



Cost Recovery Policy & Fitness Center Overview

Finance Department
Citizen Advisory Committee | August 2025

Agenda

Review Draft Cost Recovery Policy

- Overview of the policy framework
- Discussion of the proposed cost recovery tiers

Fitness Center Overview

- Overview of locations and operations
- Review of revenue streams: Personal Training, Memberships, Boxing, and Drop-ins
- Identify appropriate recovery tier for each revenue stream

Next Steps

- Outline follow-up actions
- Plan to return with strategies for achieving recommend recovery level



Draft Cost Recovery Policy

Purpose & Scope

- Ensure fees for programs/services recover part or all associated costs.
- Applies to individual requested services (permits, gym fees), not utility rates.

Key Principles

- Align funding with service benefit (community vs. individual).
- Promote fairness, accessibility, and affordability.
- Support fiscal responsibility and reduce reliance on property tax revenues.

Cost Recovery Model

- Structured by service tiers based on benefit type.
- Recovery targets range from 0% - 100%+ depending on benefit level.



Cost Recovery Policy

Service Tiers & Targets

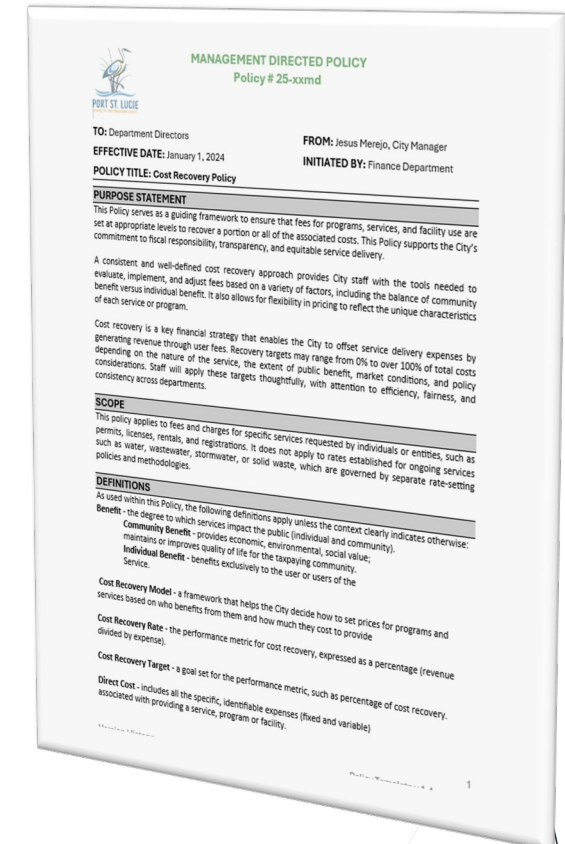
- Primary Community Benefit: 0% - 10%.
- Considerable Community Benefit: 11% - 40%.
- Balanced Benefit: 41% - 60%.
- Considerable Individual Benefit: 61% - 90%.
- Primary Individual Benefit: 91% - 100+%.

Administration

- Departments implement; City Manager oversees.
- Annual fee reviews; full cost analysis every 3-5 years.

Monitoring

- Finance Department tracks performance vs. targets.
- Annual inflation adjustments via CPI.



Fitness Center Overview

Annual Budget – FY2024

Revenues - \$403,906

- Personal Training - \$2,397
- Fitness Memberships - \$343,232
- Rock Steady Boxing - \$9,818
- Day Passes - \$48,459

Expenses - \$890,540

- Personnel - \$685,530
- Contractual Services - \$41,096
- Utilities - \$28,966
- Insurance - \$30,480
- Repair & Maint - \$31,495
- Promotional - \$4,754
- Operating Supplies - \$68,219

Staff – 5.45 FTEs

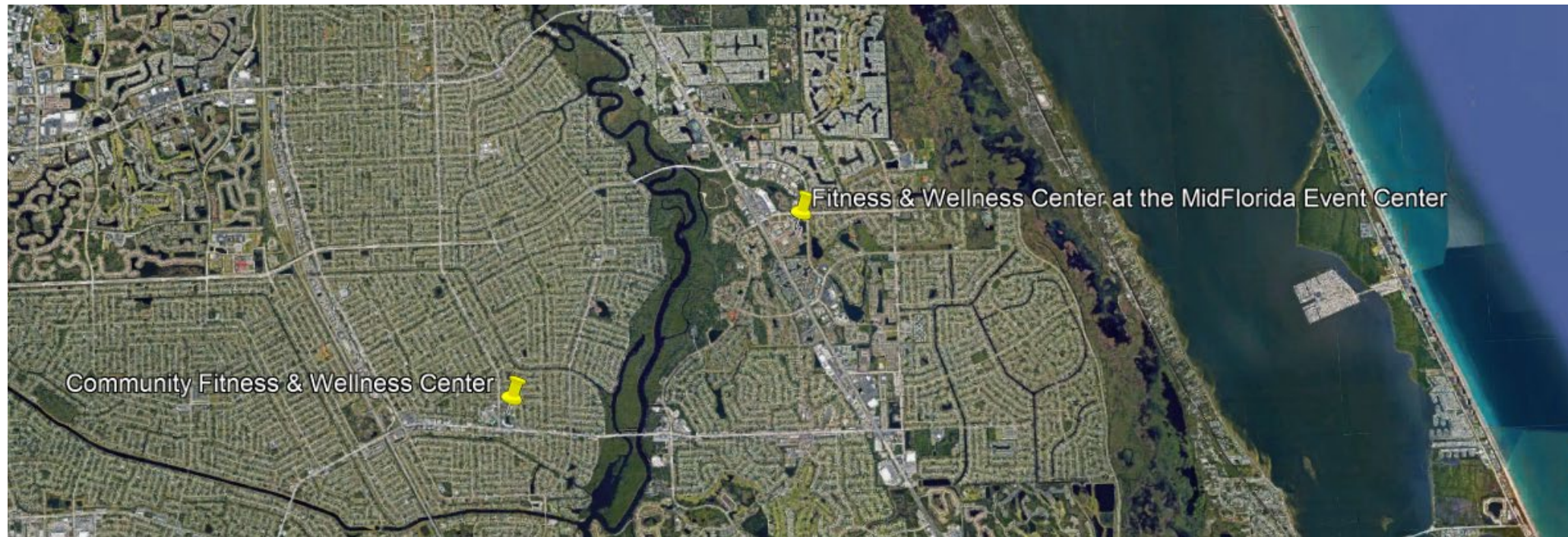
- Recreation Manager – 1fte
- Recreation Supervisor – 1fte
- Fitness Center Coordinator – 2ftes
- Recreation Assistant – 0.725ftes
- Fitness Assistant – 0.725ftes



Fitness Center Locations

Two Locations

- Community Center – 2195 SE Airoso Blvd. 2,849 sq ft
- MIDFLORIDA Event Center – 9221 SE Event Center Pl. 6,184 sq ft



Community Center

Equipment:

- Free weights
- Cable machines
- Cardio equipment

Hours of Operation:

- Mon thru Fri 5:30am – 7:30pm
- Sat thru Sun 8am – 12pm

26 Classes offered a Week:

- Senior Fitness
- Healthy Bones & Joints
- Zumba Gold
- Cardio Circuit
- Zumba Toning
- Chair Yoga
- Slow Flow Vinyasa Yoga
- Relaxation Yoga
- Feel the Beat Chair Dance
- Gentle Yoga
- Yoga Workshop
- Brain Fitness
- Restorative Yoga
- Zumba

MFEC Fitness Center

Equipment:

- Free weights
- Cable machines
- Cardio equipment

Hours of Operation:

- Mon thru Thur 6am - 9pm
- Friday 6am - 8pm
- Sat thru Sun 8am - 4pm

23 Classes offered a Week:

- FlowFIT Fusion Yoga
- Strong Nation Zumba
- Functional Training
- Senior Fit
- Power Circuit
- Zumba
- Chair Yoga
- Zumba Toning

Other Fitness Options:

- Indoor Basketball court
- Indoor Pickleball court
- Indoor racquetball
- Full game room

Personal Training

Services Offered:

- Full Session (50min) - \$35
- Half Session (25min) - \$25
- Bulk Session (30 full sessions) - \$892 (\$29.73 per session)
- Full Session (50min) with partner - \$50

Cost Recovery – FY2024

| Service | Attendees | Revenue | Full Cost | Cost Recovery |
|-------------------------------|-----------|----------------|----------------|---------------|
| Full Session - \$35 | 28 | \$980 | \$1,942 | 50% |
| Half Session - \$25 | 15 | \$375 | \$1,040 | 36% |
| Bulk Session - \$29.73 | 1 | \$892 | \$2,080 | 43% |
| Full Session w/Partner - \$50 | 3 | \$150 | \$208 | 72% |
| Totals | 47 | \$2,397 | \$5,270 | 45% |



Personal Training

Cost Recovery – FY2024

| Service | Current Rates 45% Recovery | Rates at 61% Recovery | Rates at 91% Recovery | Market Comparisons |
|------------------------|-------------------------------|--------------------------|--------------------------|-----------------------|
| Full Session | \$35 | \$44 | \$66 | \$65 |
| Half Session | \$25 | \$33 | \$49 | \$45 |
| Bulk Session | \$29.73 | \$37 | \$55 | \$70 |
| Full Session w/Partner | \$50 | \$55 | \$82 | No Data |

Policy Tiers

41%-60% Balanced Community & Individual Benefit - Services with shared benefits between the community and the user.

61%-90% Considerable Individual Benefit - Discretionary services that primarily benefit individuals but still offer some public value.

91%-100% Primary Individual Benefit - Services offering direct, individual benefit with little to no public impact

Fitness Memberships

Memberships & Rates – 2,500 average members

| Membership Type | Rate | Monthly Rate | Membership Qty |
|-------------------------|----------|--------------|----------------|
| Silver Sneakers/Renew* | \$32.00 | \$32.00 | 1,772 |
| Annual Contract | \$20.04 | \$20.04 | 464 |
| 4 Month Special – Adult | \$99.50 | \$24.88 | 116 |
| Employee | \$0 | \$0 | 110 |
| Employee - Family | \$20.04 | \$20.04 | 35 |
| Senior/Student Monthly | \$30.15 | \$30.15 | 28 |
| Adult Monthly | \$33.17 | \$33.17 | 22 |
| Senior/Student Annual | \$241.12 | \$20.09 | 8 |
| SLC School Employee | \$20.04 | \$20.04 | 6 |
| Youth Annual | \$221.03 | \$18.42 | 1 |

*Insurance billed \$3 or \$4 per visit with a max monthly amount of \$32

Fitness Memberships

Membership Rates - Continued

| Membership Type | Cost | Monthly Cost | Membership Qty |
|--------------------------|----------|--------------|----------------|
| Youth Monthly | \$25.11 | \$25.11 | 0 |
| 4 Month Special – Senior | \$90.45 | \$22.61 | 0 |
| Senior Auto | \$27.12 | \$27.12 | 0 |
| Adult Auto | \$30.15 | \$30.15 | 0 |
| Adult Annual | \$301.41 | \$25.12 | 0 |

Membership Value

Monthly Membership Included Services:

- Access to both gyms
- 50+ weekly classes
- Indoor racquetball courts
- Indoor basketball courts
- Indoor pickleball courts
- Indoor game room

Fitness Memberships



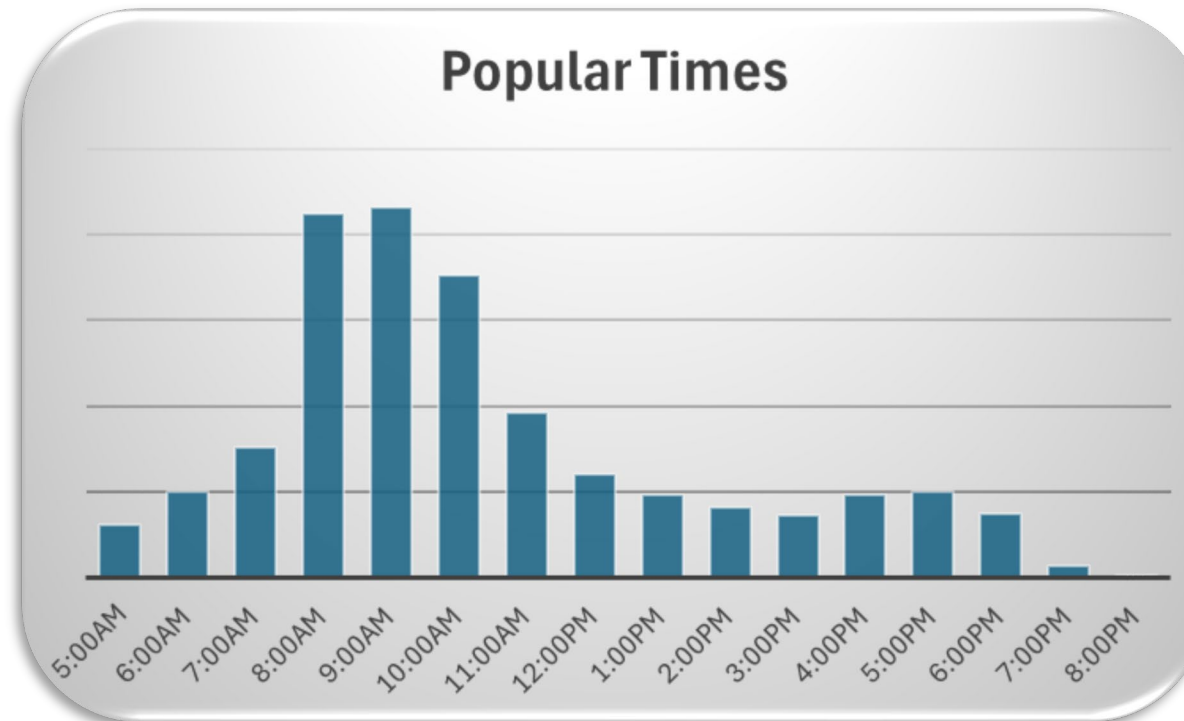
Member Statistics

Age

- 65 – 100+ = 74%
- 40 – 64 = 17%
- 16 – 39 = 9%

Annual Fitness Center Visits

- Community Center – 48,526 (134avg per day)
- MFEC – 69,818 (193avg per day)



Fitness Memberships

Cost Recovery – FY2024

| Service | Attendees | Revenue | Full Cost | Cost Recovery |
|-----------------------|--------------|------------------|------------------|---------------|
| Silver Sneakers/Renew | 1,772 | \$188,399 | \$463,742 | 41% |
| Annual Contract | 464 | \$90,979 | \$121,431 | 75% |
| 4 Month Special | 116 | \$22,745 | \$30,358 | 75% |
| All Others - Average | 210 | \$41,176 | \$54,958 | 75% |
| Totals | 2,562 | \$343,232 | \$670,489 | 51% |

Silver Sneakers & Renew

Rate Breakdown

| Service | Members | Rate Per Visit | Monthly Cap | Avg. Visits Per Month | Avg. Monthly Revenue |
|-----------------|---------|----------------|-------------|-----------------------|----------------------|
| Silver Sneakers | 1,233 | \$3.00 | \$30.00 | 2.5 | \$7.50 |
| Renew Active | 539 | \$4.00 | \$32.00 | 2.5 | \$10.00 |

Contracts

Silver Sneakers – Expires 12/31/25

Renew – Expires 12/31/25

Fitness Membership Cost Recovery

Cost Recovery – FY2024

| Service | Current Rates 51% Recovery | Rates at 61% Recovery | Rates at 91% Recovery | Market Comparisons |
|-----------------------|-------------------------------|--------------------------|--------------------------|-----------------------|
| Silver Sneakers/Renew | \$8.86 | \$12.00 | \$20.25 | No Data |
| Annual Contract | \$20.04 | \$20.04 | \$23.58 | \$22.45 |
| 4 – Month Special | \$24.88 | \$24.88 | \$28.86 | No Data |
| All Others - Average | \$24.73 | \$24.73 | \$28.69 | No Data |

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About RSB:

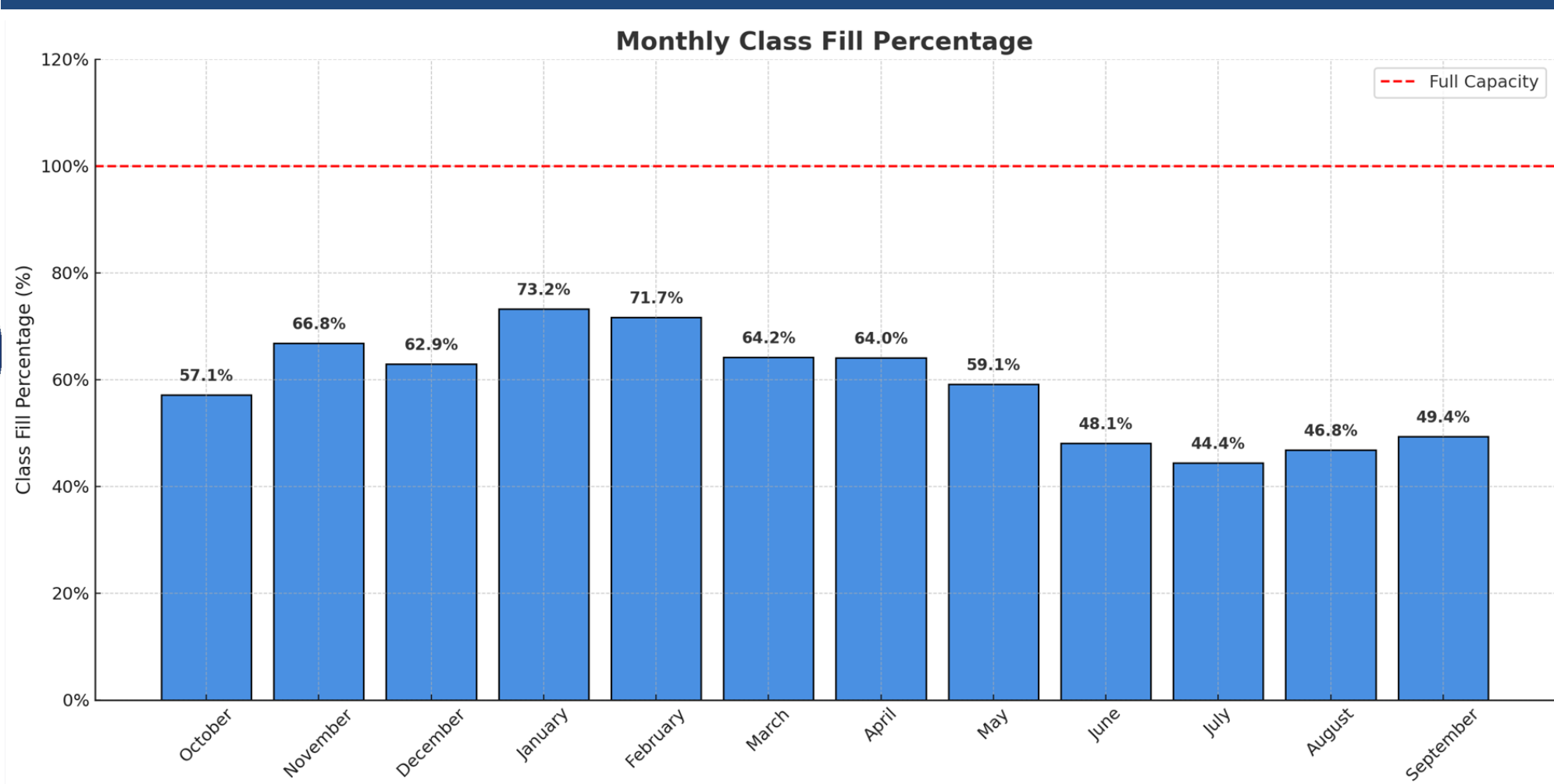
Classes:

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- A group of people, including seniors, are participating in a boxing class in a gym. They are wearing masks and boxing gloves, standing in a line, and practicing punches. A man in a blue shirt is boxing a large orange dummy on the right.

Rates:

- This document contains proprietary information and is intended for City use only. Share it with external contacts as needed.

Rocksteady Attendance



59% average capacity

240 average attendees monthly

Rocksteady Boxing

Cost Recovery – FY2024

| Service | Monthly Attendees | Revenue | Full Cost | Cost Recovery |
|----------------------|-------------------|----------------|-----------------|---------------|
| Per Month Fee - \$50 | 16 | \$8,250 | \$21,073 | 39% |
| Per Class Fee - \$10 | 3 | \$1,568 | \$4,014 | 39% |
| Totals | 19 | \$9,818 | \$25,087 | 39% |

Members attend a class approximately 3 times a week



Rocksteady Boxing Cost Recovery

Cost Recovery – FY2024

| Service | Current Rates 39% Recovery | Rates at 61% Recovery | Rates at 91% Recovery | Market Comparisons |
|----------------------|-------------------------------|--------------------------|--------------------------|-----------------------|
| Per Month Fee - \$50 | \$50 | \$76.52 | \$114.15 | \$185 |
| Per Class Fee - \$10 | \$10 | \$15.70 | \$23.42 | \$25 |

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Drop-Ins

What are Drop-Ins

- Daily pass in leu of purchasing a membership.
- Pass gives access to both gyms, classes, basketball, pickleball, racquetball, and game room.
 - 15 years old or less, can't access fitness centers

Rates:

- Adults - \$5.00
- Students/Seniors - \$4.00

Statistics:

- Drop-Ins avg 32 attendees per day (both locations)
- Memberships avg 295 attendees per day (both locations)
- Represent only 11% of all attendees

Drop-Ins

Cost Recovery – FY2024

| Service | Monthly Attendees | Revenue | Full Cost | Cost Recovery |
|------------------------|-------------------|----------|-----------|---------------|
| Adults - \$5 | 202 | \$12,115 | \$19,470 | 62% |
| Students/Seniors - \$4 | 757 | \$36,344 | \$58,412 | 62% |
| Totals | 959 | \$48,459 | \$77,882 | 62% |

Drop-Ins Cost Recovery

Cost Recovery – FY2024

| Service | Current Rates 62% Recovery | Rates at 61% Recovery | Rates at 91% Recovery | Market Comparisons |
|------------------------|-------------------------------|--------------------------|--------------------------|-----------------------|
| Adults - \$5 | \$5.00 | \$5.00 | \$7.31 | \$16 |
| Students/Seniors - \$4 | \$4.00 | \$4.00 | \$5.85 | No Data |

Policy Tiers

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Questions

