

Summarized Questions

Questions asked multiple times are so noted.

Competition:

1. Sudbury fitness facilities (Longfellow Club, Bosse Sports, the Field House) and seasonal recreation clubs (Sudbury Swim & Tennis) were not analyzed. Why were they not included, and how were the facilities chosen included for comparison? (Asked by five separate individuals.) **See Attached Summary. Our approach to looking at comparable facilities are to evaluate the program spaces that are public facilities comparable in size and costs so that is why we don't look at private gyms. Not any different from looking at private golf courses to public golf courses. The price points are different and the experiences are different. For Fairbanks, this is a multi-generational community center. The private clubs don't provide a third of their program space at low cost or no cost. They are primarily focused on sports and fitness. This facility is not driven by sports or fitness but by programs for youth, families, seniors and adults which is a big difference.**
2. Please provide five or ten community centers in Massachusetts towns comparable to the one proposed—where are they, how much revenue do they generate, what is the cost recovery ratio? **If there aren't five, let us know how many there are. We focus on a 15 mile radius as our benchmark. Different towns have different objectives for their community centers as to rather is self supporting or not. Just because it is listed doesn't make it a apples to apples comparison.**

SUDBURY PARKS AND RECREATION

BENCHMARK ANALYSIS

Benchmark Analysis

Introduction

Pros Consulting examined all services and activities directed towards senior citizens within the Sudbury Senior Center along with the Sudbury Parks and Recreation department, and benchmarked them against other local government recreation

providers as well as private organizations' offerings and price points. All agencies benchmarked are within a 15-mile radius of the Sudbury Senior Center. Information collected for this analysis was gathered through the agencies' websites, program guides, or through phone conversations with staff.

The benchmark includes the following agencies:

Agency	City	Distance from Sudbury (Miles)	Center Type
Sudbury	Sudbury	-	Senior Center
Acton	Acton	4.3	Senior Center
Concord	Concord	6.6	Senior Center
Marlborough	Marlborough	8.4	Senior Center
Natick	Natick	11.7	Senior Center
Stow	Stow	6.2	Senior Center
Wayland	Wayland	5.4	Senior Center
Anytime Fitness	Acton	4.2	Private
Anytime Fitness	Framingham	9.4	Private
Anytime Fitness	Maynard	3.4	Private
Beede Fitness Center	Concord	8.4	Private
Bosse Sports Club	Sudbury	3.8	Private
Boston Sports Club	Wayland	5.0	Private
Global Fitness Center	Stow	4.6	Private
Gold's Gym	Concord	6.3	Private
L.A. Fitness	Natick	5.2	Private
Longfellow	Natick	9.7	Private
Longfellow	Wayland	4.2	Private
Planet Fitness	Natick	12.1	Private
Thoreau Club	Concord	5.2	Private
Wayside Athletic Club	Marlborough	6.4	Private
YMCA	Framingham	7.3	Private
YMCA	Marlborough	4.1	Private

The benchmark data collection for all systems was obtained in November 2017-March 2018. While it is possible that there may have been changes or updates in the data provided, to ensure consistency only the original figures obtained at that time have been used in the benchmark. The goal is to evaluate how Sudbury Parks and Recreation Department along with the Sudbury Senior Center are positioned among

peer agencies as it applies to efficiency and effectiveness practices through data that offers an encompassing view of each system's operations.

Comparison of Senior Centers

Services and Costs

The following table is a comparison of the age requirements for senior center memberships, cost of single group fitness classes, cost of group fitness class packages, number of classes offered per week, and senior sport activities offered.

Agency	Age Requirement	Cost of Single Group Fitness Class	Cost of Group Fitness Multi Class Packages (8 Classes)	Number of Group Fitness Classes Offered per Week	Senior Sport Activities
Sudbury	60+	N/A	\$36-\$56	9	N/A
Acton	60+	Free-\$1	N/A	15	Golf
Concord	60+	\$5	N/A	6	N/A
Marlborough	60+	N/A	\$24	9	Chair Volleyball
Natick	60+	\$3	\$24	9	N/A
Stow	60+	Free-\$5	\$24	9	N/A
Wayland	60+	\$3-\$8	\$50-\$56	6	N/A
<i>Average:</i>	60+	\$3	\$39	9	

Of the agencies benchmarked, the age requirement for senior activities are all 60. The cost of a single group fitness class ranges from free to \$8, with the average being \$3 per class. The cost of an 8-class group fitness package ranges from \$24 to \$56, with the average being \$39 per 8 classes. The number of group fitness offered per week ranges from 6 to 21 per week, with the average being almost 11 per week.

Key Takeaways

Cost of 8 Group Fitness Class Package

Highest Package Cost: Sudbury, Wayland-\$56

Lowest Package Cost: Marlborough, Natick, Stow - \$24

Benchmark Average: \$39

Number of Group Fitness Classes Offered per Week

Most Classes Offered: Acton- 15

Fewest Classes Offered: Concord, Wayland-

Benchmark Average: 9

Sudbury: 9

Comparison of Private Fitness Centers

Membership and Personal Training Costs for Seniors

The table is a comparison of the different private fitness centers within 15 miles of Sudbury. Benchmark data includes memberships rates, and personal training rates for seniors, and if the agencies accept Silver Sneakers. When calculating averages, an additional value of zero is used for any agency participating in the Silver Sneakers Program.

Agency	Age Requirement for Senior Pricing	Accepts Silver Sneakers	Membership Cost (Single/Monthly)	Personal Training Costs (60 Minutes)	Number of Group Fitness Classes Offered per Week
Anytime Fitness (3 locations)	65	Yes	\$40.95	\$60	0
Beede Fitness Center	60	No	\$99	\$60	55
Bosse Sports Club	N/A	No	\$250	\$80-\$100	47
Boston Sports Club		No	\$30	\$125	31

Evolve Fitness	N/A	No	\$9.99 No Classes, \$29.99-\$44.99 w/ Classes	\$60	32
Global Fitness Center	N/A	No	\$44.95	\$55-\$72	52
Gold's Gym	N/A	No	\$39.99	\$65-\$75	44
L.A. Fitness	65	Yes	\$24.99-\$29.99	\$60	11
Longfellow (2 Locations)	65	No	\$65	\$80	144
Planet Fitness	65	Yes	\$9.99-\$21.99	-	0
Thoreau Club	65	No	\$109	\$76	75
Wayside Athletic Club	65	No	\$60	\$72	31
YMCA (2 locations)	65	Yes	\$47.74	\$36-\$45	60
<i>Average:</i>	<i>65</i>		<i>\$45.65</i>	<i>\$70</i>	<i>45</i>

Key Takeaways

Cost of Senior Membership

Highest Membership Cost: Bosse- \$250/month

Lowest Membership Cost: Planet Fitness- \$9.99/month

Benchmark Average: \$45.65/month

Cost of Personal Training Hour

Highest Personal Training Cost: Boston Sports Club- \$125/hour

Lowest Personal Training Cost: YMCA- \$36/hour

Benchmark Average: \$70/hour

Number of Group Fitness Classes Offered per Week

Most Classes Offered: Longfellow- 144

Fewest Classes Offered: Planet Fitness, Anytime Fitness- 0

Benchmark Average: 45

Of the agencies benchmarked, seven of the ten accept Silver Sneakers. When computing user cost averages, these agencies were calculated twice; once at full price, and once at a user cost rate of \$0.

The annual fitness membership monthly rate range for seniors is \$9.99 to \$250, with the average cost being \$45.65. The hour personal training rate range for seniors is \$36 to \$125, with the average being \$70/hour. The number of group fitness classes offered in the benchmarked agencies range from 0 to 144 classes per week, with the average being 45 classes/week.

Financials:

1. Sensitivity analysis of projected revenue
 - a. What happens to the revenue projection if we only get (i) 50% or (ii) 75% of the people?. **The Town will cut hours of operation, staff and**

programs to match the budget they can afford is what most systems do if that is the case.

- b. What happens to the operating cost if we only get (i)50% or (ii)75% of the people? **The Town will cut hours and operation, staff and programs to match the operating budget with what they can afford. The current proforma was matched to the existing memberships they have now as well.**

(Assume the shortfall is evenly distributed across all user types.)

2. What would it cost to renovate current space and expand into the SPS administration area? **Assume the current Park & Rec Admin & Program Space (former school building wing with flat roof) would require total demolition and reconstruction to code. In addition: This is work that is the next phase of work. This is not a detailed design or construction documents that you are looking for.**

Hi Tom. The community sent questions to Pat Brown for the committee to respond to and they are asking us to respond to the ones we know. Can you respond to the questions that you can or if it is in the next phase of work. Thanks, Leon

- 1.
2. (47) What is the plan to keep programs and Senior Center open during construction? **TOWN?** or PROs?**[Tom Poulos]** From an architectural perspective, a logical phasing plans needs to be assessed during the Design Phase in the next steps of the Project. The details of this phasing opportunity will be flushed out with program prioritization, design, construction logistics, and the cost implications regarding the same.
3. (49) Is there money already in place for any phase in or relocation of any programs.. Estimated cost? **TOWN****[Tom Poulos]** **There is a cost contingency in place for some phasing of the facility. The cost is from our historical data base and incorporated as an allowance at this point in time. It is based on other phased community center facilities with a similar scope that we have worked on throughout the nation.**

Space Allocation

1. (51) Kitchen - needs to be placed to handle daily food delivers and pick-up for meals on wheels program. Room for delivery truck.**[Tom Poulos]** **A service drive has been provided for this very reason. The details of this element of the design will also be further refined in the next phase of the project design.**
2. (52) Senior Space to be clearly listed as Senior Space not to include space allocated to the kitchen or lobby.**[Tom Poulos]** **This is a detail that can be accommodated in next phase of the design.**

3. (53) 4.3.5 Senior Space --What does take "maximum advantage of shared community program spaces" mean?
1. (52) On proposed square foot chart, Title - Facility Administrator should read Senior Center Administration.**[Tom Poulos] It should not have read "Facility Administrator". The proper term is Senior Facility Administration. Providing detail staff design/delineation in this phase of the study is not in our scope. Therefore, it would be inappropriate to start naming a space for a particular staff position. Generic titling is the best way to properly note this in the graphics. Please work with PROS Consulting if your feel there is a more appropriate title that takes into consideration all the spaces required for Senior Facility Administration.**

Miscellaneous

1. (7) How much more would it cost to build a green building and what would the long term savings be for that?**[Tom Poulos] The cost for a "sustainable (green facility) design has been incorporated in the design and associated costs. If the Town seeks formal "LEED Certification" you would need to add an additional \$250K - \$300K to the Project.**
2. (21) What would it cost to renovate current space and expand into the SPS administration area? I am assuming that the following would need to happen at a minimum. Is this correct? **TOWN** or can we get estimates from PROs?**[Tom Poulos] We have already gone above and beyond for our effort in the Study. If the Town is interested in evaluating this, we would be glad to do so as an Additional Service (\$1,500 Add Fee). This will take some time and effort to properly address. We certainly have the available data and knowledge to provide this information, but it will take some additional time and effort to do so. Please let us know if the Town wishes to commence with this work.**

P&R Administration and Program area

- Roof structure replaced
- Exterior windows replaced
- Insulate exterior walls
- Replace HVAC system

Cafetorium

- Adapt to provide a large multi-purpose room

Boiler Room

- Roof structure reinforced

Atkinson Pool and Locker Room

- Reroof with insulation
- Repair to exterior walls
- Rebuild locker rooms

Senior Center

- Repair windows

Demographics/Projections:

1. The graph on page 6 shows a nearly linear increase for both number of households and population but that isn't consistent with other projections (state, regional planning agency, NESDEC (New England School Development Council), all of whom show population remaining essentially flat or declining until 2035. How would this affect projected use and economic viability of the planned facility?

Demographics/Projections

1. **PROS uses US Census numbers for 2010, ESRI numbers for 2017 and 2022, and straight line linear regression to predict years 2027 and 2032. This is just a mathematical formula and doesn't take in building restrictions such as housing development and/or school growth, etc.**
2. (31) (pages 31 and 38) These show 32% of survey responders currently use the Fairbank Center at least weekly, but that 67% would use a new center weekly. Assuming we double facility use, how many people would that be? Is our parking and traffic infrastructure adequate? **TOWN? This is just an open survey and not a statistically-valid survey. So you can't really apply the percentage to their population to get a number but you can assume that if a new center was built that community members would use it more often than the current facility.**
3. (39) pg 3 - 28% of the population is under 18 years but on page 6 it says 86% of the households are families. This doesn't make sense. Might need more description. **One percentage is referencing to the number of households and the other percentage is referencing to the number of individuals in that age group. A family household consists of a householder living with one or more individuals related to him or her by birth, marriage, or adoption. For example, a senior couple is a family household, parents with young children is a family household, and/or a young married couple is a family household.**
4. (REM9) The chart on page 23 is very critical. Observe the growth of the 55+ to over 41% of total. Not sure these out years projections are consistent with those of the state. That doesn't make them wrong however. Observe the shrinkage of the age group of 35-64. This means the primary earning years group is shrinking. This could imply disposable income will shrink for the entire town. This forecast could demand a discussion of the capacity of the town to fund this project and others. **Need to educate the community on how the Town expects to fund the facility and the different available funding and revenue options that are available.**

Miscellaneous:

1. You assume 100% revenue in year 1. Is that common, or how long do facilities take to achieve full utilization? **Most agencies achieve that in the first year from our work in other communities because the Town typically two years to promote the new facility and our numbers are very conservative.**
2. Do the project cost estimates include transition costs (costs of relocating current services during construction), and if so, how were they determined? **Yes.**