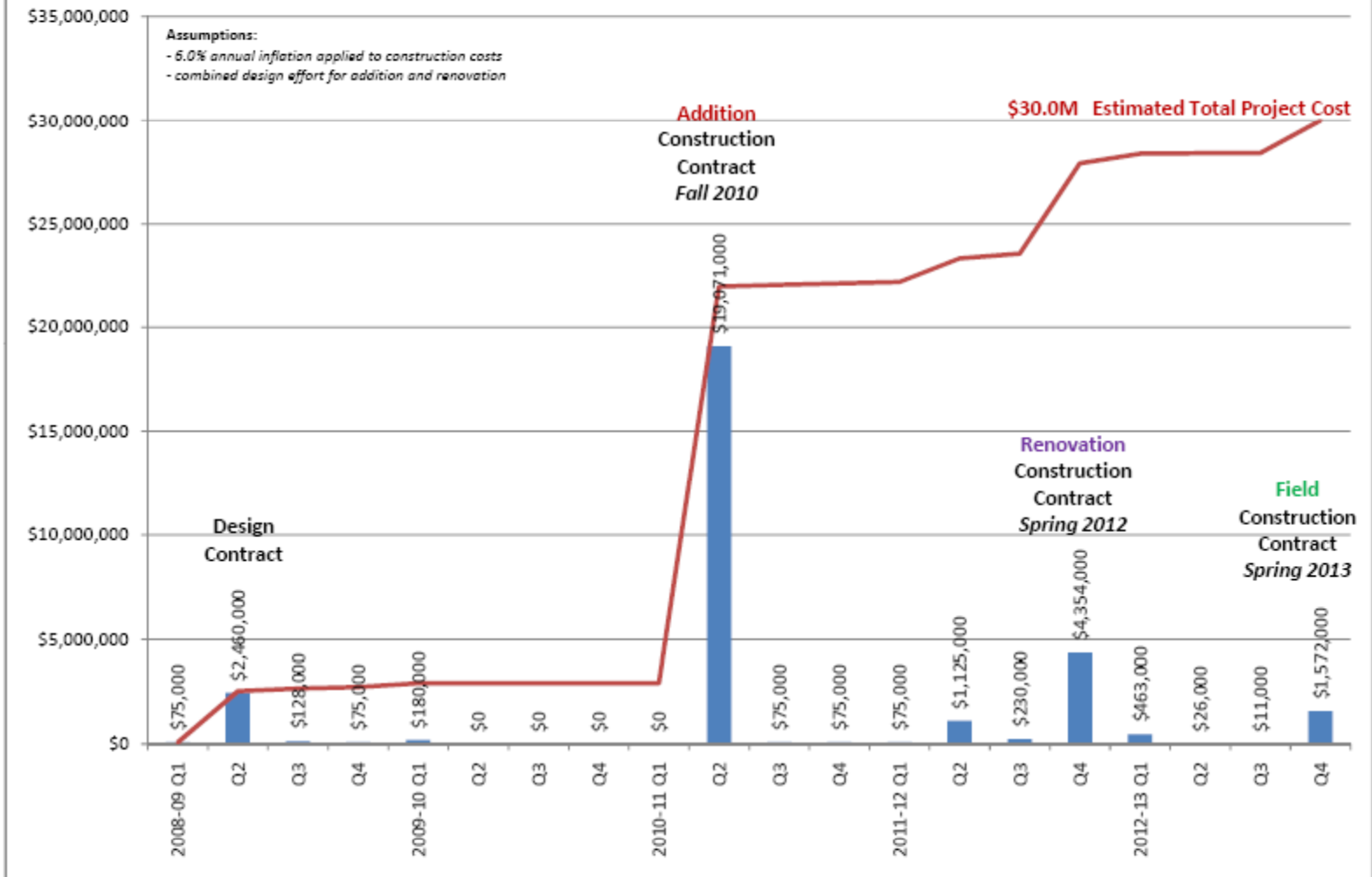
Capital Commitment Schedule

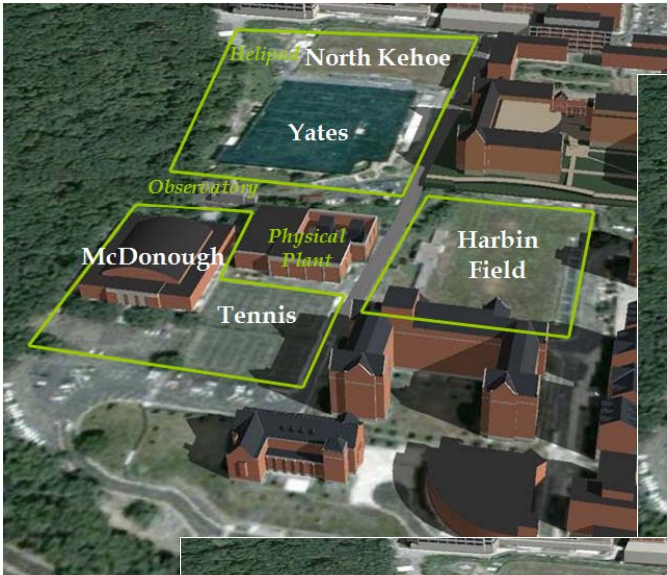
Phasing Scenario A: Field -> Addition -> Renovation



Capital Commitment Schedule

Phasing Scenario C: Addition plus a year -> Renovation -> Field





14. Pro forma Modeling

Purpose:

- ❑ Determine the sensitivity of major variables to future operating budgets and related ability to cover debt service and M&R fund allocations

Data/Research:

- ❑ General market for revenues (ex. seat sales, memberships, rentals)
- ❑ Flexibility to current operating paradigms

Skill Set / Planning Tools:

- ❑ Business planning (revenue sources)
- ❑ Interactive financial modeling



Pro Forma

PE Center: Admin Gross Square Meters 37,472.0

Description	Reference Data															
	1	0	1	2	3	4	5	Into Phase 1			Into Phase 2		Into Phase 3			
	2004-05	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	
Operating Status		Inactive	Inactive	Inactive	Inactive	Inactive	Inactive	Inactive	Inactive	Inactive	Active	Active	Active	Active	Active	
1 Gross Square Meters		0	0	0	0	0	0	0	0	0	37,472	37,472	37,472	37,472	37,472	
Account																
Revenue Sources (other than central funding)																
2 User Fees								0	0	0	813,200	926,300	1,059,400	1,146,000	1,240,500	
3 Rentals	158,540	0	0	0	0	0	0	0	0	0	200,800	206,900	213,100	219,500	226,000	
4 Leases	57,932	0	0	0	0	0	0	0	0	0	73,400	75,600	77,900	80,200	82,600	
5 Other											1,017,900	1,051,200	1,086,000	1,120,600	1,156,500	
6 Direct Central Funding Contribution	120,000	0	0	0	0	0	0	0	0	0	152,000	156,600	161,300	166,100	171,100	
7 TOTAL REVENUE	336,472	0	0	0	0	0	0	0	0	0	2,257,300	2,416,600	2,597,700	2,732,400	2,876,700	
Expenses (not paid directly by central funding)																
8 Personnel	2,659,782	0	0	0	0	0	0	0	0	0	3,369,300	3,470,400	3,574,500	3,681,800	3,792,200	
9 Administrative	394,012	0	0	0	0	0	0	0	0	0	499,100	514,100	529,500	545,400	561,800	
10 Marketing	40,000	0	0	0	0	0	0	0	0	0	50,700	52,200	53,800	55,400	57,000	
11 Maintenance & Repair	78,048	0	0	0	0	0	0	0	0	0	98,900	101,800	104,900	108,000	111,300	
12 Trash																
13 Utilities																
14 Insurance																
15 Taxes																
16 TOTAL EXPENSE \$	3,171,842	0	0	0	0	0	0	0	0	0	4,018,000	4,138,500	4,262,700	4,390,600	4,522,300	
17 NOI	(2,835,370)	0	0	0	0	0	0	0	0	0	(1,760,700)	(1,721,900)	(1,665,000)	(1,658,200)	(1,645,600)	
Debt																
18 Transfers	53,430	0	0	0	0	0	0	0	0	0	67,700	69,700	71,800	74,000	76,200	
20 Reserves	224,500	0	0	0	0	0	0	0	0	0	284,400	292,900	301,700	310,800	320,100	
21 AVAILABLE FUNDS	(3,113,300)	0	0	0	0	0	0	0	0	0	(2,112,800)	(2,084,500)	(2,038,500)	(2,043,000)	(2,041,900)	
Central Fund																
22 Personnel Benefits	258,184	0	0	0	0	0	0	0	0	0	327,100	336,900	347,000	357,400	368,100	
23 Maintenance & Repair	383,622	0	0	0	0	0	0	0	0	0	486,000	500,500	515,600	531,000	547,000	
24 Trash	5,440	0	0	0	0	0	0	0	0	0	6,900	7,100	7,300	7,500	7,800	
25 Utilities	448,332	0	0	0	0	0	0	0	0	0	567,900	585,000	602,500	620,600	639,200	
26 Insurance	9,615	0	0	0	0	0	0	0	0	0	12,200	12,500	12,900	13,300	13,700	
27 Credits	(\$31,965)	0	0	0	0	0	0	0	0	0	(40,500)	(41,700)	(43,000)	(44,200)	(45,600)	
6 Direct Contribution (above)	120,000	0	0	0	0	0	0	0	0	0	152,000	156,600	161,300	166,100	171,100	
28 PE Admin Budget	3,113,300	0	0	0	0	0	0	0	0	0	2,112,800	2,084,500	2,038,500	2,043,000	2,041,900	
29 TOTAL FUNDING	4,306,529	0	0	0	0	0	0	0	0	0	3,624,400	3,641,400	3,642,100	3,694,700	3,743,200	

Emphasis

1. Existing Facilities Conditions Review
2. Existing Operating Conditions Review
3. Visioning
4. Regional Context
5. Competitive Context
6. Benchmarking
7. Focus Groups
8. Survey
9. Demand and Gap Analysis
10. Land Analysis
11. Big Idea
12. Capital Budgeting
13. Implementation Planning
14. Pro Forma Modeling



Emphasis: *ex. Performance Venues*

1. Existing Facilities
Conditions Review

2. Existing Operating
Conditions Review

3. Visioning

4. Regional Context

5. Competitive Context

6. Benchmarking

7. Focus Groups

8. Survey

9. Demand and Gap
Analysis

10. Land Analysis

11. Big Idea

12. Capital Budgeting

13. Implementation Planning

14. Pro Forma Modeling



Emphasis: *ex. Campus Recreation*

1. Existing Facilities
Conditions Review

2. Existing Operating
Conditions Review

3. Visioning

4. Regional Context

5. Competitive Context

6. Benchmarking

7. Focus Groups

8. Survey

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Analysis

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Emphasis: *ex. Community Recreation*

1. Existing Facilities
Conditions Review

2. Existing Operating
Conditions Review

3. Visioning

4. Regional Context

5. Competitive Context

6. Benchmarking

7. Focus Groups

8. Survey

9. Demand and Gap
Analysis

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Emphasis: *ex. Donor/Partner Op*

1. Existing Facilities
Conditions Review
2. Existing Operating
Conditions Review
3. Visioning
4. Regional Context
5. Competitive Context
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3+

MATURE 17+



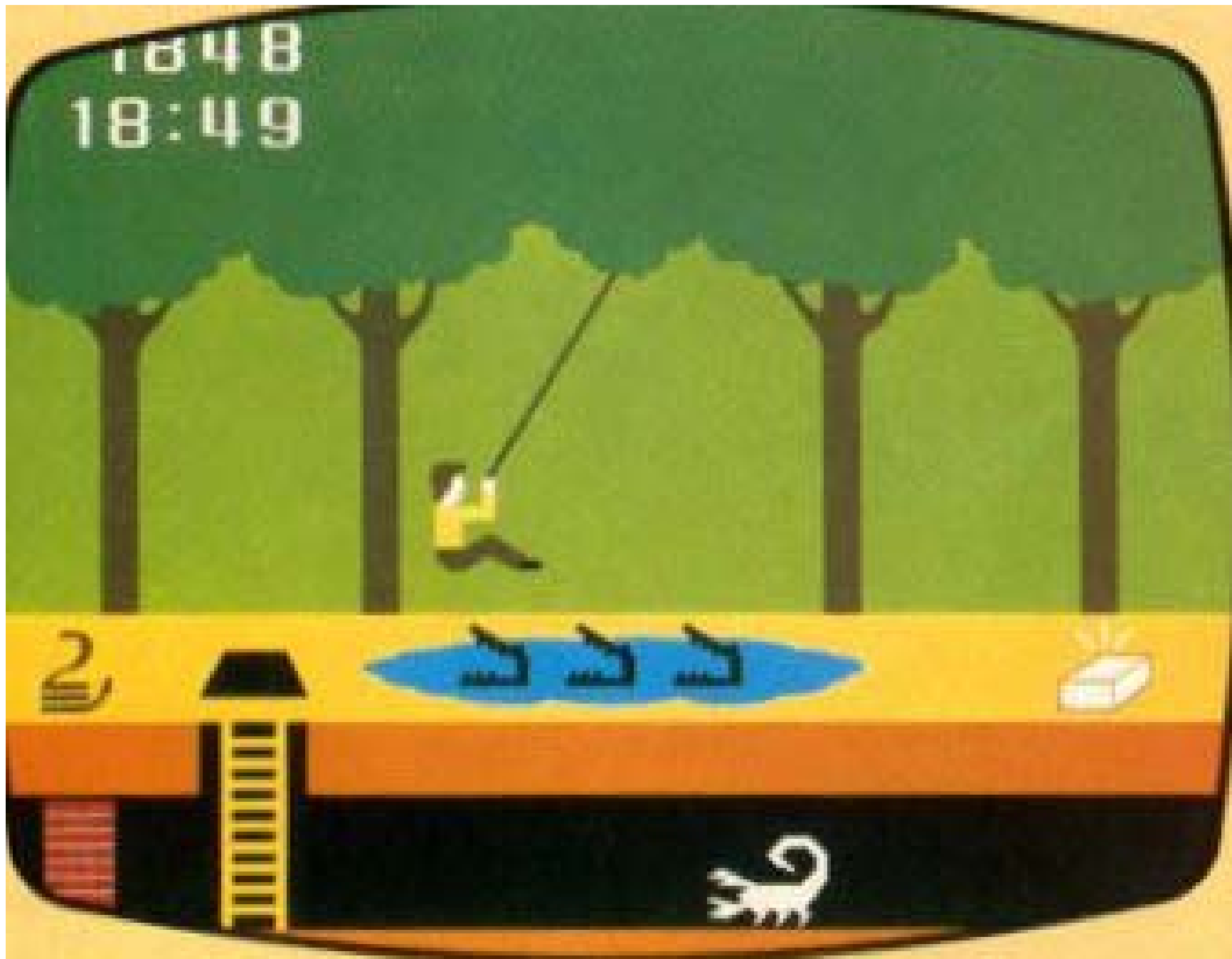
PC

Pitfalls

- Thinking it's just a checklist or off-the-shelf product
- Thinking it's a static document
- Thinking it's about a building
- Thinking it will sell itself



1848
18:49



PITFALL

Pitfalls

- ❑ Thinking within too many constraints to allow for Big Ideas
- ❑ Thinking you've established consensus without verification
- ❑ Allowing individual voices to dominate collaborative process
- ❑ Missing key stakeholders and resources on the team





I LOVE IT WHEN A PLAN COMES TOGETHER !! *Wellington*

Summary

1. Existing Facilities Conditions Review
2. Existing Operating Conditions Review
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Master Plan



In ten years, the A&R precinct will look like _____,
accommodating _____ and _____ users, with an
annual operating budget of \$_____, managed by
the _____ department. The individual projects will
likely develop in the order of _____, _____, and _____,
costing \$____M (net existing deferred maintenance
and debt service).



In ten years, the A&R precinct will look like Exhibit A, accommodating 12 varsity sports teams and 400 student-athletes, with an annual operating budget of \$4M, managed by the Athletics department. The individual projects will likely develop in the order of an artificial turf field, a new performance gymnasium, and an expansion to the weight & fitness and athletic training areas, costing \$50M (net existing deferred maintenance and debt service).



Discussion

1. Existing Facilities Conditions Review
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Contact Information

Ann Drummie – adrummie@facilityplanners.com

Chet Roach – croach@facilityplanners.com

Booth 1547

www.facilityplanners.com/presentations



ATHLETICS AND RECREATION MASTER PLAN – WHAT DOES IT LOOK LIKE?

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