



CITY OF KIRKLAND
**RECREATION & AQUATICS
CENTERS FEASIBILITY STUDY**

REPORT ADDENDUM | MAY 1, 2023

opsis





City of Kirkland

Parks and Community Services Department
123 Fifth Avenue
Kirkland WA 98033
425.587.3300

opsis

Opsis Architecture

Chris Roberts, Designer & Manager

920 NW 17th Avenue
Portland, OR 97209
503.525.9511
info@opsisarch.com

ACKNOWLEDGEMENTS

CITY OF KIRKLAND

City Council

- Penny Sweet, Mayor
- Jay Arnold, Deputy Mayor
- Neal Black, Councilmember
- Kelli Curtis, Councilmember
- Amy Falcone, Councilmember
- Toby Nixon, Councilmember
- Jon Pascal, Councilmember

Kurt Triplett, City Manager

Project Managers

- Lynn Zwaagstra, Director of Parks & Community Services
- Mary Gardocki, Park Planning & Development Manager

City Staff

- John Lloyd, Deputy Director of Parks & Community Services
- Brian Baker, Capital Improvement Program Supervisor, Public Works
- Hillary De La Cruz, Management Analyst
- Jason Filan, Parks Operations Manager
- Heather Lantz-Brazil, Administrative Assistant
- Sarah Rock, Communications Program Specialist
- Sara Shellenbarger, Recreation Manager
- Kelly Wilkinson, Planner, Planning and Building
- Erin Yoshida, Office Specialist

DESIGN TEAM

Opsis Architecture

- Jim Kalvelage, Partner & Planner
- Chris Roberts, Designer & Manager

Ballard*King & Associates (Operations Planning)

- Darin Barr

Councilman-Hunsaker (Aquatics)

- George Deines

SiteWorkshop (Landscape Architecture)

- Clayton Beaudin

DCW Cost Management (Cost Estimating)

- Trish Drew
- Bryan Baldwin

GeoEngineers (Geotechnical - Environmental)

- Morgan McArthur
- David Conlin

Station 10 Engineering (Civil)

- Steve Hatzenbeler

TENW (Parking & Traffic Analysis)

- Michael Reed

TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
PLANNING & PROGRAMMING	6
OPERATIONAL PLAN	14
APPENDIX	16

EXECUTIVE SUMMARY

The Recreation and Aquatics Centers Feasibility Study (RAFS) was completed for the City of Kirkland on March 31, 2023. Upon completion of the study the City requested additional information to assist in their effort to determine the right mix of programs at Houghton Park & Ride (HPR) and North Kirkland Community Center (NKCC) in their pursuit of a potential ballot measure in November of 2023 which would seek to provide new aquatics and recreational facilities for the community.

The City of Kirkland requested that Opsis Architecture develop alternate programs for recreation and aquatics facilities at HPR and NKCC. The focus of this effort included the creation of three new potential program options.

The first option included examining recreation, aquatics and community program needs by developing a complementary recreation and aquatic program scenario at HPR and NKCC. By providing a diversity of program types at two locations in Kirkland, a greater level of service, amenities, and opportunities could be provided to the community.

The remaining two options focused on creating a standalone facility at NKCC. Of these, the first option examined the feasibility of maximizing the build out of a large recreation, aquatics and community program, and the second option looked at the creation of a smaller, community-focused recreation center.

PROGRAM ANALYSIS

Recreation, aquatics and community options included in this report include:

COMPLEMENTARY FACILITIES AT HPR AND NKCC

- HPR 67,125 sf recreation and aquatics focus with community program area.
- NKCC 45,100 sf recreation focus with community program area.

STAND-ALONE FACILITIES AT NKCC

- 80,563 sf recreation and aquatics and community program area.
- 18,313 sf recreation and community program area.

The programs were developed with critical input from the Parks and Community Services Department (PCS). Once the programs were established, a test fit exercise was completed for the stand-alone options at NKCC to confirm the existing park site could accommodate the larger build out and to find efficiencies in the program organization of the smaller option. Test fits for the complementary HPR and NKCC option were not required since the programs were explored in the original RAFS report.

After the programming and test fits were completed, capital costs were developed using the square footage costs established in the original report. In parallel with developing capital costs, Ballard*King (B*K) developed new operational plans to establish the assumed operational costs for each option. The total capital and operations costs for the various options are included in this report.

RECOMMENDATIONS

This addendum to the Recreation and Aquatics Centers Feasibility Study provides three additional recreation, aquatics and community-focused program options to provide a greater framework from which to evaluate the best path forward for the 2023 Parks Ballot Measure(s) exploratory process. This feasibility study and report concludes with three (3) additional, viable options for consideration with the ballot measure. The options outlined in this report will be shared with Parks Funding Exploratory Committee (PFEC) on May 1, 2023 and City Council on May 16, 2023. All options contained in the original report and this addendum build upon the Parks, Recreation and Open Space (PROS) Plan and the multiple efforts by City leadership to deliver a better quality of life through health and wellness opportunities.

PLANNING & PROGRAMMING

RECREATION, AQUATICS & COMMUNITY

The design and Parks and Community Services (PCS) teams utilized the original program template developed for the RAFS to help guide refinements to the updated programs outlined in this report. Using the baseline recreation, aquatic and community program areas in the template, the individual programs were customized to address community needs and opportunities that would be served through a complementary approach to service offerings at HPR and NKCC as well as a large and small standalone facility at NKCC. These new programs, like their predecessors, were developed utilizing the framework of the 2022 PROS Plan. The programs also include area allocation based on historical data and a focus on maximizing revenue generation.

The outcome of the program analysis provided the foundation for developing capital and operational cost estimates for:

- One ~80,000 sf facility at NKCC with two pools and a two-court gym
- Two smaller complementary facilities at HPR (~67,000 sf) and NKCC (~45,000 sf) achieved through a reduction of community space and focus on balanced recreation and aquatic elements.
- One ~18,000 sf facility replacement for NKCC that could be combined with one of the previous HPR facility options.



COMPLEMENTARY OPTION

HOUGHTON PARK & RIDE
NORTH KIRKLAND COMMUNITY CENTER

The development of this option focused on providing a mix of complementary programming opportunities at both Houghton Park & Ride and North Kirkland Community Center. The complementary facility option was developed to provide a variety of PCS programs at two locations to achieve an equitable distribution of program offerings throughout Kirkland.

Both the HPR and NKCC options have recreation and community space and HPR also has aquatics which includes an indoor recreation pool and an eight-lane lap pool. Each facility has a two-court multi-use gym space, a fitness room with cardio and weightlifting equipment, and multi-purpose exercise rooms for activities such as yoga, dance, aerobics, and spinning. The multi-purpose gyms can host a variety of recreation and community events and the NKCC program includes a walk/jog track that encircles the upper level of the gym and provides one mile of exercise for every 12 laps.

The indoor aquatics program at HPR includes a large, warm water recreation pool with a slide and zero entry children’s play area with water features. The ramped entry provides ease of access for community members with mobility needs, and a variety of pool depths can accommodate multiple activities, from open swim to water aerobics and general rehabilitation exercises. The natatorium also includes an eight-lane 25-meter lap pool for general fitness and training. HPR has a smaller offering of community spaces, which include an all-purpose studio/classroom, a childwatch area and a divisible party/meeting room.

The HPR programs are supplemented by the more robust community-focused program offerings at NKCC which include a 200 seat community/ events room which can be subdivided into two separate event spaces for a multitude of activities. A commercial/catering kitchen is located adjacent to the community event room and the program also includes an arts/crafts studio and music room. Similar to HPR, NKCC also has a childwatch area and a party/meeting room to round out the collection of community spaces.

Support areas such as locker rooms, universal changing rooms, storage and administrative offices are also included in both program totals. The general size and configuration of the complimentary options were similar in scope and scale to the original options outlined in the RAFS report so test fitting the program areas on the sites was not required.

HPR	~67,000 sf
*Recreation Space	~19,200 sf
Multi-Purpose Gym - 2 court (12,220 sf)	
Fitness Room (4,500 sf)	
Multi-Purpose Group Exercise (1,600 sf)	
*Aquatics Space	~22,800 sf
Indoor Recreation Pool (water area 7,000 sf)	
Indoor Lap Pool - 8 lane 25 yard (4,605 sf)	
*Community Space	~4,000 sf
All Purpose Studio / Classroom (1,200sf)	
Childwatch (800 sf)	
Party / Meeting Rooms (1,000 sf)	
Support Space	~7,700 sf
Administration	
Lockers / Universal Changing	
Support / Storage	

*Programmatic space only

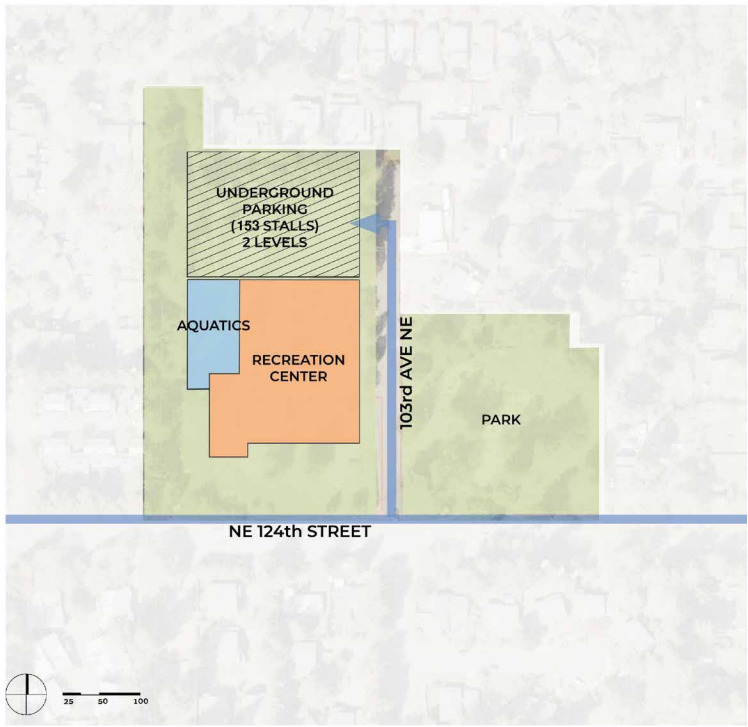
Parking Stalls 228

NKCC	~45,000 sf
*Recreation Space	~23,000 sf
Multi-Purpose Gym - 2 court (12,220 sf)	
Walk /Jog Track - 12 laps per mile (4,480 sf)	
Fitness Room (4,500 sf)	
Multi-Purpose Group Exercise (900 sf)	
*Aquatics Space	0 sf
*Community Space	~6,700 sf
Community / Event Room - 200 seats (2,400 sf)	
Commercial / Catering Kitchen (500 sf)	
Arts / Crafts Studio (500sf)	
Music Room (500 sf)	
Childwatch (800 sf)	
Party / Meeting Rooms (500 sf)	
Support Space	~6,400 sf
Administration	
Lockers / Universal Changing	
Support / Storage	

Parking Stalls 153



Houghton Park & Ride (HPR)



North Kirkland Community Center (NKCC)

NORTH KIRKLAND COMMUNITY CENTER
LARGE

The ~80,000 sf NKCC option provides a robust collection of recreation, aquatics and community-focused programs. Like other NKCC options in the original RAFS report, the program has been refined to address the sloping nature of the site. The larger aquatics program, which features two bodies of water, requires utilizing more of the open park area to accommodate the facility’s size.

Larger program areas are located on the lower level of the facility to reduce the overall building height and appearance which helps maintain a building presence that can exist harmoniously with the surrounding residential neighborhood. The west park area is greatly reduced but the north/south pathway between the neighborhood and NE 124th Street can be reconfigured and maintained.

The indoor aquatics program includes a large, warm water recreation pool with a slide and zero entry children’s play area with water features. The ramped entry provides ease of access for community members with mobility needs and a variety of pool depths can accommodate multiple activities, from open swim to water aerobics and general rehabilitation exercises. The natatorium also includes a six-lane 25-meter lap pool for general fitness and training.

The recreation spaces include a multi-purpose two-court gym which can host a variety of recreation and community events. A walk/jog track encircles the upper level of the gym and provides one mile of exercise for every 12 laps. The fitness room is sized to accommodate cardio and free weight training activities. A large multi-purpose group exercise room and a multi-purpose activity room round out the collection of spaces provided for the recreation area.

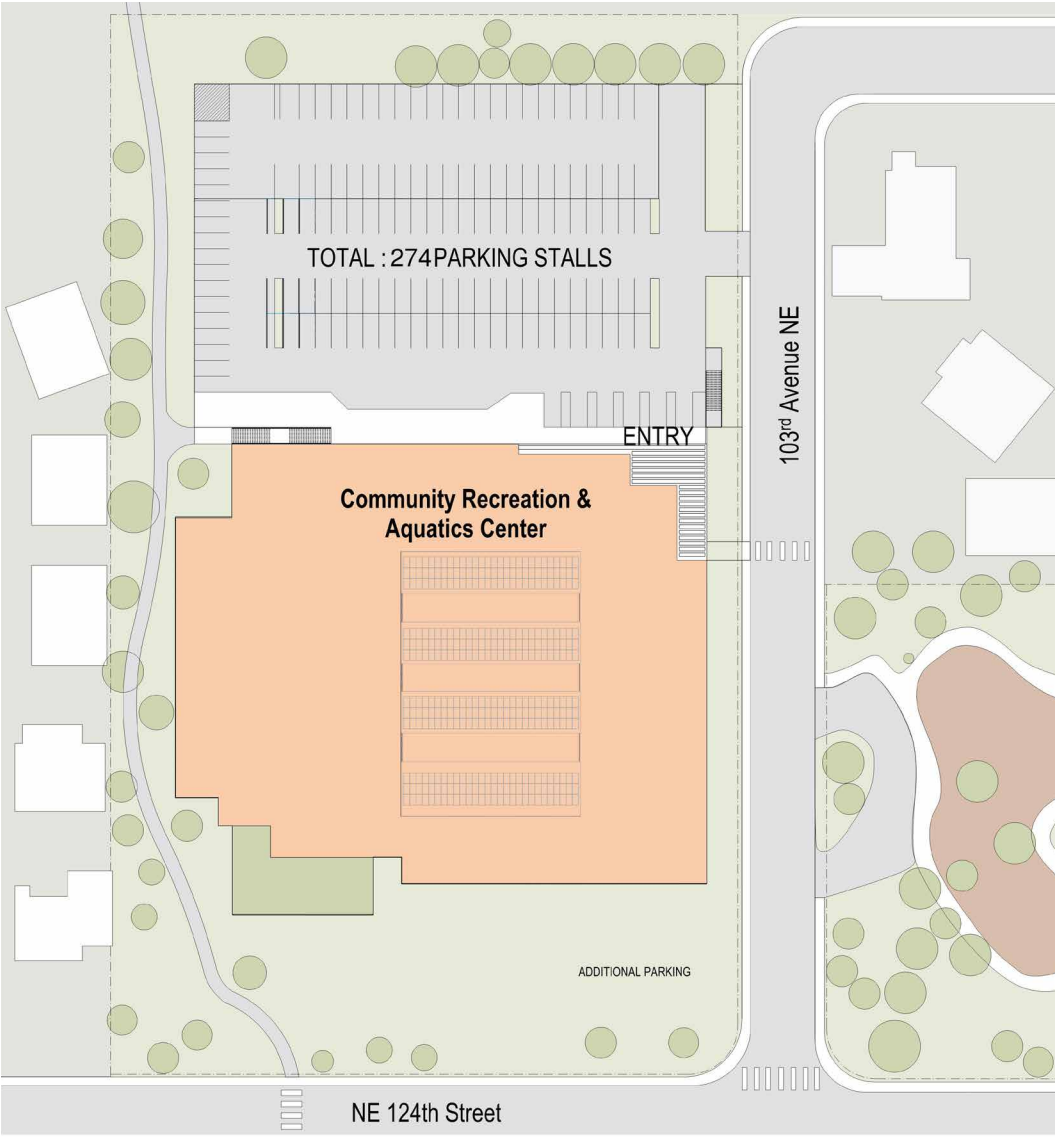
NKCC	~80,000 sf
*Recreation Space	~25,500 sf
Multi-Purpose Gym - 2 court (12,220 sf)	
Walk /Jog Track - 12 laps per mile (4,480 sf)	
Fitness Room (4,500 sf)	
Multi-Purpose Group Exercise (1,800 sf)	
Multi-Purpose Activity Room (1,200 sf)	
*Aquatics Space	~17,700 sf
Indoor Recreation Pool (water area 3,600 sf)	
Indoor Lap Pool - 6 lane 25 yard (3,450 sf)	
*Community Space	~11,000 sf
Community / Event Room - 200 seats (2,400 sf)	
Stage / Classroom (1,400 sf)	
Commercial / Catering Kitchen (800 sf)	
Multi-Purpose Classroom / Meeting (1,000sf)	
All Purpose Studio / Classroom (1,200sf)	
Game Room (1,000sf)	
Childwatch (800 sf)	
Party / Meeting Rooms (1,000 sf)	
Support Space	~10,100 sf
Administration	
Lockers / Universal Changing	
Support / Storage	

*Programmatic space only

Parking Stalls **274**

Community-focused program areas include a 200 seat community/events room which can be subdivided into two separate event spaces for a multitude of activities. The commercial/catering kitchen is located adjacent to the community room to provide food service for events. The kitchen can also be used to host cultural events and serves as a demonstration kitchen for teaching and learning. Opposite the kitchen is the stage/classroom which consists of a raised platform that can serve as a performance platform for dance, music, presentations and any variety of performance events.

When not being used for performances, the space can be utilized as a classroom. The program also features a multi-purpose classroom/meeting room, all-purpose studio/classroom, childwatch and divisible party/meeting rooms. The diversity of programs provide multi-generational opportunities and activities for all members of the community. Program test fits outlining the area adjacencies, size and location are shown on the following pages.



North Kirkland Community Center - Large

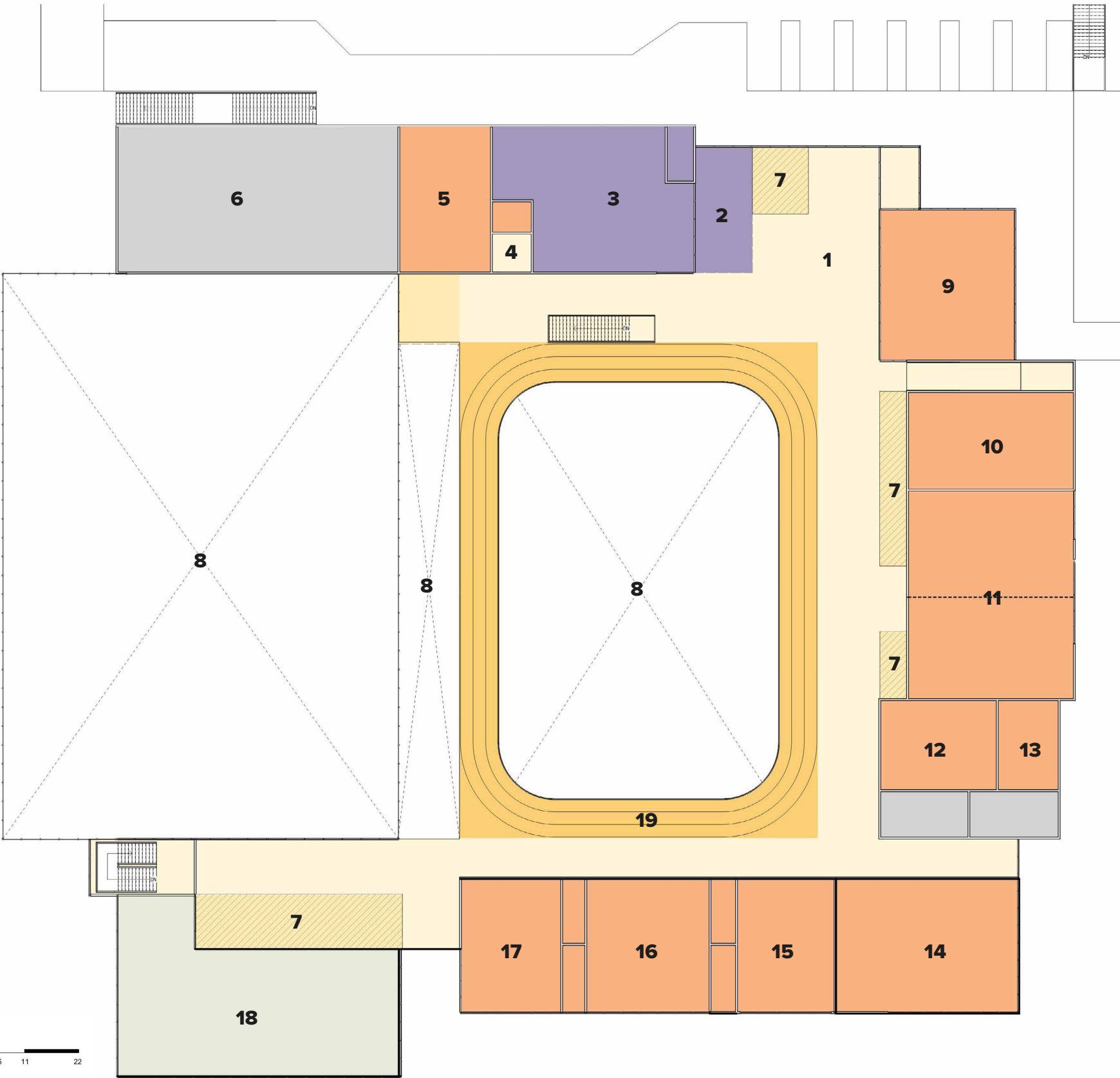
NORTH KIRKLAND COMMUNITY CENTER - ENTRY LEVEL

~80,000 SF

- RECREATION SPACES
- COMMUNITY SPACES
- FACILITY ADMINISTRATION
- BUILDING SUPPORT

1. Entry Lobby
2. Reception
3. Administrative Offices
4. Elevator
5. Child Watch
6. Mechanical
7. Lounge/Social Space
8. Open to Below
9. Senior Lounge
10. Stage/Classroom

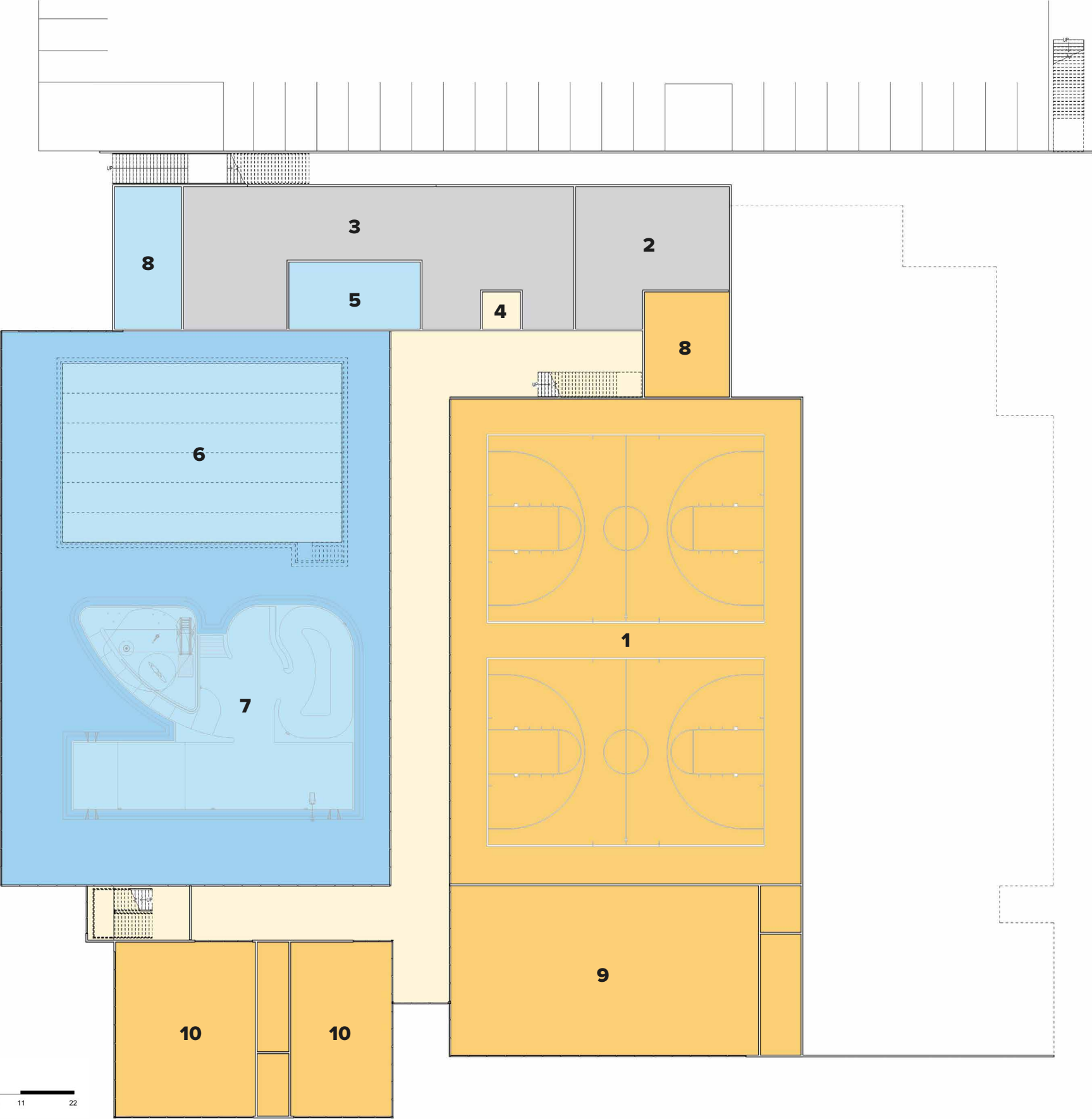
11. Community/Event Room(s)
12. Commercial/Catering Kitchen
13. Storage
14. All Purpose Studio/Classroom
15. Party Meeting Room
16. Game Room
17. Multi-Purpose Classroom
18. Roof Terrace
19. Walk/Jog Track



NORTH KIRKLAND COMMUNITY CENTER - LOWER LEVEL ~80,000 SF

- RECREATION SPACES
- AQUATIC SPACES
- COMMUNITY SPACES
- BUILDING SUPPORT

- 1. Multi-Purpose Gym
- 2. Pool Mechanical
- 3. Locker & Universal Changing Rooms
- 4. Elevator
- 5. Aquatics Operation
- 6. Lap Pool
- 7. Recreation Pool
- 8. Storage
- 9. Fitness Room
- 10. Multi-Purpose Exercise Activity Room



**NORTH KIRKLAND COMMUNITY CENTER
SMALL**

The ~18,000 sf NKCC option provides a smaller collection of recreation and community-focused programs. To fully leverage the sloping nature of the site and the smaller program area needs, the parking structure has been placed below the recreation and community center footprint. This strategy provides a cost-effective solution allowing the primary building entry and programs to be at the street level and maximizes the amount of parkland that can remain open for use.

A drive lane with a drop-off area and accessible parking is located north of the main entry to complement the 65 stalls below the building. The location and layout of the parking ingress and egress is in keeping with the traffic calming strategies outlined in the RAFS. The larger gym program is located on the west side to reduce the overall building height and appearance adjacent to NE 103rd Avenue NE which in turn helps maintain a building presence that can exist harmoniously with the surrounding residential neighborhood.

The recreation spaces include a multi-purpose gym with a single court, which despite its smaller size can still host a variety of recreation and community events. The facility also has a multi-purpose exercise room for activities such as yoga, dance, aerobics and spinning.

The community-focused program area includes a single multi-purpose classroom/meeting room. As the name implies the room can be used to host a variety of community functions. All the program areas are flexible and adaptable to support multiple program opportunities not currently available at the existing community center.

NKCC	~18,000 sf
*Recreation Space	~8,700 sf
Multi-Purpose Gym - 1 court (7,280 sf)	
Multi-Purpose Exercise (1,000 sf)	
*Aquatics Space	0 sf
*Community Space	~1,500 sf
Multi-Purpose Classroom / Meeting (1,000sf)	
Support Space	~4,500 sf
Administration	
Lockers / Universal Changing	
Support / Storage	

Parking Stalls 65

Support areas such as locker rooms, universal changing rooms, storage and administrative offices are also included to round out the NKCC-~18,000 sf program. Program test fits outlining the area adjacencies, size and location are shown on the following pages.

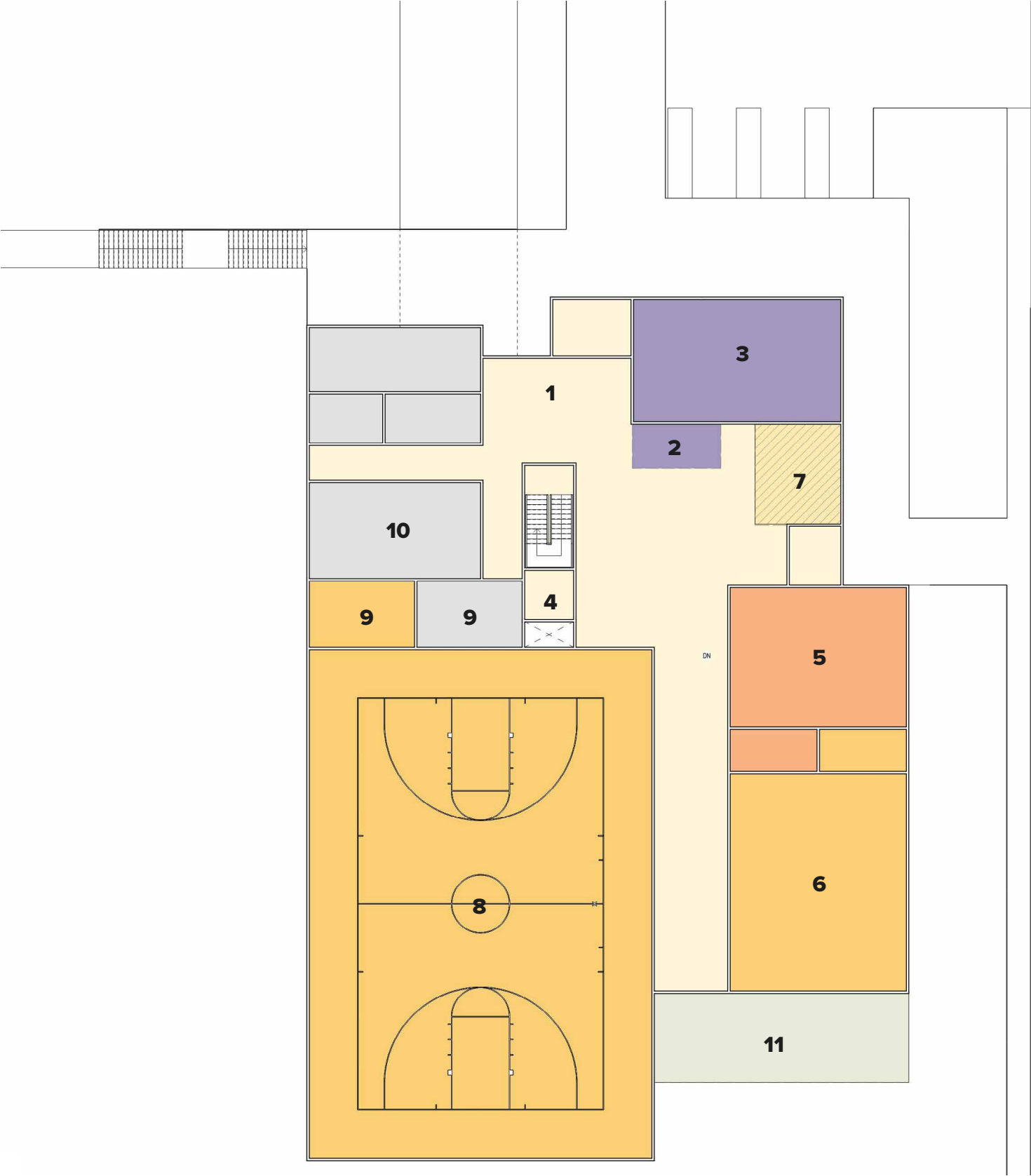


North Kirkland Community Center Park - Small

NORTH KIRKLAND COMMUNITY CENTER - ENTRY LEVEL
 ~18,000 SF

- RECREATION SPACES
- COMMUNITY SPACES
- FACILITY ADMINISTRATION
- BUILDING SUPPORT

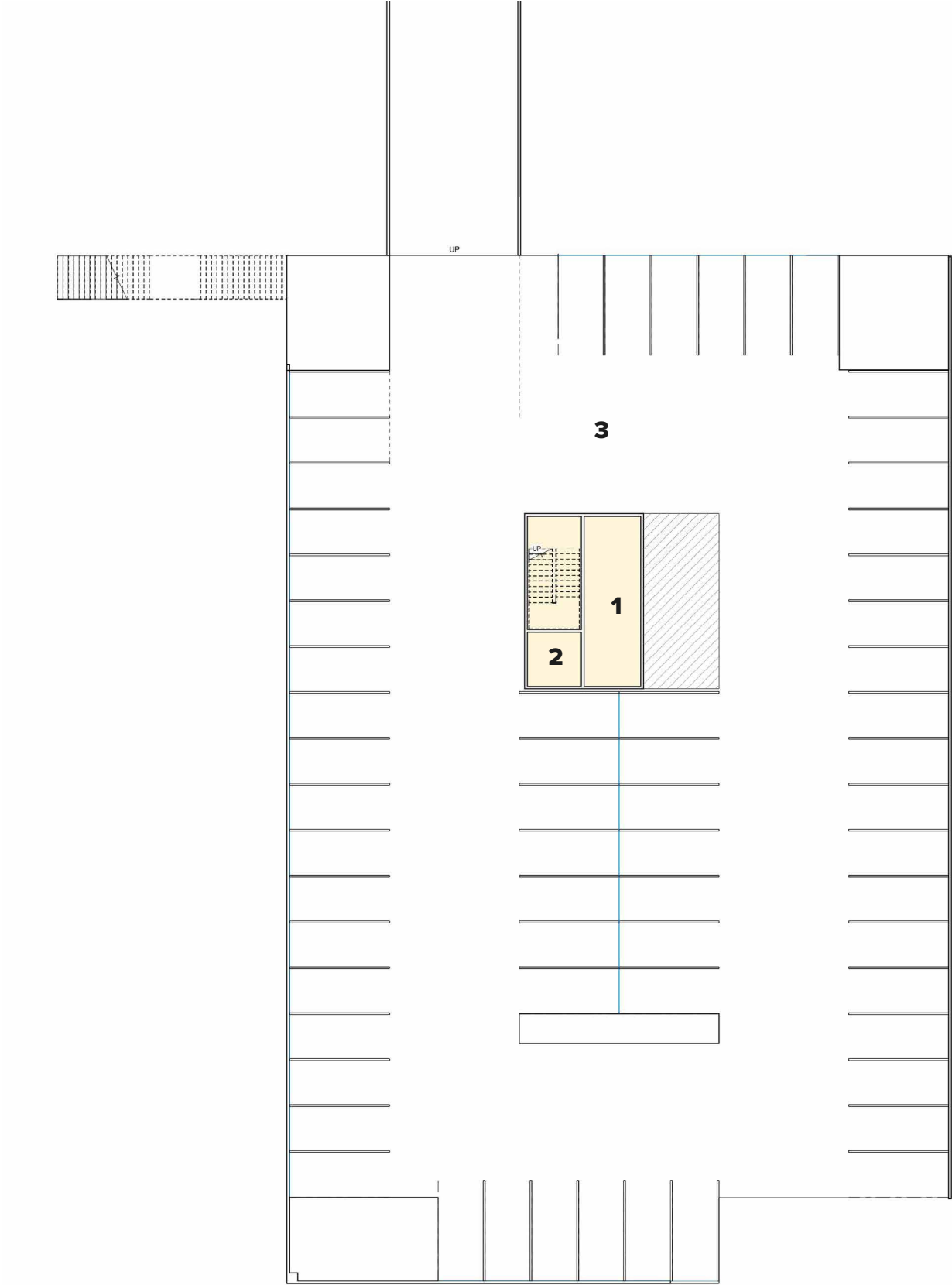
- 1. Entry Lobby
- 2. Reception
- 3. Administrative Offices
- 4. Elevator
- 5. Multi-Purpose Classroom
- 6. Multi-Purpose Exercise Activity Room
- 7. Lounge Social Space
- 8. Multi-Purpose Gym
- 9. Storage
- 10. Locker & Universal Changing Rooms
- 11. Terrace



NORTH KIRKLAND COMMUNITY CENTER - LOWER LEVEL
~18,000 SF

 CIRCULATION

- 1. Entry
- 2. Elevator
- 3. Parking



OPERATIONAL PLAN

OPERATIONS NARRATIVES

Ballard*King (B*K) was tasked with the development of an operational plan that encompassed a ~67,000 sf facility at the Houghton Park & Ride location and a ~45,000 sf facility at the North Kirkland Community Center location. The operational plan assumed that both facilities would be concurrently operational.

Expenses: B*K developed an expense model for both facilities that included staffing (full-time and part-time), commodities, and contractual obligations.

Revenues: B*K developed the following revenue models for the combined operations.

- Houghton Park & Ride – site specific memberships, programs, rentals, etc.
- North Kirkland Community Center – site specific memberships, programs, rentals, etc.
- Dual membership would gain access to both locations.

To calculate the dual membership B*K did the following:

- HPR + NKCC membership rates.
- Determine the monthly membership fee.
- Subtract \$5 from the monthly membership fee.
- Use that new monthly rate to determine annual membership rate.

NKCC Members:

- 475 Resident
- 205 Non-Resident

HPR Members:

- 875 Residents
- 325 Non-Residents

Both locations have fitness and gymnasiums which are primary components when developing a membership-based facility. The basis for more members at HPR is the presence of the pool. The combination of fitness, gymnasium, and pool demands a higher membership rate, but also has a larger draw to the community.

Combined Members:

- 700 Resident
- 285 Non-Resident

A membership that combines two facilities with both unique and duplicated components also demands a higher membership fee, but also has greater appeal to the resident as it provides options.

Based on the NKCC, HPR, and Combined memberships it achieves a 5.21% household penetration rate.

HPR						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 2-Year 5
Expenses	\$4,734,743	\$4,782,090	\$4,925,553	\$5,073,320	\$5,225,519	\$5,001,621
Revenue	\$2,575,005	\$2,832,506	\$2,974,131	\$3,063,355	\$3,155,255	\$3,006,312
	(\$2,159,738)	(\$1,949,585)	(\$1,951,422)	(\$2,009,965)	(\$2,070,264)	(\$1,995,309)
Percentage w/ Capital	54.4%	59.2%	60.4%	60.4%	60.4%	60.1%
Capital (cumulative)	\$150,000	\$300,000	\$450,000	\$600,000	\$750,000	
NKCC						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 2-Year 5
Expenses	\$2,716,096	\$2,743,257	\$2,825,555	\$2,910,322	\$2,997,631	\$2,869,191
Revenue	\$1,006,720	\$1,077,190	\$1,131,050	\$1,164,981	\$1,199,931	\$1,143,288
	(\$1,709,376)	(\$1,666,067)	(\$1,694,505)	(\$1,745,340)	(\$1,797,700)	(\$1,725,903)
Percentage w/ Capital	37.1%	39.3%	40.0%	40.0%	40.0%	39.8%
Capital (cumulative)	\$100,000	\$200,000	\$300,000	\$400,000	\$500,000	
Combined						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 2-Year 5
Expenses	\$7,450,839	\$7,525,348	\$7,751,108	\$7,983,641	\$8,223,151	\$7,870,812
Revenue	\$5,404,345	\$5,944,780	\$6,360,914	\$6,551,741	\$6,748,294	\$6,401,432
	(\$2,046,494)	(\$1,580,568)	(\$1,390,194)	(\$1,431,900)	(\$1,474,857)	(\$1,469,380)
Percentage w/ Capital	72.5%	79.0%	82.1%	82.1%	82.1%	81.3%
Capital (cumulative)	\$250,000	\$500,000	\$750,000	\$1,000,000	\$1,250,000	
NKCC - 80,000 sf						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 2-Year 5
Expenses	\$4,378,797	\$4,422,585	\$4,555,263	\$4,691,921	\$4,832,678	\$4,625,612
Revenue	\$3,393,830	\$3,631,398	\$3,812,968	\$3,927,357	\$4,045,178	\$3,854,225
	(\$984,967)	(\$791,187)	(\$742,295)	(\$764,564)	(\$787,501)	(\$771,387)
Percentage w/ Capital	77.5%	82.1%	83.7%	83.7%	83.7%	83.3%
Capital (cumulative)	\$100,000	\$200,000	\$300,000	\$400,000	\$500,000	
NKCC - 18,000 sf						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 2-Year 5
Expenses	\$1,614,706	\$1,630,853	\$1,679,778	\$1,730,172	\$1,782,077	\$1,705,720
Revenue	\$342,625	\$359,756	\$377,744	\$389,076	\$400,749	\$381,831
	(\$1,272,081)	(\$1,271,096)	(\$1,302,034)	(\$1,341,095)	(\$1,381,328)	(\$1,323,888)
Percentage w/ Capital	21.2%	22.1%	22.5%	22.5%	22.5%	22.4%
Capital (cumulative)	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000	

CAPITAL/OPERATIONAL COST SUMMARY

The capital costs for each option outlined in this report were developed using the building and site costs outlined in the RAFS cost analysis. While concept designs were not developed beyond test fits for the NKCC stand alone options, there is enough cost data to accurately summarize what the anticipated cost for the individual options outlined in this report could be. The total building costs include design and construction contingencies as well as cost escalation to May 2025. The total project cost summary includes both construction costs, indirect construction costs, and escalation.

For each option the building and site area is multiplied by the cost per square foot outlined in the original cost analysis. The sum of the site and building cost provides the construction cost total outlined in this report.

The soft costs were developed using an industry standard 30% mark-up of the construction costs. The costs include design and permitting fees, furniture, fixture and equipment procurement as well as taxes. The sum of the construction and soft costs equates to the total project costs needed to have a complete, fully functioning facility. The anticipated cost for each option outlined in this report are shown below.

Operational costs were developed by Ballard*King. The expense costs outlined in the operational analysis includes, but is not limited to, staff compensation, supplies, maintenance and utilities. Revenue assumptions are based on current market rates and supplement the operational costs but do not cover all the

anticipated expenses. The net annual operating costs are included in the following charts and the entirety of the operational plans can be found in the Appendix.

COMPLEMENTARY OPTION

Houghton Park & Ride
North Kirkland Community Center

Building	\$89M
Sitework	\$30.5M
Const. Cost	\$119.5M
Soft Cost	\$36M
Total Project	\$155.5M

Expense	\$7.8M
Revenue	\$6.4M
*Subsidy	\$1.4M
Cost Recovery	81%

NORTH KIRKLAND COMMUNITY CENTER

80,000 sf

Building	\$62M
Sitework	\$22.5M
Const. Cost	\$84.5M
Soft Cost	\$25.5M
Total Project	\$110M

Expense	\$4.6M
Revenue	\$3.8M
*Subsidy	\$.8M
Cost Recovery	83%

18,000 sf

Building	\$18.5M
Sitework	\$14M
Const. Cost	\$32.5M
Soft Cost	\$9.5M
Total Project	\$42M

Expense	\$1.7M
Revenue	\$.4M
*Subsidy	\$1.3M
Cost Recovery	22%

* Subsidy = Net Annual Operating Cost

APPENDIX

OPERATIONAL PLAN

Kirkland Ops**HPR**

	Year 1	Year 2	Year 3	Year 4	Year 5	<u>Year 2-Year 5</u>
Expenses	\$4,734,743	\$4,782,090	\$4,925,553	\$5,073,320	\$5,225,519	\$5,001,621
Revenue	\$2,575,005	\$2,832,506	\$2,974,131	\$3,063,355	\$3,155,255	\$3,006,312
	(\$2,159,738)	(\$1,949,585)	(\$1,951,422)	(\$2,009,965)	(\$2,070,264)	(\$1,995,309)
Percentage w/ Capital	54.4%	59.2%	60.4%	60.4%	60.4%	60.1%
Capital (cumulative)	\$150,000	\$300,000	\$450,000	\$600,000	\$750,000	

NKCC

	Year 1	Year 2	Year 3	Year 4	Year 5	<u>Year 2-Year 5</u>
Expenses	\$2,716,096	\$2,743,257	\$2,825,555	\$2,910,322	\$2,997,631	\$2,869,191
Revenue	\$1,006,720	\$1,077,190	\$1,131,050	\$1,164,981	\$1,199,931	\$1,143,288
	(\$1,709,376)	(\$1,666,067)	(\$1,694,505)	(\$1,745,340)	(\$1,797,700)	(\$1,725,903)
Percentage w/ Capital	37.1%	39.3%	40.0%	40.0%	40.0%	39.8%
Capital (cumulative)	\$100,000	\$200,000	\$300,000	\$400,000	\$500,000	

Combined

	Year 1	Year 2	Year 3	Year 4	Year 5	<u>Year 2-Year 5</u>
Expenses	\$7,450,839	\$7,525,348	\$7,751,108	\$7,983,641	\$8,223,151	\$7,870,812
Revenue	\$5,404,345	\$5,944,780	\$6,360,914	\$6,551,741	\$6,748,294	\$6,401,432
	(\$2,046,494)	(\$1,580,568)	(\$1,390,194)	(\$1,431,900)	(\$1,474,857)	(\$1,469,380)
Percentage w/ Capital	72.5%	79.0%	82.1%	82.1%	82.1%	81.3%
Capital (cumulative)	\$250,000	\$500,000	\$750,000	\$1,000,000	\$1,250,000	

NKCC - 80K

	Year 1	Year 2	Year 3	Year 4	Year 5	<u>Year 2-Year 5</u>
Expenses	\$4,378,797	\$4,422,585	\$4,555,263	\$4,691,921	\$4,832,678	\$4,625,612
Revenue	\$3,393,830	\$3,631,398	\$3,812,968	\$3,927,357	\$4,045,178	\$3,854,225
	(\$984,967)	(\$791,187)	(\$742,295)	(\$764,564)	(\$787,501)	(\$771,387)
Percentage w/ Capital	77.5%	82.1%	83.7%	83.7%	83.7%	83.3%
Capital (cumulative)	\$100,000	\$200,000	\$300,000	\$400,000	\$500,000	

NKCC - 18K

	Year 1	Year 2	Year 3	Year 4	Year 5	<u>Year 2-Year 5</u>
Expenses	\$1,614,706	\$1,630,853	\$1,679,778	\$1,730,172	\$1,782,077	\$1,705,720
Revenue	\$342,625	\$359,756	\$377,744	\$389,076	\$400,749	\$381,831
	(\$1,272,081)	(\$1,271,096)	(\$1,302,034)	(\$1,341,095)	(\$1,381,328)	(\$1,323,888)
Percentage w/ Capital	21.2%	22.1%	22.5%	22.5%	22.5%	22.4%
Capital (cumulative)	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000	

	Kirkland Expenses													
	Category	HPR		NKCC		Combined		NKCC-B		NKCC-S				
	<u>Personnel</u> (new positions)													
	Full-time	1,764,042		1,161,769		2,925,811		1,703,611		655,235				
	Part-time	1,229,747		620,912		1,850,659		943,468		385,831				
	Total	\$ 2,993,789	63.2%	\$ 1,782,681	65.6%	4,776,470		\$ 2,647,079	60.5%	\$ 1,041,066	64.5%			
	<u>Commodities</u>													
	Office supplies (forms, ID, film)	7,000		5,000		12,000		7,000		1,500				
	Chemicals	80,000		5,000		85,000		70,000		2,500				
	Maintenance/repair/materials	30,000		25,000		55,000		40,000		5,000				
	Janitor supplies	15,000		12,500		27,500		20,000		7,500				
	Recreation supplies	8,500		7,000		15,500		9,500		5,000				
	Uniforms	6,000		4,000		10,000		6,000		2,000				
	Printing/postage	4,000		3,000		7,000		4,000		2,000				
	Other Misc. expenses	2,500		2,000		4,500		2,500		1,000				
	Fuel/Mileage	1,500		1,500		3,000		1,500		500				
	Total	\$ 154,500	3.3%	\$ 65,000	2.4%	219,500		\$ 160,500	3.7%	\$ 27,000	1.7%			
	<u>Contractual</u>													
	Utilities (gas, electric)	369,188		180,400		549,588		402,815		100,722				
	Water/Sewar	85,000	Sq Ft.	15,000	Sq Ft.	100,000		65,000	Sq Ft.	5,000	Sq Ft.			
	Insurance (property & liability)	16,781	#####	11,275	#####	28,056		20,141	#####	4,578	#####			
	Communications (phone)	5,000		4,000		9,000		5,000		2,500				
	Contract services	30,000		20,000		50,000		35,000		12,500				
	Rental equipment	15,000		10,000		25,000		15,000		5,000				
	Advertising	15,000		12,000		27,000		15,000		12,000				
	Training	7,000		5,000		12,000		8,000		2,000				
	Conference	5,000		5,000		10,000		5,000		2,000				
	Dues/subscriptions	2,500		2,500		5,000		2,500		1,500				
	Bank charges	77,250		30,202		107,452		101,815		10,279				
	Other	1,500		1,500		3,000		2,000		1,000				
	Total	\$ 629,219	13.3%	\$ 296,877	10.9%	\$ 926,096		\$ 677,271	15.5%	\$ 159,079	9.9%			
	City Support Charge Backs (18%)	\$ 679,951	14.4%	\$ 386,020	14.2%	\$ 1,065,972		\$ 627,273	14.3%	\$ 220,886	13.7%			
	IT Fees	\$ 127,284	2.7%	\$ 85,518	3.1%	\$ 212,802		\$ 116,675	2.7%	\$ 116,675	7.2%			
	Grand Total w/out Replacement Fund	\$ 4,584,743		\$ 2,616,096		\$ 7,200,839		\$ 4,228,797		\$ 1,564,706				
	Replacement fund	\$ 150,000	3.2%	\$ 100,000	3.7%	\$ 250,000		\$ 150,000	3.4%	\$ 50,000	3.1%			
	Grand Total	\$ 4,734,743		\$ 2,716,096		\$ 7,450,839		\$ 4,378,797		\$ 1,614,706				

	Kirkland - Revenues																
	Category		HPR			NKCC			Combined			NKCC-B			NKCC-S		
	<u>Fees</u>																
	Daily Admission		\$251,000			\$133,700			\$384,700			\$146,800			\$0		
	Membership		\$1,406,100			\$446,220			\$1,852,320			\$2,273,700			\$0		
	Membership Dual								\$1,822,620								
	Total		\$1,657,100	64.4%		\$579,920	57.6%		\$4,059,640	75.1%		\$2,420,500	71.3%		\$0	0.0%	
	<u>Programs</u>																
	Aquatic		\$325,980			\$0			\$325,980			\$312,580			\$0		
	Dryside		\$274,125			\$143,500			\$417,625			\$178,500			\$109,575		
	Total		\$600,105	23.3%		\$143,500	14.3%		\$743,605	13.8%		\$491,080	14.5%		\$109,575	32.0%	
	<u>Other</u>																
	Birthday Parties		\$78,400			\$34,100			\$112,500			\$43,400			\$13,950		
	Practice Rentals		\$201,600			\$0			\$201,600			\$156,000			\$0		
	Other Aquatic		\$21,600			\$0			\$21,600			\$11,250			\$0		
	Other Non-Aquatic		\$16,200			\$44,200			\$60,400			\$66,600			\$14,100		
	Total		\$317,800	12.3%		\$78,300	7.8%		\$396,100	7.3%		\$277,250	8.2%		\$28,050	8.2%	
	PKN Program Revenue					\$205,000	20.4%		\$205,000	3.8%		\$205,000	6.0%		\$205,000	59.8%	
	Grand Total		\$2,575,005	#####		\$1,006,720	#####		\$5,404,345	#####		\$3,393,830	#####		\$342,625	100.0%	

Kirkland FTE															
HPR				NKCC				NKCC-B				NKCC-S			
Full Time Staff	Salary	Positions	Total	Full Time Staff	Salary	Positions	Total	Full Time Staff	Salary	Positions	Total	Full Time Staff	Salary	Positions	Total
Facility Manager	106,500	1	\$144,627	Assistant Facility Manager	106,500	1	\$144,627	Facility Manager	106,500	1	\$144,627	Facility Manager	106,500	1	\$144,627
Sports & Competition Supervisor	85,500	1	\$116,109	Sports & Competition Coordinator	83,000	1	\$112,714	Sports & Competition Supervisor	85,500	1	\$116,109	Sports & Competition Supervisor	83,000	0	\$0
Fitness Supervisor	85,500	1	\$116,109	Fitness Coordinator	83,000	1	\$112,714	Fitness Supervisor	85,500	1	\$116,109	Fitness Supervisor	83,000	0	\$0
Front Desk Supervisor	85,500	1	\$116,109	Front Desk Coordinator	83,000	1	\$112,714	Front Desk Supervisor	85,500	1	\$116,109	Front Desk Supervisor	83,000	1	\$112,714
Aquatics Supervisor	85,500	1	\$116,109	Aquatics Supervisor	85,500	0	\$0	Aquatics Supervisor	85,500	1	\$116,109	Aquatics Supervisor	85,500	0	\$0
Aquatics Coordinator	83,000	1	\$112,714	Aquatics Coordinator	83,000	0	\$0	Aquatics Coordinator	83,000	0.5	\$56,357	Aquatics Coordinator	83,000	0	\$0
Lifeguards	65,000	4	\$353,080	Lifeguards	65,000	0	\$0	Lifeguards	65,000	3	\$264,810	Lifeguards	65,000	0	\$0
Youth Program Supervisor	85,500	1	\$116,109	Youth Program Coordinator	83,000	1	\$112,714	Youth Program Supervisor	85,500	1	\$116,109	Youth Program Supervisor	83,000	1	\$112,714
Enrichment & Senior Sup	85,500	1	\$116,109	Enrichment & Senior Coord	83,000	1	\$112,714	Enrichment & Senior Sup	85,500	1	\$116,109	Enrichment & Senior Sup	83,000	1	\$112,714
Maintenance Supervisor	85,500	1	\$116,109	Maintenance Coordinator	83,000	1	\$112,714	Maintenance Supervisor	85,500	1	\$116,109	Maintenance Supervisor	83,000	0	\$0
Maintenance Tech	65,000	1	\$88,270	Maintenance Tech	65,000	1	\$88,270	Maintenance Tech	65,000	1	\$88,270	Maintenance Tech	65,000	1	\$88,270
Custodial	62,000	3	\$252,588	Custodial	62,000	3	\$252,588	Custodial	62,000	4	\$336,784	Custodial	62,000	1	\$84,196
Positions		17		Positions		11		Positions		16.5		Positions		6	
Salaries			#####	Salaries			#####	Salaries			#####	Salaries			\$655,235
Benefits Factored Into Wages			\$0	Benefits Factored Into Wages			\$0	Benefits Factored Into Wages			\$0	Benefits Factored Into Wages			\$0
Total Full-Time Staff			#####	Total Full-Time Staff			#####	Total Full-Time Staff			#####	Total Full-Time Staff			\$655,235
	87,875				74,038				45,613						
Per Person	\$444	9	\$3,996	Per Person	\$444	8	\$3,552	Per Person	\$444	7	\$3,108	Per Person	\$444	8	\$3,552
Shared	\$218	6	\$1,308	Shared	\$218	6	\$1,308	Shared	\$218	5	\$1,090	Shared	\$218	6	\$1,308
IT	#####	12	\$121,980	IT	#####	11	\$111,815	IT	\$10,165	8	\$81,320	IT	\$10,165	11	\$111,815
			\$127,284				\$116,675				\$85,518				\$116,675

Kirkland - PTE																								
HPR					NKCC					NKCC-B					NKCC-S									
Part-Time	Rate	Hours	Weeks	Total	Part-Time	Rate	Hours	Weeks	Total	Part-Time	Rate	Hours	Weeks	Total	Part-Time	Rate	Hours	Weeks	Total	Part-Time	Rate	Hours	Weeks	Total
Lead Front Desk (sum)	\$21.00	94	14	27,489	Lead Front Desk (sum)	\$21.00	94	14	27,489	Lead Front Desk (sum)	\$21.00	94	14	27,489	Lead Front Desk (sum)	\$21.00	94	14	27,489	Lead Front Desk (sum)	\$21.00	94	14	27,489
Lead Front Desk (sch)	\$21.00	76	36	57,456	Lead Front Desk (sch)	\$21.00	76	36	57,456	Lead Front Desk (sch)	\$21.00	76	36	57,456	Lead Front Desk (sch)	\$21.00	76	36	57,456	Lead Front Desk (sch)	\$21.00	76	36	57,456
Front Desk (sum)	\$18.00	164	14	41,202	Front Desk (sum)	\$18.00	98	14	24,570	Front Desk (sum)	\$18.00	98	14	24,570	Front Desk (sum)	\$18.00	98	14	24,570	Front Desk (sum)	\$18.00	98	14	24,570
Front Desk (sch)	\$18.00	77	36	49,896	Front Desk (sch)	\$18.00	69	36	44,388	Front Desk (sch)	\$18.00	69	36	44,388	Front Desk (sch)	\$18.00	69	36	44,388	Front Desk (sch)	\$18.00	69	36	44,388
Building Supervisor (sum)	\$24.00	59	14	19,824	Building Supervisor (sum)	\$24.00	59	14	19,824	Building Supervisor (sum)	\$24.00	59	14	19,824	Building Supervisor (sum)	\$24.00	59	14	19,824	Building Supervisor (sum)	\$24.00	59	14	19,824
Building Supervisor (sch)	\$24.00	44	36	38,016	Building Supervisor (sch)	\$24.00	44	36	38,016	Building Supervisor (sch)	\$24.00	44	36	38,016	Building Supervisor (sch)	\$24.00	44	36	38,016	Building Supervisor (sch)	\$24.00	44	36	38,016
Fitness Attendant	\$17.00	54	50	45,475	Fitness Attendant	\$17.00	54	50	45,475	Fitness Attendant	\$17.00	54	50	45,475	Fitness Attendant	\$17.00	54	50	45,475	Fitness Attendant	\$17.00	0	50	0
Lifeguard (sum)	\$19.00	477	14	126,749	Lifeguard (sum)	\$19.00	0	14	0	Lifeguard (sum)	\$19.00	307	14	81,596	Lifeguard (sum)	\$19.00	0	14	0	Lifeguard (sum)	\$19.00	0	14	0
Lifeguard (sch)	\$19.00	335	36	229,140	Lifeguard (sch)	\$19.00	0	36	0	Lifeguard (sch)	\$19.00	219	36	149,796	Lifeguard (sch)	\$19.00	0	36	0	Lifeguard (sch)	\$19.00	0	36	0
Lead Lifeguards (sum)	\$22.00	70	14	21,406	Lead Lifeguards (sum)	\$22.00	0	14	0	Lead Lifeguards (sum)	\$22.00	70	14	21,406	Lead Lifeguards (sum)	\$22.00	0	14	0	Lead Lifeguards (sum)	\$22.00	0	14	0
Lead Lifeguards (sch)	\$22.00	54	36	42,372	Lead Lifeguards (sch)	\$22.00	0	36	0	Lead Lifeguards (sch)	\$22.00	54	36	42,372	Lead Lifeguards (sch)	\$22.00	0	36	0	Lead Lifeguards (sch)	\$22.00	0	36	0
Day Porter	\$16.00	40	50	32,000	Day Porter	\$16.00	40	50	32,000	Day Porter	\$16.00	40	50	32,000	Day Porter	\$16.00	20	50	16,000	Day Porter	\$16.00	20	50	16,000
Lead Child Care (sum)	\$21.00	45	14	13,230	Lead Child Care (sum)	\$21.00	45	14	13,230	Lead Child Care (sum)	\$21.00	45	14	13,230	Lead Child Care (sum)	\$21.00	0	14	0	Lead Child Care (sum)	\$21.00	0	14	0
Lead Child Care (sch)	\$21.00	50	36	37,800	Lead Child Care (sch)	\$21.00	50	36	37,800	Lead Child Care (sch)	\$21.00	50	36	37,800	Lead Child Care (sch)	\$21.00	0	36	0	Lead Child Care (sch)	\$21.00	0	36	0
Child Care (sum)	\$18.00	90	14	22,680	Child Care (sum)	\$18.00	90	14	22,680	Child Care (sum)	\$18.00	90	14	22,680	Child Care (sum)	\$18.00	0	14	0	Child Care (sum)	\$18.00	0	14	0
Child Care (sch)	\$18.00	100	36	64,800	Child Care (sch)	\$18.00	100	36	64,800	Child Care (sch)	\$18.00	100	36	64,800	Child Care (sch)	\$18.00	0	36	0	Child Care (sch)	\$18.00	0	36	0
Total				\$869,535	Total				\$427,728	Total				\$722,898	Total				\$227,743					
Aquatic Program				\$128,564	Aquatic Program				\$0	Birthday Party Staff				\$4,464	Aquatic Program				\$0					\$0
Rentals Staff				\$13,680	Rental Staff				\$0	Rental Staff				\$0	Rental Staff				\$0					\$0
Dry Program				\$130,578	Dry Program				\$87,560	Dry Program				\$87,560	Dry Program				\$69,170					\$69,170
					PKN Existing				\$61,500	PKN Existing				\$61,500	PKN Existing				\$61,500					\$61,500
Total				\$1,142,357	Total				\$576,788	Total				\$876,422	Total				\$358,413					
Benefits	7.65%			\$87,390	Benefits	7.65%			\$44,124	Benefits	7.65%			\$67,046	Benefits	7.65%			\$27,419					
Total				\$1,229,747	Total				\$620,912	Total				\$943,468	Total				\$385,831					

Head Lifeguard (summer)

Days	Shift	Time	Staff	
Mon	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Tue	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Wed	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Thu	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Fri	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Sat	6:45-9:00A	2.25	1	2.25
	9:00A-5:00P	8	1	8
	5:00-7:15P	2.25	1	2.25
Sun	9:45A-12:00P	2.25	1	2.25
	12:00-5:00P	5	1	5
	5:00-7:15P	2.25	1	2.25

69.5

Lifeguard (summer)

Days	Shift	Time	Staff	
Mon	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	8	48.0
	6:00-9:15P	3.25	6	19.5
Tue	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	8	48.0
	6:00-9:15P	3.25	6	19.5
Wed	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	8	48.0
	6:00-9:15P	3.25	6	19.5
Thu	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	8	48.0
	6:00-9:15P	3.25	6	19.5
Fri	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	8	48.0
	6:00-9:15P	3.25	6	19.5
Sat	6:45A-9:00A	2.25	4	9.0
	9:00A-12:00P	3	5	15.0
	12:00-7:15P	7.25	8	58.0
Sun	9:45A-12:00P	2.25	4	9.0
	12:00-7:00P	6	8	48.0

476.5

Lead Front Desk (summer)

Days	Shift	Time	Staff	
Mon	5:30A-9:00P	14.5	1	14.5
Tue	5:30A-9:00P	14.5	1	14.5
Wed	5:30A-9:00P	14.5	1	14.5
Thu	5:30A-9:00P	14.5	1	14.5
Fri	5:30A-9:00P	14.5	1	14.5
Sat	7:00A-7:00P	12	1	12.0
Sun	10:00A-7:00P	9	1	9.0

93.5

Building Supervisor (summer)

Days	Shift	Time	Staff	
Mon	12:00-9:00P	9	1	9.0
Tue	12:00-9:00P	9	1	9.0
Wed	12:00-9:00P	9	1	9.0
Thu	12:00-9:00P	9	1	9.0
Fri	12:00-9:00P	9	1	9.0
Sat	12:00-7:00P	7	1	7.0
Sun	12:00-7:00P	7	1	7.0

59.0

Head Lifeguard (school)

Days	Shift	Time	Staff	
Mon	2:30-9:00P	6.5	1	6.5
		0		0
		0		0
Tue	2:30-9:00P	6.5	1	6.5
		0		0
		0		0
Wed	2:30-9:00P	6.5	1	6.5
		0		0
		0		0
Thu	2:30-9:00P	6.5	1	6.5
		0		0
		0		0
Fri	2:30-9:00P	6.5	1	6.5
		0		0
		0		0
Sat	7:00-9:00A	2	1	2
	9:00A-5:00P	8	1	8
	5:00-7:00P	2	1	2
Sun	10:00A-12:00P	2	1	2
	12:00-5:00P	5	1	5
	5:00-7:00P	2	1	2

53.5

Lifeguard (school)

Days	Shift	Time	Staff	
Mon	3:00-5:00P	2	4	8.0
	5:00-9:00P	4	8	32.0
				0.0
				0.0
Tue	3:00-5:00P	2	4	8.0
	5:00-9:00P	4	8	32.0
				0.0
				0.0
Wed	3:00-5:00P	2	4	8.0
	5:00-9:00P	4	8	32.0
				0.0
				0.0
Thu	3:00-5:00P	2	4	8.0
	5:00-9:00P	4	8	32.0
				0.0
				0.0
Fri	3:00-5:00P	2	4	8.0
	5:00-9:00P	4	8	32.0
				0.0
				0.0
Sat	7:00-9:00A	2	4	8.0
	9:00A-12:00P	3	5	15.0
	12:00-7:00P	6	8	48.0
Sun	10:00A-12:00P	2	4	8.0
	12:00-7:00P	7	8	56.0

335.0

Lead Front Desk (school)

Days	Shift	Time	Staff	
Mon	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Tue	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Wed	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Thu	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Fri	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Sat	7:00A-7:00P	12	1	12.0
Sun	10:00A-7:00P	9	1	9.0

76.0

Building Supervisor (school)

Days	Shift	Time	Staff	
Mon	4:00-9:00P	5	1	5.0
Tue	4:00-9:00P	5	1	5.0
Wed	4:00-9:00P	5	1	5.0
Thu	4:00-9:00P	5	1	5.0
Fri	4:00-9:00P	5	1	5.0
Sat	7:00A-7:00P	12	1	12.0
Sun	12:00-7:00P	7	1	7.0

44

Front Desk (summer)

Days	Shift	Time	Staff	
Mon	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	2	20.0
	6:00-9:00P	3	1	3.0
Tue	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	2	20.0
	6:00-9:00P	3	1	3.0
Wed	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	2	20.0
	6:00-9:00P	3	1	3.0
Thu	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	2	20.0
	6:00-9:00P	3	1	3.0
Fri	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	2	20.0
	6:00-9:00P	3	1	3.0
Sat	7:00-9:00A	2	1	2.0
	9:00A-7:00P	9	2	18.0
Sun	10:00A-12:00P	2	1	2.0
	12:00-7:00P	7	2	14.0

163.5

Fitness Attendant (summer)

Days	Shift	Time	Staff	
Mon	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Tue	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
				0.0
Wed	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
				0.0
Thu	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
				0.0
Fri	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
				0.0
Sat				0.0
	9:00A-7:00P	9	1	9.0
Sun				0.0
	12:00-7:00P	7	1	7.0

53.5

Lead Child Care (summer)

Days	Shift	Time	Staff	
Mon	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Tue	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Wed	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Thu	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Fri	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Sat	7:00A-12:00P	5	1	5.0

45.0

Child Care (summer)

Days	Shift	Time	Staff	
Mon	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Tue	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Wed	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Thu	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Fri	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Sat	7:00A-12:00P	5	2	10.0

90.0

Front Desk (school)

Days	Shift	Time	Staff	
Mon	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
				0.0
Tue	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
				0.0
Wed	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
				0.0
Thu	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
				0.0
Fri	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
				0.0
Sat	7:00-9:00A	2	1	2.0
	9:00A-7:00P	10	1.5	15.0
Sun	10:00A-12:00P	2	1	2.0
	12:00-7:00P	7	1.5	10.5

77

Lead Child Care (school)

Days	Shift	Time	Staff	
Mon	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Tue	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Wed	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Thu	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Fri	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Sat	7:00A-12:00P	5	1	5.0

50.0

Child Care (school)

Days	Shift	Time	Staff	
Mon	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Tue	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Wed	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Thu	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Fri	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Sat	7:00A-12:00P	5	2	10.0

100.0

Head Lifeguard (summer)					
Days	Shift	Time		Staff	
Mon	4:45A-12:00P	7.25	1	7.25	
	12:00-7:00P	7	2	14	
	7:00-10:00P	3	1	3	
Tue	4:45A-12:00P	7.25	1	7.25	
	12:00-7:00P	7	2	14	
	7:00-10:00P	3	1	3	
Wed	4:45A-12:00P	7.25	1	7.25	
	12:00-7:00P	7	2	14	
	7:00-10:00P	3	1	3	
Thu	4:45A-12:00P	7.25	1	7.25	
	12:00-7:00P	7	2	14	
	7:00-10:00P	3	1	3	
Fri	4:45A-12:00P	7.25	1	7.25	
	12:00-7:00P	7	2	14	
	7:00-10:00P	3	1	3	
Sat	6:45-9:00A	2.25	1	2.25	
	9:00A-5:00P	8	2	16	
	5:00-7:15P	2.25	1	2.25	
Sun	9:45A-12:00P	2.25	1	2.25	
	12:00-5:00P	5	2	10	
	5:00-7:15P	2.25	1	2.25	

156.25

Lifeguard (summer)					
Days	Shift	Time		Staff	
Mon	4:45-9:00A	3.25	8	26.0	
	9:00A-12:00P	3	8	24.0	
	12:00-6:00P	6	15	90.0	
Tue	6:00-10:00P	4	8	32.0	
	4:45-9:00A	3.25	8	26.0	
	9:00A-12:00P	3	8	24.0	
Wed	12:00-6:00P	6	15	90.0	
	6:00-10:00P	4	8	32.0	
	4:45-9:00A	3.25	8	26.0	
Thu	9:00A-12:00P	3	8	24.0	
	12:00-6:00P	6	15	90.0	
	6:00-10:00P	4	8	32.0	
Fri	4:45-9:00A	3.25	8	26.0	
	9:00A-12:00P	3	8	24.0	
	12:00-6:00P	6	15	90.0	
Sat	6:00-10:00P	4	8	32.0	
	6:45A-9:00A	2.25	8	18.0	
	9:00A-12:00P	3	8	24.0	
Sun	12:00-7:15P	7.25	15	108.8	
	9:45A-12:00P	2.25	8	18.0	
	12:00-7:00P	6	15	90.0	

1118.8

Head Lifeguard (school)					
Days	Shift	Time		Staff	
Mon	4:45A-12:00P	7.25	1	7.25	
	12:00-7:00P	7	1	7	
	7:00-10:00P	3	1	3	
Tue	4:45A-12:00P	7.25	1	7.25	
	12:00-7:00P	7	1	7	
	7:00-10:00P	3	1	3	
Wed	4:45A-12:00P	7.25	1	7.25	
	12:00-7:00P	7	1	7	
	7:00-10:00P	3	1	3	
Thu	4:45A-12:00P	7.25	1	7.25	
	12:00-7:00P	7	1	7	
	7:00-10:00P	3	1	3	
Fri	4:45A-12:00P	7.25	1	7.25	
	12:00-7:00P	7	1	7	
	7:00-10:00P	3	1	3	
Sat	6:45-9:00A	2.25	1	2.25	
	9:00A-5:00P	8	1	8	
	5:00-7:15P	2.25	1	2.25	
Sun	9:45A-12:00P	2.25	1	2.25	
	12:00-5:00P	5	1	5	
	5:00-7:15P	2.25	1	2.25	

108.25

Lifeguard (school)					
Days	Shift	Time		Staff	
Mon	4:45-10:00A	4.25	8	34.0	
	10:00A-2:00P	4	8	32.0	
	2:00-4:00P	2	5	10.0	
Tue	4:00-10:00P	6	15	90.0	
	4:45-10:00A	4.25	8	34.0	
	10:00A-2:00P	4	8	32.0	
Wed	2:00-4:00P	2	5	10.0	
	4:00-10:00P	6	15	90.0	
	4:45-10:00A	4.25	8	34.0	
Thu	10:00A-2:00P	4	8	32.0	
	2:00-4:00P	2	5	10.0	
	4:00-10:00P	6	15	90.0	
Fri	4:45-10:00A	4.25	8	34.0	
	10:00A-2:00P	4	8	32.0	
	2:00-4:00P	2	5	10.0	
Sat	4:00-10:00P	6	15	90.0	
	6:45A-9:00A	3.25	8	26.0	
	9:00A-12:00P	3	8	24.0	
Sun	12:00-7:00P	6	15	90.0	
	9:45A-12:00P	2.25	6	13.5	
	11:45A-7:15P	7.5	15	112.5	

1096.0

Pool Attendant (summer)

Days	Shift	Time	Staff	
Mon	11:45A-7:25P	7.5	1.5	11.25
Tue	11:45A-7:25P	7.5	1.5	11.25
Wed	11:45A-7:25P	7.5	1.5	11.25
Thu	11:45A-7:25P	7.5	1.5	11.25
Fri	11:45A-7:25P	7.5	1.5	11.25
Sat	11:45A-6:15P	6.5	1.5	9.75
Sun	11:45A-6:15P	6.5	1.5	9.75

Lead Front Desk (summer)

Days	Shift	Time	Staff	
Mon	4:45A-10:15P	17.5	1	17.5
Tue	4:45A-10:15P	17.5	1	17.5
Wed	4:45A-10:15P	17.5	1	17.5
Thu	4:45A-10:15P	17.5	1	17.5
Fri	4:45A-10:15P	17.5	1	17.5
Sat	6:45A-7:15P	12.5	1	12.5
Sun	9:45A-7:15P	9.5	1	9.5

Building Supervisor (summer)

Days	Shift	Time	Staff	
Mon	11:45A-10:15P	10.5	1	10.5
Tue	11:45A-10:15P	10.5	1	10.5
Wed	11:45A-10:15P	10.5	1	10.5
Thu	11:45A-10:15P	10.5	1	10.5
Fri	11:45A-10:15P	10.5	1	10.5
Sat	6:45A-7:15P	12.5	1	12.5
Sun	9:45A-7:15P	9.5	1	9.5

Front Desk (summer)

Days	Shift	Time	Staff	
Mon	4:45-8:00A	3.5	1	3.5
	8:00A-6:00P	10	2	20.0
	6:00-10:15P	4.25	1	4.3
Tue	4:45-8:00A	3.5	1	3.5
	8:00A-6:00P	10	2	20.0
	6:00-10:15P	4.25	1	4.3
Wed	4:45-8:00A	3.5	1	3.5
	8:00A-6:00P	10	2	20.0
	6:00-10:15P	4.25	1	4.3
Thu	4:45-8:00A	3.5	1	3.5
	8:00A-6:00P	10	2	20.0
	6:00-10:15P	4.25	1	4.3
Fri	4:45-8:00A	3.5	1	3.5
	8:00A-6:00P	10	2	20.0
	6:00-10:15P	4.25	1	4.3
Sat	6:45-9:00A	2.25	1	2.3
	9:00A-7:15P	9.25	2	18.5
Sun	9:45A-12:00P	2.25	1	2.3
	12:00P-7:15P	7.25	2	14.5

Fitness Attendant (summer)

Days	
Mon	
Tue	
Wed	
Thu	
Fri	
Sat	
Sun	

75.75

109.5

74.5

176.3

Pool Attendant (normal)

Days	Shift	Time	Staff	
Mon	3:45-9:15P	5.5	1	5.5
Tue	3:45-9:15P	5.5	1	5.5
Wed	3:45-9:15P	5.5	1	5.5
Thu	3:45-9:15P	5.5	1	5.5
Fri	3:45-9:15P	5.5	1	5.5
Sat	11:45A-6:15P	6.5	1	6.5
Sun	11:45A-6:15P	6.5	1	6.5

Lead Front Desk (school)

Days	Shift	Time	Staff	
Mon	4:45-10:00A	5.25	1	5.3
	4:00-10:15P	6.25	1	6.3
Tue	4:45-10:00A	5.25	1	5.3
	4:00-10:15P	6.25	1	6.3
Wed	4:45-10:00A	5.25	1	5.3
	4:00-10:15P	6.25	1	6.3
Thu	4:45-10:00A	5.25	1	5.3
	4:00-10:15P	6.25	1	6.3
Fri	4:45-10:00A	5.25	1	5.3
	4:00-10:15P	6.25	1	6.3
Sat	6:45A-7:15P	12.5	1	12.5
Sun	9:45A-7:15P	9.5	1	9.5

Building Supervisor (school)

Days	Shift	Time	Staff	
Mon	4:00-10:15P	6.25	1	6.3
Tue	4:00-10:15P	6.25	1	6.3
Wed	4:00-10:15P	6.25	1	6.3
Thu	4:00-10:15P	6.25	1	6.3
Fri	4:00-10:15P	6.25	1	6.3
Sat	6:45A-7:15P	12.5	1	12.5
Sun	9:45A-7:15P	9.5	1	9.5

Front Desk (school)

Days	Shift	Time	Staff	
Mon	4:45-10:00A	5.25	1	5.3
	10:00A-4:00P	6	2	12.0
	4:00-10:15P	6.25	1.5	9.4
Tue	4:45-10:00A	5.25	1	5.3
	10:00A-4:00P	6	2	12.0
	4:00-10:15P	6.25	1.5	9.4
Wed	4:45-10:00A	5.25	1	5.3
	10:00A-4:00P	6	2	12.0
	4:00-10:15P	6.25	1.5	9.4
Thu	4:45-10:00A	5.25	1	5.3
	10:00A-4:00P	6	2	12.0
	4:00-10:15P	6.25	1.5	9.4
Fri	4:45-10:00A	5.25	1	5.3
	10:00A-4:00P	6	2	12.0
	4:00-10:15P	6.25	1.5	9.4
Sat	6:45-9:00A	2.25	1	2.3
	9:00A-7:15P	9.25	2	18.5
Sun	9:45A-12:00P	2.25	1	2.3
	12:00P-7:15P	7.25	2	14.5

40.5

79.5

53.25

170.625

Shift	Time	Staff
4:45-8:00A	3.5	1 3.5
4:00-10:15P	6.25	1 6.3
4:45-8:00A	3.5	1 3.5
4:00-10:15P	6.25	1 6.3
4:45-8:00A	3.5	1 3.5
4:00-10:15P	6.25	1 6.3
4:45-8:00A	3.5	1 3.5
4:00-10:15P	6.25	1 6.3
6:45-9:00A	2.25	1 2.3
9:00A-7:15P	9.25	1 9.3
9:45A-12:00P	2.25	1 2.3
12:00P-7:15P	7.25	1 7.3

Lead Child Care (summer)

Days	Shift	Time	Staff
Mon	7:00A-12:00P	5	1 5.0
	5:00-8:00P	3	1 3.0
Tue	7:00A-12:00P	5	1 5.0
	5:00-8:00P	3	1 3.0
Wed	7:00A-12:00P	5	1 5.0
	5:00-8:00P	3	1 3.0
Thu	7:00A-12:00P	5	1 5.0
	5:00-8:00P	3	1 3.0
Fri	7:00A-12:00P	5	1 5.0
	5:00-8:00P	3	1 3.0
Sat	7:00A-12:00P	5	1 5.0

Child Care (summer)

Days	Shift	Time	Staff
Mon	7:00A-12:00P	5	3 15.0
	5:00-8:00P	3	3 9.0
Tue	7:00A-12:00P	5	3 15.0
	5:00-8:00P	3	3 9.0
Wed	7:00A-12:00P	5	3 15.0
	5:00-8:00P	3	3 9.0
Thu	7:00A-12:00P	5	3 15.0
	5:00-8:00P	3	3 9.0
Fri	7:00A-12:00P	5	3 15.0
	5:00-8:00P	3	3 9.0
Sat	7:00A-12:00P	5	3 15.0

Lead Concessions (summer)

Days	Shift	Time	Staff
Mon	11:30A-6:30P	7	1 7.0
Tue	11:30A-6:30P	7	1 7.0
Wed	11:30A-6:30P	7	1 7.0
Thu	11:30A-6:30P	7	1 7.0
Fri	11:30A-6:30P	7	1 7.0
Sat	11:30A-6:30P	7	1 7.0
Sun	11:30A-6:30P	7	1 7.0

Concessions (summer)

Days	Shift	Time	Staff
Mon	11:30A-6:30P	7	1.5 10.5
Tue	11:30A-6:30P	7	1.5 10.5
Wed	11:30A-6:30P	7	1.5 10.5
Thu	11:30A-6:30P	7	1.5 10.5
Fri	11:30A-6:30P	7	1.5 10.5
Sat	11:30A-6:30P	7	2 14.0
Sun	11:30A-6:30P	7	2 14.0

69.8

45.0

135.0

49.0

80.5

Lead Child Care (school)

Days	Shift	Time	Staff
Mon	6:00A-9:00A	3	1 3.0
	11:00A-2:00P	3	1 3.0
	5:00-8:00P	3	1 3.0
Tue	6:00A-9:00A	3	1 3.0
	11:00A-2:00P	3	1 3.0
	5:00-8:00P	3	1 3.0
Wed	6:00A-9:00A	3	1 3.0
	11:00A-2:00P	3	1 3.0
	5:00-8:00P	3	1 3.0
Thu	6:00A-9:00A	3	1 3.0
	11:00A-2:00P	3	1 3.0
	5:00-8:00P	3	1 3.0
Fri	6:00A-9:00A	3	1 3.0
	11:00A-2:00P	3	1 3.0
	5:00-8:00P	3	1 3.0
Sat	7:00A-12:00P	5	1 5.0

Child Care (school)

Days	Shift	Time	Staff
Mon	6:00A-9:00A	3	3 9.0
	11:00A-2:00P	3	3 9.0
	5:00-8:00P	3	3 9.0
Tue	6:00A-9:00A	3	3 9.0
	11:00A-2:00P	3	3 9.0
	5:00-8:00P	3	3 9.0
Wed	6:00A-9:00A	3	3 9.0
	11:00A-2:00P	3	3 9.0
	5:00-8:00P	3	3 9.0
Thu	6:00A-9:00A	3	3 9.0
	11:00A-2:00P	3	3 9.0
	5:00-8:00P	3	3 9.0
Fri	6:00A-9:00A	3	3 9.0
	11:00A-2:00P	3	3 9.0
	5:00-8:00P	3	3 9.0
Sat	7:00A-12:00P	5	3 15.0

Lead Concessions (school)

Days	Shift	Time	Staff
Mon	-	0	0 0.0
Tue	-	0	0 0.0
Wed	-	0	0 0.0
Thu	-	0	0 0.0
Fri	4:00-9:00P	5	1 5.0
Sat	8:00A-12:00P	4	1 4.0
	12:00-8:00P	8	1 8.0
Sun	10:00A-6:00P	8	1 8.0

Concessions (school)

Days	Shift	Time	Staff
Mon	-	0	0 0.0
Tue	-	0	0 0.0
Wed	-	0	0 0.0
Thu	-	0	0 0.0
Fri	4:00-9:00P	5	2 10.0
Sat	8:00A-12:00P	4	2 8.0
	12:00-8:00P	8	2 16.0
Sun	10:00A-6:00P	8	2 16.0

0

50.0

150.0

25.0

50.0

Combined	Fees	Number	Revenue
Youth	\$720.00	50	\$36,000.00
Adult	\$1,320.00	200	\$264,000.00
Household	\$2,460.00	350	\$861,000.00
Senior	\$840.00	75	\$63,000.00
Senior + 1	\$1,020.00	25	\$25,500.00
Total		700	\$1,249,500.00
Grand Total			\$1,249,500.00

	Fees	Number	Revenue
Youth	\$864.00	25	\$21,600.00
Adult	\$1,584.00	75	\$118,800.00
Household	\$2,952.00	125	\$369,000.00
Senior	\$1,008.00	45	\$45,360.00
Senior + 1	\$1,224.00	15	\$18,360.00
Total		285	\$573,120.00
Grand Total			\$573,120.00

HPR Membership	Fees	Number	Revenue
Youth	\$540.00	75	\$40,500.00
Adult	\$900.00	200	\$180,000.00
Household	\$1,560.00	400	\$624,000.00
Senior	\$600.00	150	\$90,000.00
Senior + 1	\$720.00	50	\$36,000.00
Total		875	\$970,500.00
Grand Total			\$970,500.00

	Fees	Number	Revenue
Youth	\$648.00	25	\$16,200.00
Adult	\$1,080.00	75	\$81,000.00
Household	\$1,872.00	150	\$280,800.00
Senior	\$720.00	50	\$36,000.00
Senior + 1	\$864.00	25	\$21,600.00
Total		325	\$435,600.00
Grand Total			\$435,600.00

HPR Weekday	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$12.00	10	\$120.00
Adult	\$14.00	5	\$70.00
Senior (65+)	\$12.00	3	\$36.00
Total		18	\$226.00
		days/season	250
Grand Total			\$56,500.00

	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$15.00	5	\$75.00
Adult	\$17.00	3	\$51.00
Senior (65+)	\$15.00	2	\$30.00
Total		10	\$156.00
		days/season	250
Grand Total			\$39,000.00

HPR Weekend	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$12.00	20	\$240.00
Adult	\$14.00	10	\$140.00
Senior (65+)	\$12.00	0	\$0.00
Total		30	\$380.00
		days/season	100
Grand Total			\$38,000.00

	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$15.00	50	\$750.00
Adult	\$17.00	25	\$425.00
Senior (65+)	\$15.00	0	\$0.00
Total		75	\$1,175.00
		days/season	100
Grand Total			\$117,500.00

NKCC Membership	Fees	Number	Revenue
Youth	\$240.00	25	\$6,000.00
Adult	\$480.00	150	\$72,000.00
Household	\$960.00	200	\$192,000.00
Senior	\$300.00	75	\$22,500.00
Senior + 1	\$360.00	25	\$9,000.00
Total		475	\$301,500.00
Grand Total			\$301,500.00

	Fees	Number	Revenue
Youth	\$288.00	15	\$4,320.00
Adult	\$576.00	50	\$28,800.00
Household	\$1,152.00	75	\$86,400.00
Senior	\$360.00	40	\$14,400.00
Senior + 1	\$432.00	25	\$10,800.00
Total		205	\$144,720.00
Grand Total			\$144,720.00

NKCC Daily	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$12.00	10	\$120.00
Adult	\$14.00	5	\$70.00
Senior (65+)	\$12.00	3	\$36.00
Total		18	\$226.00
		days/season	350
Grand Total			\$79,100.00

	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$15.00	5	\$75.00
Adult	\$17.00	3	\$51.00
Senior (65+)	\$15.00	2	\$30.00
Total		10	\$156.00
		days/season	350
Grand Total			\$54,600.00

Combined	
Annual Passes	\$1,822,620.00
Total	\$1,822,620.00

HPR	
Daily	\$251,000.00
Annual Passes	\$1,406,100.00
Total	\$1,657,100.00

NKCC	
Daily	\$133,700.00
Annual Passes	\$446,220.00
Total	\$579,920.00

Combined	Monthly	Proposed
\$780.00	\$65.00	\$720.00
\$1,380.00	\$115.00	\$1,320.00
\$2,520.00	\$210.00	\$2,460.00
\$900.00	\$75.00	\$840.00
\$1,080.00	\$90.00	\$1,020.00

Res

Households

Population

Res

Attendance

	Youth	150	25	17,500 2 Visits per Week for 50 Weeks
	Adult	550	75	62,500 2 Visits per Week for 50 Weeks
	Household	2,850	450	330,000 2 Visits per Week for 50 Weeks
	Senior	300	50	35,000 2 Visits per Week for 50 Weeks
	Senior + 1	100	25	12,500 2 Visits per Week for 50 Weeks
	Daily	7,500	10,000	17,500
	Pop - Penetration	11,450		475,000
	House - Penetration	2,050		
	Member Units	3,950	625	4,575

Swim Practices (club)	Days	Weeks	Lanes	Rate	Hours	
	5	48	8	\$25.00	3	\$144,000

Swim Practices (masters)	Days	Weeks	Lanes	Rate	Hours	
	5	48	6	\$20.00	2	\$57,600

Practice Rentals						\$201,600
------------------	--	--	--	--	--	-----------

Therapy	Hours/Day	Rate	Weeks			
	0	\$75.00	50			\$0

Leisure Pool	Rentals	Rate			Lifeguards	Hours	Rentals	Rate	
	36	\$600.00			8	2.5	36	\$19.00	\$13,680.00

Other Aquatic						\$21,600
---------------	--	--	--	--	--	----------

Gymnasium	Courts	Rate	Days/Wk	Hours/Day	Weeks	
	1	\$45.00	6	3	50	\$16,200

Community Rooms	Rooms	Rate/Rm	Days/Wk	Hours/Day	Weeks	
	0	\$25.00	6	4	50	\$0

Non-Aquatic						\$16,200
-------------	--	--	--	--	--	----------

Aquatic Revenue

Aquatic Exercise	Sessions	Participants	Passes
Summer	2	70	140
Fall/Winter/Spring	9	80	720
			860
			\$65.00
			\$55,900.00

Swim Lessons	Days	Classes	Part	Sessions	
Summer	M-R	6	30	4	720
	M-W	4	30	2	240
	SAT	6	30	3	540
Fall/Winter/Spring	AM	2	25	8	400
	M-W	3	30	8	
	T-R	3	30	8	720
	SAT	6	30	8	1440
Capacity Rate	55%			2233	4060
				\$95.00	\$212,135.00

Private Lessons	Sessions	Months	Fee	
Summer	25	2	\$150	\$7,500
Fall/Winter/Spring	15	9	\$150	\$20,250
				\$27,750.00

Semi-Private Lessons	Sessions	Months	Fee	
Summer	7	2	\$195	\$2,730
Fall/Winter/Spring	3	9	\$195	\$5,265
				\$7,995.00

Birthday Parties	Parties	Rate	Weeks	
Summer	6	\$350	12	\$25,200.00
Fall/Winter/Spring	4	\$350	38	\$53,200.00
Total Birthday Parties			224	\$78,400.00

Dive in Movie	Events	Attendance Fee	
	6	300	\$5.00
			\$9,000.00

Little Swimmers	Days per Week	Visits/Day Fee	Weeks	
	4	15	\$5.00	44
				\$13,200.00

Aquatic Programs \$325,980.00

Group Exercise Included in Membership	
---------------------------------------	--

Child Care	Days per Week	Visits/Day Fee	Weeks	
	6	25	\$5.00	50
				\$37,500.00

Personal Training	Cost Per Session	Per/Wk	Weeks	
	\$65	10	50	
				\$32,500.00

Camp	Cost Per Week	Part	Fee	
	Winter	35	\$175	\$6,125
	Spring Break	35	\$175	\$6,125
	Summer 1	75	\$175	\$13,125
	Summer 2	75	\$175	\$13,125
	Summer 3	75	\$175	\$13,125
	Summer 4	75	\$175	\$13,125
	Summer 5	75	\$175	\$13,125
	Summer 6	75	\$175	\$13,125
	Summer 7	50	\$175	\$8,750
	Summer 8	50	\$175	\$8,750
				\$108,500.00

Enrichment Programming	Programs	Participant Fees	Sessions	
Fall	5	15	\$75	4
Winter	5	15	\$75	5
Spring	5	15	\$75	6
Summer	5	15	\$75	2
				\$95,625.00

Non-Aquatic Revenue \$274,125.00

Expenses

Hours	Days/Wk	Weeks	Instructors	
	4	8	1	128
	4	42	1	672
				\$25.00
				\$3,200.00
				\$25.00
				\$16,800.00
				\$20,000.00

Hours	Classes	Sessions	Instructors	Hours	Rate	
	3.25	8	4	7	728	\$20.00
	2.25	8	2	7	252	\$20.00
	3.25	4	3	7	273	\$20.00
						\$5,460.00
	2.25	8	8	4	576	\$20.00
	2.25	8	8	7	1008	\$20.00
	2.25	8	8	7	1008	\$20.00
	3.25	4	8	7	728	\$20.00
						\$14,560.00
						\$91,460.00

Hours	Classes	Sessions	Instructors	
	2.0	1	50	100
	2.0	1	135	270
				\$20.00
				\$2,000.00
				\$20.00
				\$5,400.00
				\$7,400.00

Hours	Classes	Sessions	Instructors	
	2.0	1	14	28
	2.0	1	27	54
				\$20.00
				\$560.00
				\$20.00
				\$1,080.00
				\$1,640.00

Birthday Party Staff	Parties	Rate	Hours	Weeks	
	6	\$18.00	2	12	\$2,592
	4	\$18.00	2	38	\$5,472
					\$864
					1824

Aquatic Program Staff \$128,564.00

Hours	Days/Wk	Weeks	Instructors	
	4	6	14	336
	4	6	36	864
				\$25.00
				\$8,400.00
				\$25.00
				\$21,600.00
				\$30,000.00

Child Care	Days per Week	Visits/Day Fee	Weeks	
	6	25	\$5.00	50
				\$37,500.00

Personal Training	Cost Per Session	Sessions	Weeks	
	\$30	10	50	
				\$15,000.00

Camp	Instructors	Rate	Hours	Days	
	4	\$19.00	8	5	\$3,040.00
	4	\$19.00	8	5	\$3,040.00
	7	\$19.00	8	5	\$5,320.00
	7	\$19.00	8	5	\$5,320.00
	7	\$19.00	8	5	\$5,320.00
	7	\$19.00	8	5	\$5,320.00
	7	\$19.00	8	5	\$5,320.00
	7	\$19.00	8	5	\$5,320.00
	7	\$19.00	8	5	\$5,320.00
	7	\$19.00	8	5	\$5,320.00
					\$48,640.00

Enrichment Programming	Instruction		
Fall	Instruction	\$15,750.0	2400
Winter	Instruction	\$19,687.5	3000
Spring	Instruction	\$23,625.0	3600
Summer	Instruction	\$7,875.0	1200
		\$66,937.50	

Non Aquatic Staff \$130,577.50

Lead Front Desk (summer)

Days	Shift	Time	Staff	
Mon	5:30A-9:00P	14.5	1	14.5
Tue	5:30A-9:00P	14.5	1	14.5
Wed	5:30A-9:00P	14.5	1	14.5
Thu	5:30A-9:00P	14.5	1	14.5
Fri	5:30A-9:00P	14.5	1	14.5
Sat	7:00A-7:00P	12	1	12.0
Sun	10:00A-7:00P	9	1	9.0

93.5

Building Supervisor (summer)

Days	Shift	Time	Staff	
Mon	12:00-9:00P	9	1	9.0
Tue	12:00-9:00P	9	1	9.0
Wed	12:00-9:00P	9	1	9.0
Thu	12:00-9:00P	9	1	9.0
Fri	12:00-9:00P	9	1	9.0
Sat	12:00-7:00P	7	1	7.0
Sun	12:00-7:00P	7	1	7.0

59.0

Lead Front Desk (school)

Days	Shift	Time	Staff	
Mon	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Tue	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Wed	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Thu	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Fri	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Sat	7:00A-7:00P	12	1	12.0
Sun	10:00A-7:00P	9	1	9.0

76.0

Building Supervisor (school)

Days	Shift	Time	Staff	
Mon	4:00-9:00P	5	1	5.0
Tue	4:00-9:00P	5	1	5.0
Wed	4:00-9:00P	5	1	5.0
Thu	4:00-9:00P	5	1	5.0
Fri	4:00-9:00P	5	1	5.0
Sat	7:00A-7:00P	12	1	12.0
Sun	12:00-7:00P	7	1	7.0

44

Front Desk (summer)

Days	Shift	Time	Staff	
Mon	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Tue	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Wed	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Thu	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Fri	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Sat	7:00-9:00A	2	1	2.0
	9:00A-7:00P	9	1	9.0
Sun	10:00A-12:00P	2	1	2.0
	12:00-7:00P	7	1	7.0

Fitness Attendant (summer)

Days	Shift	Time	Staff	
Mon	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Tue	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Wed	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Thu	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Fri	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Sat				0.0
				0.0
Sun	9:00A-7:00P	9	1	9.0
	12:00-7:00P	7	1	7.0

97.5

53.5

Front Desk (school)

Days	Shift	Time	Staff	
Mon	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
Tue	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
Wed	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
Thu	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
Fri	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
Sat	7:00-9:00A	2	1	2.0
	9:00A-7:00P	10	1	10.0
Sun	10:00A-12:00P	2	1	2.0
	12:00-7:00P	7	1	7.0

68.5

0

Lead Child Care (summer)

Days	Shift	Time	Staff	
Mon	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Tue	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Wed	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Thu	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Fri	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Sat	7:00A-12:00P	5	1	5.0

Child Care (summer)

Days	Shift	Time	Staff	
Mon	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Tue	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Wed	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Thu	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Fri	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Sat	7:00A-12:00P	5	2	10.0

45.0

90.0

Lead Child Care (school)

Days	Shift	Time	Staff	
Mon	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Tue	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Wed	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Thu	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Fri	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Sat	7:00A-12:00P	5	1	5.0

Child Care (school)

Days	Shift	Time	Staff	
Mon	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Tue	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Wed	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Thu	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Fri	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Sat	7:00A-12:00P	5	2	10.0

50.0

100.0

	Courts	Rate	Days/Wk	Hours/Day	Weeks	
Gymnasium	1	\$45.00	6	3	50	\$16,200
	Rooms	Rate/Rm	Days/Wk	Hours/Day	Weeks	
Community Rooms	2	\$35.00	5	4	50	\$28,000
Non-Aquatic						\$44,200

Aquatic Revenue

		Sessions	Participants	Passes	
Aquatic Exercise	Summer	2	70	140	
	Fall/Winter/Spring	9	80	720	
				860	
				\$0.00	\$0.00

Swim Lessons		Days	Classes	Part	Sessions	
Summer	M-R	6	30	4	720	
	M-W	4	30	2	240	
	SAT	6	30	3	540	
Fall/Winter/Spring	AM	2	25	8	400	
	M-W	3	30	8		
	T-R	3	30	8	720	
	SAT	6	30	8	1440	
Capacity Rate		55%	2233	4060		
				\$0.00	\$0.00	

		Sessions	Months	Fee	
Private Lessons	Summer	25	2	\$0	\$0
	Fall/Winter/Spring	15	9	\$0	\$0
					\$0.00

		Sessions	Months	Fee	
Semi-Private Lessons	Summer	7	2	\$0	\$0
	Fall/Winter/Spring	3	9	\$0	\$0
					\$0.00

		Parties	Rate	Weeks	
Birthday Parties	Summer	4	\$275	12	\$13,200.00
	Fall/Winter/Spring	2	\$275	38	\$20,900.00
Total Birthday Parties				124	\$34,100.00

		Events	Attendance Fee	
Dive in Movie		6	300	\$0.00
				\$0.00

		Days per Week	Visits/Day Fee	Weeks	
Little Swimmers		4	15	\$0.00	44
					\$0.00

Aquatic Programs \$0.00

Group Exercise Included in Membership	
---------------------------------------	--

		Cost Per Week	Part	Fee	
Camp	Winter	25	\$175		\$4,375
	Spring Break	25	\$175		\$4,375
	Summer 1	50	\$175		\$8,750
	Summer 2	50	\$175		\$8,750
	Summer 3	50	\$175		\$8,750
	Summer 4	50	\$175		\$8,750
	Summer 5	50	\$175		\$8,750
	Summer 6	50	\$175		\$8,750
	Summer 7	35	\$175		\$6,125
	Summer 8	35	\$175		\$6,125
					\$73,500.00

		Days per Week	Visits/Day Fee	Weeks	
Child Care		6	25	\$5.00	50
					\$37,500.00

		Cost Per Session	Per/Wk	Weeks	
Personal Training		\$65	10	50	
					\$32,500.00

Non-Aquatic Revenue \$143,500.00

Expenses

		Days/Wk	Weeks	Instructors	
Hours	4	4	8	1	128
	4	4	42	1	672
					\$0.00
					\$0.00

Hours	Classes	Sessions	Instructors	Hours	Rate	
3.25	8	4	7	728	\$0.00	\$0.00
2.25	8	2	7	252	\$0.00	\$0.00
3.25	4	3	7	273	\$0.00	\$0.00
2.25	8	8	4	576	\$0.00	\$0.00
2.25	8	8	7	1008	\$0.00	\$0.00
2.25	8	8	7	1008	\$0.00	\$0.00
3.25	4	8	7	728	\$0.00	\$0.00
						\$0.00

		Classes	Sessions	Instructors	
Hours	2.0	1	50	1	100
	2.0	1	135	1	270
					\$0.00
					\$0.00

		Classes	Sessions	Instructors	
Hours	2.0	1	14	1	28
	2.0	1	27	1	54
					\$0.00
					\$0.00

		Parties	Rate	Hours	Weeks	
Birthday Party Staff		4	\$18.00	2	12	\$1,728
		2	\$18.00	2	38	\$2,736
						\$4,464.00

Aquatic Program Staff \$4,464.00

		Days/Wk	Weeks	Instructors	
Hours	4	6	14	1	336
	4	6	36	1	864
					\$25.00
					\$8,400.00
					\$21,600.00
					\$30,000.00

		Instructors	Rate	Hours	Days	
Camp		4	\$19.00	8	5	\$3,040.00
		4	\$19.00	8	5	\$3,040.00
		6	\$19.00	8	5	\$4,560.00
		6	\$19.00	8	5	\$4,560.00
		6	\$19.00	8	5	\$4,560.00
		6	\$19.00	8	5	\$4,560.00
		6	\$19.00	8	5	\$4,560.00
		6	\$19.00	8	5	\$4,560.00
		6	\$19.00	8	5	\$4,560.00
		6	\$19.00	8	5	\$4,560.00
						\$42,560.00

		Cost Per Session	Sessions	Weeks	
Personal Training		\$30	10	50	
					\$15,000.00

Non Aquatic Staff \$87,560.00

Head Lifeguard (summer)

Days	Shift	Time	Staff	
Mon	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Tue	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Wed	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Thu	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Fri	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Sat	6:45-9:00A	2.25	1	2.25
	9:00A-5:00P	8	1	8
	5:00-7:15P	2.25	1	2.25
Sun	9:45A-12:00P	2.25	1	2.25
	12:00-5:00P	5	1	5
	5:00-7:15P	2.25	1	2.25

69.5

Lifeguard (summer)

Days	Shift	Time	Staff	
Mon	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	5	30.0
Tue	6:00-9:15P	3.25	4	13.0
	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
Wed	12:00-6:00P	6	5	30.0
	6:00-9:15P	3.25	4	13.0
	5:30-9:00A	2.5	0	0.0
Thu	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	5	30.0
	6:00-9:15P	3.25	4	13.0
Fri	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	5	30.0
Sat	6:00-9:15P	3.25	4	13.0
	6:45A-9:00A	2.25	3	6.8
	9:00A-12:00P	3	4	12.0
Sun	12:00-7:15P	7.25	5	36.3
	9:45A-12:00P	2.25	3	6.8
	12:00-7:00P	6	5	30.0

306.8

Lead Front Desk (summer)

Days	Shift	Time	Staff	
Mon	5:30A-9:00P	14.5	1	14.5
Tue	5:30A-9:00P	14.5	1	14.5
Wed	5:30A-9:00P	14.5	1	14.5
Thu	5:30A-9:00P	14.5	1	14.5
Fri	5:30A-9:00P	14.5	1	14.5
Sat	7:00A-7:00P	12	1	12.0
Sun	10:00A-7:00P	9	1	9.0

93.5

Head Lifeguard (school)

Days	Shift	Time	Staff	
Mon	2:30-9:00P	6.5	1	6.5
				0
				0
Tue	2:30-9:00P	6.5	1	6.5
				0
				0
Wed	2:30-9:00P	6.5	1	6.5
				0
				0
Thu	2:30-9:00P	6.5	1	6.5
				0
				0
Fri	2:30-9:00P	6.5	1	6.5
				0
				0
Sat	7:00-9:00A	2	1	2
	9:00A-5:00P	8	1	8
	5:00-7:00P	2	1	2
Sun	10:00A-12:00P	2	1	2
	12:00-5:00P	5	1	5
	5:00-7:00P	2	1	2

53.5

Lifeguard (school)

Days	Shift	Time	Staff	
Mon	3:00-5:00P	2	3	6.0
	5:00-9:00P	4	5	20.0
				0.0
Tue	3:00-5:00P	2	3	6.0
	5:00-9:00P	4	5	20.0
				0.0
Wed	3:00-5:00P	2	3	6.0
	5:00-9:00P	4	5	20.0
				0.0
Thu	3:00-5:00P	2	3	6.0
	5:00-9:00P	4	5	20.0
				0.0
Fri	3:00-5:00P	2	3	6.0
	5:00-9:00P	4	5	20.0
				0.0
Sat	7:00-9:00A	2	3	6.0
	9:00A-12:00P	3	4	12.0
	12:00-7:00P	6	5	30.0
Sun	10:00A-12:00P	2	3	6.0
	12:00-7:00P	7	5	35.0
				0.0

219.0

Lead Front Desk (school)

Days	Shift	Time	Staff	
Mon	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
	5:30-11:30A	6	1	6.0
Tue	4:00-9:00P	5	1	5.0
	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Wed	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
	5:30-11:30A	6	1	6.0
Thu	4:00-9:00P	5	1	5.0
	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Fri	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
	7:00A-7:00P	12	1	12.0
Sat	10:00A-7:00P	9	1	9.0

76.0

Building Supervisor (summer)

Days	Shift	Time	Staff	
Mon	12:00-9:00P	9	1	9.0
Tue	12:00-9:00P	9	1	9.0
Wed	12:00-9:00P	9	1	9.0
Thu	12:00-9:00P	9	1	9.0
Fri	12:00-9:00P	9	1	9.0
Sat	12:00-7:00P	7	1	7.0
Sun	12:00-7:00P	7	1	7.0

Front Desk (summer)

Days	Shift	Time	Staff	
Mon	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Tue	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Wed	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Thu	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Fri	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Sat	7:00-9:00A	2	1	2.0
	9:00A-7:00P	9	1	9.0
Sun	10:00A-12:00P	2	1	2.0
	12:00-7:00P	7	1	7.0

Fitness Attendant (summer)

Days	Shift	Time	Staff	
Mon	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Tue	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
				0.0
Wed	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
				0.0
Thu	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
				0.0
Fri	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
				0.0
Sat	9:00A-7:00P	9	1	9.0
Sun	12:00-7:00P	7	1	7.0

59.0

97.5

53.5

Building Supervisor (school)

Days	Shift	Time	Staff	
Mon	4:00-9:00P	5	1	5.0
Tue	4:00-9:00P	5	1	5.0
Wed	4:00-9:00P	5	1	5.0
Thu	4:00-9:00P	5	1	5.0
Fri	4:00-9:00P	5	1	5.0
Sat	7:00A-7:00P	12	1	12.0
Sun	12:00-7:00P	7	1	7.0

Front Desk (school)

Days	Shift	Time	Staff	
Mon	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
				0.0
Tue	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
				0.0
Wed	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
				0.0
Thu	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
				0.0
Fri	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
				0.0
Sat	7:00-9:00A	2	1	2.0
	9:00A-7:00P	10	1	10.0
Sun	10:00A-12:00P	2	1	2.0
	12:00-7:00P	7	1	7.0

44

68.5

0

Lead Child Care (summer)

Days	Shift	Time	Staff	
Mon	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Tue	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Wed	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Thu	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Fri	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Sat	7:00A-12:00P	5	1	5.0

Child Care (summer)

Days	Shift	Time	Staff	
Mon	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Tue	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Wed	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Thu	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Fri	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Sat	7:00A-12:00P	5	2	10.0

45.0

90.0

Lead Child Care (school)

Days	Shift	Time	Staff	
Mon	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Tue	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Wed	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Thu	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Fri	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Sat	7:00A-12:00P	5	1	5.0

50.0

Child Care (school)

Days	Shift	Time	Staff	
Mon	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Tue	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Wed	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Thu	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Fri	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Sat	7:00A-12:00P	5	2	10.0

100.0

Concessions (summer)					Gym Attendant				
Days	Shift	Time	Staff		Days	Shift	Time	Staff	
Mon	11:30A-6:30P	7	1.5	10.5	Mon	4:00-10:00P	6	1	6.0
Tue	11:30A-6:30P	7	1.5	10.5	Tue	4:00-10:00P	6	1	6.0
Wed	11:30A-6:30P	7	1.5	10.5	Wed	4:00-10:00P	6	1	6.0
Thu	11:30A-6:30P	7	1.5	10.5	Thu	4:00-10:00P	6	1	6.0
Fri	11:30A-6:30P	7	1.5	10.5	Fri	4:00-10:00P	6	1	6.0
Sat	11:30A-6:30P	7	2	14.0	Sat	7:00A-7:00P	12	1	12.0
Sun	11:30A-6:30P	7	2	14.0	Sun	10:00A-7:00P	9	1	9.0

80.5

51.0

Concessions (school)				
Days	Shift	Time	Staff	
Mon	-	0	0	0.0
Tue	-	0	0	0.0
Wed	-	0	0	0.0
Thu	-	0	0	0.0
Fri	4:00-9:00P	5	2	10.0
Sat	8:00A-12:00P	4	2	8.0
	12:00-8:00P	8	2	16.0
Sun	10:00A-6:00P	8	2	16.0

50.0

Membership	Fees	Number	Revenue
Youth	\$540.00	100	\$54,000.00
Adult	\$900.00	325	\$292,500.00
Household	\$1,560.00	725	\$1,131,000.00
Senior	\$600.00	250	\$150,000.00
Senior + 1	\$720.00	75	\$54,000.00
Total		1475	\$1,681,500.00
Grand Total			\$1,681,500.00

Weekday	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$12.00	10	\$120.00
Adult	\$14.00	5	\$70.00
Senior (65+)	\$12.00	3	\$36.00
Total		18	\$226.00
		days/season	250
Grand Total			\$56,500.00

Weekend	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$12.00	15	\$180.00
Adult	\$14.00	7	\$98.00
Senior (65+)	\$12.00	0	\$0.00
Total		22	\$278.00
		days/season	100
Grand Total			\$27,800.00

Revenue Summary		
Daily	\$146,800.00	6.1%
Annual Passes	\$2,273,700.00	93.9%
Total	\$2,420,500.00	

Membership	Fees	Number	Revenue
Youth	\$648.00	50	\$32,400.00
Adult	\$1,080.00	125	\$135,000.00
Household	\$1,872.00	175	\$327,600.00
Senior	\$720.00	75	\$54,000.00
Senior + 1	\$864.00	50	\$43,200.00
Total		475	\$592,200.00
Grand Total			\$592,200.00

Weekday	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$15.00	5	\$75.00
Adult	\$17.00	3	\$51.00
Senior (65+)	\$15.00	2	\$30.00
Total		10	\$156.00
		days/season	250
Grand Total			\$39,000.00

Weekend	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$15.00	10	\$150.00
Adult	\$17.00	5	\$85.00
Senior (65+)	\$15.00	0	\$0.00
Total		15	\$235.00
		days/season	100
Grand Total			\$23,500.00

			Res		
			Households		
\$40.00	\$480.00		39,349		
\$70.00	\$840.00				
\$125.00	\$1,500.00		Population	95,253	
\$45.00	\$540.00				
\$55.00	\$660.00				
			Res		
					Attendance
Youth	100	50		15,000	2 Visits per Week for 50 Weeks
Adult	325	125		45,000	2 Visits per Week for 50 Weeks
Household	2,175	525		270,000	2 Visits per Week for 50 Weeks
Senior	250	75		32,500	2 Visits per Week for 50 Weeks
Senior +1	75	50		12,500	2 Visits per Week for 50 Weeks
Daily	6,700	4,000		10,700	
Pop - Penetration	9,625			385,700	
	10.10%				
House - Penetration	1,475				
	3.75%				
Member Units	2,925	825		3,750	

Swim Practices (club)	Days 5	Weeks 48	Lanes 6	Rate \$25.00	Hours 3	\$108,000
Swim Practices (masters)	Days 5	Weeks 48	Lanes 5	Rate \$20.00	Hours 2	\$48,000
Practice Rentals						\$156,000
Therapy	Hours/Day 3	Rate \$75.00	Weeks 50			\$11,250
Other Aquatic						\$11,250
Gymnasium	Courts 1	Rate \$45.00	Days/Wk 6	Hours/Day 3	Weeks 50	\$16,200
Community Rooms	Rooms 3	Rate/Rm \$35.00	Days/Wk 6	Hours/Day 4	Weeks 50	\$50,400
Non-Aquatic						\$66,600

Expenses

[illegible]

Hours	Classes	Sessions	Instructors	Hours	Rate		
3.25	8	4	7	728	\$20.00	\$14,560.00	5760
2.25	8	2	7	252	\$20.00	\$5,040.00	1920
3.25	4	3	7	273	\$20.00	\$5,460.00	2160
2.25	8	8	4	576	\$20.00	\$11,520.00	3200
2.25	8	8	7	1008	\$20.00	\$20,160.00	5760
2.25	8	8	7	1008	\$20.00	\$20,160.00	5760
3.25	4	8	7	728	\$20.00	\$14,560.00	5760
						\$91,460.00	

Hours	Classes	Sessions	Instructors			
2.0	1	50	1	100	\$20.00	\$2,000.00
2.0	1	135	1	270	\$20.00	\$5,400.00
						\$7,400.00

Hours	Classes	Sessions	Instructors			
2.0	1	14	1	28	\$20.00	\$560.00
2.0	1	27	1	54	\$20.00	\$1,080.00
						\$1,640.00

Birthday Party Staff						
	Parties	Rate	Hours	Weeks		
	4	\$18.00	2	12	\$1,728	576
	2	\$18.00	2	38	\$2,736	912

1800

Little Swimmers	Days per Week	Visits/Day	Fee	Weeks	
	4	10	\$5.00	44	\$8,800.00

41556

6720
17280

Camp	Instructors	Rate	Hours	Days		
	4	\$19.00	8	5	\$3,040.00	175
	4	\$19.00	8	5	\$3,040.00	175
	7	\$19.00	8	5	\$5,320.00	375
	7	\$19.00	8	5	\$5,320.00	375
	7	\$19.00	8	5	\$5,320.00	375
	7	\$19.00	8	5	\$5,320.00	375
	7	\$19.00	8	5	\$5,320.00	375
	7	\$19.00	8	5	\$5,320.00	375
	7	\$19.00	8	5	\$5,320.00	250
	7	\$19.00	8	5	\$5,320.00	250
					\$48,640.00	

7500

Personal Training	Cost Per Session	Sessions	Weeks		
	\$30	10	50	\$15,000.00	500

Non Aquatic Staff	\$93,640.00
-------------------	-------------

Head Lifeguard (summer)

Days	Shift	Time	Staff	
Mon	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Tue	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Wed	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Thu	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Fri	5:30A-12:00P	6.5	0	0
	12:00-7:00P	7	1	7
	7:00-9:15P	2.5	1	2.5
Sat	6:45-9:00A	2.25	1	2.25
	9:00A-5:00P	8	1	8
	5:00-7:15P	2.25	1	2.25
Sun	9:45A-12:00P	2.25	1	2.25
	12:00-5:00P	5	1	5
	5:00-7:15P	2.25	1	2.25

69.5

Lifeguard (summer)

Days	Shift	Time	Staff	
Mon	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	5	30.0
Tue	6:00-9:15P	3.25	4	13.0
	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
Wed	12:00-6:00P	6	5	30.0
	6:00-9:15P	3.25	4	13.0
	5:30-9:00A	2.5	0	0.0
Thu	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	5	30.0
	6:00-9:15P	3.25	4	13.0
Fri	5:30-9:00A	2.5	0	0.0
	9:00A-12:00P	3	0	0.0
	12:00-6:00P	6	5	30.0
Sat	6:00-9:15P	3.25	4	13.0
	6:45A-9:00A	2.25	3	6.8
	9:00A-12:00P	3	4	12.0
Sun	12:00-7:15P	7.25	5	36.3
	9:45A-12:00P	2.25	3	6.8
	12:00-7:00P	6	5	30.0

306.8

Head Lifeguard (school)

Days	Shift	Time	Staff	
Mon	2:30-9:00P	6.5	1	6.5
				0
				0
Tue	2:30-9:00P	6.5	1	6.5
				0
				0
Wed	2:30-9:00P	6.5	1	6.5
				0
				0
Thu	2:30-9:00P	6.5	1	6.5
				0
				0
Fri	2:30-9:00P	6.5	1	6.5
				0
				0
Sat	7:00-9:00A	2	1	2
	9:00A-5:00P	8	1	8
	5:00-7:00P	2	1	2
Sun	10:00A-12:00P	2	1	2
	12:00-5:00P	5	1	5
	5:00-7:00P	2	1	2

53.5

Lifeguard (school)

Days	Shift	Time	Staff	
Mon	3:00-5:00P	2	3	6.0
	5:00-9:00P	4	5	20.0
				0.0
Tue	3:00-5:00P	2	3	6.0
	5:00-9:00P	4	5	20.0
				0.0
Wed	3:00-5:00P	2	3	6.0
	5:00-9:00P	4	5	20.0
				0.0
Thu	3:00-5:00P	2	3	6.0
	5:00-9:00P	4	5	20.0
				0.0
Fri	3:00-5:00P	2	3	6.0
	5:00-9:00P	4	5	20.0
				0.0
Sat	7:00-9:00A	2	3	6.0
	9:00A-12:00P	3	4	12.0
	12:00-7:00P	6	5	30.0
Sun	10:00A-12:00P	2	3	6.0
	12:00-7:00P	7	5	35.0

219.0

Lead Front Desk (summer)

Days	Shift	Time	Staff	
Mon	5:30A-9:00P	14.5	1	14.5
Tue	5:30A-9:00P	14.5	1	14.5
Wed	5:30A-9:00P	14.5	1	14.5
Thu	5:30A-9:00P	14.5	1	14.5
Fri	5:30A-9:00P	14.5	1	14.5
Sat	7:00A-7:00P	12	1	12.0
Sun	10:00A-7:00P	9	1	9.0

Building Supervisor (summer)

Days	Shift	Time	Staff	
Mon	12:00-9:00P	9	1	9.0
Tue	12:00-9:00P	9	1	9.0
Wed	12:00-9:00P	9	1	9.0
Thu	12:00-9:00P	9	1	9.0
Fri	12:00-9:00P	9	1	9.0
Sat	12:00-7:00P	7	1	7.0
Sun	12:00-7:00P	7	1	7.0

93.5

59.0

Lead Front Desk (school)

Days	Shift	Time	Staff	
Mon	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Tue	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Wed	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Thu	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Fri	5:30-11:30A	6	1	6.0
	4:00-9:00P	5	1	5.0
Sat	7:00A-7:00P	12	1	12.0
Sun	10:00A-7:00P	9	1	9.0

Building Supervisor (school)

Days	Shift	Time	Staff	
Mon	4:00-9:00P	5	1	5.0
Tue	4:00-9:00P	5	1	5.0
Wed	4:00-9:00P	5	1	5.0
Thu	4:00-9:00P	5	1	5.0
Fri	4:00-9:00P	5	1	5.0
Sat	7:00A-7:00P	12	1	12.0
Sun	12:00-7:00P	7	1	7.0

76.0

44

Front Desk (summer)

Days	Shift	Time	Staff	
Mon	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Tue	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Wed	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Thu	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Fri	5:30-8:00A	2.5	1	2.5
	8:00A-6:00P	10	1	10.0
	6:00-9:00P	3	1	3.0
Sat	7:00-9:00A	2	1	2.0
	9:00A-7:00P	9	1	9.0
Sun	10:00A-12:00H	2	1	2.0
	12:00-7:00P	7	1	7.0

97.5

Fitness Attendant (summer)

Days	Shift	Time	Staff	
Mon	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Tue	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Wed	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Thu	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Fri	5:30-8:00A	2.5	1	2.5
	4:00-9:00P	5	1	5.0
Sat				0.0
	9:00A-7:00P	9	1	9.0
Sun				0.0
	12:00-7:00P	7	1	7.0

53.5

Front Desk (school)

Days	Shift	Time	Staff	
Mon	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
Tue	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
Wed	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
Thu	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
Fri	5:30-10:00A	4.5	1	4.5
	4:00-9:00P	5	1	5.0
Sat	7:00-9:00A	2	1	2.0
	9:00A-7:00P	10	1	10.0
Sun	10:00A-12:00H	2	1	2.0
	12:00-7:00P	7	1	7.0

68.5

0

Lead Child Care (summer)

Days	Shift	Time	Staff	
Mon	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Tue	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Wed	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Thu	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Fri	7:00A-12:00P	5	1	5.0
	5:00-8:00P	3	1	3.0
Sat	7:00A-12:00P	5	1	5.0

45.0

Child Care (summer)

Days	Shift	Time	Staff	
Mon	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Tue	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Wed	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Thu	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Fri	7:00A-12:00P	5	2	10.0
	5:00-8:00P	3	2	6.0
Sat	7:00A-12:00P	5	2	10.0

90.0

Lead Child Care (school)

Days	Shift	Time	Staff	
Mon	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Tue	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Wed	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Thu	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Fri	6:00A-9:00A	3	1	3.0
	11:00A-2:00P	3	1	3.0
	5:00-8:00P	3	1	3.0
Sat	7:00A-12:00P	5	1	5.0

50.0

Child Care (school)

Days	Shift	Time	Staff	
Mon	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Tue	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Wed	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Thu	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Fri	6:00A-9:00A	3	2	6.0
	11:00A-2:00P	3	2	6.0
	5:00-8:00P	3	2	6.0
Sat	7:00A-12:00P	5	2	10.0

100.0

Membership	Fees	Number	Revenue
Youth	\$420.00	100	\$42,000.00
Adult	\$660.00	325	\$214,500.00
Household	\$1,140.00	700	\$798,000.00
Senior	\$480.00	250	\$120,000.00
Senior + 1	\$540.00	75	\$40,500.00
Total		1450	\$1,215,000.00
Grand Total			\$1,215,000.00

Weekday	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$12.00	10	\$120.00
Adult	\$14.00	5	\$70.00
Senior (65+)	\$12.00	3	\$36.00
Total		18	\$226.00
		days/season	250
Grand Total			\$56,500.00

Weekend	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$12.00	20	\$240.00
Adult	\$14.00	10	\$140.00
Senior (65+)	\$12.00	0	\$0.00
Total		30	\$380.00
		days/season	100
Grand Total			\$38,000.00

Revenue Summary		
Daily	\$204,000.00	11.5%
Annual Passes	\$1,564,560.00	88.5%
Total	\$1,768,560.00	

Membership	Fees	Number	Revenue
Youth	\$504.00	40	\$20,160.00
Adult	\$792.00	100	\$79,200.00
Household	\$1,368.00	150	\$205,200.00
Senior	\$576.00	50	\$28,800.00
Senior + 1	\$648.00	25	\$16,200.00
Total		365	\$349,560.00
Grand Total			\$349,560.00

Weekday	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$15.00	5	\$75.00
Adult	\$17.00	3	\$51.00
Senior (65+)	\$15.00	2	\$30.00
Total		10	\$156.00
		days/season	250
Grand Total			\$39,000.00

Weekend	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$15.00	30	\$450.00
Adult	\$17.00	15	\$255.00
Senior (65+)	\$15.00	0	\$0.00
Total		45	\$705.00
		days/season	100
Grand Total			\$70,500.00

\$35.00

\$420.00

\$55.00

\$660.00

\$95.00

#####

\$40.00

\$480.00

\$45.00

\$540.00

Res

Households

39,349

Population

95,253

Res		Attendance	
Youth	100	40	14,000 2 Visits per Week for 50 Weeks
Adult	325	100	42,500 2 Visits per Week for 50 Weeks
Household	2,100	450	255,000 2 Visits per Week for 50 Weeks
Senior	250	50	30,000 2 Visits per Week for 50 Weeks
Senior +1	75	25	10,000 2 Visits per Week for 50 Weeks
Daily	7,500	7,000	14,500
Pop - Penetration	10,350		366,000
	10.87%		
House - Penetration	1,450		
	3.68%		
Member Units	2,850	665	3,515

Swim Practices (club)	Days	Weeks	Lanes	Rate	Hours	
	5	48	5	\$0.00	3	\$0

Swim Practices (masters)	Days	Weeks	Lanes	Rate	Hours	
	5	48	5	\$0.00	2	\$0

Practice Rentals						\$0
------------------	--	--	--	--	--	-----

Therapy	Hours/Day	Rate	Weeks			
	3	\$0.00	50			\$0

Leisure Pool	Rentals	Rate				
	36	\$0.00				\$0

Other Aquatic						\$0
---------------	--	--	--	--	--	-----

Gymnasium	Courts	Rate	Days/Wk	Hours/Day	Weeks	
	1	\$45.00	3	3	50	\$8,100

Community Rooms	Rooms	Rate/Rm	Days/Wk	Hours/Day	Weeks	
	1	\$25.00	6	2	50	\$6,000

Non-Aquatic						\$14,100
-------------	--	--	--	--	--	----------

Lifeguards	Hours	Rentals	Rate	
8	2.5	36	\$19.00	\$13,680.00

Swim Practices (club)	Days	Weeks	Lanes	Rate	Hours	
	5	48	5	\$0.00	3	\$0

Swim Practices (masters)	Days	Weeks	Lanes	Rate	Hours	
	5	48	5	\$0.00	2	\$0

Practice Rentals						\$0
------------------	--	--	--	--	--	-----

Therapy	Hours/Day	Rate	Weeks			
	3	\$0.00	50			\$0

Leisure Pool	Rentals	Rate				
	36	\$0.00				\$0

Other Aquatic						\$0
---------------	--	--	--	--	--	-----

Gymnasium	Courts	Rate	Days/Wk	Hours/Day	Weeks	
	1	\$45.00	3	3	50	\$8,100

Community Rooms	Rooms	Rate/Rm	Days/Wk	Hours/Day	Weeks	
	1	\$25.00	6	2	50	\$6,000

Non-Aquatic						\$14,100
-------------	--	--	--	--	--	----------

Lifeguards	Hours	Rentals	Rate	
8	2.5	36	\$19.00	\$13,680.00