



City of Fayetteville Police Department

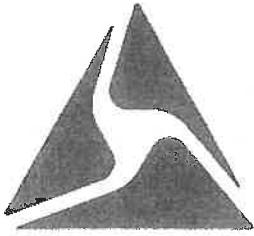
225 College St. East * Fayetteville, TN 37334

Phone: (931) 438-7771 * Fax: (931)438-4344

In 2014, the Fayetteville Police Department began to use the Axon Taser as a safe, effective means of less-lethal force. The use of Taser products increases officer safety and the safety of the public thus reducing liability. Over the past five years, our officers have safely detained numerous armed or combative individuals using the Taser X2. Axon Taser requires annual training to maintain certification with their products. Axon Taser instructors are required to attend recertification training every two years. During the last Taser instructor certification, Axon announced at the beginning of 2022, they will discontinue the Taser X2 model. We will no longer be able to purchase cartridges or batteries and the software upgrades will no longer be available. Axon also announced officers *shall* discharge two (2) cartridges during their annual certification training. The X2 cartridges were \$27 per unit. While Taser cartridges and accessories are covered as a line item in the budget, Taser's training mandates will exceed the previously considered amount. To maintain the highest level of public safety, we must also reconsider our options to renew our Taser products as they are becoming obsolete. We request you to consider one of the three proposals to renew our aging devices

1. Full replacement: \$60,320.10
2. Software upgrade cable and half replacement: \$30,461
3. Annual contract agreement with Axon Taser: \$19,550 per year for five years (please see attached form for details)

Please note: Axon Taser is the only recognized distributor of less-lethal conducted electrical weapons (CEW). They are also the sole source distributor of Tasers and Taser products. This does limit our options for service.



Axon Enterprise, Inc.
 17800 N 85th St.
 Scottsdale, Arizona 85255
 United States
 Phone: (800) 978-2737

Q-242710-43852.841KH

Issued: 01/22/2020

Quote Expiration: 03/31/2020

Account Number: 459674

Payment Terms: Net 30
 Delivery Method: Fedex - Ground

SHIP TO

Coby Templeton
 Fayetteville Police Dept. - TN
 308 W. Market St.
 Fayetteville, TN 37334
 US

BILL TO

Fayetteville Police Dept. - TN
 308 W. Market St.
 Fayetteville, TN 37334
 US

SALES REPRESENTATIVE

Kyle Hunt
 Phone: (480) 930-4484
 Email: huntk@axon.com
 Fax:

PRIMARY CONTACT

Coby Templeton
 Phone: (931) 438-7771
 Email: cobytempleton@fpunet.com

Group1

Item	Description	Term (Months)	Quantity	List Unit Price	Net Unit Price	Total (USD)
Axon Plans & Packages						
20141	TASER 7 EVIDENCE.COM LICENSE		25	0.00	0.00	0.00
Hardware						
20010	TASER 7 HANDLE, STANDARD (RED LASER), CLASS 3R		25	1,720.00	1,720.00	43,000.00
20013	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE)		150	38.00	38.00	5,700.00
20018	TASER 7 BATTERY PACK, TACTICAL		30	86.00	86.00	2,580.00
20160	TASER 7 HOLSTER - SAFARILAND, RH+CART CARRIER		25	80.00	80.00	2,000.00
20042	TASER 7 DOCK & CORE WARRANTY, 4-YEAR		1	300.00	300.00	300.00
74200	TASER 7 6-BAY DOCK AND CORE		1	1,500.00	1,500.00	1,500.00
					Subtotal	55,080.00
					Estimated Shipping	0.00
					Estimated Tax	5,240.10
					Total	60,320.10
					Grand Total	60,320.10



Axon Enterprise, Inc.
 17800 N 85th St.
 Scottsdale, Arizona 85255
 United States
 Phone: (800) 978-2737

Q-242637-43851.810KH

Issued: 01/21/2020

Quote Expiration: 01/31/2020

Account Number: 459674

Payment Terms: Net 30
 Delivery Method: Fedex - Ground

SHIP TO

Coby Templeton
 Fayetteville Police Dept. - TN
 308 W. Market St.
 Fayetteville, TN 37334
 US

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Fayetteville Police Dept. - TN
 308 W. Market St.
 Fayetteville, TN 37334
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SALES REPRESENTATIVE

Kyle Hunt
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 Fax: (480) 930-4484

PRIMARY CONTACT

Coby Templeton
 Phone: (931) 438-7771
 Email: cobytempleton@fpunet.com

Year 1

Item	Description	Quantity	List Unit Price	Net Unit Price	Total (USD)
Axon Plans & Packages					
20141	TASER 7 EVIDENCE.COM LICENSE	25	0.00	0.00	0.00
20141	TASER 7 EVIDENCE.COM LICENSE	1	0.00	0.00	0.00
20140	TASER 7 DUTY CARTRIDGE REPLENISHMENT PROGRAM	25	0.00	0.00	0.00
Hardware					
20008	TASER 7 HANDLE, HIGH VISIBILITY (GREEN LASER), CLASS 3R	25	0.00	0.00	0.00
20040	TASER 7 HANDLE WARRANTY, 4-YEAR	25	0.00	0.00	0.00
20042	TASER 7 DOCK & CORE WARRANTY, 4-YEAR	1	0.00	0.00	0.00
20012	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE)	75	0.00	0.00	0.00
20013	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE)	75	0.00	0.00	0.00
20018	TASER 7 BATTERY PACK, TACTICAL	30	0.00	0.00	0.00
20041	TASER 7 BATTERY PACK WARRANTY, 4-YEAR	30	0.00	0.00	0.00
20160	TASER 7 HOLSTER - SAFARILAND, RH+CART CARRIER	25	0.00	0.00	0.00
74200	TASER 7 6-BAY DOCK AND CORE	1	0.00	0.00	0.00
20016	TASER 7 INERT CARTRIDGE, STANDOFF (3.5-DEGREE)	50	0.00	0.00	0.00
20017	TASER 7 INERT CARTRIDGE, CLOSE QUARTERS (12-DEGREE)	50	0.00	0.00	0.00
70033	WALL MOUNT BRACKET, ASSY, EVIDENCE.COM DOCK	1	0.00	0.00	0.00

Year 1 (Continued)

Item	Description	Quantity	List Unit Price	Net Unit Price	Total (USD)
Hardware (Continued)					
20012	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE)	50	0.00	0.00	0.00
20013	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE)	50	0.00	0.00	0.00
20014	TASER 7 HOOK-AND-LOOP TRAINING (HALT) CARTRIDGE, STANDOFF (3	50	0.00	0.00	0.00
20015	TASER 7 HOOK-AND-LOOP TRAINING (HALT) CARTRIDGE, CLOSE QUART	50	0.00	0.00	0.00
Other					
20144	2019 - TASER 7 CERTIFICATION PLAN	25	0.00	0.00	0.00
20147	VR EMPATHY DEVELOPMENT AUTISM SCHIZOPHRENIA ACCESS: 5 YEAR	1	0.00	0.00	0.00
20135	OCULUS GO STANDALONE VIRTUAL REALITY HEADSET	1	0.00	0.00	0.00
20146	TASER 7 ONLINE TRAINING CONTENT ACCESS: 5 YEAR	25	0.00	0.00	0.00
20088	2019 - TASER 7 CERTIFICATION PLAN YEAR 1 PAYMENT	25	720.00	720.00	18,000.00
				Subtotal	18,000.00
				Estimated Shipping	0.00
				Estimated Tax	1,710.00
				Total	19,710.00

Year 2

Item	Description	Quantity	List Unit Price	Net Unit Price	Total (USD)
Hardware					
20012	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE)	50	0.00	0.00	0.00
20013	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE)	50	0.00	0.00	0.00
Other					
20089	2019 - TASER 7 CERTIFICATION PLAN YEAR 2 PAYMENT	25	720.00	720.00	18,000.00
				Subtotal	18,000.00
				Estimated Tax	1,710.00
				Total	19,710.00

Year 3

Item	Description	Quantity	List Unit Price	Net Unit Price	Total (USD)
Hardware					
20012	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE)	50	0.00	0.00	0.00
20013	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE)	50	0.00	0.00	0.00
20014	TASER 7 HOOK-AND-LOOP TRAINING (HALT) CARTRIDGE, STANDOFF (3	50	0.00	0.00	0.00
20015	TASER 7 HOOK-AND-LOOP TRAINING (HALT) CARTRIDGE, CLOSE QUART	50	0.00	0.00	0.00
Other					
20090	2019 - TASER 7 CERTIFICATION PLAN YEAR 3 PAYMENT	25	720.00	720.00	18,000.00
				Subtotal	18,000.00
				Estimated Tax	1,710.00
				Total	19,710.00

Year 4

Item	Description	Quantity	List Unit Price	Net Unit Price	Total (USD)
Hardware					
20012	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE)	50	0.00	0.00	0.00
20013	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE)	50	0.00	0.00	0.00
Other					
20091	2019 - TASER 7 CERTIFICATION PLAN YEAR 4 PAYMENT	25	720.00	720.00	18,000.00
				Subtotal	18,000.00
				Estimated Tax	1,710.00
				Total	19,710.00

Year 5

Item	Description	Quantity	List Unit Price	Net Unit Price	Total (USD)
Hardware					
20012	TASER 7 LIVE CARTRIDGE, STANDOFF (3.5-DEGREE)	50	0.00	0.00	0.00
20013	TASER 7 LIVE CARTRIDGE, CLOSE QUARTERS (12-DEGREE)	50	0.00	0.00	0.00

Year 5 (Continued)

Item	Description	Quantity	List Unit Price	Net Unit Price	Total (USD)
Other					
20092	2019 - TASER 7 CERTIFICATION PLAN YEAR 5 PAYMENT	25	720.00	720.00	18,000.00
				Subtotal	18,000.00
				Estimated Tax	1,710.00
				Total	19,710.00
Grand Total					98,550.00

Summary of Payments

Payment	Amount (USD)
Year 1	19,710.00
Year 2	19,710.00
Year 3	19,710.00
Year 4	19,710.00
Year 5	19,710.00
Grand Total	98,550.00

Tax is subject to change at order processing with valid exemption.

Axon's Sales Terms and Conditions

This Quote is limited to and conditional upon your acceptance of the provisions set forth herein and Axon's Master Services and Purchasing Agreement (posted at www.axon.com/legal/sales-terms-and-conditions), as well as the attached Statement of Work (SOW) for Axon Fleet and/or Axon Interview Room purchase, if applicable. Any purchase order issued in response to this Quote is subject solely to the above referenced terms and conditions. By signing below, you represent that you are lawfully able to enter into contracts. If you are signing on behalf of an entity (including but not limited to the company, municipality, or government agency for whom you work), you represent to Axon that you have legal authority to bind that entity. If you do not have this authority, please do not sign this Quote.

Signature: _____ **Date:** _____
Name (Print): _____ **Title:** _____
PO# (Or write N/A): _____

Please sign and email to Kyle Hunt at huntk@axon.com or fax to (480) 930-4484

Thank you for being a valued Axon customer. For your convenience on your next order, please check out our online store buy.axon.com

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		SFDC Contract #: Order Type: RMA #: Address Used: SO#:
Review 1	Review 2	
Comments:		

City of Fayetteville

Michael Whisenant, Mayor
Dorothy Small, Vice Mayor
Scott Collins, City Administrator

Phone (931) 433-6154
Fax (931) 433-2557



Alderman:
Jeff Alder
Tonya Allen
Danny Bryant
Donna Hartman
Rachael Martinez

"Where Tradition Meets Tomorrow"
Fayetteville, TN 37334

110 Elk Avenue South

www.fayettevilletn.com

Strategic Plan: Special Response Team Vehicle

Special Response Team Vehicle for 2020 with the modifications and upgrades. These additions will maximize space for team and equipment transport and provide a stable base of operations for critical incident response. The following modifications will convert the recently donated medical ambulance into a functional police vehicle:

(1) Blue light conversion, Console, Siren, and installation-	\$4800
(2) Wrapping and decal-	\$7500
(3) interior cabinet removal and bench installation-	\$4000
(4) Two radios complete-	\$1666

Total: \$17,966



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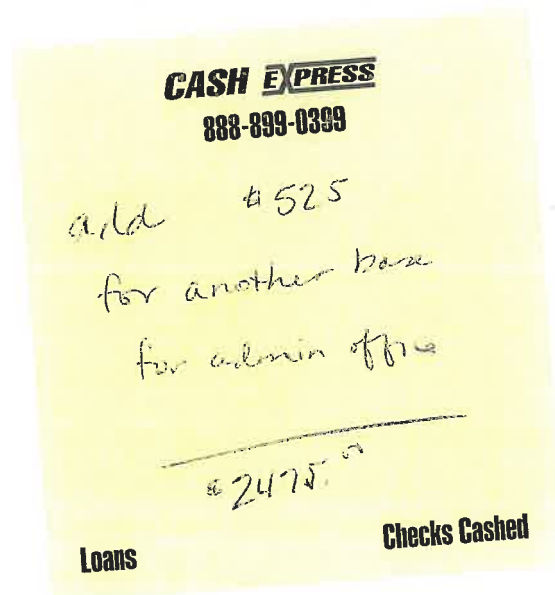
Strategic Plan: Digital Radio Base Station and 2 Portable Radios

We recently outfitted all patrol officers and vehicles with new radios to meet the digital upgrade requirements. This recent purchase safely covered all officers and cars, but it did not replace the base station radio in the office. The base station is now obsolete as it only transmits and receives on the analog frequency.

While we were able to issue every officer a new digital walkie successfully, we found we have no radios in reserve. These reserve walkies are needed to replace other radios should they become damaged, lost, or stolen. These reserve walkies are also frequently loaned to other city departments for cross-communication during large scale events.

We are requesting support to replace the Police Department base station radio and to add at least two additional walkies to our inventory.

Base Station Radio: \$525
 Two (2) walkie radios with external microphones: \$1425
 Total: \$1950





City of Fayetteville Police Department



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Phone: (931) 438-7771 * Fax: (931) 438-4344

Strategic plan: Duty belt suspenders

Some of our officers have expressed concern about back problems due to long exposure of the weight the duty belt places on the hips and back. To combat this problem we are looking in to buying duty belt suspenders to take the weight of the duty belt off of the hips and back. The suspenders will distribute the weight of the belt evenly across the shoulders. The suspenders are worn underneath the officer's ballistic vest and can not be seen to the general public.

Duty Belt Suspenders: \$40.00

Total: \$1,200.00

Search

GO

Elbeco / Item# NY019 BLK / Mfg# VSS1

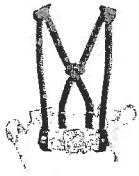
Elbeco Suspension System

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\$30.99

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ADD TO CART

ADD TO WISHLIST

RELATED ITEMS...

2019-2020

Fayetteville Fire Department
STRATEGIC PLANNING



Proposal # 1

Fayetteville Emergency Services

Staffing

Mission Statement

The mission of the Fayetteville Fire Department is to prevent fires, through inspection and education, to prevent loss of life and property, to confine a fire to the place of origin, to extinguish the fire, and to rescue trapped or injured victims.

Values

- Safety
- Responsive
- Caring
- Integrity
- Honesty
- Dignity
- Service

Focus Areas

- Creating a team of professional responders that the city, the citizens, and the visitors of Fayetteville can rely on and be proud of through:
 - Adequate Staffing
 - Adequate Equipment
 - Adequate Training
- A lower Insurance Services Office (ISO) Public Protection Classification Rating

Strategic Objectives

Where we were in the past?

Prior to 2007-08, the Fayetteville Fire Department was staffed with 5 personnel per shift, along with an Assistant Chief and Chief. In 2008, the Assistant Chief position was vacated, and 2 firefighter positions were created; this brought staffing to 6 per shift and a Chief Officer. Twelve

years later, we are holding the same staffing allowance. Prior to 2008, the fire department considered minimum staffing to be 4 men; post 2008, minimum staffing was considered at 5.

Where are we now?

Currently, the Fayetteville Fire Department is running with a six man shift or platoon (3 shifts). This shift consists of 1 Engineer at each of the two stations, 1 Firefighter at each of the two stations, 1 Company Officer at each of the two stations (Lieutenant at Station 2, Captain at Station 1), and 1 Chief Officer for a total of 19 men.

Where should we go and why?

A MTAS fire study for an East Tennessee city with a population of just over 4,000 with an ISO rating of Class 9 indicated that for a \$100,000 home structure paying an annual fire insurance premium of \$806, the annual savings per household where the ISO class was improved to Class 5 was \$298. When multiplied by the estimated 1,477 homes inside the city, the annual savings to city dwellers amounted to \$440,146. The cost of improving the water system was \$695,470, 57 percent of the total \$1,220,123 cost of improving fire service, including the water distribution system and installing hydrants. By using long-term debt and paying approximately \$100 annually per household for fire service improvements, each household received savings of approximately \$298 annually.

If a fire department improves its ISO rating, homeowners and businesses in the community often save money on their insurance premiums. If the savings are spent in the community, the extra cash can help the local economy. The U.S. Chamber of Commerce states that every dollar that stays in a community will turn over more than six or seven times. Using the above example, the \$440,146 annual savings in insurance premiums minus the annual cost of \$147,700 will generate an additional \$292,446. When this turns over six times during the year it generates an additional \$1,754,676 (\$292,446 x 6) for the local economy. At the rate of 2.75 percent local sales tax, this savings generates \$48,254 in additional tax revenue to the of improving the fire service and the water system. Much of this money currently is going to insurance companies outside the community. In this example, it clearly was in the local government's interest to make the improvements with the projected savings. Cities in need of revenues for improving fire service may want to do a similar analysis.

As noted in the 2014 Fayetteville Insurance Services Office (ISO) study, a significant amount of points was left on the table due to inadequate staffing. Fayetteville received only **3.83 points out of 15 possible points** in this area. Total points awarded was 73.04 out of 105.5 possible (a "2" rating requires 80 - 89.99 points). To maintain a constant state of readiness, provide safety to our teams, and meet OSHA requirements on "two in - two out" on structure fires, Fayetteville is

understaffed. The addition of 3 firefighters (1 per shift), would provide the ability to put two – 3 man engine crews and 1 ladder truck on structure fires, (meeting ISO requirements) while maintaining 2 on attack crew, 2 on Rapid Intervention Team (OSHA required), an Engineer on the pump, and a command level officer on scene within the first 3 to 5 minutes; this formula is imperative for safety as well as successful fireground operations. Although ISO gives credit for mutual aid, it is only given if the aid is called on the “first alarm on every call”. Without local support, we must rely solely on our staffing level to be adequate.

NFPA 1710 provides the minimum requirements relating to the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments. For the 2016 edition of the standard, subsection 5.2.4 on fire department service deployment was revised to include three new occupancies, along with the appropriate response staffing levels for each. The minimum staffing level for each occupancy is listed below. (For the full breakdown of staffing requirements by position, refer to the subsections specific to each occupancy in 5.2.4.) NOTE: ***Even though fireground staffing levels have changed, NFPA 1710 continues to require that engine companies be staffed with a minimum of 4 on-duty members, as stated in subsection 5.2.3.*** In addition, paragraph 5.2.2.2.1 requires that the fire department identify minimum company staffing levels as necessary to meet the deployment criteria required in 5.2.4 to ensure that a sufficient number of members are assigned, on duty, and available to safely and effectively respond with each company.

The initial full alarm assignment to a structure fire in a typical 2000 ft² (186 m²), two-story, single-family dwelling without a basement and with no exposures must provide for a minimum of 14 members (15 if an aerial device is used).

Open-Air Strip Mall – minimum of 27 members (28 if aerial device is used) The initial full alarm assignment to a structure fire in a typical open-air strip shopping center ranging from 13,000 ft² to 196,000 ft² (1203 m² to 18,209 m²) in size must provide for a minimum of 27 members (28 if an aerial device is used).

Garden-Style Apartment – minimum of 27 members (28 if aerial device is used) The initial full alarm assignment to a structure fire in a typical 1200 ft² (111 m²) apartment within a three-story, garden-style apartment building must provide for a minimum of 27 members (28 if an aerial device is used).

High-Rise – minimum of 42 members (43 if building equipped with fire pump) The initial full alarm assignment to a fire in a building with the highest floor greater than 75 ft (23 m) above the lowest level of fire department vehicle access must provide for a minimum of 42 members (43 if the building is equipped with a fire pump).

Fire departments that respond to fires in occupancies that present hazards greater than those found in 5.2.4 shall deploy additional resources as described in 5.2.4.5 on the initial alarm.

Although I believe that the future will dictate more firefighters for Fayetteville, I believe that we can take a huge step towards our final goals by adding three firefighters in 2020-21.

Fire departments that respond to fires in occupancies that present hazards greater than those found in 5.2.4 shall deploy additional resources as described in 5.2.4.5 on the initial alarm.

Although I believe that the future will dictate more firefighters for Fayetteville, I believe that we can take a huge step towards our final goals by adding three firefighters in 2020-21.

What is in our way of realizing our vision?

Finances are usually the biggest obstacle when adding staffing. However, the plan I am proposing should allow the city to accomplish two goals in one. My second proposal is for a mini-pumper (fire engine). The mini-pumper is agile and can move quicker through the city streets than a custom or commercial engine; the bonus is that ISO gives full credit as an engine, for this apparatus, if it meets specifications. Meeting the specifications will realize approximately 300 – 375k dollar savings for the city (see proposal 2). Saving this kind of money on a much-needed capital purchase should help offset the required funding for this proposal.

What is needed to carry out the work in this plan?

The combined funding of Proposals 1 & 2 is imperative for the plan to come to fruition. Placing two engines and a ladder company on scene (ISO required) relies on adequate staffing. The alternative would be to let the city's current ISO rating decline.

Three additional Firefighting positions would increase the current budget as follows:

Base Salary	33,904.00
FICA / Medicare	2593.66
Retirement	3271.74
Insurance	8125.22
Christmas	282.53
Total Cost per FF	48,177.14
Total Budget Addition	144,531.42

2019-2020

Fayetteville Fire Department
STRATEGIC PLANNING



Proposal # 2

Fayetteville Emergency Services

Mini-Pumper

Mission Statement

The mission of the Fayetteville Fire Department is to prevent fires, through inspection and education, to prevent loss of life and property, to confine a fire to the place of origin, to extinguish the fire, and to rescue trapped or injured victims.

Values

- Safety
- Responsive
- Caring
- Integrity
- Honesty
- Dignity
- Service

Focus Areas

- Creating a team of professional responders that the city, the citizens, and the visitors of Fayetteville can rely on and be proud of through:
 - Adequate Staffing
 - Adequate Equipment
 - Adequate Training
- A lower Insurance Services Office (ISO) Public Protection Classification Rating

Strategic Objectives

Where are we now?

Currently, the Fayetteville Fire Department is running two engine companies out of a 2016 Toyne Custom Pumper and a 2007 E-One Custom Pumper; the 2006 Ladder truck is only running when staffing allows, and we have a 1998 Reserve Pumper.

Where should we go and why?

The fire departments' 27 E-One Pumper (E-2) has been plagued with mechanical issues since its' purchase. The amount of money being spent to keep it in service is climbing daily. At the rate it must be repaired, it will not make it through its' service life. The purchase of a mini-pumper would allow E-2 to be moved into a reserve status and save the city from the rising cost of maintenance and repair on this unit. A mini-pumper is less than half the cost to replace a custom apparatus. The mini-pumper would be utilized by shift Captains as a quick response command vehicle allowing the engine crew to become a ladder crew. This formula will put the required 2 Engines and a Ladder on all structure fires in the city, which in turn, credits our ISO Operational Response.

What is needed to carry out the work in this plan?

The purchase of a mini-pumper is around 250K. Funding for this project would save the city in excess of 300 - 375k on a custom pumper and allow for the staffing of the apparatus by adding three firefighters.

**CITY OF FAYETTEVILLE
RECREATION CENTER STUDY
REPORT OF FEASIBILITY STUDY**

DRAFT



Prepared for City of Fayetteville
Parks and Recreation Department
Chris Mitchell, Director

February 6, 2020

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INTRODUCTION

HFR Design was commissioned by the City of Fayetteville to perform an Assessment and Feasibility Study for a Recreation and Aquatic Center. The project Scope was performed through a series of Public Forum meetings, a SurveyMonkey analysis of input from citizens (both citizens from City of Fayetteville and from Lincoln County) and receiving input from City Parks and Recreation Department Staff.

An important facet of the Feasibility Study was an on-site visit which Fayetteville City Staff and Council Members made to visit the Manchester Recreation Center, where they were hosted by Bonnie Gamble, Parks and Recreation Director in Manchester. Ms. Gamble was a Consultant on this Feasibility Study.

The planning for a comprehensive recreation and aquatic center takes enormous amounts of time, creativity and determination to make use of limited resources. The first step was to carefully study the needs of the community, the programs and facilities desired, and to study the resources which would be needed to realize the goals for the City.

We initiated the process through a series of City Staff and Public Forum Meetings, in order to carefully review the needs and wishes of the citizens and staff. We will include comments and survey results as part of our feasibility study and analysis.

In our Study, we will have the following sections:

1. Why have an Indoor Recreation/ Community Center/ Aquatics,
2. Public Forum Meetings and SurveyMonkey analysis,
3. Discussions about the Operations of a Multi-Purpose Indoor Recreation Center,
4. The Assessment of Partnership Opportunities,
5. Procurement Options, including Furniture, Fixtures, and Equipment,
6. An Overview of Revenue Generation/ Expenses Breakdown from a neighboring City Recreation Center,
7. Site evaluation, is there an appropriate facility within Fayetteville that could be converted,
8. Recommendations and options regarding a suitable site for a Center,
9. Articulation of the functional and departmental objectives of the study,
10. Acknowledgement of project related requirements.

Understanding from previous studies which have been undertaken by the City of Fayetteville that residents of the city have indicated an indoor recreation/aquatics facility is a much-needed amenity (2008 Community Survey). In our last section, we will summarize the findings of our Feasibility Study with possible recommendations.

Based on the meetings we have had, information from surveys, review of existing facilities and programs and practical experience, this report will address the desires of the community at large. We have looked at relevant facilities from other locations in Middle Tennessee to determine preliminary construction and related development costs, but those issues cannot be determined without a specific building design. Approximate data was supplied based on assumptions from facilities of similar size and/or amenities.

Chapter One: WHY HAVE AN INDOOR RECREATION CENTER?

Many communities have asked this question throughout the past fifteen – twenty years. Cities across Middle Tennessee have experienced the need to enhance the indoor quality of life services they have for their citizens. Many of these cities are located within one to two hours of travel time from Fayetteville.

- Shelbyville: Indoor Recreation Center/ Indoor Pool
- Winchester: Indoor Swim-plex
- Tullahoma: Two Indoor Recreation Centers/ Indoor Pool/Water Park
- Manchester: Indoor Recreation Center/ Two Indoor Pools
- Huntsville, AL: Numerous Indoor Recreation Centers/ Community Centers
Three Splash Pads/ Swim-plex with 2 Olympic size pools with seating for 1400
- Lewisburg: Indoor Recreation Center/ Indoor Pool
- Pulaski: Indoor Gym/ Recreation Center/ No Indoor Pool

It has always been noted that when one goes to an indoor facility in Manchester, Shelbyville, Tullahoma, Winchester, Lewisburg, or Huntsville, AL, that, invariably a Lincoln County, TN license plate will be seen on several cars. City planners and other officials generally say, "Build It, and they will come!"

If the City of Fayetteville gets to the point that an indoor recreation/aquatics facility is built in your City this same statement will be heard. Fayetteville can attract Franklin County/Winchester, Lynchburg/Moore County, SE Marshall County, Southern Bedford County, Giles County and Northern Alabama.

So, why should a City spend countless hours of planning, meeting with consultants, and ciphering budgetary numbers to come up with a plan and an implementation strategy to construct an indoor recreation center?

We want to name a few reasons--

Stay Healthy Longer

Community recreation centers offer many programs that help benefit both the body and the mind. Studies have shown that people who exercise regularly have lower blood pressure, delayed onset of diabetes, lower heart disease rates, and overall increased longevity.

**FACT: 2010 Census Fayetteville Median Resident age 40.1, Tennessee 38.6, Manchester 36.1, Tullahoma 40
Need Strong Older Adult activities/facilities**



Reduce Stress

The benefits of recreation complexes not only help the body, but they also create a less stressed mind. Stress greatly affects the community at large, and people who regularly use recreation centers have lower stress levels than sedentary people. Another benefit to the mind is overall happiness. People who exercise regularly are more than twice as likely to consider themselves happy.



Benefits to Families

Couples and families that play together tend to stay together. Family ties are strengthened by spending leisure time with each other. This effect works well with parent-child relationships. If a goal is to attract families to Fayetteville, then a Recreation Center with various options can do this.



Reduce Crime Rates with Children

Juvenile criminal rates can decrease up to 25% when the community has a recreation center for adolescents to attend. A community recreation center gives children a safe place to play, keeping them off the streets.

Recreation Centers Increase Property Value

Houses that are located closely to newly built community centers or sports centers notice increases in property values. Studies have shown that people not only love going to recreation centers, but they are also willing to pay to live closer to one.



Keep Your Employees Alert and Around

Employees who exercise regularly used almost half as many absences as employees who did not engage in physical activity. Employees who had actively paid for membership for physical recreation are more alert on the job and have a lower turnover rate than employees without similar benefits.

Cultural Diversity

Sometimes, cultural differences can cause problems in community relations and in workplaces. Participating in group activities can help to increase cohesion in both the community and the workplace.



Boost Your Students' Performance

Students who actively participate in recreational activities have increased retention rates. In tests given to more than 33,000 students, researchers verified the link between active lifestyles and retention levels.

Child Care

Many recreation centers are offering programs that help parents keep their children busy and having fun. Many Recreation complexes are including areas for after-school childcare to help keep kids out of an empty home while the parents are out working. Some sports. Proper facility planning can keep kids off the street while helping them prepare for their futures.



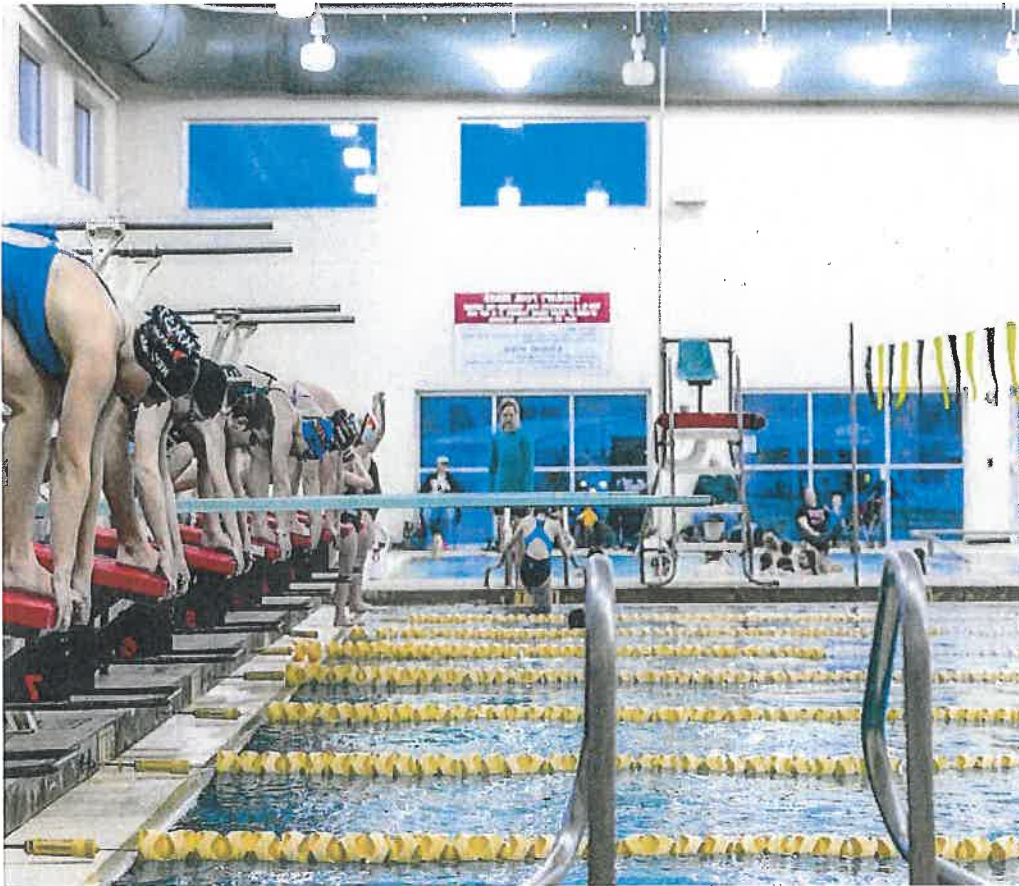
Tourism

Sports facilities can hold large tournaments that can bring people from neighboring states. This increase of people can help bring more revenue into a city a few times a year. Local businesses along with the recreation centers see an increase in revenue during these large events.

Fact: Tourism Expenditures will grow when events are held in Indoor Recreation Centers.

- For 2018 grew 5.43% in Coffee County/ City of Manchester,
- Lincoln County/ City of Fayetteville grew 3.09%.

An Investment in the economic vitality of Fayetteville will increase revenues.



Chapter Two: SUMMARY FAYETTEVILLE SURVEYMONKEY RESULTS—RECREATION CENTER

The HFR Planning Team created a *Fayetteville Recreation Complex Survey* and was discriminated by the City throughout the City and County. The survey was put together with key questions, in order to get a feel as to the recreational interests of the community. In the survey, the citizens were asked key questions about one's current participation level and interest in programming at the Center. The SurveyMonkey questions will be in the Appendices.

The following information is a summary of the data:

Number of Respondents

The number of completed surveys were 257. Fayetteville residents comprised 109 of these and Lincoln County were 148.

Demographic of Respondents

The age of the respondents was largest in 36-45 at 34%. If you added the ages 26-55, then this age group represented 74% of the respondents. However, 70% of the people answering the survey was female.

Current Participation level in Fayetteville Parks and Recreation

The majority of people answered only occasionally or not at all used facilities or participated in programs. Fayetteville residents had 60% choosing occasionally, seldom, never, and Lincoln County was the same. **I think this is important for local officials to consider, as currently the department does not return that much revenue. They are funding \$700,000 a year, yet only 40% of the citizens are using the department more than occasionally.**

Use of a Recreation Center

The reverse was the case when asking how often they would use a Recreation Center. 60% said they would use the facility often/monthly. **Therefore, the question of the impact the tax dollars spent on parks and recreation would have with the Recreation Center versus the current state is an important one. More taxpayers would experience a benefit for their tax dollar with the Recreation Center then do currently.**

Amount of Programming available currently

Only 18-27% of respondents found programming levels excellent. The majority in each age category found them fair to poor. Seniors were the most satisfied with 42% finding the program level poor or no programming. On the other end of the spectrum were teens and young adults. In the Lincoln County category 70% of respondents found programming for teens poor or none and the same for those with Special Needs. Fayetteville responses were highest in the poor category addressing citizens with Special Needs, at 66%. **An indoor Recreation Center would certainly need to provide space for Teens/Young Adults and Special Needs and promote programming for these groups.**

Important components of Recreation Center

The most interesting result of this question is that an outdoor pool/splash pad received the highest rating with 43%. When added to the number that chose the important category then 68% of respondents found the outdoor pool/splash pad very important/important. This leads to the question of the dissatisfaction with the current outdoor pool area. The order of very important/important category components were:

- Outdoor pool/splash pad 68%
- Gyms 66%

- Indoor Walking Track 65%
- Teen Game Room 64%
- Indoor Pool/Lap 61%
- Weight Room 57%
- Casual Care Nursery, Meeting Room/Birthday party 53%

Another important point was that Aerobics, Racquetball and Warm Water pool all came in the 40% range as lowest.

Our Study, based on these results and conversations from the public meetings, that emphasis on components for that 26-55 age group is most important. Fayetteville with the "Patrick Center" and relationship with the hospital probably has the therapeutic/senior end covered. Not getting in competition with them would be helpful in winning support. I would not recommend a separate warm water indoor pool based on this, budget, and the number of people who are interested in an outdoor pool "water park" kind of area. I would put a zero- depth entrance as an offshoot of the competition pool. Everyone agrees the need for a place for teens and young adults, which should get significant space. Maybe even an indoor climbing wall type area. A facility that could hold an afterschool program/summer or even a daycare might be important and provide a good revenue stream.

Programs in the New Recreation Center

These were fairly-well dispersed with majority wanting the basic, wellness, fitness, and afterschool programs. Our Study was surprised to see the lower swim team until it realized that the majority marked it as, something they would not use but thought it important in a facility.

Support for Recreation Center

79% of people selected that it was more important to serve more people than the level of revenue generated by the facility.

57%of respondents strongly support the construction of a Recreation Center to **19%** strongly opposed. If you add both support categories, it is **68%** to the two negative choices at **27%**. This was the same when filtered for Lincoln County residents and Fayetteville residents.

The operation of a multipurpose indoor Recreation Center presents many challenges and for the Fayetteville Parks and Recreation a large leap forward over current operations of facilities. An indoor public Recreation Center, to borrow the term from retailers, is a “big box” operation as it contains so many diverse spaces and provides a wide array of activities all under one roof (See Architectural Program Ch. 9). The basic desire of all managers and goals set by local officials is to maximize revenue while controlling expenses and keep the customers (local taxpayers) happy. The only way to come close is to develop a plan of action for operations and maintenance that is understood by all and that provides strategic direction for management and staff.

Revenue Generation

The revenue an indoor Recreation Center produces comes from programs, facility rentals, special events, sponsorships, concessions, daily admission and memberships. It is important to base the revenue strategy on understanding the market area served by the facility and the opportunities available for revenue. **Please see a Graph indicating the revenues for FY 2018-19 from the Manchester Recreation Center in Chapter 6.

□ Programs—

The cost of heating and cooling a large indoor facility is the same whether you have 100 people inside or 1,000 so maximizing the use of the facility throughout the hours of operation produces a positive revenue stream off-setting utility cost. The programming of the facility to attract diverse groups of people throughout a day is crucial to achieve positive revenue compared to expenses. It is important to recognize just scheduling many programs does not mean people will come in significant numbers and an evaluation must be determined what are the effective programs.

1. **Programming for diverse ages and populations** is important for increasing use of the facility but also spreading out the use through the hours of operation. Most facilities have different groups that come in at different times. An early morning crowd will come in most interested in using the facility and spaces but not programs before work and school. This is the 5:00am - 7:00am crowd. The 7:00am-11:00am group of people are stay at home moms and dads, seniors, and people who work late shifts or are independent and make their own schedule. They are interested in programs and services such as child- care. The 11:00am- 3:00pm use is sporadic and the least number of people during a weekday. It then becomes very busy from 3:00pm-9:00pm with school age children, parents, those who have come from work. These users look for programs, child- care, and entertainment. Programs can independently produce revenue for the center but more significantly, when included in a membership package, they will increase sales.
2. **Senior Programming** needs to have variety because there is a wide range of abilities and interests within that age category. This variety will attract the most seniors to invest in use of the facility. These programs should include aquatic and land classes that provide various levels of cardio challenge, classes that include strength and flexibility. Examples include:
 - Water Aerobics Shallow and Deep Water
 - Water and Land Zumba
 - Yoga and Chair Yoga
 - Cardio classes
 - Classes designed by national programs such, as Silver-Sneakers
 Specialty classes also such as a senior clogging that are free based on membership or luncheons and learning opportunities included in their use of the facility. Seniors appreciate memberships and payments that are simple and are most likely to pay in full rather than sign up for bank drafts. A simple fee rate that includes their classes and use of the facility is best.

A Recreation Center should be more than a place to exercise but provide an important opportunity to socialize and support each other emotionally. This is critical when serving a senior population where many are caregivers to a family member, living alone, or undergoing significant health challenges. The building of this kind of center

will positively serve the community but also provide a dependable and stable source of revenue.

- 3. Athletic programs are an important component** of a Recreation Center that attracts participation from families, teens and adults. However, this is also the area that probably has the most competition from schools, churches, and private organizations. An assessment is necessary to determine what athletic programs should come from Fayetteville Parks and Recreation. An example is that if there is an elementary youth basketball league for children grades 4-5, then it doesn't need duplication. Instead the department could operate a basketball league for children in grades K-3 grades. It is also important to evaluate the pricing and effectiveness of other athletic programs. There may exist a need for another basketball league if the current one is expensive and limiting participation.

Churches are more involved in providing athletic programs and it is important to give families options without trying to eliminate participation. It is helpful to keep a communication line open with churches so that scheduling can work for both and understanding what the goals of each program.

An in- house athletic program can provide positive revenue and should not be a part of a basic membership. A discount in price if someone has a membership in the center can provide another selling point for memberships. It is important to always make sure that those with memberships have access to gyms and that gym time is not completely dominated by athletic leagues.

Swim teams are a unique and challenging athletic program. If possible, it is best to have a swim team as an "in house" program. This model gives the Parks and Recreation Department the most control over an expensive space to maintain and access to the revenue generated from swim teams. The coaches are employees of the department and all registration money goes through the Department.

- 4. Specialty classes are those that are not included in a membership** and open to citizens regardless if they have a membership. Examples are: swim lessons, dance classes, cheerleading, athletic programs, afterschool programs, summer camps, arts and crafts classes. Revenue can come directly to the Parks and Recreation Department through registrations, or from contractual arrangements from providers of the program. A registration discount for membership is also a possibility. A swim lesson for two weeks may cost \$55 per child but a 10% discount if the child has a Recreation Center membership. A dance instructor may take registrations and administer the program but pay an agreed upon percentage every month to parks and recreation for use of the facility.

Facility Rentals

The revenue generated from rentals is often the easiest and most efficient for a Recreation Center because of the minimal expense associated with the rentals. The facilities are available and rentals do not include much in- staff expenses. Rentals also produce that source of revenue when the building may have the least amount of paying customers. Examples are renting pools in the evening and weekends for private parties, gyms for tournaments and leagues, rooms for meetings and family parties, pool lane rentals for school swim teams, specialty classes paying for space rather than percentage of registrations. There are a variety of private providers who might have an interest in utilizing space at the Recreation Center for their activity.

A facility rental agreement is necessary to cover issues of liability during use, clean up and maintenance, payment, and scheduling. A balance is necessary between rentals and membership use of the facility. An example is pool and gym time which can get large requests for use for reservation but have a great demand for individual use of lap swimming and pick- up basketball.

□ **Special Events**

Some Recreation Centers are designed with spaces that attract use for special events. These can include concerts, fundraising dinners, and even circuses. The Department can use space for special events but most often they do not generate that much revenue compared to the expense associated with the activity. It is important again that if a third party wants to hold a special event that liability insurance coverage is clear that the city is covered.

□ **Sponsorships**

The use of sponsorships can produce revenue to offset the expenses of a program or special event, or, generate marketing and advertising revenue. The department would need to determine the level of advertising and marketing they are willing to provide for sponsorships. The marketing and advertising sponsorships can include selling of space through sign and banner placement. A private business might want a wellness room named after them. The new facility should place a digital sign outside and inside that can both advertise their programs and hours but also businesses. A memorial program is also a good idea for sponsorships that can provide funds for benches, scoreboards, and other amenities. A sponsor might want recognition for funding a Teen/Youth space. The sale of bricks in a sidewalk near the Center entrance is also a manner of revenue through a type of sponsorship. The landscaping of an area also is popular as a Memorial Area or sponsorship from a landscaping company.

□ **Concessions**

The revenue generated from the sale of food and drinks is significant and basic to the operation of a Recreation Center. It also provides a service to customers. A pricing strategy is critical and product selection. The revenue generated through vending machine goes to support the Tennessee School of the Blind by state law. It is important that not all drinks and snacks are sold through vending machines.

1. **Placement of concessions areas** are an element in promoting sales. People generally do not want to walk far to find concessions. An area for concession sales of cooked food should be near a major facility component such as the outdoor pools and or gyms. The location of snack and drink sales near the entrance and front desk also helps in sales and reduces expense of staff as the front desk personnel can handle the sales.
2. **Healthy concessions versus “junk food”**. A Recreation Center, that has healthy foods and provides them for the community, will have healthy options as part of the concession menu. This can also come through pricing where candy bars have a higher profit margin and sale price than low sugar options of granola bars and dried fruit. Sodas are more expensive than bottled water. The Department will still make significant revenue while offering and promoting healthier food.
3. **Concession sales “in house” versus contracting out**. A determination of when and if a third party should operate concessions in the facility is important. A private provider supplying certain food items for a share of revenue is a possibility or supply the food for a special event or tournament. It is recommended though that the department staff concessions. There are important Health Department considerations about the operation of a concessions area and use of equipment that are easier to enforce.

□ **Daily Admissions**

A distinguishing feature of publicly operated Recreation Centers is allowing the single visit daily use of the facility compared to a membership only use. Daily admissions help to connect the sometime user with the facility and provide a service to visitors to the community. There are different rates for daily admission based on age. Some facilities also add an additional charge if the daily user is not a local resident. The question for the parks and recreation department is if they are going to base daily admission rates on specific use of certain facilities or a one price for all. A challenge for daily admission rates based on specific areas is the person who is not using

the area but coming to watch a child. Shelbyville Parks and Recreation uses a facility use rate while Manchester uses a general admission fee. The facility use rate helps the citizen who just wants to walk on the indoor track. However, it is seldom that a patron doesn't use restrooms, locker rooms and take advantage of seating provided in the center. A general admission daily rate is easier to control, simpler to administer, and spreads operational cost of the Recreation Center across all users.

There are several programs of health insurance providers that includes free admission to recreation facilities. Patrons who pay for these programs can enter free and the facility must keep up with the visits for reimbursement. The reimbursement rates vary but are usually below the daily rate and there are restrictions on how many visits per month the insurance company will reimburse. The health insurance companies market the Recreation Center and often provide free instructor certifications for the instructors of their programs. An example is Silver Sneakers. There are many programs, it is very important for the Parks and Recreation Department and the City of Fayetteville to determine what programs are advantageous to them. Some of these health insurance programs require the facility to keep up with billing and payments and are so cumbersome on staff time that it is not a cost-effective benefit. In addition, some of the programs require that the patron pay 50% of the month pass rate, while there is a cheaper option for the senior just paying the year pass on a monthly ACH.

□ **Memberships**

The sale of memberships provides the largest bulk of revenue for the Recreation Center. Many private providers in the fitness area do not sell memberships based on a year use. They are going away from the membership contract. The Recreation Center is a much larger and more expensive facility than a "Planet Fitness" type of operation. Just the operational cost of an indoor pool requires a steady stream of revenue to help cover expenses. There are many different membership rates and classifications that the City of Fayetteville can utilize for use of the Recreation Center. Some of these include:

1. Yearly use-

The most cost-efficient rate for a family or individual who intends to use the facility consistently is a year pass. The advantage to the parks and recreation department is that this year revenue is there regardless of the use by the family or individual. There are no refunds. It is advantageous then to market year passes as the cost-efficient option and itemize all this includes like fitness classes and casual care nursery use. A discount applied for other rentals and program registrations with a year membership is also an important selling point.

The payment of a year membership in full is not always affordable for an individual or family. A bank draft program of 12 installment payments that does not add any additional charge will promote purchasing of year passes. A contract is development that it does obligate the purchaser for a year and a penalty for stopping the draft before the end of the 12 months. The Manchester Recreation Complex receives \$35,000-\$40,000 a month on bank drafts.

2. Monthly passes-

These are not open for bank drafts but are attractive to those who only want seasonal use of the facilities or are only available to use the facility on a shorter basis. The monthly passes are still cheaper than paying per day. These passes are available in one-month rate/6-month rate/ or sometimes a summer pass.

3. Classifications-

These are based on age, household type, residency, or financial situation. The Fayetteville Parks and Recreation would determine the age qualifications for a child, adult, senior and student pass. Household type would include an individual, family (how many included), senior, and couple. The pricing for a family is more than and individual. The individual pass is more than a senior pass. Appendix A includes the facility use rates for several different Recreation Centers.

Chapter Four Assessment of Partnership Opportunities

The formation of partnerships in the development and operation of a future Recreation Center can aid in the financial management of the facility, program delivery, and staffing. Partnerships also assist in broadening the marketing of the facility and involving more grassroots support for the Recreation Center and programs. The Fayetteville Parks and Recreation and the City must determine what is advantageous to them and the community while preserving management oversight, financial accountability, and liability.

Financial Partnerships-

The costs with constructing and operating the Recreation Center are significant and an important investment in the future of the City of Fayetteville. Most third- party partnerships do not provide the funding for the construction of the building, but rather management and operations. The following are some possible partners to assist financially.

1. Lincoln County Government-

The survey distributed had more county residents responding to the questions than city. The vast majority of these respondents support the Recreation Center. Lincoln County is still a mostly rural county and a Recreation Center in Fayetteville will have a majority of the members come from the rural areas. It is just as important to provide rural residents with the varied benefits of the Recreation Center as residents from Fayetteville. It is very significant that the economic and community development benefits of the Recreation Center do not just affect the Fayetteville economy, but also Lincoln County. Recreation Centers do positively influence real estate and property tax collection as people choose to live in an area with this kind of amenity. It also aids in industrial recruitment and business investment. These are all important to the economic viability of Lincoln County. An example might involve the need for a conference/expo space for the county that could get included in the Recreation Center. Another question is whether there are county agencies or those supported by the county government that need new or additional space. These agencies might work well out of a shared space in the Recreation Center and expand the effectiveness of the funding spent for space. **If the taxpayers of the City of Fayetteville bear all the cost of construction and operation, then they should receive a lower usage rate than non-city residents.**

2. Fayetteville Lincoln County Senior Center-

There have been examples in other communities where the Senior Citizens Center becomes part of a Recreation Complex. An example of this is in Johnson City. Johnson City built the Memorial Park Community Center and it contains the Johnson City Senior Services. They have rooms dedicated to the use of the Senior Services in one portion of the building, however, seniors have access to active spaces for swimming, walking, and classes in the rest of the building. The Senior Services spaces are also open to the parks and recreation staff those hours the seniors are unlikely to use them-- such as evenings and weekends. Both Fayetteville and Lincoln County should assess the condition and longevity of the current Senior Citizen's Center because combining with the Parks and Recreation Department in one building would offer savings in utilities, maintenance, and staffing and create more use opportunities for both. **One of the future trends in parks and recreation programming is more multigenerational opportunities and it would increase support for senior services because the more active retirees would be engaged in the support of senior services.**

3. School Partnerships-

The school systems of Lincoln County and Fayetteville can benefit from a partnership with parks and recreation in a Recreation Center. The City of Paris, Tennessee built a Recreation Center in partnership with Paris Elementary School. They share the building, which allows both access to a performing arts center, indoor pools, gym, and indoor track. School systems have extensive needs for space and room for a variety of activities including, athletics, counseling, preschool programs, Coordinated School Health and other support services. An evaluation of common goals and objectives would be advantageous for both before each commit funds for extension of buildings, space, and athletic facilities.

Programmatic Partnerships-

The largest opportunities for partnerships reside in the area of programs. These can provide a great level of expertise and quality of programming without the employee costs to the City of Fayetteville while producing a significant revenue stream.

1. Children/Youth Childcare-

The public meetings held to discuss the possibility of a Recreation Center had many comments about the need for good childcare opportunities for children and youth. The results of the Recreation Center survey showed the highest percentage of respondents chose Afterschool and Summer Children's programs as the one they were most interested in a new facility. This is an area of growing need nationwide and provides important opportunities for socialization, physical activity, and safety while generating a significant source of revenue. The Afterschool Alliance used 10 years of data in their report on "American After 3:00PM: Rural Communities"—

In 2014, 13 percent of children in rural communities—approximately 1.2 million children—participated in an afterschool program, an increase from 11 percent in 2009, and the percentage of rural families with a child enrolled in a summer learning program in 2013 was 28 percent, compared to 20 percent in 2008.

This is an area that Fayetteville Parks and Recreation does not currently cover or offer programs to the community. A valuable partnership may come in this area through an affiliation of a Boys and Girls Club in a new Recreation Center. The Boys and Girls Club is a well-known national organization dedicated:

To enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

The formation of a Boys and Girls Club in Fayetteville and housed in the Recreation Center could bring quality childcare programs to the community. It could provide sponsorships and funding for an afterschool program without enlarging staff costs to the city.

A partnership in this area where the Fayetteville Parks and Recreation provides the space for a Boys and Girls Club and bears the cost of construction and utilities requires an agreement that will cover areas of liability, revenue sharing, and administration. An affiliation with the North Alabama Boys and Girls Club organization would be the logical place to start investigation of this kind of partnership.

2. Sports and Athletics-

A Recreation Center will include spaces for sports and athletics through gyms, pools, and possible outside grounds. Youth Sports leagues can provide programming and revenue through tournaments and youth league organizations. These could be youth basketball, indoor soccer, swim teams and other sports. School Athletic programs may also utilize space for new programs that can use the facility. A swim team both school oriented or a private swim club would need to pay for pool time and space.

3. Third Party providers-

There exist many opportunities for partnerships with private providers of programs and services that would be interested in an arrangement with a new Recreation Center. Examples would consist of providers of programs such as dance, tumbling/cheerleading, fitness classes, wellness/weight room, sport leagues and clubs. The City of Fayetteville Parks and Recreation could have a contractual arrangement where the provider of the service based on the provider paying an agreed upon percentage of monthly income from the program. Another method would include charging a rental fee for space to the provider or charging a use fee per every registration. An example is adding a \$10 facility fee per week or month to every program registration and the parks and recreation department receiving this monthly.

If Fayetteville Parks and Recreation uses a software system for registrations, rentals, and memberships, then registrations for third party programs could get collected from Fayetteville. At the end of the period, the department would pay the percentage to the provider. This manner assures accountability of funds, registration numbers, and not having to depend on third party collections and payments.

It is important to remember that as a provider of space that Fayetteville Parks and Recreation has liability and that any provider must show insurance coverage and list Fayetteville as an insured location. **A written agreement then is crucial to address questions of insurance liability, maintenance responsibilities, program delivery, payments, expenses, and scheduling.**

Conclusion

The forging of partnerships is about building relationships that benefit both parties. These partnerships can produce not just a significant source of revenue and reduction in operational cost, but also an expansion of support for activities. The key is producing a written agreement or Memorandum of Understanding (MOU) that clearly outlines each party's responsibilities. The Fayetteville Parks and Recreation Department will always have ultimate responsibility, as the owner and operator of the facility, but can more efficiently allocate resources with partnerships.



The construction cost of a multi-purpose Recreation Center is a substantial investment by a community. The ideal situation is that the City of Fayetteville and Lincoln County collaborate to share these costs. Each government entity can benefit from a vibrant Fayetteville and the residents and taxpayers of both governments will have opportunities to use the facility daily. A Recreation Center provides the opportunity for all citizens to use the facility and programs for all ages, all abilities, and all backgrounds.

Local Governments have access to specialized funding that nonprofits and the private sector do not. The cost of construction could be rolled into existing capital bonds with refinancing. Possible loans and grants for construction could come from the following sources.

1. USDA Rural Development Community Facilities Program

This program offers direct loans, loan guarantees and grants to develop or improve essential public services and facilities in communities across rural America. The USDA considers these amenities are what increases competitiveness for rural communities in attracting investments and retaining businesses. The funds can construct, expand or improve facilities that provide health care, education, public safety, and public services. **A community center with a public computer lab or afterschool space will enhance the prospects of receiving alternative funding.** These amenities are similar to what was expressed in citizen public meetings. Financing may also cover the costs for land acquisition, professional fees, and purchase of equipment. Fayetteville may get a priority points rating for having median household income below the Tennessee non-metropolitan median household income.

2. Local Parks and Recreation Fund Grant is a state grant administered by the Tennessee Department of Environment and Conservation. It is a 50/50 matching grant with a maximum award of \$500,000. It funds property acquisition and construction. Both Lincoln County and the City of Fayetteville could apply separately for funding some portion of the Recreation Center, or Fayetteville could apply and then partner with the county on another application.

Most other funding, unless it comes from a private corporation, will center on funding programs or some rooms.

1. Partnerships

Some partnerships that may assist in funding would include private nonprofits like the Boys, Girls Club, and YMCA for program space. They are interested in operation of programs and facilities rather than financing construction. The challenge for the city is the amount of control and responsiveness to taxpayers that comes from partnerships with private nonprofit organizations. Certainly, they can provide valuable resources to fund programs that could include an afterschool and summer children's program. Another may come from resources for senior programs and facilities.

2. Public agency funding that deals with health, education, and anti-drug may provide valuable funding. It is important to investigate funding cycles for these. An example is the current Diabetes Initiative Funding from the Tennessee Department of Health. They have three-year and two-year grants. Currently they do not require a match amount, which makes them very attractive but must have a goal of reducing diabetes and increasing opportunities for physical activity. The three-year program has a maximum of \$450,000 over three years in \$150,000 increments and the two-year program is a maximum of \$30,000 over two years in \$15,000 increments. Coordination with the Lincoln County Health Department and Lincoln County Health Council is a good place to start.

Fayetteville has some challenges in the area of teens and youth and evaluating funding sources such as the Department of Education and Antidrug funding could benefit Fayetteville for resources.

Taxing Capabilities

The City of Fayetteville has a hotel/motel tax that is for the enhancement of Tourism. The Parks and Recreation Department does not receive a stated amount every year in their budget. A Recreation Center is a major tourism and economic development project. It is recommended that if the project goes forward, then a stated stipulated amount yearly of the Hotel/Motel tax go to the operation of the facility. The current rate is 3.5%, which is below surrounding areas. Raising the rate could provide a more substantial percentage to a Recreation Center.

The sales tax in Fayetteville at 9.5% is below many surrounding cities and counties. However, raising it ¼ percent to other Tennessee cities will not raise more than \$10,000 a year. Property tax already carries the bulk of the burden of funding government operations. The goal would be to avoid a property tax increase however, it is important to break it down for taxpayers on how much it would add to their bill annually. The evaluation of debt and how it is currently financed may provide opportunities for restructuring. This would include the debt of the Recreation Center without a significant increase in taxes.

Furnitures/ Fixtures/ and Equipment—An Overview

Coordination with Owner provided items

The Fayetteville Parks and Recreation Department operates mostly as a provider of outside programs, events, and facilities. Rentals do occur within their present building, but this is a small portion of their activities. The City of Fayetteville and the Department will need to provide a substantial amount of equipment, furniture, and management software for a new indoor Recreation Complex. **The Manchester Recreation Complex budgeted \$330,000 in owner provided equipment. The value in 2019 dollars is \$460,000.**

- **Recreation Management Software**

The department will need to purchase software to manage efficiently reservations, activity registrations, memberships, and financial accounting for the department. There are many different providers such as Rec Trac, Active, Civic Rec and many others. An important consideration is finding a software that has an interface to report financials to the software used by the City of Fayetteville for operations. It is important to note that many large software and web management firms are now offering Recreation management software; however, that may not offer the best results compared to companies whose software and energies are only designed to service parks and recreation management.

Another consideration for any software is the annual maintenance fee and technical assistance especially for planned software updates. The consideration of what software to purchase is very important as a change to another company and software to another company is expensive and difficult once a database is created.

**Estimate: \$25,000 Recreation Management software
\$7,000 annual maintenance**

- **Computers, Printers, Copiers**

A front desk operation in a Recreation Center will require a minimum of two desktop computers, credit card readers, and an admission swipe. Individual offices will also need computers. The department can make the decision to house their information on a localized server or contract for this done by a cloud service. The cloud service is probably the way of the future, however, at this time, it is more expensive than owning your own server due to annual maintenance charges. It will depend on the Information Systems office of the City of Fayetteville.

An important cost savings is to go away from individual offices having printers/copies and instead have a networked centralized printer copier that serves all the offices. It saves on use of paper, toner, repairs and maintenance.

Estimate of Computers is that 10 will be needed at \$2,000 a piece=\$10,000
A server could be approximately \$5,000.
Networked copier approximately

- **Security**

A Security System will be necessary to control access to the building, surveillance of both the interior of the building and the exterior.

Estimate \$40,000 to include software, 16 cameras, recording dvr, and access readers.

- **Office Furniture**

The assumption is any furniture the department currently has will stay in the present building with the possible exemption of file cabinets. Each proposed office will need desk, chair, and bookcase/file cabinet.

Estimate \$16,000

- **Staff/Work room**

A space for the staff to have breaks and do work and meet is necessary. Need of a refrigerator, microwave, conference table and chairs.

Estimate \$8,000

- **Wellness room equipment**

This will depend on the space provided for the area. It is important to have equipment in a Rec Complex that meets the needs of the bulk of the clients. The area of private fitness facilities providers is competitive and vast; however, most do not provide childcare and senior fitness programs. A wellness room is not a weight-lifting facility solely and equipment should be easy to use and maintain to meet the varied needs of clients. They are not designed to train the elite athletes.

The Manchester Recreation Complex wellness room is 4,000 square feet and Fayetteville would not need anything bigger and may require something somewhat smaller. Cardio training equipment receives heavy use and does not retain residual value after approximately 3 years of use. It is recommended that Cardio equipment not be purchased but leased for 3 years. The advantage is the equipment can stay under a maintenance agreement for the entire 3 years and reduce costs to the city. Leases allow the lessee to buy the equipment at the end of 3 years at approximately 1/16 of original value or turn it back into the leasing company. This is a great way to turn over equipment, get new, and take advantage of technical improvements every 3 years.

Strength equipment however is not advantageous to lease unless the City cannot afford to purchase. Strength equipment does not change that much over time, holds up better than cardio and does have a better resale value. It is recommended that the city purchase the strength portion of the wellness room.

- **Estimate is that the strength equipment would cost \$80,000 if purchased outright. Cardio lease first 3 years would cost an estimated \$40,000 a year.**

Youth Room

A youth room is a space that needs versatility and technology. It will depend on the design and what the city determines to put in the space. A youth room is defined as an area for children ages 5-12 who still require supervision. An indoor playground is essential to this group to keep them active and engaged. In indoor climbing wall is not required. A company such as ExerGame equips rooms with tech play equipment for a teen room

- Estimate \$100,000 for an indoor playground. A 600 square foot tech fitness area estimated at \$60,000



Chapter 6 Revenue Generation Fiscal Year 2018-2019 Manchester Recreation Complex

In our process for providing our Recreation Center/ Aquatic Facility Feasibility Study, we use as a sub-Consultant, Ms. Bonnie Gamble, Parks and Recreation Director for the City of Manchester. Our Firm provided the architectural and engineering design work for the Manchester Recreation Center. This facility is touted as one of the better operated Centers in Middle Tennessee. The programming and operations of the facility is exceptional. We are providing with our Study, the City's analysis of Department-generated revenue and operational financial statements. This is not an Audit Report, but an overview of how a center can be organized.

Graph 1 Manchester FY 2018-2019 Revenue Stream

1.Revenues from Programs			TOTAL
Swimming Lessons/Swim Team	\$55,260		
Child Care (After Sch Summer Day Camp)	\$72,259		
Athletic	\$16,000		
		sub	\$143,519
 2. Complex-wide Concessions	 \$86,365		
		sub	\$86,365
 3. Rental of Facilities			
Pool	\$38,424		
Meeting room/ Birthday	\$22,897		
Gym Rental	\$6,000		
		sub	\$67,321
 4. Daily Admissions	 \$173,447		
		sub	\$173,447
 5. Sponsorships (Recreation Complex & Park)	 \$22,951		
		sub	\$22,951
 6. Memberships			
Six-Month	\$22,582		
Monthly	\$14,878		
Yearly	\$539,252		
		sub	\$576,712
 TOTAL			 \$1,070,315

Expenditures for the Fiscal Year

The two largest categories of expenses with a Recreation Center are staffing and utilities. They comprise **78% of total expenses of the Manchester Recreation Complex**. The challenge is that only a small margin of reduction can occur, as the city does not control utilities rates. It is why getting the most use of the building during hours of operation is important. Another aspect to controlling expenses is a good system of tracking staff and hiring those that can multi- task.

□ Staffing Full Time

The Fayetteville Parks and Recreation Department currently employs eight full time employees. Some additional staff is necessary to accommodate the operation of a Recreation Center. Manchester Parks and Recreation employs twelve full time employees. Both Manchester and Fayetteville have four full time maintenance employees as part of the total. We discussed with Fayetteville Parks and Recreation some possible full-time staffing positions and responsibilities necessary to operation of the Recreation Center and the Parks Department.

1. Management and Administration of the Recreation Center

Several parks and recreation departments have a full- time position devoted to the operation and management of a Recreation Complex. Manchester has that responsibility under the Director of Parks and Recreation. However, the requirements of the park or outdoor responsibilities of Fayetteville Parks and Recreation is important to have it managed by senior staff.

Recommendation: Fayetteville Parks and Recreation does not have the position of an Assistant Director. A recommendation that Fayetteville create this full time position whose chief responsibility is the management and administration of the Recreation Center. The person would answer directly to their supervisor, Director of Parks and Recreation, and the Director of Parks and Recreation would have direct management of the parks. Someone who can fill in during vacations and absences of the Director is important with the expansion of the department.

1. Financial and Personnel

Fayetteville Parks and Recreation has a full-time Office Manager and this position could include managing the daily accounting, ACH bank drafts, employee time reporting, daily deposits, and supervision of front desk operations. The position would supervise part-time front desk staffing. This position would have the Assistant Director of Parks and Recreation as a supervisor.

2. Aquatics Director

Recommendations: The creation of a full-time Aquatics Director is crucial to the operation of indoor pools. The position would also supervise any outdoor pools/water parks of the department. The liability issues, training requirements of lifeguards, management of pool time and scheduling, cleaning and maintaining pool chemistry requires a full-time management position. This position will supervise part-time staff for lifeguarding, swim instruction, swim team coaches, and aquatic fitness. Supervised by Assistant Director.

3. Athletics Director

Fayetteville Parks and Recreation has a full-time athletics position. This position would assume responsibility of athletic/sports programs that utilize the Recreation Center. This would include networking with tournament directors to attract tournaments to Fayetteville and interfacing with area school athletic directors and coaches. The scheduling of gyms would come under this position. The position would supervise part-time referees, umpires, scorekeepers and other part-time staff.

4. Activities or Program Director

The Recreation Center will need to optimize use and management of the various programs that take place in the center.

Recommendation: This position coordinates and supervises the programs of the department. This would include special events, contracted specialty programs, senior activities, and child and youth activities. The position directs the children's afterschool programs and summer programs. Consistent management is very important in setting a high standard of care for children's programs. This position would also have marketing and sponsorship responsibilities.

5. Evening/Weekend Supervisor

Fayetteville Parks and Recreation has this position and it would manage the Recreation Center during evening hours and weekends. Supervised by Assistant Director of Parks and Recreation.

6. Wellness

The Recreation Center will have a wellness/weight room and offer fitness classes. Fayetteville Parks and Recreation does not currently have these responsibilities and a position will need to undertake this area.

Recommendation: The area of wellness supervision initially can come under the responsibilities of an Athletics, Assistant Director or Aquatics Director to save on expenses. An evaluation after a year of operation may point to the need for a full-time position. It is recommended the creation of a part-time fitness coordinator position that is supervised by Athletics, Aquatics, or the Assistant Director to manage fitness class schedule and coordinate instructors. This is an area where a contractual arrangement with a third party might work.

7. Maintenance

The maintenance of the Recreation Center effects both revenue generation and control of expenses. Fayetteville Parks and Recreation has four full time maintenance staff that can assist in the Recreation Center.

Recommendation: The addition of a full-time maintenance position with the primary responsibility of Recreation Center operations. This would supervise cleaning of the facility, inspections, interfacing with HVAC maintenance companies, repairs and maintenance of equipment. These responsibilities would come under the supervision of the Fayetteville Parks and Recreation Maintenance Supervisor. The Parks and Recreation Director would oversee all maintenance staff and positions.

The operation of the Manchester Recreation Center and coordination with the department responsibilities requires a minimum of four additional full-time staff positions to the department budget. **Estimated Cost including benefits of these additions equals \$260,000.**

Part-time Staffing/ Manchester Recreation Complex part time employees = \$230,000

The Fayetteville Department will need to evaluate how much part-time labor can fill activities required for operating the Recreation Center. It is more challenging than ever to find quality part-time employees with an economy that is doing well and when people are seeking employee benefits.

1. **Part-Times positions:** Fitness Instructors (these could be contract), lifeguards, assistant pool managers, childcare and camp counselors, front desk workers, concessions workers and managers, referees, scorekeepers, etc.

Manchester Recreation Complex part time employees = \$230,000

Utilities

The utility companies set the rate for utilities and there is no negotiating. This expense is set. The reduction of utility costs then originates from energy conservation. The design of the Recreation Center with computerized HVAC systems that change use when the building is not occupied through set back temperature times will achieve savings. Equipment that takes advantage of the

latest technologies. The regulation of utility costs is also affected by good routine maintenance of equipment. The use of solar panels might have a place in a new Recreation Center and other "green infrastructure". However, some reductions are not possible when large spaces are heated and cooled, or pools which must have filtration, water circulation and sanitation ongoing 24/7.

A new building will be more efficient and cost effective towards utilities. Manchester Recreation Complex is 17 years old and the following is the breakdown of annual utility costs.

1. **Electric \$255,000** this includes running three pools with play features in the summer. Monthly electric costs are approximately \$20,000 until the outdoor pool comes open, which adds \$7,000 a month more to electric use.
2. **Natural Gas \$70,000 a year.** The Manchester Recreation Complex heats pools, water, and heats the building with natural gas.
3. **Water \$25,000 a year**
4. **Telephone \$4,500 a year**
5. **Cable services \$1,500**

□ **Maintenance**

The cleaning of the Recreation Complex in Manchester is done in house. All full-time staff and part-time staff participate in the cleaning of the building year-round. Fayetteville can choose to do this or out-source cleaning in a contract to a third-party.

A new building will have a lower annual maintenance cost, especially the first year, because most equipment will still be under warranty. It is important to have a good extended warranty on the roof for at least 20 years.

1. **Building maintenance**

The preparation of a maintenance schedule for the building is important. Examples are filter changes, boiler inspections and cleaning, water chiller cleaning, and athletic floor upkeep. It is important to determine what building maintenance is reasonable for the parks and recreation maintenance staff to perform and what is better for a contractor to perform.

Recommended: Fayetteville Parks and Recreation purchase maintenance contract with HVAC firms who specialize in repair and maintenance of equipment used in the building. Manchester found out negatively the repercussions of not getting these in deterioration of equipment. Determine what maintenance staff can achieve and what is best left to experts.

Manchester budgets \$25,000 a year on building repairs.

2. **Equipment Repair**

This category is a large one that covers all repair and maintenance associated with HVAC systems, pool pumps and filters, pool sanitizing systems, and pool dehumidification systems.

Manchester budgets \$40,000 for annual repairs

3. **Grounds**

This covers landscaping, parking lots, outside lighting and outdoor pool furniture.

Manchester budgets \$5,000 for annual repairs

□ **Annual Shutdown**

Manchester shuts down one week annually for routine maintenance of the building. The heavy use of the building requires time to clean and make repairs when the public is not in the building. Reasons include safety for the public because of floor lifts and chemicals used to clean. The amount of revenue lost during a "slow week" is nothing compared to expense saved. Maintenance staff strip and wax floors, paint, empty pools for cleaning, shut down pool filtration for repairs, replace damaged flooring, clean all duct work and windows, make computer updates

to software, and pressure wash pools decks. The public appreciates the repairs and clean look when they come back.

Recommendation: Set up a time and advertise to the public. It should occur after the summer but before the cold weather influx. Manchester chooses Coffee County Fair week, as it is a slower visitation week.

□ **Concessions**

A good source of revenue comes for the sale of food and drinks. Expenses include staff costs and supply costs. Manchester sells snacks and drinks year-round from behind the front desk. This saves of part-time staff costs as the front desk makes the sales. The outdoor pool season is when the concessions are open, and it includes special events such as basketball tournaments. **Again, revenue from vending machines goes to the Tennessee School of the Blind so selling from coolers and displays helps keep revenue sales. A determination of overall profit margin will help set prices. Manchester budgets \$40,000 a year for food.**

Summary of Expenses

The Manchester Recreation Complex budgets \$1,183,000 in expenses associated with operation. This includes leasing of cardio exercise equipment, full-time staff, part-time staff, employee benefits, workers compensation, health insurance, utilities, computer software, recreation program supplies, concessions, and other items. Shelbyville Recreation Center budgets approximately \$960,000 with complex and athletics, this does not include outside park expenses. City of Lebanon budgets approximately \$1,400,000 for the Jimmy Floyd Life Indoor Center.

There is no one feature that makes the perfect site for a recreation center. However, there are several factors that weigh in as a whole including, but not limited to: total acreage, visibility, accessibility, utility availability, and topography just to name a few.

Our staff reviewed and visited three potential sites for the recreation center in Fayetteville, TN. These sites varied greatly on the above criteria as well as having facilities constructed that would lead to total or partial demolition of the existing structure. The potential sites include:

- Pebble Creek Golf Course property
- Goodman Company property
- Old Lincoln County Hospital property

Below we offer a general overview and description of the individual properties.

Pebble Creek Golf Course property

The Pebble Creek property is on the north side of town, irregular in shape and is comprised of two properties. The eastern property is located along Lewisburg Highway, US 431, and includes 59.81 acres. This parcel is developed with a nine-hole golf course, club house, tennis courts, swimming pool, parking lot and various maintenance/support buildings.

The eastern property has approximately 1100 L.F. of road frontage along Lewisburg Pike. While there is ample road frontage, the options for site accessibility are limited due to the vertical elevation difference from the road to the property and a vertical curve in Lewisburg Pike the hinders site distance.

The western tract includes 108.3 acres and is currently used for agricultural crops. The site access is limited to a 50' wide strip of land connecting to Bellemeade Drive, a local subdivision street. The length of this strip of land is approximately 900 feet.

The two properties drain to Buchanan Creek that generally cuts through the middle of the two properties when considered as one parcel. Buchanan Creek, flowing from north to south, is a blue line stream as indicated on the USGS quadrangle map. While this area is outside the limits of the detailed FEMA flood maps it should be expected to have a flood plain that should be considered when developing the property.

This site is the most remote of the three parcels and is some distance from restaurants, convenience stores and the central business district. However, with over 165 acres of total land it does allow for more opportunities for development. The recreation center and accessory parking would only need in the neighborhood, of 10 acres. The remaining acreage could be developed in many ways, such as expanding the golf course to 18 holes, developing an active park with amenities such as baseball, softball and soccer fields, developing passive park areas including walking trails and picnic pavilions.

Goodman Company Property

The Goodman Company property is conveniently located on the US 64 bypass, Wilson Parkway, and includes a total of 14.37 acres. This parcel is developed with a 64,800 S.F warehouse, 14,00 S.F. office space and gravel lots used for site access and trailer parking.

The west side of the property has approximately 940 L.F. of street frontage along Wilson Parkway. Wilson Parkway is a 5 lane curb and gutter roadway and would offer access to the parcel along most any stretch of the roadway with approval by the State of Tennessee Department of Transportation.

The site generally drains from east to west toward Wilson Parkway as the Elk River is located across the road from the site. This site is not impacted by the flood plain of the Elk River as evidenced by the FEMA FIRM Map.

This site is easily accessible considering its location along the 64 bypass and offers great visibility. Utilities are most likely readily available as the site has the industrial building located on it. However, the building would need to be demolished for the site to be used as a recreation center as the 20' ceiling heights do not lend themselves for that of a recreation center.

Old Lincoln County Hospital Property

The Old Lincoln County Hospital property is located on West Maple Street and is bordered on the east side by Amana Avenue and Elmwood Street on the west. There are four tracts of land that comprise the overall campus and total 13.7 acres. There are two primary structures on the properties, the old hospital and a nursing home.

The site has over 2300 L.F. of combined street frontage considering it fronts three streets. Site access would be most desirable from West Maple Street and Amana Avenue as Elmwood Avenue is a residential street.

The site drains in all directions away from the hospital building as it sits atop a hill. This site is not impacted by any flood plain as evidenced by the FEMA FIRM Map.

The site is the most centrally located of the three sites and is easily accessible being that it is slightly more than a half a mile from downtown and Amana Street connects to the 64 bypass. Considering the development on the site utility availability would not be a concern. Developing it into a site for a recreation center however would include complete demolition of the existing structures on the site and leveling out a building pad. Demolition of a structure this old would most likely encounter environmental issues.

Site Summary

Any one of the three sites could be developed into a recreation center that would serve the City of Fayetteville and the surrounding areas for many years to come. In the case of the golf course property it could be the home of a complete park complex including a recreation center and additional park amenities. Before ruling out any one parcel the consideration on the site selection should go beyond the immediate needs of the recreation center. Is additional land needed or warranted for future growth of the park system beyond the Recreation Center?

The location of the site and the proximity to the users, either home or work, should be considered for maximum exposure and use. While you can anticipate the facility to be a regional draw it should not overlook the immediate needs of the City. This consideration should also include future growth of the City and not just current day locations.

The purchase price of the property is sure to be given consideration, but site development cost has to be considered. All the parcels are impacted by various development costs; these include:

- Demolition costs of the existing structures
- Site excavation to level up a building pad
- Extension of site utilities to the building site
- Roadway/driveway improvements to the site

A more detailed analysis including environmental and geotechnical investigation should be performed at the sites before making a final decision the location.

City of Fayetteville Recreation and Fitness Center				
With Wish List Components				
Component	Number	SF/Space	Total SF	Remarks
Public Spaces				
Main Lobby	1	400	400	
Control Desk	1	150	150	
Men's Restroom	1	240	240	
Women's Restroom	1	240	240	
Vending	1	150	150	
		Subtotal	1,180	
Wellness/Cardio Center				
Wellness/Cardio Classroom	1	600	600	
Wellness/Cardio Center	1	5,000	5,000	<i>Includes machine weight area and free weight area</i>
Office	1	120	120	
Storage/Work Room	1	400	400	
		Subtotal	6,120	
Gymnasium				
Gymnasium	1	18,240	18,240	<i>2 courts @ 50'-0" x 84'-0", 15'-0" Clearance @ Ends, 20'-0"</i>
Gymnasium Storage	1	400	400	<i>Clearance @ Sides, 20'-0" Clearance Between Courts</i>
		Subtotal	18,640	
Activity Spaces				
Teen Game Room	1	1,000	1,000	
After School/Youth Programs	1	2,000	2,000	
Racquetball Court	2	800	1,600	
Multi-Purpose Room	1	1,500	1,500	
Multi-Purpose Room	1	700	700	
Multi-Purpose Room Storage	2	120	240	
Cardio Fitness	1	1,500	1,500	
Cardio Fitness Storage	1	150	150	
Jogging Track	1	4,000	4,000	<i>Above gymnasium</i>
Stretching Area @ Jogging Track	1	100	100	
Gymnastics	1	2,400	2,400	
Aerobics	1	2,000	2,000	
Gymnastics/Aerobics Storage	1	200	200	
Concessions	1	500	500	

			Subtotal	17,890			
Indoor Adventure Challenge							
Indoor Adventure Challenge Area	1	1,000	1,000				
Equipment/Control Desk	1	100	100				
Repair/Storage	1	150	150				
Equipment Storage	1	150	150				
			Subtotal	1,400			
Administration							
Director's Office	1	150	150				
Assistant Director's Office	1	120	120				
Administrative Assistant/ Reception	1	150	150				
Conference Room	1	250	250				
Files/Storage	1	100	100				
Staff Toilet	1	60	60				
			Subtotal	830			
Day Camp							
Check-In	1	100	100				
Baby Sitting Area	1	500	500				
Storage	1	100	100				
Toilet	1	60	60				
			Subtotal	760			
User's Support							
Women's Locker Room	1	1,500	1,500				<i>Locker room, showers, toilets</i>
Men's Locker Room	1	1,500	1,500				<i>Locker room, showers, toilets</i>
Family Room	1	80	80				
			Subtotal	3,080			
Indoor Pools							
Pool and Deck	1	9,300	9,300				<i>25 Yard 8 Lanes with Zero Depth Entry</i>
Filtration Room/Chemical Storage	1	700	700				
Pool Storage	1	600	600				
Aquatic's Director's Office	1	120	120				
Life Guard	1	100	100				
Pool Locker Rooms	2	1,500	3,000				

			Subtotal	13,820
Building Support				
Main Mechanical Room	1	800		800
Main Electrical Room	1	200		200
Main Data Room	1	150		150
Electrical Closet	2	80		160
Data Closet	2	80		160
Custodial Storage	1	100		100
Custodial Closet	2	60		120
Elevator	1	80		80
Elevator Equipment Room	1	80		80
			Subtotal	1,850
Building Space Total (NSF)				69,410.00
Allowances:				
Circulation, Walls Unscheduled Spaces		15.00%		10,411.50
Project Total (GSF)				79,821.50

The following building codes and associated appendices are enforced by the City of Fayetteville:

Chapter 9

Acknowledgement of Project Related Requirements

Code	Appendices
2012 International Residential Code	A,B,C,D,E,F,G,H,I,J,K,N,O,Q
2012 International Building Code	A,B,C,D,E,F,G,H,I,J,K
2012 International Fire Code	A,B,C,D,E,F,G
2012 NFPA 101 Life Safety Code	None
2012 International Plumbing Code	B,C,D,E,F,G
2012 International Mechanical Code	A,B
2012 International Electric Code-Admin. Provisions	None
2012 International Fuel Gas Code	A,B,C,D
2012 International Energy Conservation Code	None
2012 International Existing Building Code	A,B
2012 International Property Maintenance Code	None

A concept review of the plans with local codes officials will occur at the early design stages. Close coordination with the Fayetteville Fire Department including a plan review will also occur at the early design stages.

The Tennessee State Fire Marshal's office reviews and approves designer sealed building plans for new buildings, additions to existing buildings, change of occupancy projects, or building renovations for the following occupancies when they are located outside of an exempt jurisdiction. The City of Fayetteville does not have an exempt status.

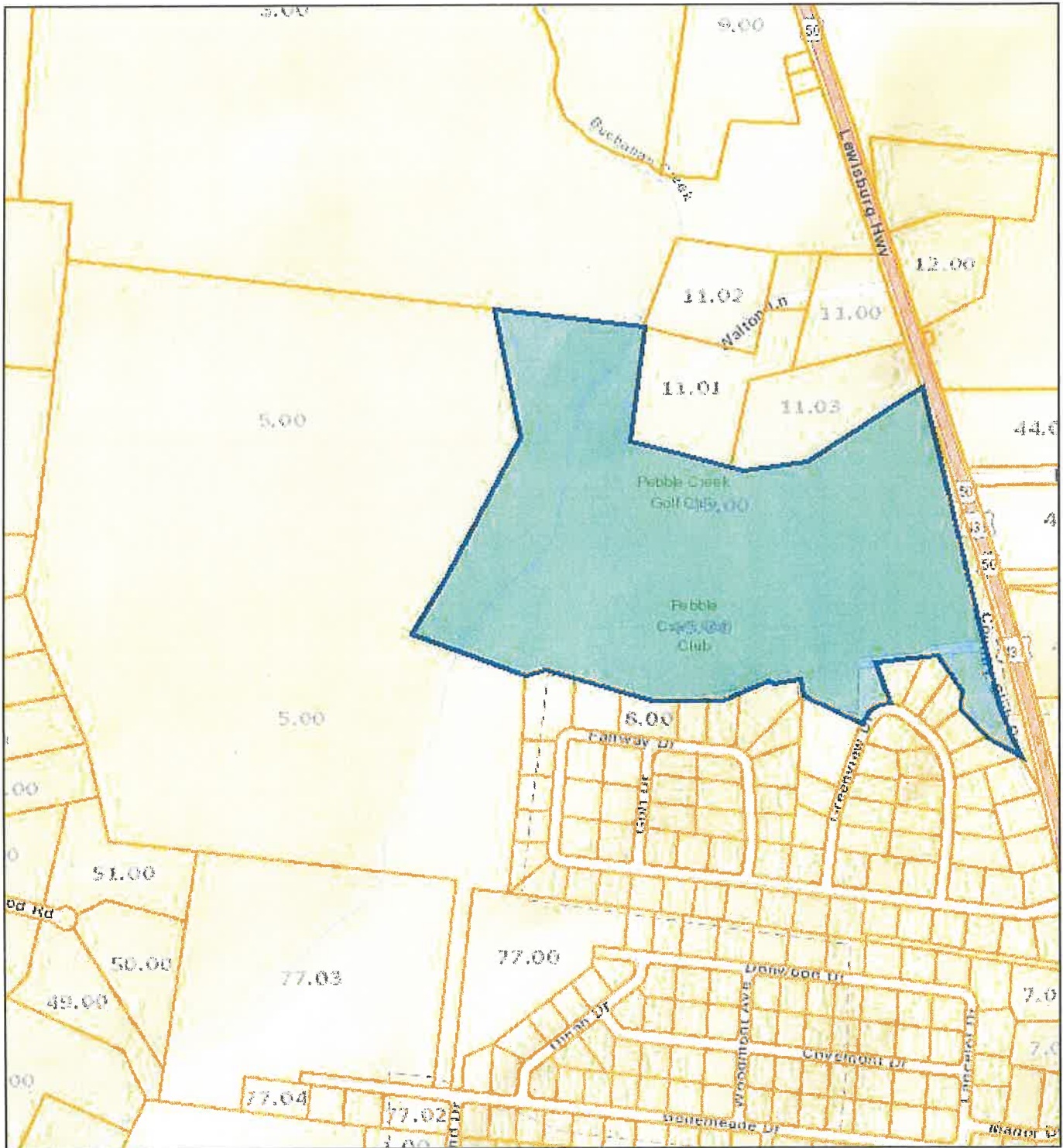
- Assembly Occupancy of 300 or more.
- Business Occupancy three or more story buildings.
- Residential Occupancies, except 1 & 2 Family Dwellings and Townhouses.
- Correctional Facilities
- Enclosed Malls
- High-Hazard Industrial (2012 IBC Groups H-1 and H-2 only; Excluding Storage)

Currently, it is anticipated that the proposed recreation center will not fall under any of the above categories. Therefore, not requiring review by the Tennessee State Fire Marshal's office.

All elements of the facility will be designed to meet not only the accessibility requirements of the International Building Code but also the requirements of the Department of Justice's revised regulations for Titles II and III of the Americans with Disabilities Act of 1990 (ADA). These regulations adopted revised, enforceable accessibility standards called the **2010 ADA**.

Lincoln County - Parcel: 068 045.00

APPENDIX A



Date: February 6, 2020
County: Lincoln
Owner: HOLT DANIEL JR
Address: LEWISBURG HWY 2216
Parcel Number: 068 045.00
Deeded Acreage: 0
Calculated Acreage: 0
Date of Imagery: 2017

GOLF COURSE PROPERTY, EAST

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community
TN Comptroller - OLG
State of Tennessee, Comptroller of the Treasury, Office of Local Government

The property lines are compiled from information maintained by your local county Assessor's office but are not conclusive evidence of property ownership in any court of law.

Lincoln County - Parcel: 068 045.00

APPENDIX A



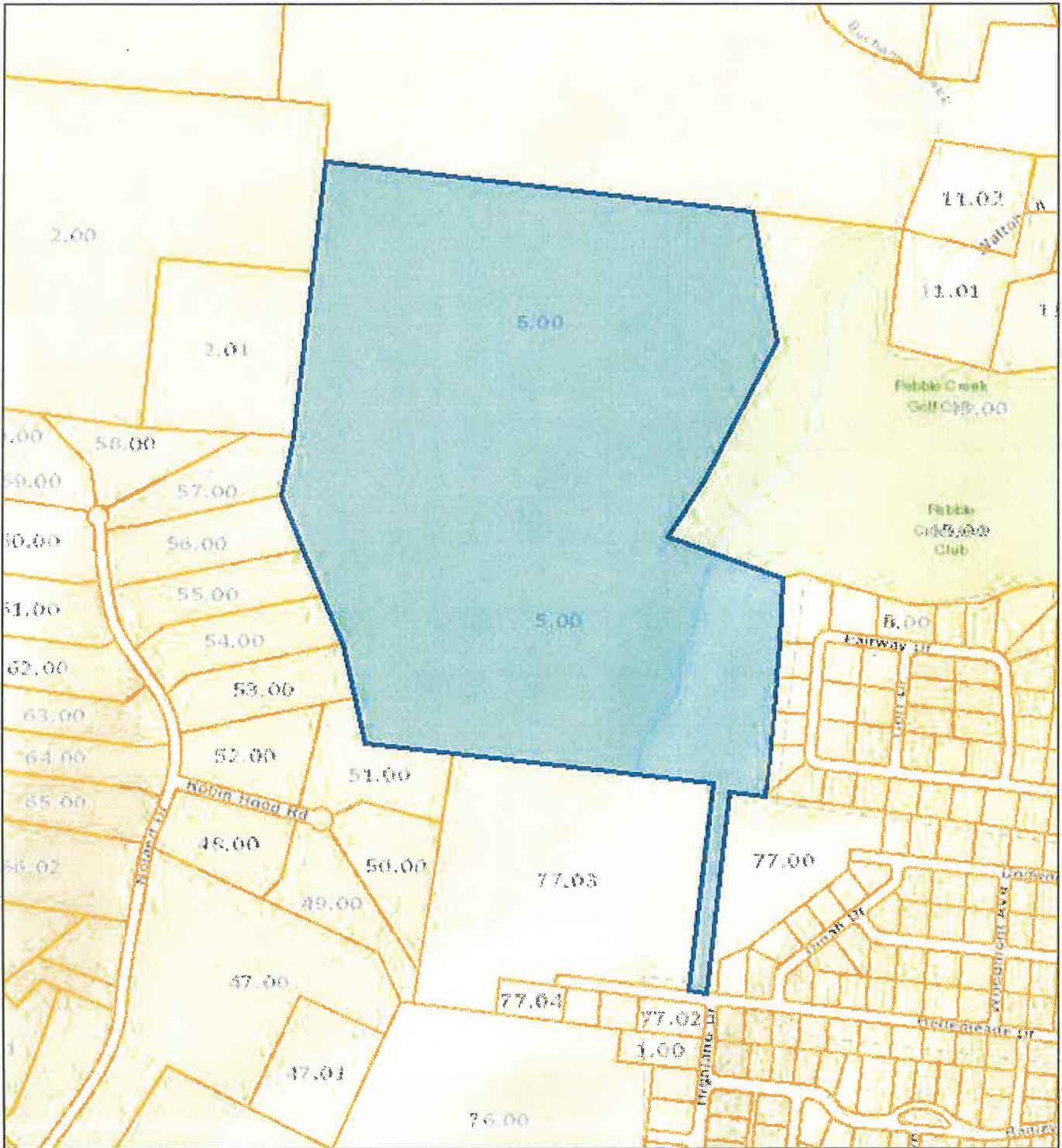
Date: February 6, 2020
County: Lincoln
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Address: LEWISBURG HWY 2216
Parcel Number: 068 045.00
Deeded Acreage: 0
Calculated Acreage: 0
Date of Imagery: 2017

GOLF COURSE PROPERTY, EAST

Esri, HERE, Garmin, (c) OpenStreetMap contributors
TN Comptroller - OLG
TDOT
State of Tennessee, Comptroller of the Treasury, Office of Local Government
(OLG)

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Lincoln County - Parcel: 068 005.00



Date: February 6, 2020
County: Lincoln
Owner: COUNTRY CLUB PROPERTIES
Address: LEWISBURG HWY 2216
Parcel Number: 068 005.00
Deeded Acreage: 0
Calculated Acreage: 108.3
Date of Imagery: 2017

GOLF COURSE PROPERTY, WEST

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community
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The property lines are compiled from information maintained by your local county Assessor's office but are not conclusive evidence of property ownership in any court of law.



Date: February 6, 2020
County: Lincoln
Owner: COUNTRY CLUB PROPERTIES
Address: LEWISBURG HWY 2216
Parcel Number: 068 005.00
Deeded Acreage: 0
Calculated Acreage: 108.3
Date of Imagery: 2017

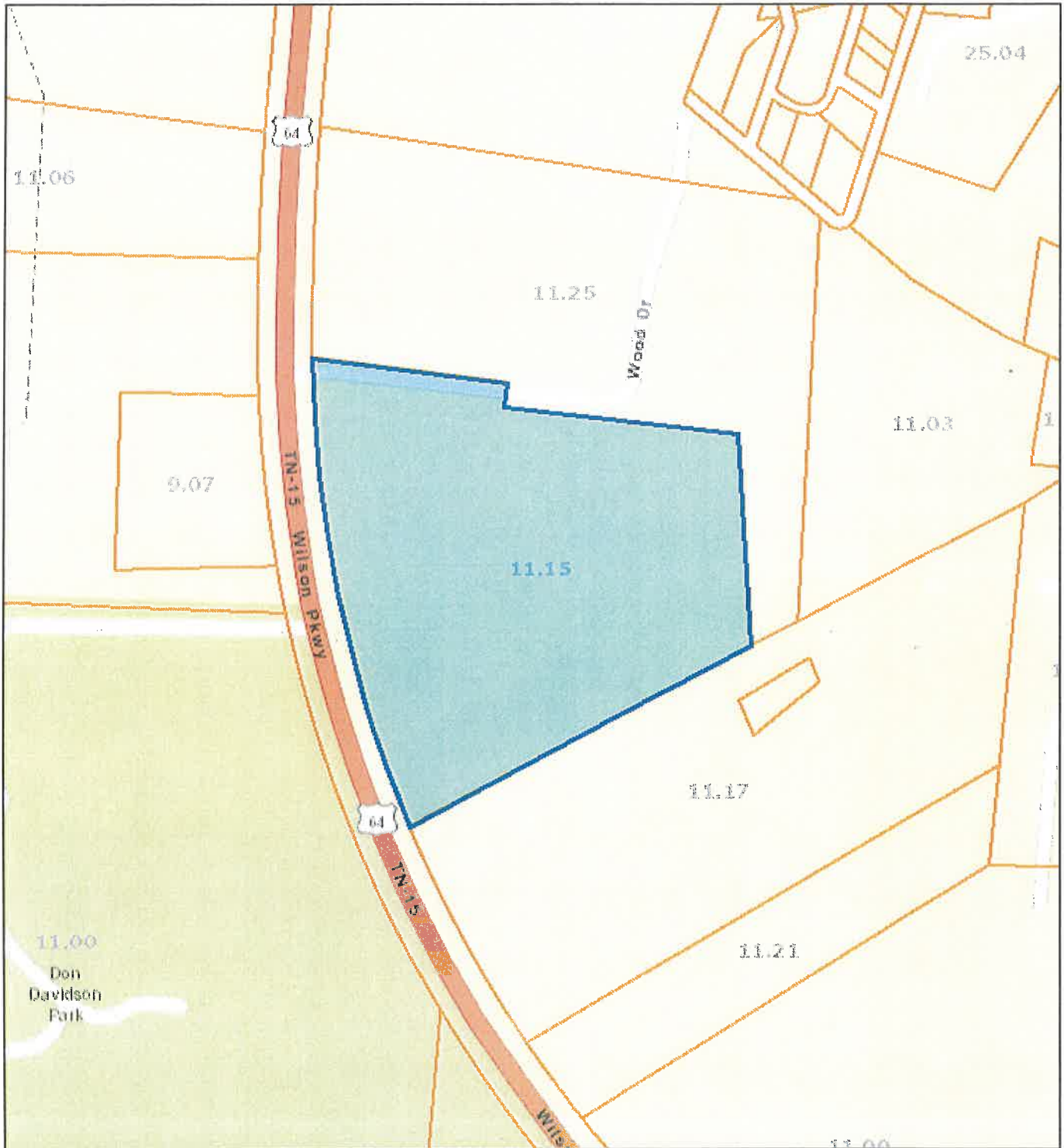
GOLF COURSE PROPERTY, WEST

Esri, HERE, Garmin, (c) OpenStreetMap contributors
TN Comptroller - OLG
TDOT
State of Tennessee, Comptroller of the Treasury, Office of Local Government
(OLG)

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Lincoln County - Parcel: 079 011.15

APPENDIX A



Date: February 6, 2020
County: Lincoln
Owner: GOODMAN CO LP
Address: WILSON PKWY 1810
Parcel Number: 079 011.15
Deeded Acreage: 0
Calculated Acreage: 14.37
Date of Imagery: 2017

GOODMAN PROPERTY

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community
TN Comptroller - OLG
State of Tennessee, Comptroller of the Treasury, Office of Local Government

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Lincoln County - Parcel: 079 011.15

APPENDIX A



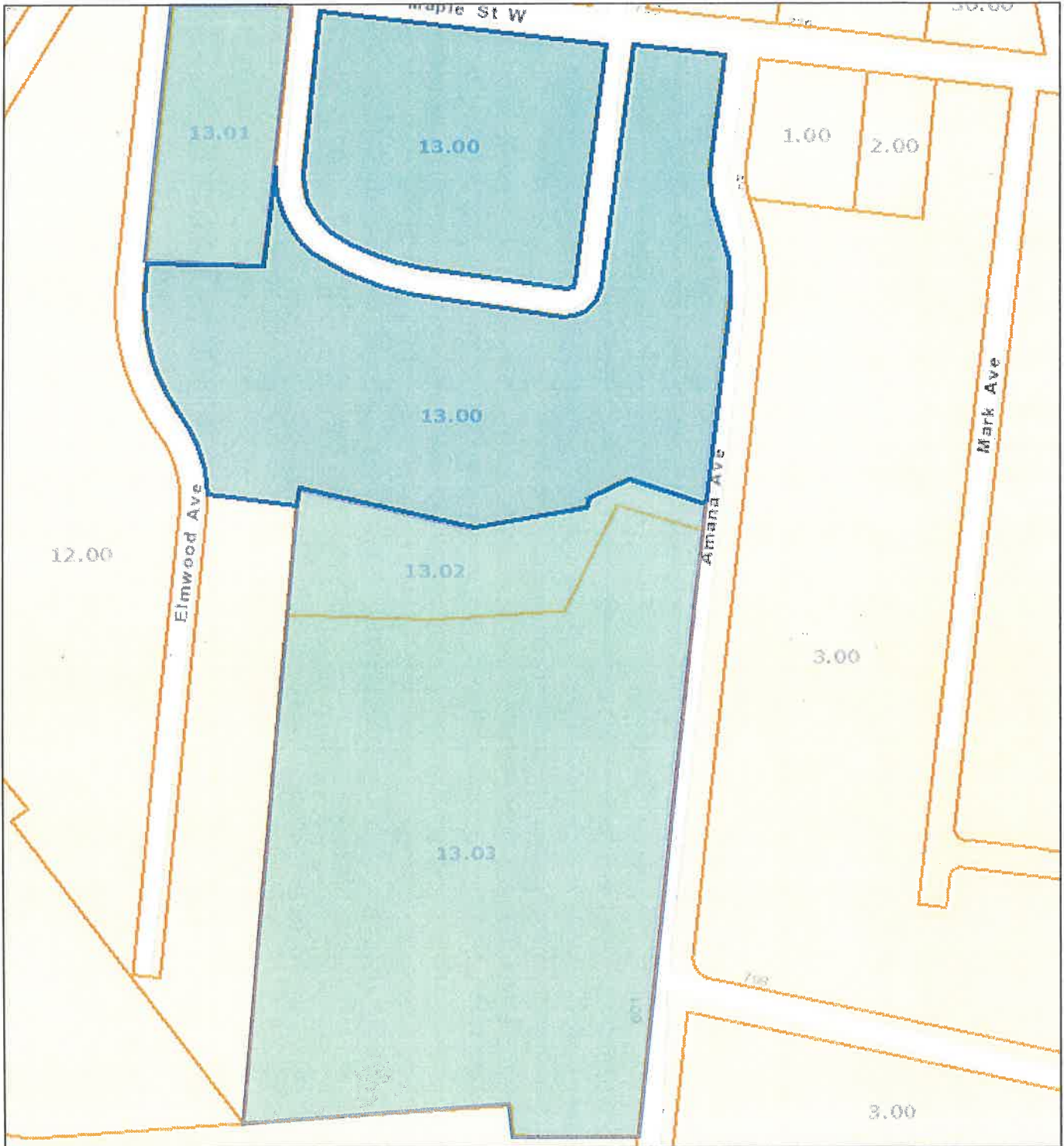
Date: February 6, 2020
County: Lincoln
Owner: GOODMAN CO LP
Address: WILSON PKWY 1810
Parcel Number: 079 011.15
Deeded Acreage: 0
Calculated Acreage: 14.37
Date of Imagery: 2017

GOODMAN PROPERTY

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TN Comptroller - OLG
TDOT
State of Tennessee, Comptroller of the Treasury, Office of Local Government
(OLG)

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Lincoln County - Parcel: 079K A 013.00



Date: February 6, 2020
County: Lincoln
Owner: TIPTON JAMIE R
Address: MAPLE ST W 700
Parcel Number: 079K A 013.00
Deeded Acreage: 6.09
Calculated Acreage: 0
Date of Imagery: 2017

HOSPITAL PROPERTY

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community
TN Comptroller - OLG
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Lincoln County - Parcel: 079K A 013.00

APPENDIX A



Date: February 6, 2020
County: Lincoln
Owner: TIPTON JAMIE R
Address: MAPLE ST W 700
Parcel Number: 079K A 013.00
Deeded Acreage: 6.09
Calculated Acreage: 0
Date of Imagery: 2017

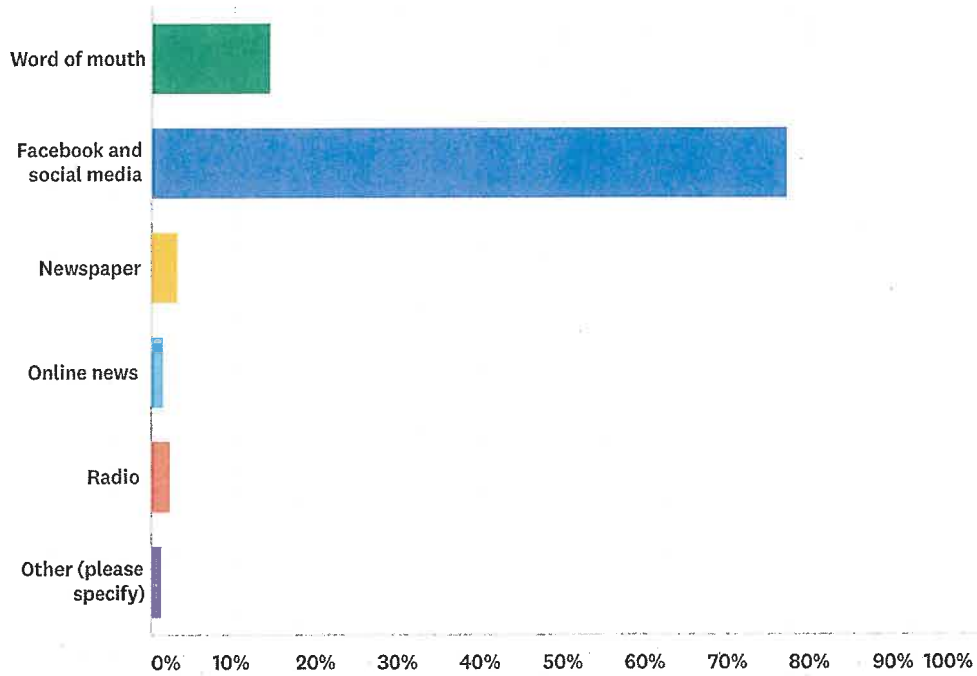
HOSPITAL PROPERTY

Esri, HERE, Garmin, (c) OpenStreetMap contributors
TN Comptroller - OLG
TDOT
State of Tennessee, Comptroller of the Treasury, Office of Local Government
(OLG)

The property lines are compiled from information maintained by your local county Assessor's office but are not conclusive evidence of property ownership in any court of law.

Q1 How do you learn about events and activities in Fayetteville the best?

Answered: 256 Skipped: 1



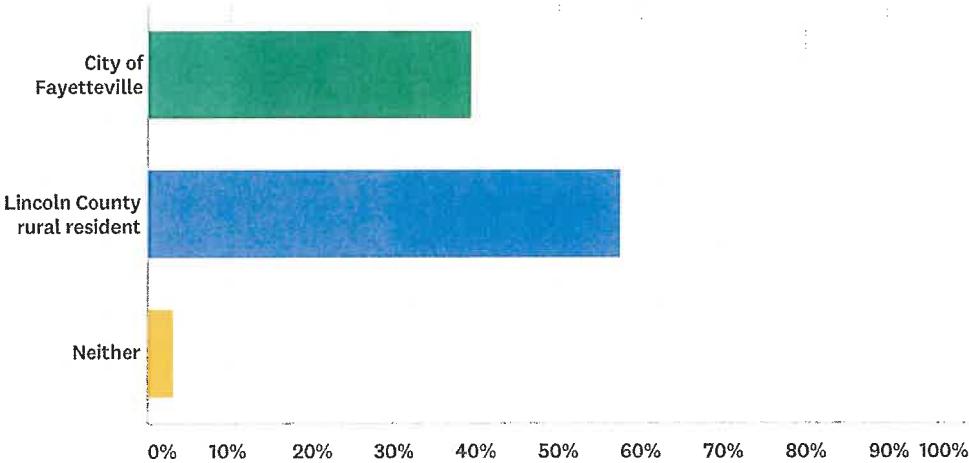
ANSWER CHOICES

RESPONSES

Word of mouth	14.45%	37
Facebook and social media	77.34%	198
Newspaper	3.13%	8
Online news	1.56%	4
Radio	2.34%	6
Other (please specify)	1.17%	3
TOTAL		256

Q2 Where do you live?

Answered: 257 Skipped: 0



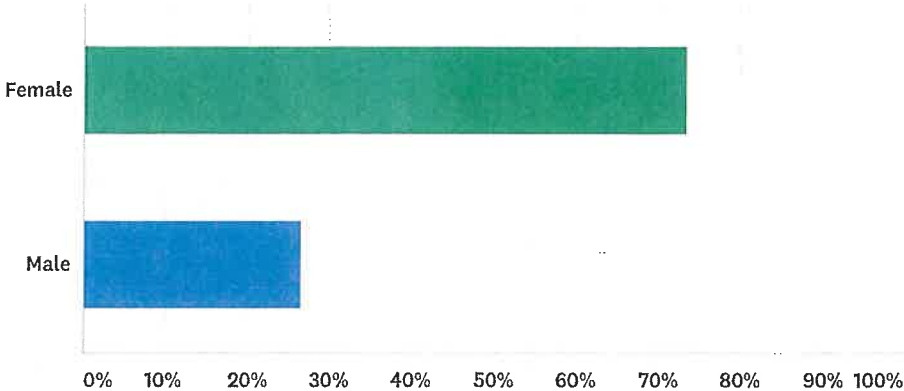
ANSWER CHOICES

RESPONSES

City of Fayetteville	39.30%	101
Lincoln County rural resident	57.59%	148
Neither	3.11%	8
TOTAL		257

Q3 What is your gender?

Answered: 255 Skipped: 2



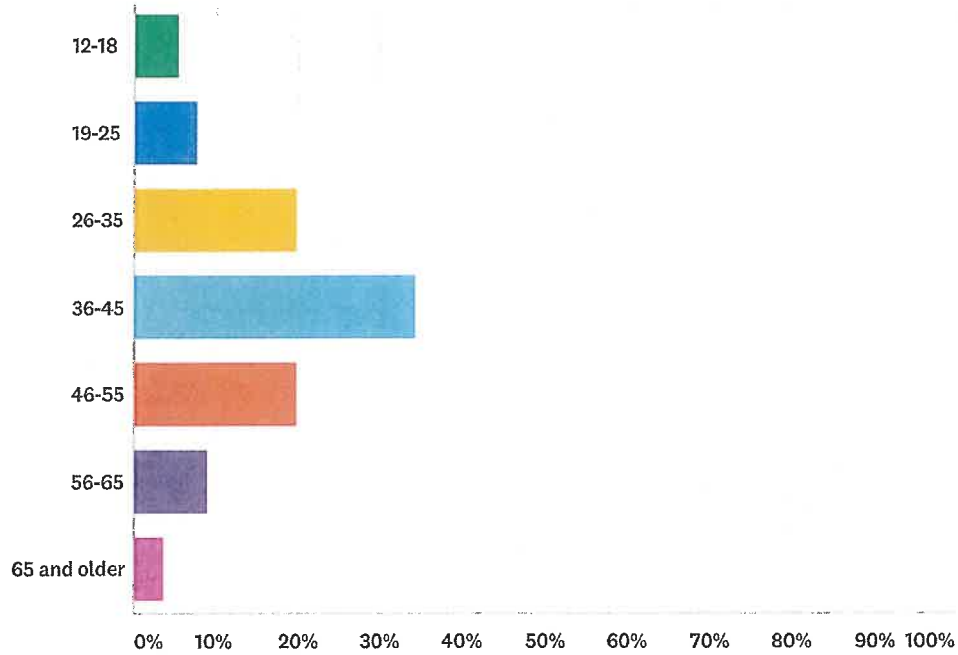
ANSWER CHOICES

RESPONSES

Female	73.33%	187
Male	26.67%	68
TOTAL		255

Q4 What is your age?

Answered: 256 Skipped: 1



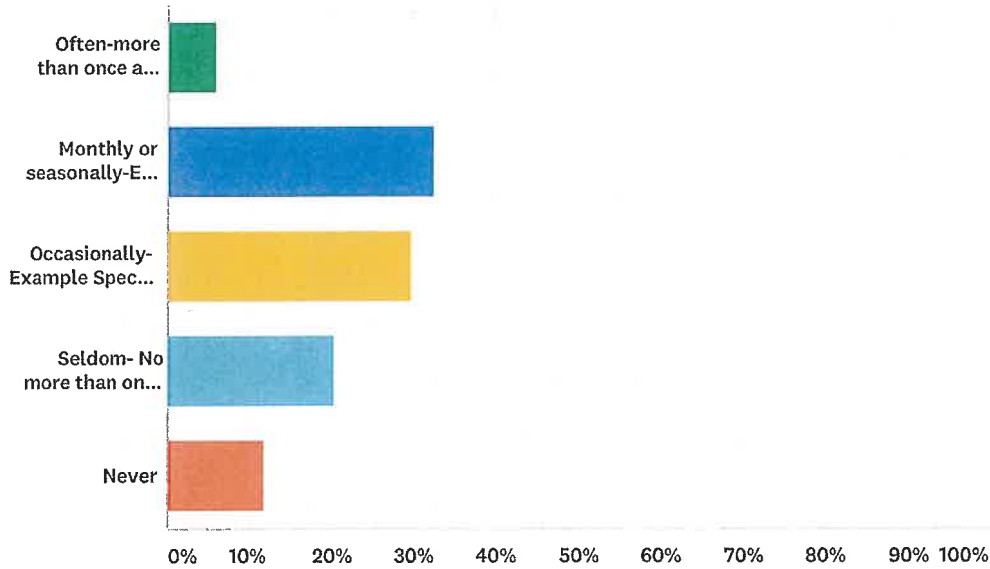
ANSWER CHOICES

RESPONSES

ANSWER CHOICES	RESPONSES	
12-18	5.47%	14
19-25	7.81%	20
26-35	19.92%	51
36-45	34.38%	88
46-55	19.92%	51
56-65	8.98%	23
65 and older	3.52%	9
TOTAL		256

Q5 How often do you participate in Fayetteville Parks and Recreation Activities

Answered: 256 Skipped: 1



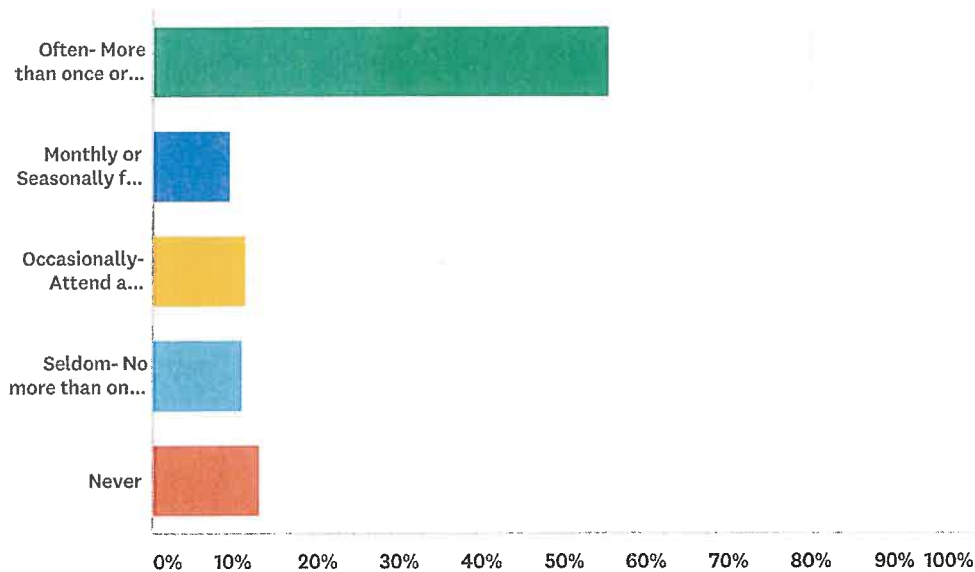
ANSWER CHOICES

RESPONSES

Often-more than once a week	5.86%	15
Monthly or seasonally-Example during the summer when the pool is open or during ball season	32.42%	83
Occasionally- Example Special Events, Spectator at athletic events	29.69%	76
Seldom- No more than once or twice a year	20.31%	52
Never	11.72%	30
TOTAL		256

Q6 If the City of Fayetteville builds and operates an Indoor Recreation Center with pools, gyms, fitness/weight room, aerobics room, indoor walking track and child care, then how often would you use the facility and participate in activities?

Answered: 256 Skipped: 1



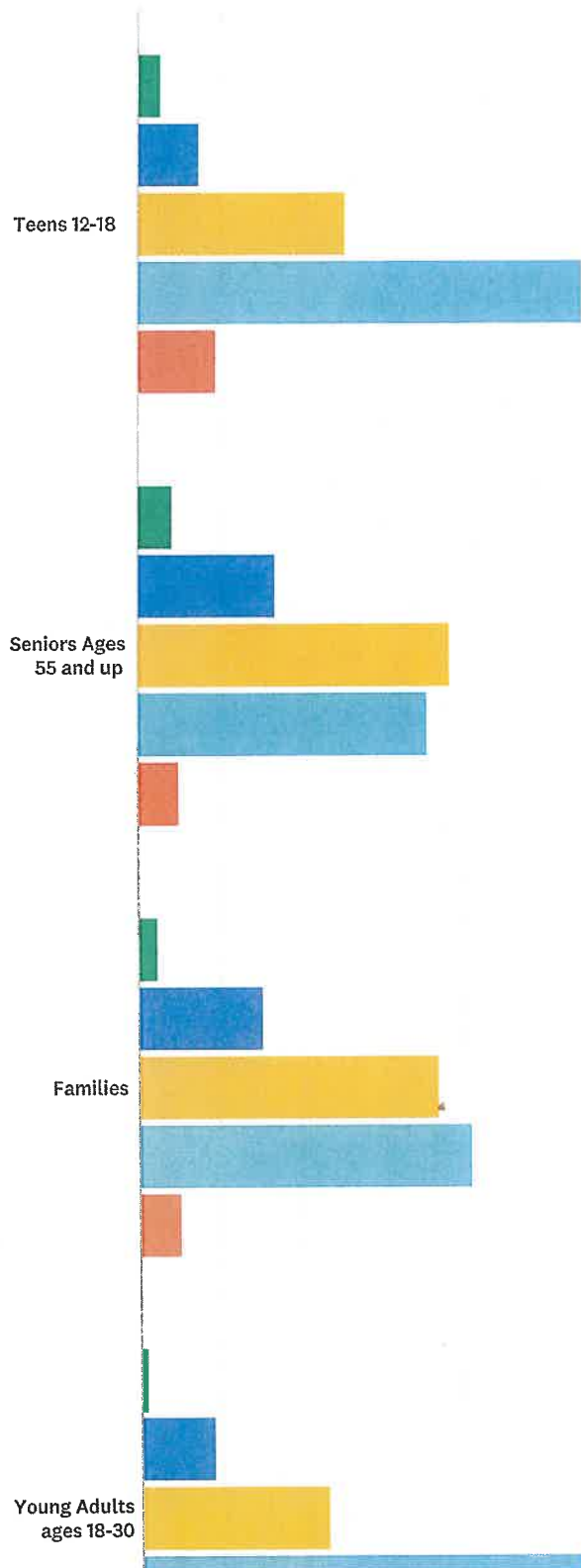
ANSWER CHOICES

RESPONSES

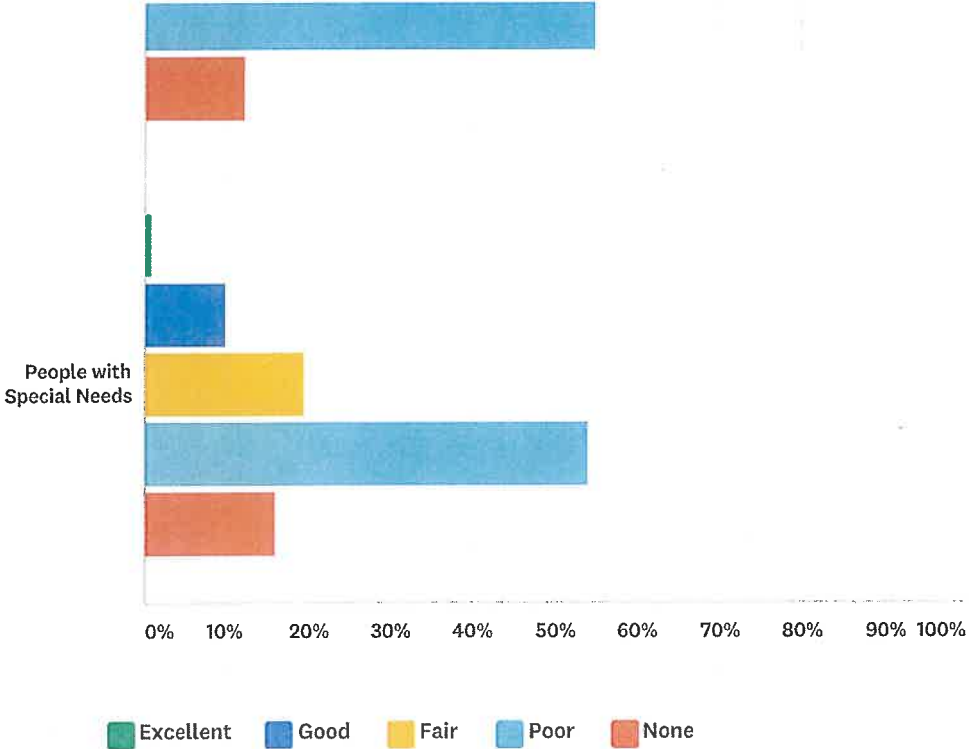
ANSWER CHOICES	PERCENTAGE	COUNT
Often- More than once or twice a week	55.47%	142
Monthly or Seasonally for specific activity- Example a basketball league	9.38%	24
Occasionally- Attend a Special Event or Spectator at an athletic event	11.33%	29
Seldom- No more than once or twice a year	10.94%	28
Never	12.89%	33
TOTAL		256

Q7 Please rank the amount of activities available currently in the City of Fayetteville

Answered: 230 Skipped: 27



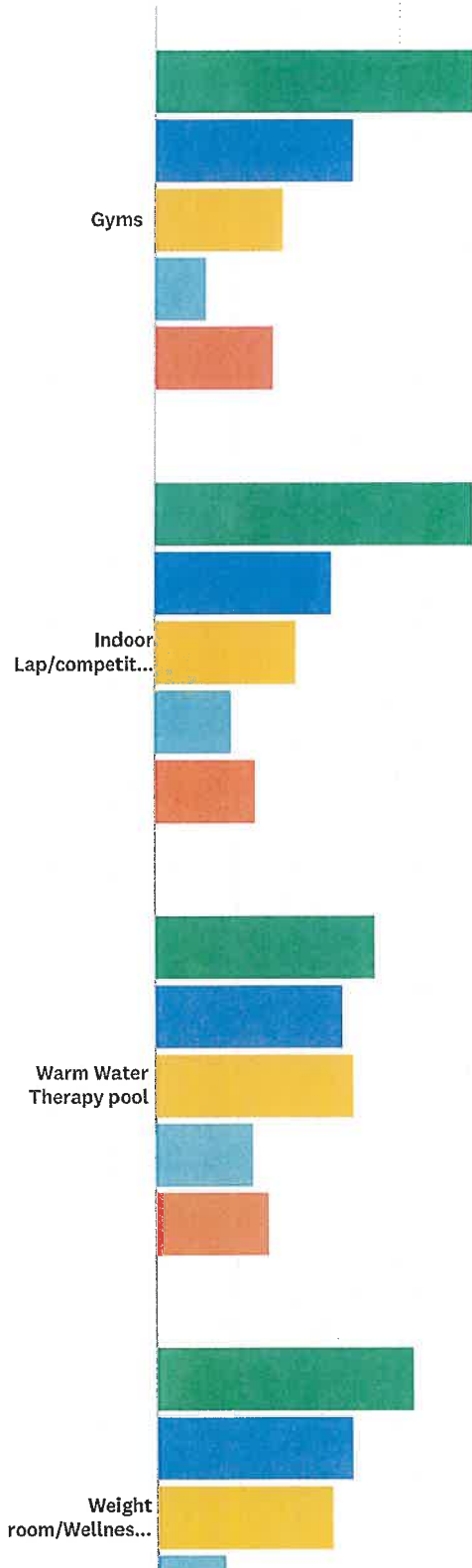
City of Fayetteville Recreation Center Survey



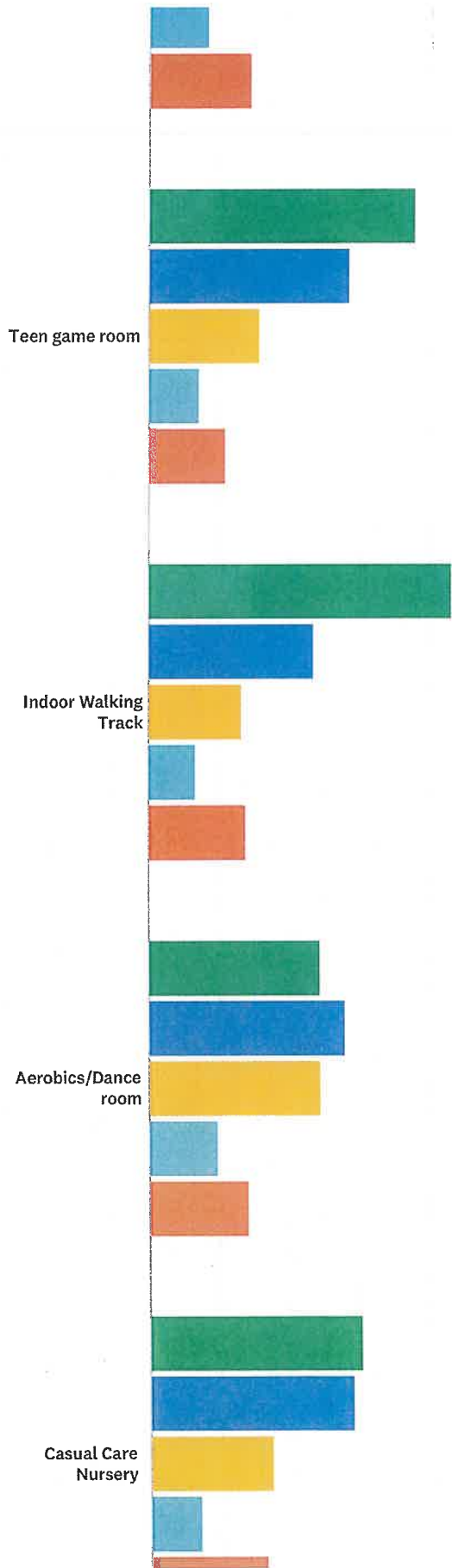
	EXCELLENT	GOOD	FAIR	POOR	NONE	TOTAL
Teens 12-18	2.64% 6	7.49% 17	25.55% 58	54.63% 124	9.69% 22	227
Seniors Ages 55 and up	4.11% 9	16.89% 37	38.36% 84	35.62% 78	5.02% 11	219
Families	2.24% 5	15.25% 34	36.77% 82	40.81% 91	4.93% 11	223
Young Adults ages 18-30	0.90% 2	9.05% 20	23.08% 51	54.75% 121	12.22% 27	221
People with Special Needs	0.93% 2	9.77% 21	19.53% 42	53.95% 116	15.81% 34	215

Q8 Please indicate what you consider important components of a future Recreation Complex.

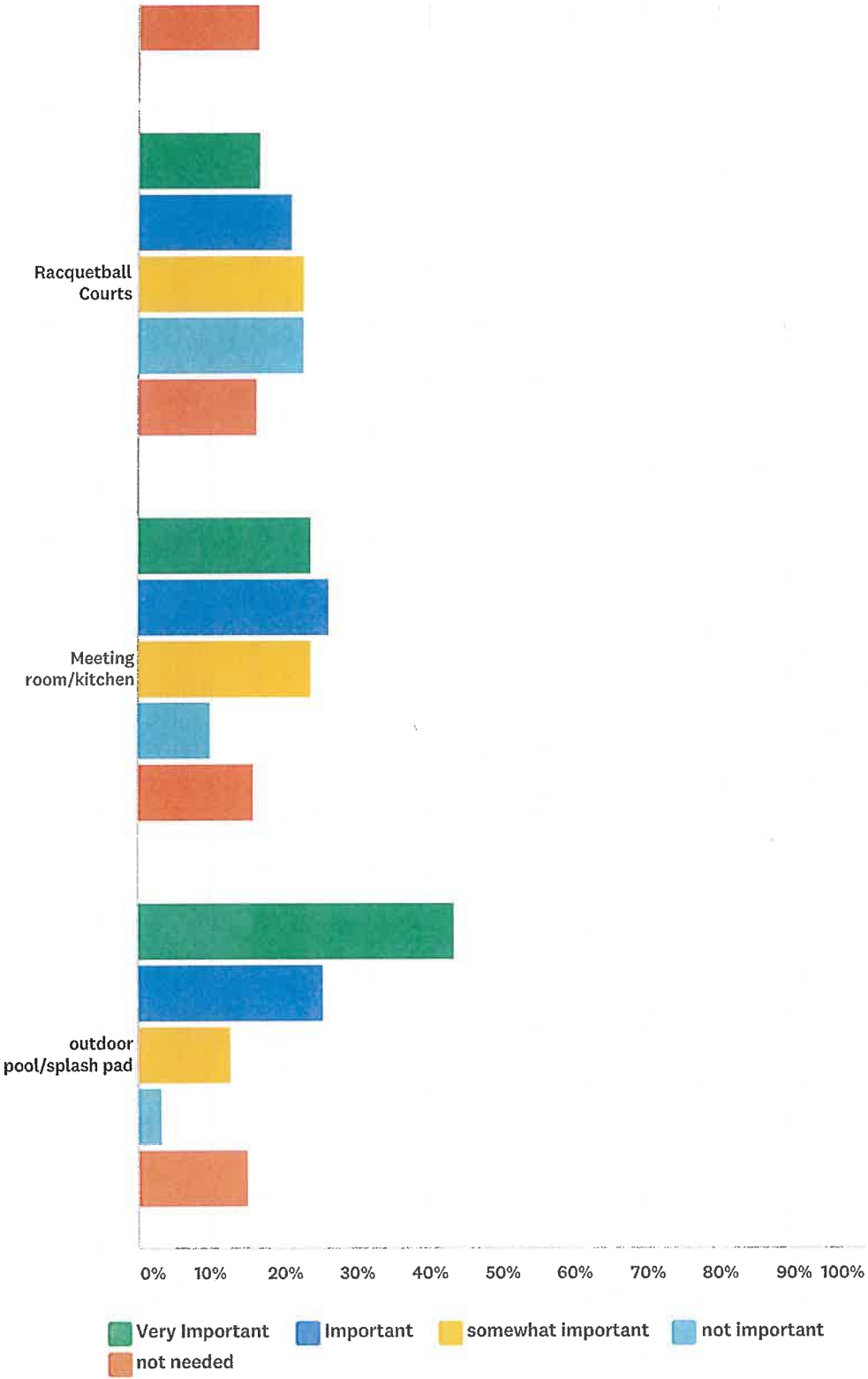
Answered: 228 Skipped: 29



City of Fayetteville Recreation Center Survey



City of Fayetteville Recreation Center Survey



	VERY IMPORTANT	IMPORTANT	SOMEWHAT IMPORTANT	NOT IMPORTANT	NOT NEEDED	TOTAL	WEIGHTED AVERAGE
Gyms	39.19% 87	24.32% 54	15.77% 35	6.31% 14	14.41% 32	222	2.32
Indoor Lap/competition pool	39.11% 88	21.78% 49	17.33% 39	9.33% 21	12.44% 28	225	2.34

City of Fayetteville Recreation Center Survey

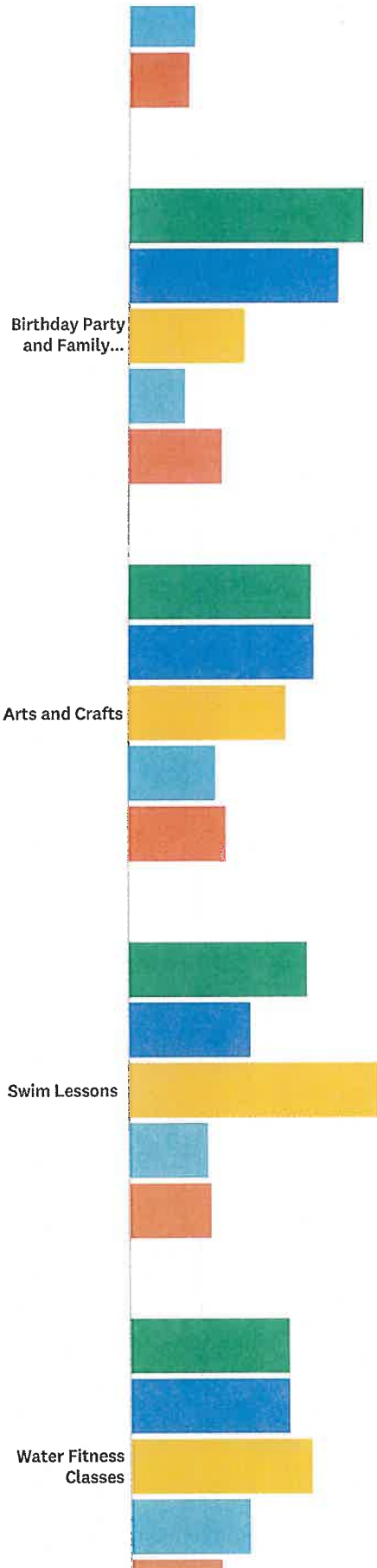
Warm Water Therapy pool	26.99% 61	23.01% 52	24.34% 55	11.95% 27	13.72% 31	226	2.62
Weight room/Wellness room	31.58% 72	24.12% 55	21.49% 49	8.33% 19	14.47% 33	228	2.50
Teen game room	37.72% 86	28.51% 65	15.79% 36	7.02% 16	10.96% 25	228	2.25
Indoor Walking Track	42.92% 97	23.45% 53	13.27% 30	6.64% 15	13.72% 31	226	2.25
Aerobics/Dance room	24.23% 55	27.75% 63	24.23% 55	9.69% 22	14.10% 32	227	2.62
Casual Care Nursery	30.22% 68	28.89% 65	17.33% 39	7.11% 16	16.44% 37	225	2.51
Racquetball Courts	16.74% 38	21.15% 48	22.91% 52	22.91% 52	16.30% 37	227	3.01
Meeting room/kitchen	23.79% 54	26.43% 60	23.79% 54	10.13% 23	15.86% 36	227	2.68
outdoor pool/splash pad	43.61% 99	25.55% 58	12.78% 29	3.08% 7	14.98% 34	227	2.20

Q9 What types of programs or activities are you interested in at a Indoor Recreation Complex?

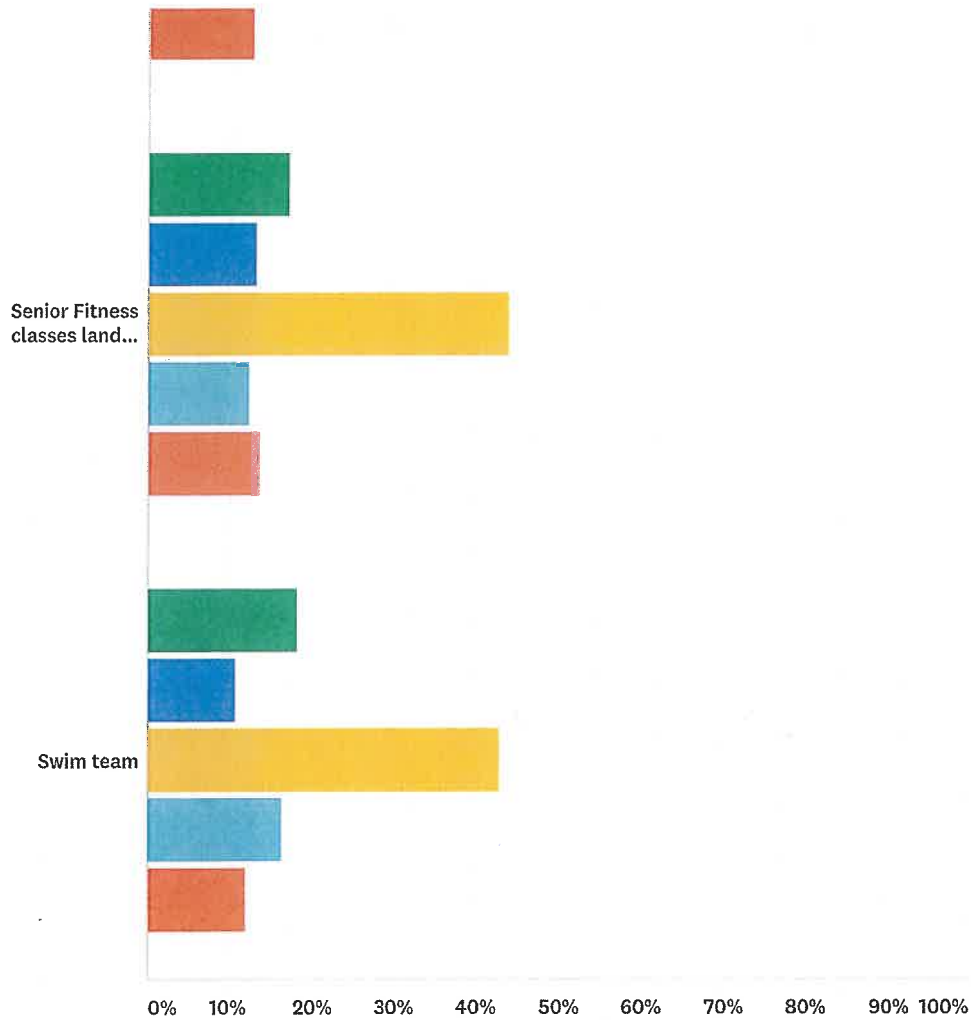
Answered: 229 Skipped: 28



City of Fayetteville Recreation Center Survey



City of Fayetteville Recreation Center Survey



■ Very Interested
 ■ Interested
 ■ won't use but think important
■ not interested
 ■ Not necessary

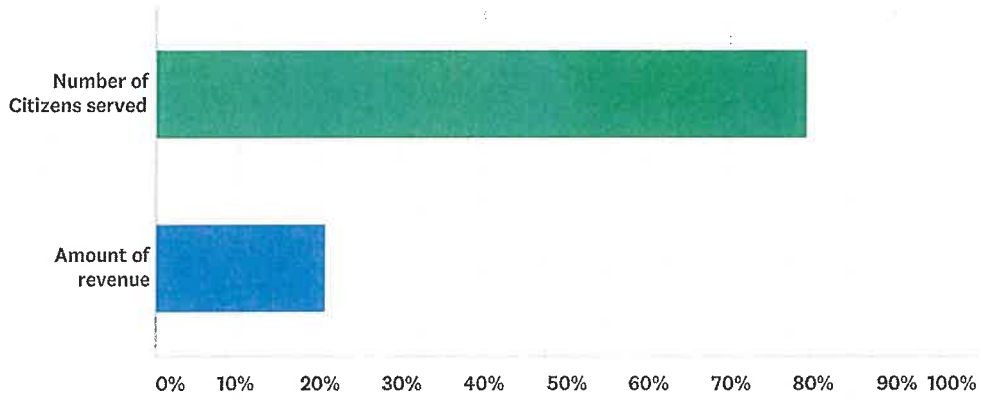
	VERY INTERESTED	INTERESTED	WON'T USE BUT THINK IMPORTANT	NOT INTERESTED	NOT NECESSARY	TOTAL	WEIGHTED AVERAGE
Wellness and Fitness Training	37.00% 84	31.28% 71	9.69% 22	10.57% 24	11.45% 26	227	2.28
Afterschool and summer programs for children	39.65% 90	14.54% 33	30.84% 70	6.17% 14	8.81% 20	227	2.30
Fitness classes	33.92% 77	33.48% 76	11.45% 26	9.69% 22	11.45% 26	227	2.31
Athletics	31.28% 71	26.87% 61	24.23% 55	9.25% 21	8.37% 19	227	2.37
Birthday Party and Family party rentals	33.04% 75	29.52% 67	16.30% 37	7.93% 18	13.22% 30	227	2.39
Arts and Crafts	25.66% 58	26.11% 59	22.12% 50	12.39% 28	13.72% 31	226	2.62
Swim Lessons	25.11% 57	17.18% 39	35.24% 80	11.01% 25	11.45% 26	227	2.67

City of Fayetteville Recreation Center Survey

Water Fitness Classes	22.47% 51	22.47% 51	25.55% 58	16.74% 38	12.78% 29	227	2.75
Senior Fitness classes land and water	17.11% 39	13.16% 30	43.86% 100	12.28% 28	13.60% 31	228	2.92
Swim team	18.14% 41	10.62% 24	42.92% 97	16.37% 37	11.95% 27	226	2.93

Q10 What is more important to you the amount of revenue brought in from operations or the number of citizens served?

Answered: 228 Skipped: 29



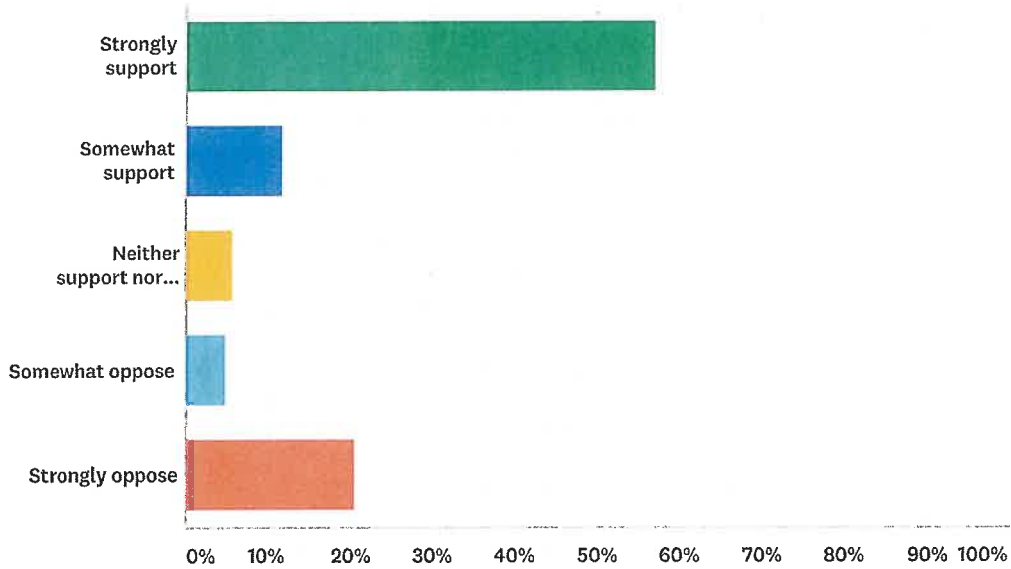
ANSWER CHOICES

RESPONSES

Number of Citizens served	79.39%	181
Amount of revenue	20.61%	47
TOTAL		228

Q11 How much do you support the City of Fayetteville funding and building a multipurpose indoor Recreation Complex?

Answered: 229 Skipped: 28



ANSWER CHOICES	RESPONSES	
Strongly support	57.21%	131
Somewhat support	11.79%	27
Neither support nor oppose	5.68%	13
Somewhat oppose	4.80%	11
Strongly oppose	20.52%	47
TOTAL		229