

OPTION 2: Medium Family Aquatic Center

Option 2's Medium Family Aquatic Center features an outdoor 25-yard by 25-meter competition pool and a separate leisure pool. The competition pool accommodates swim events, water exercise, aerobic classes, swim team training, diving opportunities, and other aquatic lessons. The leisure pool provides a swimming experience where parents can lounge in the zero-depth entry while keeping a watchful eye on younger children playing on the participatory play feature in the shallow water. Two waterslides offer plunging excitement for teens and adventurous adults. Attached to the leisure pool is the current channel with water traveling at approximately three miles per hour, creating a floating adventure or an opportunity for walking against the current as a non-programmed or programmed fitness activity. Also included are eight shade umbrellas and a 30' by 40' group pavilion.



OPTION 2 CONCEPTUAL REPRESENTATION



NOT TO SCALE

Option 2**Medium Family Aquatic Center**

2/3/2010

Opinion of Probable Costs**BASE BID**

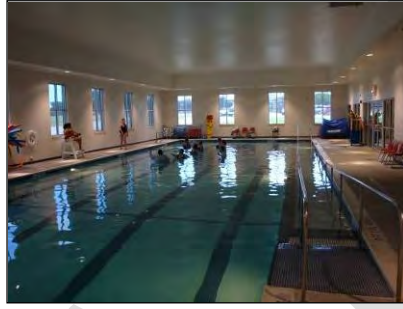
Item	Unit	Quantity	Cost	Item Cost
Multi-Use Pool	SF	9,600	\$175	\$1,680,000
Sprayground	SF	1,000	\$125	\$125,000
Lap Pool	SF	6,400	\$175	\$1,120,000
Bath House (Masonry)/AC	SF	2,640	\$175	\$462,000
Filtration Area / Non-AC	SF	1,300	\$140	\$182,000
Sunports 20' Cool Brellas	EA	8	\$6,000	\$48,000
30' x 40' Group Pavilion	EA	2	\$20,000	\$40,000
5" Concrete Pool Deck	SF	43,500	\$8	\$348,000
4" Concrete Sidewalk	SF	1,000	\$6	\$6,000
Grading and Site Preparation	LS	1	\$100,000	\$100,000
Landscape and Irrigation Allowance	LS	1	\$25,000	\$25,000
Utilities (Water/Sanitary/Storm)	LS	1	\$100,000	\$100,000
Vinyl Coated Chain Link Fence	LF	840	\$60	\$50,400
Erosion Control	LS	1	\$15,000	\$15,000
Site Lighting/Electrical	LS	1	\$150,000	\$150,000
Site Furnishings	LS	1	\$20,000	\$20,000
Parking Spaces	EA	125	\$2,000	\$250,000
Testing Allowance	EA	1	\$20,000	\$20,000
Owner's Contingency Allowance	EA	1	\$20,000	\$20,000
TOTAL				\$4,801,612
5% Contingency				\$240,081
TOTAL BASE BID PROBABLE COST				\$5,041,693

SAY**\$5,000,000**

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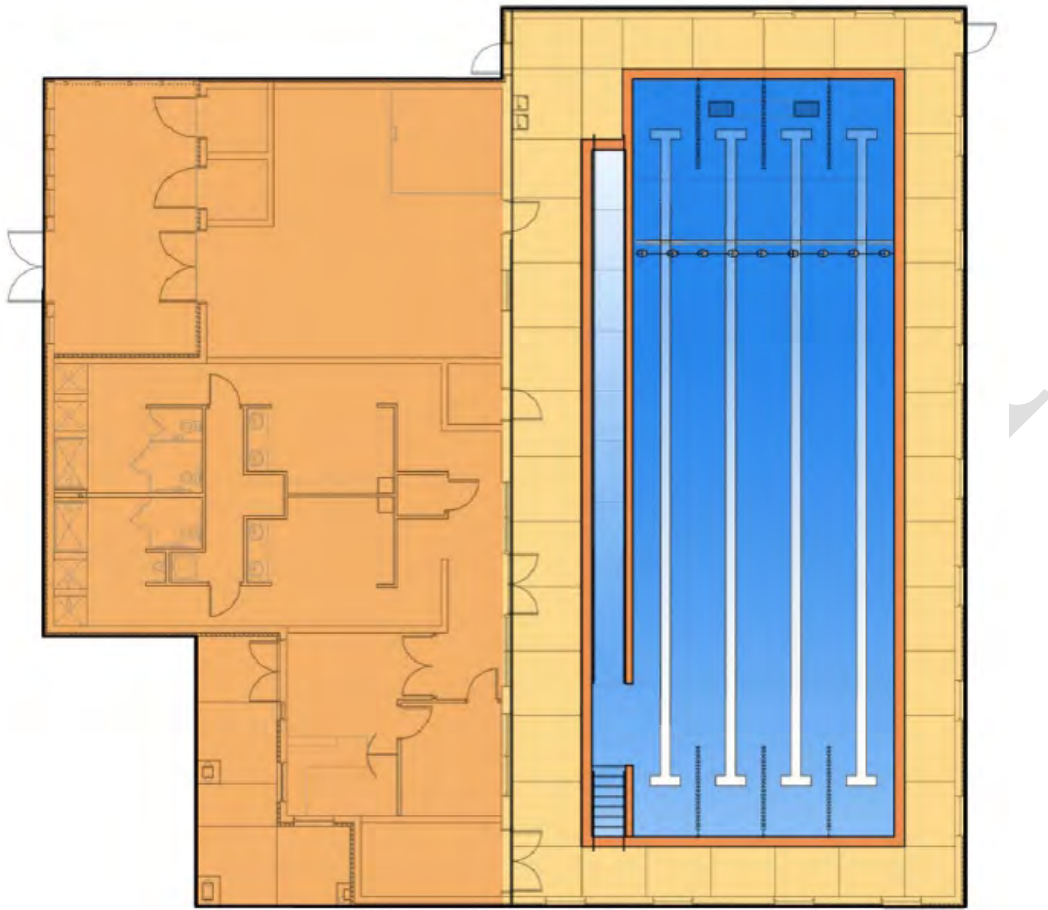
OPTION 3: Indoor Therapy Pool

Option 3's four lane Indoor Therapy Pool (to be attached with any other option) is designed to assist those with strained muscles, arthritis, and other aquatic therapy needs. This 2,225 sq. ft. pool is typically between 84 – 88 degrees, allowing for gentle exercise in the water. In order to maximize revenue potential and health benefits to the community, programming needs to concentrate on therapy associated with a medical provider.



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OPTION 3 CONCEPTUAL REPRESENTATION



NOT TO SCALE

Option 3**Indoor Therapy Pool**

2/3/2010

*Opinion of Probable Cost***BASE BID**

Item	Unit	Quantity	Cost	Item Cost
Building	SF	6,000	\$200	\$1,200,000
Therapy Pool (Heated)	SF	2,225	\$200	\$445,000
4" Concrete Sidewalk Paving	SF	2,370	\$6	\$14,220
Parking Spaces	EA	40	\$2,000	\$80,000
Landscape and Irrigation Allowance	LS	1	\$30,000	\$30,000
Grading and Site Preparation	LS	1	\$20,000	\$20,000
Utilities (Water, Sanitary Sewer, Storm Drains)	LS	1	\$20,000	\$20,000
Erosion Control	LS	1	\$5,000	\$5,000
Site Lighting/Electrical	LS	1	\$50,000	\$50,000
Owner's Contingency Allowance	LS	1	\$10,000	\$10,000

TOTAL**\$1,874,220****5% Contingency****\$93,711****TOTAL CONSTRUCTION COST****\$1,967,931****SAY****\$2,000,000**

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OPTION 4: Municipal Waterpark

The trend of mixing multiuse pools, adventurous settings, and whimsically playful areas for passive and active swimmers indicates the rise in Municipal Waterparks. Option 4 accommodates the recreation swimming needs of the residents of North Port in a WOW aquatic environment. A 19,700 sq. ft. leisure pool provides multiple zero-depth entries into various parts of the pool. A lazy river entices a floating afternoon or an energetic water walking excursion. Four fitness lap lanes provide lap swimming while a FlowRider presents the thrill of surfing in a box with viewing entertainment. A Mat Racer provides guests the exhilaration of racing their friends down a multi-lane slide with run-out. A bowl slide, which challenges thrill seekers, and two family waterslides plunge riders into the aquatic paradise. Eighteen umbrellas and a 30' hexagon pavilion offer respite from the Florida sunshine.



OPTION 4 CONCEPTUAL REPRESENTATION



NOT TO SCALE

Option 4**Municipal Water Park**

2/3/2010

*Opinion of Probable Costs***BASE BID**

Item	Unit	Quantity	Cost	Item Cost
Multi-Use Pool (With Play Features)	SF	19,700	\$175	\$3,447,500
Pool Equipment and Climbing Wall	LS	1	\$50,000	\$50,000
Bowl Slide w/ Landing Pool	LS	1	\$375,000	\$375,000
Raft Slides w/ Landing Pool	LS	1	\$450,000	\$450,000
Climbing Wall	LS	1	\$15,000	\$15,000
AP300 w/Tipping Bucket	LS	1	\$185,000	\$185,000
Flow Rider	LS	1	\$1,000,000	\$1,000,000
Mat Racer with Shaded Tower	LS	1	\$825,000	\$825,000
Body Flume Slides with Shaded Tower	LS	1	\$400,000	\$400,000
Pirate Ship with Kiddie Slides	LS	1	\$190,000	\$190,000
Bath House, Admin, and Filtration Area (CMU)/AC	SF	5,140	\$175	\$899,500
Sunports 20' Coolbrellas	EA	18	\$6,000	\$108,000
Sunports Group Pavilion (30' Hexagon)	EA	3	\$13,000	\$39,000
Site Furnishings	LS	1	\$50,000	\$50,000
Parking Spaces	EA	400	\$2,000	\$800,000
5" Concrete Paving	SF	75,000	\$8	\$600,000
Bridge	LS	1	\$50,000	\$50,000
4" Concrete Sidewalk	SF	2,500	\$27	\$67,500
Bleachers w/ Shade Canopy	EA	2	\$10,000	\$20,000
Vinyl Coated Chain Link Fence	LF	1,400	\$60	\$84,000
Grading and Site Preparation	LS	1	\$200,000	\$200,000
Landscape and Irrigation Allowance	LS	1	\$250,000	\$250,000
Utilities (Water / Sanitary / Storm)	LS	1	\$150,000	\$150,000
Erosion Control	LS	1	\$15,000	\$15,000
Site Lighting/Electrical	LS	1	\$250,000	\$250,000
Signage/Theming	LS	1	\$30,000	\$30,000
Testing Allowance	LS	1	\$20,000	\$20,000
Owner's Contingency Allowance	LS	1	\$20,000	\$20,000
TOTAL				\$10,590,500
5% Contingency				\$529,525
TOTAL BASE BID PROBABLE COST				\$11,120,025
SAY				\$11,200,000

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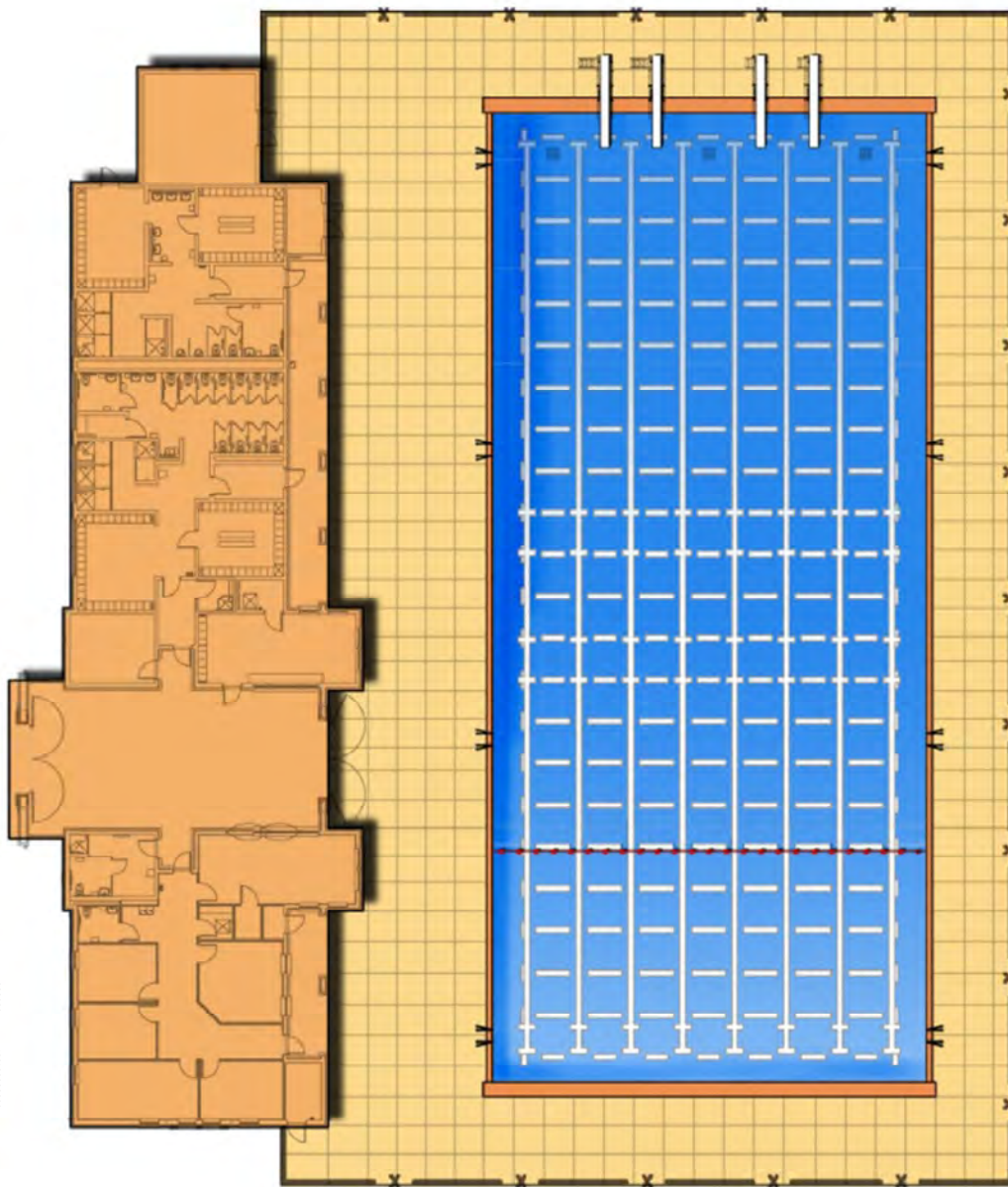
OPTION 5: 50-Meter by 25-Yard Pool

Option 5's competition 50-meter by 25-yard pool is designed to meet the needs of year-round major swimming meets and programming for aquatics, fitness, and lessons. Features include springboards. This competition venue may generate revenue to hotels, restaurants, and retail businesses in the area when hosting major events.



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OPTION 5 CONCEPTUAL REPRESENTATION



NOT TO SCALE

Option 5
50 Meter Pool

2/3/2010

Opinion of Probable Cost

BASE BID

Item	Unit	Quantity	Cost	Item Cost
Building	SF	8,250	\$175	\$1,443,750
Lap Pool	SF	12,642	\$175	\$2,212,350
5" Concrete Paving	SF	11,760	\$8	\$94,080
4" Concrete Paving	SF	2,000	\$6	\$12,000
Parking Spaces	EA	100	\$2,000	\$200,000
Landscape and Irrigation Allowance	LS	1	\$30,000	\$30,000
Testing Allowance	LS	1	\$10,000	\$10,000
Grading and Site Preparation	LS	1	\$20,000	\$20,000
Utilities (Water, Sanitary Sewer, Storm Drains)	LS	1	\$20,000	\$20,000
Erosion Control	LS	1	\$5,000	\$5,000
Site Lighting/Electrical	LS	1	\$50,000	\$50,000
Owner's Contingency Allowance	LS	1	\$10,000	\$10,000
TOTAL				\$4,107,180
5% Contingency				\$205,359
TOTAL CONSTRUCTION COST				\$4,312,539
SAY				\$4,300,000

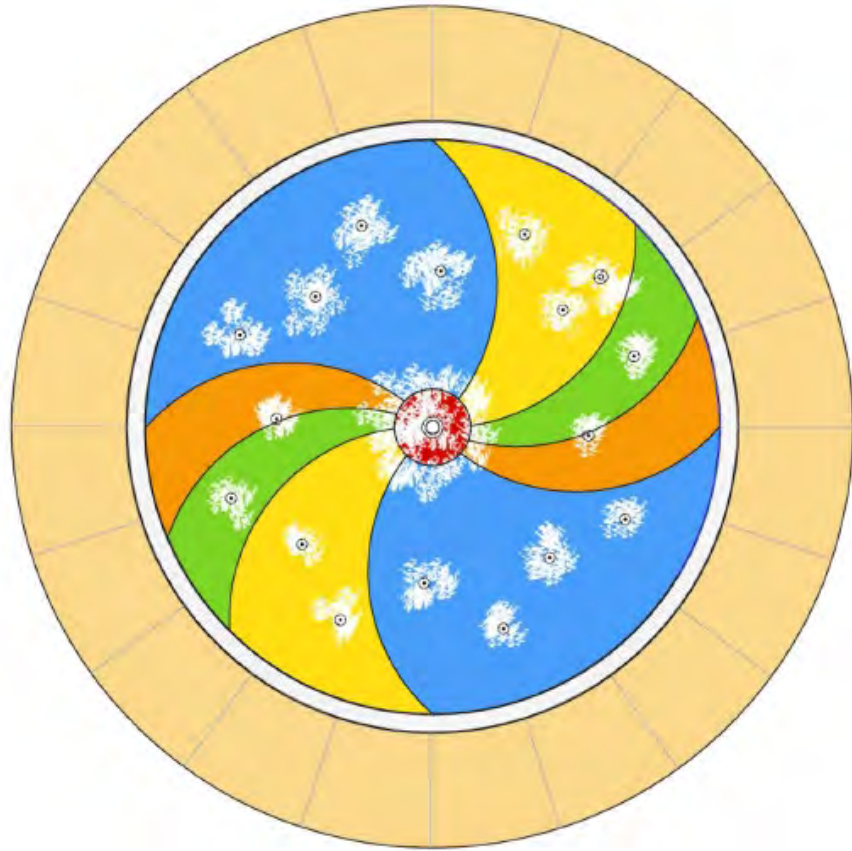
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OPTION 6: Small Sprayground

Option 6 is an 800 sq. ft. sprayground with interactive water spray features, which enhance the recreation value of a park or aquatic facility by featuring play elements located on a concrete splash pad, either with or without standing water. Spray elements can be manipulated by children or pre-programmed with timers. Because of minimal water depth, spraygrounds can, in most jurisdictions, be operated without certified lifeguards, making them a cost-effective addition for all types of parks, recreation areas, and aquatic centers.



OPTION 6 CONCEPTUAL REPRESENTATION



NOT TO SCALE

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Option 6**Small Sprayground**

2/3/2010

*Opinion of Probable Cost***BASE BID**

Item	Unit	Quantity	Cost	Item Cost
Sprayground	SF	800	\$125	\$100,000
Filtration Enclosure	SF	1,800	\$100	\$180,000
Filtration Equipment	LS	1	\$50,000	\$50,000
4" Concrete Paving	SF	720	\$6	\$4,320
Landscape and Irrigation Allowance	LS	1	\$5,000	\$5,000
Grading and Site Preparation	LS	1	\$10,000	\$10,000
Utilities (Water, Sanitary Sewer, Storm Drains)	LS	1	\$10,000	\$10,000
Erosion Control	LS	1	\$5,000	\$5,000
Site Lighting/Electrical	LS	1	\$10,000	\$10,000
Owner's Contingency Allowance	LS	1	\$10,000	\$10,000
TOTAL				\$384,320
5% Contingency				\$19,216
TOTAL CONSTRUCTION COST				\$403,536
SAY				\$400,000

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OPTION 7: Large Sprayground

Option 7 features a 3,300 square foot sprayground with bright and cheery play elements. These water play elements unpredictably spray water when children pass under them, by them or touch them. Splash pads are engineered to be vandal-resistant, safe, durable, and entertaining. Moreover, splash pads are barrier free and wheelchair accessible and because there is no standing water, lifeguards are typically not necessary. This lively park enhancement offers families an exciting new way to enjoy a warm summer day.



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OPTION 7 CONCEPTUAL REPRESENTATION



NOT TO SCALE

Option 7**Large Sprayground**

2/3/2010

*Opinion of Probable Cost***BASE BID**

Item	Unit	Quantity	Cost	Item Cost
Sprayground	SF	3,300	\$125	\$412,500
Filtration Enclosure	SF	2,000	\$100	\$200,000
Filtration Equipment	LS	1	\$75,000	\$75,000
4" Sidewalk	SF	2,845	\$6	\$17,070
Landscape and Irrigation Allowance	LS	1	\$5,000	\$5,000
Grading and Site Preparation	LS	1	\$10,000	\$10,000
Utilities (Water, Sanitary Sewer, Storm Drains)	LS	1	\$10,000	\$10,000
Erosion Control	LS	1	\$5,000	\$5,000
Site Lighting/Electrical	LS	1	\$20,000	\$20,000
Owner's Contingency Allowance	LS	1	\$10,000	\$10,000

TOTAL**\$764,570****5% Contingency****\$38,229****TOTAL CONSTRUCTION COST****\$802,799****SAY****\$800,000**

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SECTION 6: Operations

Opinion of Revenue
Opinion of Expenses
Cash Flow

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Section 6: Operations

Revenue analysis reviews facility capacity analysis, per capita spending trends, and special user group usage, thus developing an opinion of revenue for the first five years of operation. Projected attendance is based on local population trends. Recreation programming revenue is based on user groups and local programming fees. Fee structure is based on fees from members and other users to project per capita income. Revenue is estimated, taking recommended fee schedules into account. All revenue assumptions reflect multiplying attendance by per capita and adding special user group income.

An analysis of operating expenses includes a detailed budget model for estimating probable expenses for major areas of labor, contractual services, commodities, and utilities. User projections are made based on programming. Expenses are estimated taking into account hours of operation, attendance projections, local weather patterns, local utility rates, and other key items. Operating data from other facilities in the area were reviewed and taken into account to form projections.

Parking

On-site parking must provide for easy drop-off and pick-up. The parking requirement for the concepts assumes that, on average, three participants will arrive in each car. The final design must also provide service vehicle access to the mechanical areas.

PARKING ANALYSIS							
	SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Parking	100	125	40	400	100	-	-
Parking Sq. Ft.	33,000	41,000	13,000	130,000	33,000	-	-
Impervious Structure	18,100	36,640	6,000	46,940	33,534	1,600	6,600
Total Program Sq. Ft.	51,100	77,640	19,000	176,940	66,534	1,600	6,600
Total Sq. Ft. with Efficiency	102,200	155,280	38,000	353,880	133,068	3,200	13,200
Site Size Requirements (acres)	2.35	3.56	0.87	8.12	3.05	0.07	0.30
Recommended Site Size (acres)	3.52	5.35	1.31	12.19	4.58	0.11	0.45

Source: Counsilman-Hunsaker

Opinion of Revenue

Facility Capacity

Types of spaces and associated capacity determine the degree each facility will be used.

- Generally, recreation swimmers prefer shallow water of four feet or less, allowing participation in a variety of water-related activities while still touching the pool bottom. In estimating capacity for recreational use, a maximum density of 25 sq. ft. per person is assumed. Based on a length of stay of two to three hours, turnover in-house attendance is two and a half times per day for the recreation swimmer.
- For deep water, the maximum density is assumed to be 100 sq. ft. per person. Based on a length of stay of two to three hours, turnover in-house attendance is three times per day for the competitive swimmer.

Additional spaces not listed such as office space and locker rooms have no impact on programming; therefore, market penetration has not been included in this analysis. Capacity of spaces is directly correlated to attendance.

The following table is a view to the contribution the available capacity has to the projected attendance. It is necessary to use the descriptive above to project how many people can be accommodated in any given space using the per square foot guideline.

CAPACITY ANALYSIS							
	SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
WET-SIDE CAPACITY							
Training (Available 25-Yard Lanes)							
Outdoor Leisure	8	0	0	4	0	0	0
Outdoor Lap	0	11	0	0	22	0	0
Outdoor Plunge	0	0	0	0	0	0	0
Outdoor Pad	0	0	0	0	0	0	0
Indoor Therapy	0	0	4	0	0	0	0
Spraypad	0	0	0	0	0	0	0
Total	8	11	4	4	22	0	0
Recreation (Surface Area Sq. Ft.)							
Estimated Training Holding Capacity	40	55	20	20	110	0	0
Daily Training Capacity	120	165	60	60	330	0	0
Outdoor Leisure	8,450	9,600	0	19,700	0	0	0
Outdoor Lap	0	6,400	0	0	12,642	0	0
Tot Pool	0	0	0	0	0	0	0
Outdoor Plunge	725	0	0	1,200	0	0	0
Outdoor Pad	0	0	0	0	0	0	0
Indoor Therapy	0	0	2,225	0	0	0	0
Spraypad	0	1,000	0	0	0	800	3,300
Total	9,175	17,000	2,225	20,900	12,642	800	3,300
Estimated Recreation Holding Capacity	326	553	89	805	392	32	132
Daily Recreation Holding Capacity	814	1,381	223	2,012	980	80	330
Total Holding Capacity	366	608	109	825	502	32	132
Total Daily Facility Capacity	934	1,546	283	2,072	1,310	80	330

Source: Counsilman-Hunsaker

Aquatic Programming

It is the city’s goal to operate recreation programming as both a public service and a revenue generator. An important goal is to provide health and fitness recreation programming to reverse public obesity trends. A newer swimming facility could accommodate a much needed and growing recreational swim market. Any program schedule will require flexibility to adapt to specific needs of the community. It is the responsibility of the aquatic director to monitor user group demands and adjust schedules accordingly. Revenue projections are based on marketing programming that would include the following programs.

Per Capita Spending (Net)
Swim Meet Rental
USA Swim Team
High School Swim Team
City Swim Team
Summer Swim Lessons
Winter Swim Lessons
Lifeguard Training
Wellness Programming
Flowrider
Birthday Party
Private Rental

Program revenue projections include age-group competitive swimming, swim lessons, birthday parties and private rentals. It is assumed that these user groups, because of their high volume of use, will pay a lower fee per person admission. Programming will need to be scheduled so as not to significantly impact community recreation programming.

The next table summarizes recreation program demand, per capita spending, and revenue. The table assumes that the cost of the program has been deducted from generated fees and shows the “net” program revenue. For example, the revenue projected for swimming lessons is after the instructor cost.

Visits per Program Day: number of participants in a particular activity per day. Swim team rental refers to one swim meet on a particular day. **Programming Days:** number of days each activity will be programmed during the year. **Per Capita Spending:** revenue generated per participant per day of activity after related costs are paid, for instance, the \$1.50 assumed for each swim lesson participant per day is after the instructors are paid. **Opinion of Revenue (Net):** the resulting revenue generated by each activity. (Visits per Program Day) multiplied by (Programming Days) multiplied by (Per Capita Spending) = Opinion of Revenue (Net).

USER GROUP REVENUE							
Visits per Program Day	SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Swim Meet Rental	1	1	-	-	1	-	-
USA Swim Team	80	100	-	-	100	-	-
High School Swim Team	40	50	-	-	60	-	-
City Swim Team	30	30	-	20	45	-	-
Summer Swim Lessons	40	50	20	30	50	-	-
Winter Swim Lessons	10	10	20	-	15	-	-
Lifeguard Training	15	15	5	30	20	-	-
Wellness Programming	5	5	35	-	5	-	-
Flowrider	-	-	-	30	-	-	-
Birthday Party	2	2	-	2	2	-	-
Private Rental	1	1	1	1	1	-	-
Programming Days	SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Swim Meet Rental	4	16	-	-	20	-	-
USA Swim Team	300	300	-	-	300	-	-
High School Swim Team	150	150	-	-	150	-	-
City Swim Team	70	70	-	-	70	-	-
Summer Swim Lessons	64	64	64	64	64	-	-
Winter Swim Lessons	96	96	96	96	96	-	-
Lifeguard Training	30	30	30	30	30	-	-
Wellness Programming	200	200	200	200	200	-	-
Flowrider	-	-	-	100	-	-	-
Birthday Party	80	80	-	80	60	-	-
Private Rental	50	50	-	50	30	-	-

Per Capita Spending (Net)	SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Swim Meet Rental	\$800.00	\$800.00	\$800.00	\$800.00	\$1,000.00	\$800.00	\$800.00
USA Swim Team	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
High School Swim Team	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
City Swim Team	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Summer Swim Lessons	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
Winter Swim Lessons	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
Lifeguard Training	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
Wellness Programming	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
Flowrider	\$2.00	\$2.00	\$2.00	\$15.00	\$2.00	\$2.00	\$2.00
Birthday Party	\$30.00	\$40.00	\$30.00	\$50.00	\$25.00	\$30.00	\$30.00
Private Rental	\$25.00	\$30.00	\$25.00	\$100.00	\$30.00	\$25.00	\$25.00
Opinion of Revenue (Net)	SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Swim Meet Rental	\$3,200	\$12,800	\$0	\$0	\$20,000	\$0	\$0
USA Swim Team	\$48,000	\$60,000	\$0	\$0	\$60,000	\$0	\$0
High School Swim Team	\$12,000	\$15,000	\$0	\$0	\$18,000	\$0	\$0
City Swim Team	\$2,100	\$2,100	\$0	\$0	\$3,150	\$0	\$0
Summer Swim Lessons	\$3,840	\$4,800	\$1,920	\$2,880	\$4,800	\$0	\$0
Winter Swim Lessons	\$1,440	\$1,440	\$2,880	\$0	\$2,160	\$0	\$0
Lifeguard Training	\$1,125	\$1,125	\$375	\$2,250	\$1,500	\$0	\$0
Wellness Programming	\$1,500	\$1,500	\$10,500	\$0	\$1,500	\$0	\$0
Flowrider	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0
Birthday Party	\$4,800	\$6,400	\$0	\$8,000	\$3,000	\$0	\$0
Private Rental	\$1,250	\$1,500	\$0	\$5,000	\$900	\$0	\$0
Total User Group Revenue	\$79,255	\$106,665	\$15,675	\$63,130	\$115,010	\$0	\$0

Fee Structure

In order to project revenue, fee schedules are established. Three general approaches to evaluating the fee structure of an aquatic center include the following.

1. Maximize revenue by charging what the market will support. Programs and facilities operate with positive cash flow. If excess funds are available at season’s end, they can be used to support under-funded programs.
2. Break-even in the operation of the facility. This approach is increasing in popularity as funding is becoming limited to organizations that use the facility. Capital funds are used to create the facility; operational funds are generated from the user on a break-even basis.
3. Subsidy pricing historically has been the policy of many community facilities and is currently the strategy of the city’s pool.

A critical component of an enterprise fund management protocol is the revenue and pricing policy. The following charts show low, high, and recommended fee structures for the outdoor, indoor, and waterpark concepts. Council members wanted to see a low fee so that the entire community could enjoy the facilities. Council members also wanted to see a high fee to show break-even operation of the facilities. The recommended fee by the consulting team is based on this area’s demographics.

Low Fee Structure Charts

LOW FEE STRUCTURE - Outdoor	
Category	Rate
Residents	
Adult (18 & Older)	5.00
Children (3-17)	4.00
Non-Resident	
Adult	6.00
Child	5.00
Season Pass	
Resident	
Individual	75.00
Family	135.00
Non-Resident	
Individual	90.00

LOW FEE STRUCTURE - Indoor	
Category	Rate
Residents	
Adult (18 & Older)	5.00
Children (3-17)	4.00
Non-Resident	
Adult	6.00
Child	5.00
Annual Pass	
Resident	
Individual	150.00
Family	265.00
Non-Resident	
Individual	180.00

LOW FEE STRUCTURE - Waterpark	
Category	Rate
Residents	
Adult (18 & Older)	10.00
Children (3-17)	8.00
Non-Resident	
Adult	12.50
Child	10.00
Season Pass	
Resident	
Individual	75.00
Family	135.00
Non-Resident	
Individual	90.00

High Fee Structure Charts

HIGH FEE STRUCTURE - Outdoor	
Category	Rate
Residents	
Adult (18 & Older)	10.00
Children (3-17)	8.00
Non-Resident	
Adult	12.00
Child	10.00
Season Pass	
Resident	
Individual	150.00
Family	265.00
Non-Resident	
Individual	180.00

HIGH FEE STRUCTURE - Indoor	
Category	Rate
Residents	
Adult (18 & Older)	10.00
Children (3-17)	8.00
Non-Resident	
Adult	12.00
Child	10.00
Annual Pass	
Resident	
Individual	300.00
Family	265.00
Non-Resident	
Individual	360.00

HIGH FEE STRUCTURE - Waterpark	
Category	Rate
Residents	
Adult (18 & Older)	12.50
Children (3-17)	10.00
Non-Resident	
Adult	15.00
Child	12.50
Season Pass	
Resident	
Individual	150.00
Family	265.00
Non-Resident	
Individual	180.00

Recommended Fee Structure Charts

REC. FEE STRUCTURE - Outdoor	
Category	Rate
Residents	
Adult (18 & Older)	6.00
Children (3-17)	5.00
Non-Resident	
Adult	8.00
Child	6.00
Season Pass	
Resident	
Individual	90.00
Family	165.00
Non-Resident	
Individual	120.00

REC. FEE STRUCTURE - Indoor	
Category	Rate
Residents	
Adult (18 & Older)	6.00
Children (3-17)	5.00
Non-Resident	
Adult	8.00
Child	6.00
Annual Pass	
Resident	
Individual	180.00
Family	300.00
Non-Resident	
Individual	240.00

REC. FEE STRUCTURE - Waterpark	
Category	Rate
Residents	
Adult (18 & Older)	10.00
Children (3-17)	8.00
Non-Resident	
Adult	12.50
Child	10.00
Season Pass	
Resident	
Individual	75.00
Family	135.00
Non-Resident	
Individual	90.00

Per Capita Income

Per capita income is the projection of revenues that will be generated from projected annual attendance. The formula reflects the category for admission, the rate of each category, and the percentage of attendance that might be expected from that category.

Low Fee Per Capita

LOW PER CAPITA - Outdoor			
Category	Rate	Percent of Visits	Per Visit Unit
Residents			
Adult (18 & Older)	5.00	23%	1.15
Children (3-17)	4.00	11%	0.44
Free	0	2%	-
Non-Resident			
Adult	6.00	15%	0.90
Child	5.00	12%	0.60
Season Pass			
Resident			
Individual	75.00	15%	0.28
Family	135.00	11%	0.12
Non-Resident			
Individual	90.00	11%	0.28
Subtotal / Average		100%	3.78
Food / Merchandise			\$ 0.05
Total Per Capita			\$3.83
Source: Councilman-Hunsaker			

LOW PER CAPITA - Indoor			
Category	Rate	Percent of Visits	Per Visit Unit
Residents			
Adult (18 & Older)	5.00	12%	0.60
Children (3-17)	4.00	6%	0.24
Free	0	2%	-
Non-Resident			
Adult	6.00	13%	0.78
Child	5.00	10%	0.50
Annual Pass			
Resident			
Individual	150.00	32%	1.20
Family	265.00	5%	0.11
Non-Resident			
Individual	180.00	20%	1.03
Subtotal / Average		100%	4.46
Food / Merchandise			\$ -
Total Per Capita			\$4.46
Source: Councilman-Hunsaker			

LOW PER CAPITA - Waterpark			
Category	Rate	Percent of Visits	Per Visit Unit
Residents			
Adult (18 & Older)	10.00	20%	2.00
Children (3-17)	8.00	23%	1.84
Free	0	1%	-
Non-Resident			
Adult	12.50	15%	1.88
Child	10.00	12%	1.20
Season Pass			
Resident			
Individual	75.00	13%	0.65
Family	135.00	9%	0.27
Non-Resident			
Individual	90.00	7%	0.63
Subtotal / Average		100%	8.47
Food / Merchandise			\$ 0.50
Total Per Capita			\$8.97
Source: Councilman-Hunsaker			

High Fee Per Capita

HIGH PER CAPITA - Outdoor			
Category	Rate	Percent of Visits	Per Visit Unit
Residents			
Adult (18 & Older)	10.00	23%	2.30
Children (3-17)	8.00	11%	0.88
Free	0	2%	-
Non-Resident			
Adult	12.00	15%	1.80
Child	10.00	12%	1.20
Season Pass			
Resident			
Individual	150.00	15%	0.56
Family	265.00	11%	0.24
Non-Resident			
Individual	180.00	11%	0.57
Subtotal / Average		100%	7.55
Food / Merchandise			\$ 0.05
Total Per Capita			\$7.60

Source: Councilman-Hunsaker

HIGH PER CAPITA - Indoor			
Category	Rate	Percent of Visits	Per Visit Unit
Residents			
Adult (18 & Older)	10.00	12%	1.20
Children (3-17)	8.00	6%	0.48
Free	0	2%	-
Non-Resident			
Adult	12.00	13%	1.56
Child	10.00	10%	1.00
Annual Pass			
Resident			
Individual	300.00	32%	2.40
Family	265.00	5%	0.11
Non-Resident			
Individual	360.00	20%	2.06
Subtotal / Average		100%	8.81
Food / Merchandise			\$ -
Total Per Capita			\$8.81

Source: Councilman-Hunsaker

HIGH PER CAPITA - Waterpark			
Category	Rate	Percent of Visits	Per Visit Unit
Residents			
Adult (18 & Older)	12.50	20%	2.50
Children (3-17)	10.00	23%	2.30
Free	0	1%	-
Non-Resident			
Adult	15.00	15%	2.25
Child	12.50	12%	1.50
Season Pass			
Resident			
Individual	150.00	13%	1.30
Family	265.00	9%	0.53
Non-Resident			
Individual	180.00	7%	1.26
Subtotal / Average		100%	11.64
Food / Merchandise			\$ 0.50
Total Per Capita			\$12.14

Source: Councilman-Hunsaker

Recommended Fee Per Capita

REC. PER CAPITA - Outdoor			
Category	Rate	Percent of Visits	Per Visit Unit
Residents			
Adult (18 & Older)	6.00	15%	0.90
Children (3-17)	5.00	21%	1.05
Free	0	2%	-
Non-Resident			
Adult	8.00	14%	1.12
Child	6.00	17%	1.02
Season Pass			
Resident			
Individual	90.00	15%	0.34
Family	165.00	9%	0.12
Non-Resident			
Individual	120.00	7%	0.24
Subtotal / Average		100%	4.79
Food / Merchandise			\$ 0.05
Total Per Capita			\$4.84

Source: Councilman-Hunsaker

REC. PER CAPITA - Indoor			
Category	Rate	Percent of Visits	Per Visit Unit
Residents			
Adult (18 & Older)	6.00	12%	0.72
Children (3-17)	5.00	6%	0.30
Free	0	2%	-
Non-Resident			
Adult	8.00	13%	1.04
Child	6.00	10%	0.60
Annual Pass			
Resident			
Individual	180.00	32%	1.44
Family	300.00	5%	0.13
Non-Resident			
Individual	240.00	20%	1.37
Subtotal / Average		100%	5.60
Food / Merchandise			\$ -
Total Per Capita			\$5.60

Source: Councilman-Hunsaker

REC. PER CAPITA - Waterpark			
Category	Rate	Percent of Visits	Per Visit Unit
Residents			
Adult (18 & Older)	10.00	20%	2.00
Children (3-17)	8.00	23%	1.84
Free	0	1%	-
Non-Resident			
Adult	12.50	15%	1.88
Child	10.00	12%	1.20
Season Pass			
Resident			
Individual	75.00	13%	0.65
Family	135.00	9%	0.27
Non-Resident			
Individual	90.00	7%	0.63
Subtotal / Average		100%	8.47
Food / Merchandise			\$ 0.50
Total Per Capita			\$8.97

Source: Councilman-Hunsaker

Projected Attendance

Based on the preceding methodology, the following attendance numbers are projected for the options using the low, high, and recommended fee structures. It has been documented that attendance increases as amenities become more diverse and exciting. Attendance is projected to increase during the five-year span due to increasing levels of population in the area. The further into the future projections are made, the more limited the accuracy of the data becomes.

Low Fee Projected Attendance

PROJECTED ATTENDANCE: OPTION 1 LOW FEE STRUCTURE					
(Recreation Market Only)					
Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	65.0%	65.0%	65.0%	65.0%	65.0%
3 to 5 Miles	65.0%	65.0%	65.0%	65.0%	65.0%
5 to 10 Miles	3.0%	3.0%	3.0%	3.0%	3.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	24,894	25,609	26,325	27,040	27,756
3 to 5 Miles	14,580	14,797	15,014	15,230	15,447
5 to 10 Miles	1,993	1,957	1,921	1,885	1,849
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.10				
Total Annual Attendance	45,614	46,600	47,586	48,572	49,558

Source: Counsilman-Hunsaker

PROJECTED ATTENDANCE: OPTION 2 LOW FEE STRUCTURE					
(Recreation Market Only)	2010	2011	2012	2013	2014
Market Population					
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	75.0%	75.0%	75.0%	75.0%	75.0%
3 to 5 Miles	75.0%	75.0%	75.0%	75.0%	75.0%
5 to 10 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	28,724	29,549	30,375	31,200	32,026
3 to 5 Miles	16,823	17,073	17,323	17,574	17,824
5 to 10 Miles	9,965	9,786	9,606	9,427	9,247
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.20				
Total Annual Attendance	66,614	67,690	68,765	69,841	70,916
Source: Counsilman-Hunsaker					
PROJECTED ATTENDANCE: OPTION 3 LOW FEE STRUCTURE					
(Recreation Market Only)	2010	2011	2012	2013	2014
Market Population					
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	45.0%	45.0%	45.0%	45.0%	45.0%
3 to 5 Miles	35.0%	35.0%	35.0%	35.0%	35.0%
5 to 10 Miles	3.5%	3.5%	3.5%	3.5%	3.5%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	17,234	17,730	18,225	18,720	19,215
3 to 5 Miles	7,851	7,967	8,084	8,201	8,318
5 to 10 Miles	2,325	2,283	2,241	2,200	2,158
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	27,410	27,980	28,551	29,121	29,691
Source: Counsilman-Hunsaker					

PROJECTED ATTENDANCE: OPTION 4 LOW FEE STRUCTURE					
(Recreation Market Only)	2010	2011	2012	2013	2014
Market Population					
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	80.0%	80.0%	80.0%	80.0%	80.0%
3 to 5 Miles	75.0%	75.0%	75.0%	75.0%	75.0%
5 to 10 Miles	30.0%	30.0%	30.0%	30.0%	30.0%
10 to 15 Miles	30.0%	30.0%	30.0%	30.0%	30.0%
15 to 25 Miles	10.0%	10.0%	10.0%	10.0%	10.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	30,639	31,519	32,400	33,280	34,161
3 to 5 Miles	16,823	17,073	17,323	17,574	17,824
5 to 10 Miles	19,930	19,571	19,212	18,853	18,494
10 to 15 Miles	44,075	44,230	44,386	44,541	44,697
15 to 25 Miles	19,849	19,850	19,851	19,852	19,853
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	131,315	132,244	133,172	134,101	135,029
Source: Councilman-Hunsaker					
PROJECTED ATTENDANCE: OPTION 5 LOW FEE STRUCTURE					
(Recreation Market Only)	2010	2011	2012	2013	2014
Market Population					
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	45.0%	45.0%	45.0%	45.0%	45.0%
3 to 5 Miles	35.0%	35.0%	35.0%	35.0%	35.0%
5 to 10 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	17,234	17,730	18,225	18,720	19,215
3 to 5 Miles	7,851	7,967	8,084	8,201	8,318
5 to 10 Miles	9,965	9,786	9,606	9,427	9,247
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	35,050	35,483	35,915	36,348	36,780
Source: Councilman-Hunsaker					

PROJECTED ATTENDANCE: OPTION 6 LOW FEE STRUCTURE					
(Recreation Market Only)	2010	2011	2012	2013	2014
Market Population					
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
3 to 5 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
5 to 10 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	5,745	5,910	6,075	6,240	6,405
3 to 5 Miles	0	0	0	0	0
5 to 10 Miles	0	0	0	0	0
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	5,745	5,910	6,075	6,240	6,405
Source: Counsilman-Hunsaker					
PROJECTED ATTENDANCE: OPTION 7 LOW FEE STRUCTURE					
(Recreation Market Only)	2010	2011	2012	2013	2014
Market Population					
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
3 to 5 Miles	7.0%	7.0%	7.0%	7.0%	7.0%
5 to 10 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	5,745	5,910	6,075	6,240	6,405
3 to 5 Miles	1,570	1,593	1,617	1,640	1,664
5 to 10 Miles	0	0	0	0	0
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	7,315	7,503	7,692	7,880	8,069
Source: Counsilman-Hunsaker					

High Fee Projected Attendance

PROJECTED ATTENDANCE: OPTION 1 HIGH FEE STRUCTURE					
(Recreation Market Only)					
Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	65.0%	65.0%	65.0%	65.0%	65.0%
3 to 5 Miles	65.0%	65.0%	65.0%	65.0%	65.0%
5 to 10 Miles	3.0%	3.0%	3.0%	3.0%	3.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	24,894	25,609	26,325	27,040	27,756
3 to 5 Miles	14,580	14,797	15,014	15,230	15,447
5 to 10 Miles	1,993	1,957	1,921	1,885	1,849
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.05				
Total Annual Attendance	43,540	44,482	45,423	46,364	47,305
Source: Counsilman-Hunsaker					
PROJECTED ATTENDANCE: OPTION 2 HIGH FEE STRUCTURE					
(Recreation Market Only)					
Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	75.0%	75.0%	75.0%	75.0%	75.0%
3 to 5 Miles	75.0%	75.0%	75.0%	75.0%	75.0%
5 to 10 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	28,724	29,549	30,375	31,200	32,026
3 to 5 Miles	16,823	17,073	17,323	17,574	17,824
5 to 10 Miles	9,965	9,786	9,606	9,427	9,247
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.15				
Total Annual Attendance	63,839	64,869	65,900	66,931	67,961
Source: Counsilman-Hunsaker					

PROJECTED ATTENDANCE: OPTION 3 HIGH FEE STRUCTURE					
(Recreation Market Only)	2010	2011	2012	2013	2014
Market Population					
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	40.0%	40.0%	40.0%	40.0%	40.0%
3 to 5 Miles	35.0%	35.0%	35.0%	35.0%	35.0%
5 to 10 Miles	3.5%	3.5%	3.5%	3.5%	3.5%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	15,319	15,760	16,200	16,640	17,080
3 to 5 Miles	7,851	7,967	8,084	8,201	8,318
5 to 10 Miles	2,325	2,283	2,241	2,200	2,158
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	25,495	26,010	26,526	27,041	27,556
Source: Councilman-Hunsaker					
PROJECTED ATTENDANCE: OPTION 4 HIGH FEE STRUCTURE					
(Recreation Market Only)	2010	2011	2012	2013	2014
Market Population					
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	75.0%	75.0%	75.0%	75.0%	75.0%
3 to 5 Miles	70.0%	70.0%	70.0%	70.0%	70.0%
5 to 10 Miles	25.0%	25.0%	25.0%	25.0%	25.0%
10 to 15 Miles	25.0%	25.0%	25.0%	25.0%	25.0%
15 to 25 Miles	10.0%	10.0%	10.0%	10.0%	10.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	28,724	29,549	30,375	31,200	32,026
3 to 5 Miles	15,701	15,935	16,168	16,402	16,636
5 to 10 Miles	16,609	16,309	16,010	15,711	15,412
10 to 15 Miles	36,729	36,858	36,988	37,118	37,247
15 to 25 Miles	19,849	19,850	19,851	19,852	19,853
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	117,611	118,502	119,393	120,283	121,174
Source: Councilman-Hunsaker					

PROJECTED ATTENDANCE: OPTION 5 HIGH FEE STRUCTURE					
(Recreation Market Only) Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	40.0%	40.0%	40.0%	40.0%	40.0%
3 to 5 Miles	35.0%	35.0%	35.0%	35.0%	35.0%
5 to 10 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	15,319	15,760	16,200	16,640	17,080
3 to 5 Miles	7,851	7,967	8,084	8,201	8,318
5 to 10 Miles	9,965	9,786	9,606	9,427	9,247
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	33,135	33,513	33,890	34,268	34,645
Source: Counsilman-Hunsaker					
PROJECTED ATTENDANCE: OPTION 6 HIGH FEE STRUCTURE					
(Recreation Market Only) Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
3 to 5 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
5 to 10 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	5,745	5,910	6,075	6,240	6,405
3 to 5 Miles	0	0	0	0	0
5 to 10 Miles	0	0	0	0	0
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	5,745	5,910	6,075	6,240	6,405
Source: Counsilman-Hunsaker					

PROJECTED ATTENDANCE: OPTION 7 HIGH FEE STRUCTURE					
(Recreation Market Only)					
Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
3 to 5 Miles	7.0%	7.0%	7.0%	7.0%	7.0%
5 to 10 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	5,745	5,910	6,075	6,240	6,405
3 to 5 Miles	1,570	1,593	1,617	1,640	1,664
5 to 10 Miles	0	0	0	0	0
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	7,315	7,503	7,692	7,880	8,069

Source: Counsilman-Hunsaker

Recommended Fee Projected Attendance

PROJECTED ATTENDANCE: OPTION 1 REC. FEE STRUCTURE					
(Recreation Market Only)					
Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	65.0%	65.0%	65.0%	65.0%	65.0%
3 to 5 Miles	65.0%	65.0%	65.0%	65.0%	65.0%
5 to 10 Miles	3.0%	3.0%	3.0%	3.0%	3.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	24,894	25,609	26,325	27,040	27,756
3 to 5 Miles	14,580	14,797	15,014	15,230	15,447
5 to 10 Miles	1,993	1,957	1,921	1,885	1,849
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.10				
Total Annual Attendance	45,614	46,600	47,586	48,572	49,558

Source: Counsilman-Hunsaker

PROJECTED ATTENDANCE: OPTION 2 REC. FEE STRUCTURE					
(Recreation Market Only) Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	75.0%	75.0%	75.0%	75.0%	75.0%
3 to 5 Miles	75.0%	75.0%	75.0%	75.0%	75.0%
5 to 10 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	28,724	29,549	30,375	31,200	32,026
3 to 5 Miles	16,823	17,073	17,323	17,574	17,824
5 to 10 Miles	9,965	9,786	9,606	9,427	9,247
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.20				
Total Annual Attendance	66,614	67,690	68,765	69,841	70,916
Source: Counsilman-Hunsaker					
PROJECTED ATTENDANCE: OPTION 3 REC. FEE STRUCTURE					
(Recreation Market Only) Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	45.0%	45.0%	45.0%	45.0%	45.0%
3 to 5 Miles	35.0%	35.0%	35.0%	35.0%	35.0%
5 to 10 Miles	3.5%	3.5%	3.5%	3.5%	3.5%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	17,234	17,730	18,225	18,720	19,215
3 to 5 Miles	7,851	7,967	8,084	8,201	8,318
5 to 10 Miles	2,325	2,283	2,241	2,200	2,158
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	27,410	27,980	28,551	29,121	29,691
Source: Counsilman-Hunsaker					

PROJECTED ATTENDANCE: OPTION 4 REC. FEE STRUCTURE					
(Recreation Market Only)					
Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	80.0%	80.0%	80.0%	80.0%	80.0%
3 to 5 Miles	75.0%	75.0%	75.0%	75.0%	75.0%
5 to 10 Miles	30.0%	30.0%	30.0%	30.0%	30.0%
10 to 15 Miles	30.0%	30.0%	30.0%	30.0%	30.0%
15 to 25 Miles	10.0%	10.0%	10.0%	10.0%	10.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	30,639	31,519	32,400	33,280	34,161
3 to 5 Miles	16,823	17,073	17,323	17,574	17,824
5 to 10 Miles	19,930	19,571	19,212	18,853	18,494
10 to 15 Miles	44,075	44,230	44,386	44,541	44,697
15 to 25 Miles	19,849	19,850	19,851	19,852	19,853
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	131,315	132,244	133,172	134,101	135,029
Source: Counsilman-Hunsaker					
PROJECTED ATTENDANCE: OPTION 5 REC. FEE STRUCTURE					
(Recreation Market Only)					
Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	45.0%	45.0%	45.0%	45.0%	45.0%
3 to 5 Miles	35.0%	35.0%	35.0%	35.0%	35.0%
5 to 10 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	17,234	17,730	18,225	18,720	19,215
3 to 5 Miles	7,851	7,967	8,084	8,201	8,318
5 to 10 Miles	9,965	9,786	9,606	9,427	9,247
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	35,050	35,483	35,915	36,348	36,780
Source: Counsilman-Hunsaker					

PROJECTED ATTENDANCE: OPTION 6 REC. FEE STRUCTURE					
(Recreation Market Only) Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
3 to 5 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
5 to 10 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	5,745	5,910	6,075	6,240	6,405
3 to 5 Miles	0	0	0	0	0
5 to 10 Miles	0	0	0	0	0
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	5,745	5,910	6,075	6,240	6,405
Source: Counsilman-Hunsaker					
PROJECTED ATTENDANCE: OPTION 7 REC. FEE STRUCTURE					
(Recreation Market Only) Market Population	2010	2011	2012	2013	2014
0 to 3 Miles	38,299	39,399	40,500	41,600	42,701
3 to 5 Miles	22,431	22,764	23,098	23,431	23,765
5 to 10 Miles	66,434	65,238	64,041	62,845	61,648
10 to 15 Miles	146,915	147,434	147,952	148,471	148,989
15 to 25 Miles	198,487	198,498	198,510	198,521	198,533
Vistor Market	0	0	0	0	0
Market Penetration Rate					
0 to 3 Miles	15.0%	15.0%	15.0%	15.0%	15.0%
3 to 5 Miles	7.0%	7.0%	7.0%	7.0%	7.0%
5 to 10 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
10 to 15 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
15 to 25 Miles	0.0%	0.0%	0.0%	0.0%	0.0%
Vistor Market	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Attendance					
0 to 3 Miles	5,745	5,910	6,075	6,240	6,405
3 to 5 Miles	1,570	1,593	1,617	1,640	1,664
5 to 10 Miles	0	0	0	0	0
10 to 15 Miles	0	0	0	0	0
15 to 25 Miles	0	0	0	0	0
Vistor Market	0	0	0	0	0
Experience Factor	1.00				
Total Annual Attendance	7,315	7,503	7,692	7,880	8,069
Source: Counsilman-Hunsaker					

The following table takes into consideration the revenue streams from special user group and general attendance, resulting in an opinion of revenue for each option.

OPINION OF REVENUE LOW FEE STRUCTURE								
		SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Attendance								
	2010	45,614	66,614	27,410	131,315	35,050	5,745	7,315
	2011	46,600	67,690	27,980	132,244	35,483	5,910	7,503
	2012	47,586	68,765	28,551	133,172	35,915	6,075	7,692
	2013	48,572	69,841	29,121	134,101	36,348	6,240	7,880
	2014	49,558	70,916	29,691	135,029	36,780	6,405	8,069
Per Capita Spending (3% Annual Increase)		\$3.83	\$3.83	\$4.46	\$8.97	\$3.83	\$0.00	\$0.00
Special User Group Spending		\$53,455	\$109,915	\$15,675	\$67,130	\$117,410	\$0	\$0
Revenue								
	2010	\$228,058	\$364,906	\$137,897	\$1,244,373	\$251,577	\$0	\$0
	2011	\$237,183	\$376,795	\$144,182	\$1,288,263	\$257,308	\$0	\$0
	2012	\$246,535	\$388,932	\$150,620	\$1,332,652	\$263,137	\$0	\$0
	2013	\$256,113	\$401,316	\$157,210	\$1,377,541	\$269,067	\$0	\$0
	2014	\$265,918	\$413,946	\$163,953	\$1,422,929	\$275,095	\$0	\$0

Source: Councilman-Hunsaker

OPINION OF REVENUE HIGH FEE STRUCTURE								
		SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Attendance								
	2010	43,540	63,839	25,495	117,611	33,135	5,745	7,315
	2011	44,482	64,869	26,010	118,502	33,513	5,910	7,503
	2012	45,423	65,900	26,526	119,393	33,890	6,075	7,692
	2013	46,364	66,931	27,041	120,283	34,268	6,240	7,880
	2014	47,305	67,961	27,556	121,174	34,645	6,405	8,069
Per Capita Spending (3% Annual Increase)		\$7.60	\$7.60	\$8.81	\$12.14	\$7.60	\$0.00	\$0.00
Special User Group Spending		\$53,455	\$109,915	\$15,675	\$67,130	\$117,410	\$0	\$0
Revenue								
	2010	\$384,411	\$595,163	\$240,227	\$1,494,933	\$369,276	\$0	\$0
	2011	\$401,708	\$617,789	\$251,636	\$1,548,903	\$379,787	\$0	\$0
	2012	\$419,434	\$640,885	\$263,318	\$1,603,522	\$390,471	\$0	\$0
	2013	\$437,590	\$664,451	\$275,272	\$1,658,790	\$401,327	\$0	\$0
	2014	\$456,175	\$688,487	\$287,499	\$1,714,706	\$412,355	\$0	\$0

Source: Councilman-Hunsaker

OPINION OF REVENUE RECOMMENDED FEE STRUCTURE								
		SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Attendance								
	2010	45,614	66,614	27,410	131,315	35,050	5,745	7,315
	2011	46,600	67,690	27,980	132,244	35,483	5,910	7,503
	2012	47,586	68,765	28,551	133,172	35,915	6,075	7,692
	2013	48,572	69,841	29,121	134,101	36,348	6,240	7,880
	2014	49,558	70,916	29,691	135,029	36,780	6,405	8,069
Per Capita Spending (3% Annual Increase)		\$4.84	\$4.84	\$5.60	\$8.97	\$4.84	\$0.00	\$0.00
Special User Group Spending		\$53,455	\$109,915	\$15,675	\$67,130	\$117,410	\$0	\$0
Revenue								
	2010	\$274,282	\$432,412	\$169,075	\$1,244,373	\$287,097	\$0	\$0
	2011	\$285,824	\$447,450	\$176,963	\$1,288,263	\$294,344	\$0	\$0
	2012	\$297,651	\$462,799	\$185,043	\$1,332,652	\$301,718	\$0	\$0
	2013	\$309,766	\$478,461	\$193,315	\$1,377,541	\$309,216	\$0	\$0
	2014	\$322,166	\$494,436	\$201,777	\$1,422,929	\$316,841	\$0	\$0

Source: Councilman-Hunsaker

Opinion of Expenses

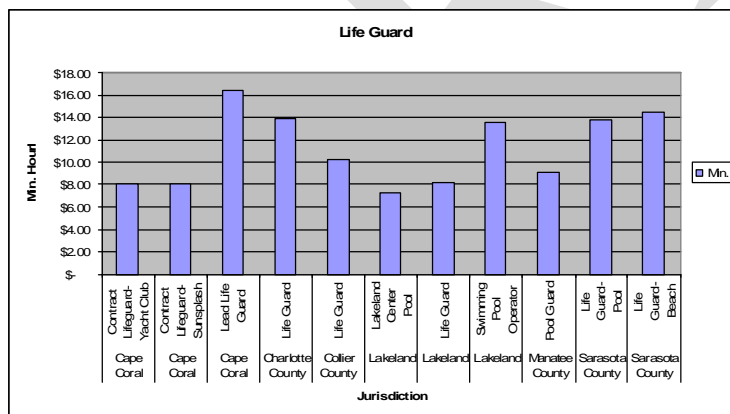
Facility Staff

Projected annual payroll expenses are listed by full-time and part-time classifications reflecting benefits and taxes. Scheduling employees is determined by programming demand and management procedure. Wherever possible, pay rates were determined using existing city job classifications and wage scales. Cost for swim instructors and other employees associated with program income are factored in the following table as cost against net programming revenue.

LABOR ANALYSIS																	
Job Description	Hours Per Day							Cost Per Hour		Days per Season	Total Employer Expense						
	SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP	Hourly Rate	Rate with overhead		SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Summer																	
Cashier	10	10	5	20	15	0	0	12.89	\$14.82	150	\$22,235	\$22,235	\$11,118	\$44,471	\$33,353	\$0	\$0
Pool Manager	11	15	5	11	16	0	0	16.42	\$18.88	150	\$31,157	\$42,487	\$14,162	\$31,157	\$45,319	\$0	\$0
Lifeguard	55	116	30	255	56	0	0	13.50	\$15.53	150	\$128,081	\$270,135	\$69,863	\$593,831	\$130,410	\$0	\$0
Maintenance	4	6	0	8	4	2	2	12.89	\$14.82	150	\$8,893	\$13,339	\$0	\$17,785	\$8,893	\$4,446	\$4,446
Summer Total	80	147	40	294	91	2	2				\$190,366	\$348,196	\$95,142	\$687,244	\$217,975	\$4,446	\$4,446
Winter																	
Cashier	7	7	5	0	15	0	0	12.89	\$14.82	150	\$15,565	\$15,565	\$11,118	\$0	\$33,353	\$0	\$0
Pool Manager	7	7	5	0	16	0	0	16.42	\$18.88	150	\$19,827	\$19,827	\$14,162	\$0	\$45,319	\$0	\$0
Lifeguard	14	18	30	0	35	0	0	13.50	\$15.53	150	\$32,603	\$41,918	\$69,863	\$0	\$81,506	\$0	\$0
Maintenance	2	3	0	24	2	1	1	12.89	\$14.82	150	\$4,446	\$6,670	\$0	\$53,356	\$4,446	\$2,223	\$2,223
Winter Total	30	35	40	24	68	1	1				\$72,441	\$83,979	\$95,142	\$53,356	\$164,625	\$2,223	\$2,223
Annual Labor Expense											\$262,807	\$432,175	\$190,285	\$740,600	\$382,599	\$6,670	\$6,670

Source: Councilman-Hunsaker

The following charts illustrate life guard pay wages in Florida, using a minimum and maximum guideline.



Life Guards			
Jurisdiction	Job Title	Min.	Max.
Cape Coral	Contract Lifeguard- Yacht C	\$ 8.00	\$ 10.00
Cape Coral	Contract Lifeguard- Sunspl	\$ 8.00	\$ 10.00
Cape Coral	Lead Life Guard	\$ 16.42	\$ 25.71
Charlotte County	Life Guard	\$ 13.80	\$ 20.73
Collier County	Life Guard	\$ 10.25	\$ 16.01
Lakeland	Lakeland Center Pool Empl	\$ 7.25	
Lakeland	Life Guard	\$ 8.14	\$ 12.62
Lakeland	Swimming Pool Operator	\$ 13.58	\$ 17.32
Manatee County	Pool Guard	\$ 9.11	\$ 13.67
Sarasota County	Life Guard- Pool	\$ 13.71	\$ 17.86
Sarasota County	Life Guard- Beach	\$ 14.40	\$ 18.75

Repairs and Maintenance

The manufacturers of some types of mechanical equipment recommend annual maintenance programs to ensure proper performance of their equipment. Much of this work will be performed by outside contractors. In addition, for daily operation of the facilities, miscellaneous items will need to be repaired by outside firms.

Commodities

Commodities are day-to-day products used to operate aquatic centers. Office supplies, program supplies, custodial supplies, repair supplies and chemicals are included. In determining annual chemical expense, chemical treatment assumes the use of calcium hypochlorite and muriatic acid (pH buffer). Chemical use can depend upon bather load and chemical balance of the water. In estimating annual costs, medium bather load figures are assumed. In the preceding marketing strategy section, mass-marketing and direct-marketing strategies are discussed.

Heating/Dehumidification

In determining utility costs, current energy costs at other facilities in the area were reviewed. Total costs include energy, energy demand and delivery charges. Caution must be used when comparing this cost with operating expenses of other facilities across the country.

Electricity

The calculations below are based on 2010 utility rate information. A figure of \$0.056 cents per kWh was estimated, including both demand and energy costs. The table conveys the estimated electricity costs for all options.

ELECTRIC ANALYSIS														
	SFAC		MFAC		Indoor Therapy		Municipal WP		50 Meter		Small SP		Large SP	
Motors	\$	19,542	\$	34,986	\$	3,815	\$	36,954	\$	22,989	\$	2,317	\$	5,778
Lighting	\$	3,482	\$	4,587	\$	3,783	\$	6,947	\$	7,753	\$	130	\$	536
Annual Electric Costs	\$	23,024	\$	39,572	\$	7,598	\$	43,901	\$	30,743	\$	2,447	\$	6,314

Source: Counsilman-Hunsaker

Miscellaneous Electric Use

Miscellaneous electric use includes chemical feeders, blow dryers, office equipment, etc.

Water and Sewer

Water and sewer services will be needed for domestic use and compensation for evaporation and backwashing purposes. Backwash water and domestic water will be released to the sanitary system. This does not include landscape irrigation.

Insurance

Insurance denotes liability for more people and more structure based on visits and labor.

Expenses

The following table reflects a summary of all operating expenses, assumptions, and estimates detailed by the expense category.

OPINION OF EXPENSE LOW FEE STRUCTURE							
	SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Facility Staff							
Facility Supervisor	\$0	\$0	\$0	\$58,721	\$0	\$0	\$0
Maintenance Supervisor	\$0	\$0	\$0	\$45,458	\$0	\$0	\$0
Food Service Manager	\$0	\$0	\$0	\$58,721	\$0	\$0	\$0
Aquatic Coordinator	\$49,332	\$49,332	\$49,332	\$49,332	\$49,332	\$0	\$0
Custodians (2)	\$0	\$0	\$0	\$67,495	\$0	\$0	\$0
Summer Employment	\$190,366	\$348,196	\$95,142	\$705,030	\$217,975	\$4,446	\$4,446
Winter Employment	\$4,446	\$6,670	\$95,142	\$35,571	\$4,446	\$2,223	\$2,223
Training	\$2,000	\$4,000	\$2,000	\$8,000	\$3,000	\$1,000	\$1,000
Total Labor	\$246,145	\$408,198	\$241,617	\$1,028,327	\$274,753	\$7,670	\$7,670
Contractual Services							
Insurance	\$23,929	\$36,711	\$16,279	\$80,440	\$21,720	\$2,000	\$4,000
Repair and Maintenance	\$11,400	\$16,300	\$6,500	\$36,400	\$14,000	\$1,300	\$2,600
Total Contractual Services	\$35,329	\$53,011	\$22,779	\$116,840	\$35,720	\$3,300	\$6,600
Commodities							
Operating Supplies	\$6,840	\$9,780	\$3,900	\$21,840	\$8,400	\$780	\$1,560
Chemicals	\$27,019	\$39,459	\$8,458	\$31,943	\$83,058	\$694	\$1,527
Advertising	\$20,000	\$30,000	\$10,000	\$150,000	\$100,000	\$0	\$0
Total Commodities	\$53,859	\$79,239	\$22,358	\$203,783	\$191,458	\$1,474	\$3,087
Utilities							
HVAC	\$5,148	\$4,118	\$25,113	\$8,018	\$12,870	\$0	\$0
Electricity	\$23,024	\$39,572	\$7,598	\$43,901	\$30,743	\$2,447	\$6,314
Pool Heating	\$15,000	\$21,000	\$3,500	\$0	\$37,360	\$0	\$0
Trash Service	\$2,880	\$4,800	\$6,240	\$8,400	\$2,880	\$0	\$0
Telephone	\$336	\$560	\$672	\$1,120	\$336	\$0	\$0
Water & Sewer	\$10,067	\$16,319	\$4,986	\$27,193	\$13,572	\$955	\$1,259
Total Utilities	\$56,455	\$86,370	\$48,109	\$88,633	\$97,761	\$3,403	\$7,574
Total Operating Expenses	\$391,788	\$626,817	\$334,863	\$1,437,582	\$599,692	\$15,846	\$24,931
Capital Replacement Fund	\$17,500	\$25,000	\$10,000	\$56,000	\$21,500	\$2,000	\$4,000
Total Annual Expense	\$409,288	\$651,817	\$344,863	\$1,493,582	\$621,192	\$17,846	\$28,931

Source: Councilman-Hunsaker

OPINION OF EXPENSE HIGH FEE STRUCTURE							
	SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Facility Staff							
Facility Supervisor	\$0	\$0	\$0	\$58,721	\$0	\$0	\$0
Maintenance Supervisor	\$0	\$0	\$0	\$45,458	\$0	\$0	\$0
Food Service Manager	\$0	\$0	\$0	\$58,721	\$0	\$0	\$0
Aquatic Coordinator	\$49,332	\$49,332	\$49,332	\$49,332	\$49,332	\$0	\$0
Custodians (2)	\$0	\$0	\$0	\$67,495	\$0	\$0	\$0
Summer Employment	\$190,366	\$348,196	\$95,142	\$705,030	\$217,975	\$4,446	\$4,446
Winter Employment	\$4,446	\$6,670	\$95,142	\$35,571	\$4,446	\$2,223	\$2,223
Training	\$2,000	\$4,000	\$2,000	\$8,000	\$3,000	\$1,000	\$1,000
Total Labor	\$246,145	\$408,198	\$241,617	\$1,028,327	\$274,753	\$7,670	\$7,670
Contractual Services							
Insurance	\$23,929	\$36,711	\$16,279	\$80,440	\$21,720	\$2,000	\$4,000
Repair and Maintenance	\$11,400	\$16,300	\$6,500	\$36,400	\$14,000	\$1,300	\$2,600
Total Contractual Services	\$35,329	\$53,011	\$22,779	\$116,840	\$35,720	\$3,300	\$6,600
Commodities							
Operating Supplies	\$6,840	\$9,780	\$3,900	\$21,840	\$8,400	\$780	\$1,560
Chemicals	\$27,019	\$39,459	\$8,458	\$31,943	\$83,058	\$694	\$1,527
Advertising	\$20,000	\$30,000	\$10,000	\$150,000	\$100,000	\$0	\$0
Total Commodities	\$53,859	\$79,239	\$22,358	\$203,783	\$191,458	\$1,474	\$3,087
Utilities							
HVAC	\$5,148	\$4,118	\$25,113	\$8,018	\$12,870	\$0	\$0
Electricity	\$23,024	\$39,572	\$7,598	\$43,901	\$30,743	\$2,447	\$6,314
Pool Heating	\$15,000	\$21,000	\$3,500	\$0	\$37,360	\$0	\$0
Trash Service	\$2,880	\$4,800	\$6,240	\$8,400	\$2,880	\$0	\$0
Telephone	\$336	\$560	\$672	\$1,120	\$336	\$0	\$0
Water & Sewer	\$9,737	\$15,875	\$4,680	\$25,001	\$13,266	\$955	\$1,259
Total Utilities	\$56,125	\$85,926	\$47,803	\$86,440	\$97,455	\$3,403	\$7,574
Total Operating Expenses	\$391,458	\$626,373	\$334,557	\$1,435,390	\$599,386	\$15,846	\$24,931
Capital Replacement Fund	\$17,500	\$25,000	\$10,000	\$56,000	\$21,500	\$2,000	\$4,000
Total Annual Expense	\$408,958	\$651,373	\$344,557	\$1,491,390	\$620,886	\$17,846	\$28,931

Source: Councilman-Hunsaker

OPINION OF EXPENSE RECOMMENDED FEE STRUCTURE							
	SFAC	MFAC	Indoor Therapy	Municipal WP	50 Meter	Small SP	Large SP
Facility Staff							
Facility Supervisor	\$0	\$0	\$0	\$58,721	\$0	\$0	\$0
Maintenance Supervisor	\$0	\$0	\$0	\$45,458	\$0	\$0	\$0
Food Service Manager	\$0	\$0	\$0	\$58,721	\$0	\$0	\$0
Aquatic Coordinator	\$49,332	\$49,332	\$49,332	\$49,332	\$49,332	\$0	\$0
Custodians (2)	\$0	\$0	\$0	\$67,495	\$0	\$0	\$0
Summer Employment	\$190,366	\$348,196	\$95,142	\$705,030	\$217,975	\$4,446	\$4,446
Winter Employment	\$4,446	\$6,670	\$95,142	\$35,571	\$4,446	\$2,223	\$2,223
Training	\$2,000	\$4,000	\$2,000	\$8,000	\$3,000	\$1,000	\$1,000
Total Labor	\$246,145	\$408,198	\$241,617	\$1,028,327	\$274,753	\$7,670	\$7,670
Contractual Services							
Insurance	\$23,929	\$36,711	\$16,279	\$80,440	\$21,720	\$2,000	\$4,000
Repair and Maintenance	\$11,400	\$16,300	\$6,500	\$36,400	\$14,000	\$1,300	\$2,600
Total Contractual Services	\$35,329	\$53,011	\$22,779	\$116,840	\$35,720	\$3,300	\$6,600
Commodities							
Operating Supplies	\$6,840	\$9,780	\$3,900	\$21,840	\$8,400	\$780	\$1,560
Chemicals	\$27,019	\$39,459	\$8,458	\$31,943	\$83,058	\$694	\$1,527
Advertising	\$20,000	\$30,000	\$10,000	\$150,000	\$100,000	\$0	\$0
Total Commodities	\$53,859	\$79,239	\$22,358	\$203,783	\$191,458	\$1,474	\$3,087
Utilities							
HVAC	\$5,148	\$4,118	\$25,113	\$8,018	\$12,870	\$0	\$0
Electricity	\$23,024	\$39,572	\$7,598	\$43,901	\$30,743	\$2,447	\$6,314
Pool Heating	\$15,000	\$21,000	\$3,500	\$0	\$37,360	\$0	\$0
Trash Service	\$2,880	\$4,800	\$6,240	\$8,400	\$2,880	\$0	\$0
Telephone	\$336	\$560	\$672	\$1,120	\$336	\$0	\$0
Water & Sewer	\$10,067	\$16,319	\$4,986	\$27,193	\$13,572	\$955	\$1,259
Total Utilities	\$56,455	\$86,370	\$48,109	\$88,633	\$97,761	\$3,403	\$7,574
Total Operating Expenses	\$391,788	\$626,817	\$334,863	\$1,437,582	\$599,692	\$15,846	\$24,931
Capital Replacement Fund	\$17,500	\$25,000	\$10,000	\$56,000	\$21,500	\$2,000	\$4,000
Total Annual Expense	\$409,288	\$651,817	\$344,863	\$1,493,582	\$621,192	\$17,846	\$28,931

Source: Counsilman-Hunsaker

Cash Flow

The following tables present projections of gross operating performance for all options based on revenue projections and expense estimates, using the low, high, and recommended fee structures.

OPINION OF CASH FLOW: LOW FEE STRUCTURE					
	2010	2011	2012	2013	2014
SFAC					
Construction Cost	\$3,500,000				
Attendance	45,614				
Revenue	\$228,058	\$237,183	\$246,535	\$256,113	\$265,918
Expense	\$391,788	\$401,582	\$411,622	\$421,912	\$432,460
Operating Cashflow	(\$163,730)	(\$164,399)	(\$165,087)	(\$165,799)	(\$166,542)
Recapture Rate	58%	59%	60%	61%	61%
Capital Replacement Fund	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500
Debt Service	(\$292,878)	(\$292,878)	(\$292,878)	(\$292,878)	(\$292,878)
Cashflow	(\$474,108)	(\$474,777)	(\$475,464)	(\$476,177)	(\$476,920)
MFAC					
Construction Cost	\$5,000,000				
Attendance	66,614				
Revenue	\$364,906	\$376,795	\$388,932	\$401,316	\$413,946
Expense	\$626,817	\$642,487	\$658,550	\$675,013	\$691,889
Operating Cashflow	(\$261,911)	(\$265,692)	(\$269,618)	(\$273,698)	(\$277,942)
Recapture Rate	58%	59%	59%	59%	60%
Capital Replacement Fund	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Debt Service	(\$418,397)	(\$418,397)	(\$418,397)	(\$418,397)	(\$418,397)
Cashflow	(\$705,308)	(\$709,089)	(\$713,014)	(\$717,094)	(\$721,339)
Indoor Therapy					
Construction Cost	\$2,000,000				
Attendance	27,410				
Revenue	\$137,897	\$144,182	\$150,620	\$157,210	\$163,953
Expense	\$334,863	\$343,235	\$351,816	\$360,611	\$369,626
Operating Cashflow	(\$196,966)	(\$199,052)	(\$201,195)	(\$203,401)	(\$205,673)
Recapture Rate	41%	42%	43%	44%	44%
Capital Replacement Fund	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Debt Service	(\$167,359)	(\$167,359)	(\$167,359)	(\$167,359)	(\$167,359)
Cashflow	(\$374,325)	(\$376,411)	(\$378,554)	(\$380,759)	(\$383,032)
Municipal WP					
Construction Cost	\$11,200,000				
Attendance	131,315				
Revenue	\$1,244,373	\$1,288,263	\$1,332,652	\$1,377,541	\$1,422,929
Expense	\$1,437,582	\$1,473,522	\$1,510,360	\$1,548,119	\$1,586,822
Operating Cashflow	(\$193,210)	(\$185,259)	(\$177,708)	(\$170,578)	(\$163,893)
Recapture Rate	87%	87%	88%	89%	90%
Capital Replacement Fund	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
Debt Service	(\$937,208)	(\$937,208)	(\$937,208)	(\$937,208)	(\$937,208)
Cashflow	(\$1,186,418)	(\$1,178,468)	(\$1,170,917)	(\$1,163,787)	(\$1,157,102)
50 Meter					
Construction Cost	\$4,300,000				
Attendance	35,050				
Revenue	\$251,577	\$257,308	\$263,137	\$269,067	\$275,095
Expense	\$599,692	\$614,685	\$630,052	\$645,803	\$661,948
Operating Cashflow	(\$348,115)	(\$357,377)	(\$366,914)	(\$376,737)	(\$386,853)
Recapture Rate	42%	42%	42%	42%	42%
Capital Replacement Fund	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500
Debt Service	(\$359,821)	(\$359,821)	(\$359,821)	(\$359,821)	(\$359,821)
Cashflow	(\$729,436)	(\$738,698)	(\$748,236)	(\$758,058)	(\$768,174)
Small SP					
Construction Cost	\$400,000				
Attendance	5,745				
Revenue	\$0	\$0	\$0	\$0	\$0
Expense	\$15,846	\$16,243	\$16,649	\$17,065	\$17,492
Operating Cashflow	(\$15,846)	(\$16,243)	(\$16,649)	(\$17,065)	(\$17,492)
Recapture Rate	0%	0%	0%	0%	0%
Capital Replacement Fund	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Debt Service	(\$33,472)	(\$33,472)	(\$33,472)	(\$33,472)	(\$33,472)
Cashflow	(\$51,318)	(\$51,714)	(\$52,120)	(\$52,537)	(\$52,963)
Large SP					
Construction Cost	\$800,000				
Attendance	7,315				
Revenue	\$0	\$0	\$0	\$0	\$0
Expense	\$24,931	\$25,554	\$26,193	\$26,848	\$27,519
Operating Cashflow	(\$24,931)	(\$25,554)	(\$26,193)	(\$26,848)	(\$27,519)
Recapture Rate	0%	0%	0%	0%	0%
Capital Replacement Fund	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Debt Service	(\$66,943)	(\$66,943)	(\$66,943)	(\$66,943)	(\$66,943)
Cashflow	(\$95,874)	(\$96,497)	(\$97,136)	(\$97,791)	(\$98,462)

OPINION OF CASH FLOW: HIGH FEE STRUCTURE					
	2010	2011	2012	2013	2014
SFAC					
Construction Cost	\$3,500,000				
Attendance	43,540				
Revenue	\$384,411	\$401,708	\$419,434	\$437,590	\$456,175
Expense	\$391,458	\$401,244	\$411,275	\$421,557	\$432,096
Operating Cashflow	(\$7,047)	\$464	\$8,159	\$16,033	\$24,079
Recapture Rate	98%	100%	102%	104%	106%
Capital Replacement Fund	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500
Debt Service	(\$292,878)	(\$292,878)	(\$292,878)	(\$292,878)	(\$292,878)
Cashflow	(\$317,424)	(\$309,914)	(\$302,218)	(\$294,345)	(\$286,299)
MFAC					
Construction Cost	\$5,000,000				
Attendance	63,839				
Revenue	\$595,163	\$617,789	\$640,885	\$664,451	\$688,487
Expense	\$626,373	\$642,032	\$658,083	\$674,535	\$691,398
Operating Cashflow	(\$31,210)	(\$24,244)	(\$17,198)	(\$10,084)	(\$2,912)
Recapture Rate	95%	96%	97%	99%	100%
Capital Replacement Fund	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Debt Service	(\$418,397)	(\$418,397)	(\$418,397)	(\$418,397)	(\$418,397)
Cashflow	(\$474,607)	(\$467,640)	(\$460,595)	(\$453,481)	(\$446,308)
Indoor Therapy					
Construction Cost	\$2,000,000				
Attendance	25,495				
Revenue	\$240,227	\$251,636	\$263,318	\$275,272	\$287,499
Expense	\$334,557	\$342,921	\$351,494	\$360,281	\$369,288
Operating Cashflow	(\$94,330)	(\$91,284)	(\$88,175)	(\$85,009)	(\$81,789)
Recapture Rate	72%	73%	75%	76%	78%
Capital Replacement Fund	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Debt Service	(\$167,359)	(\$167,359)	(\$167,359)	(\$167,359)	(\$167,359)
Cashflow	(\$271,689)	(\$268,643)	(\$265,534)	(\$262,367)	(\$259,148)
Municipal WP					
Construction Cost	\$11,200,000				
Attendance	117,611				
Revenue	\$1,494,933	\$1,548,903	\$1,603,522	\$1,658,790	\$1,714,706
Expense	\$1,435,390	\$1,471,275	\$1,508,056	\$1,545,758	\$1,584,402
Operating Cashflow	\$59,544	\$77,629	\$95,466	\$113,032	\$130,304
Recapture Rate	104%	105%	106%	107%	108%
Capital Replacement Fund	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
Debt Service	(\$937,208)	(\$937,208)	(\$937,208)	(\$937,208)	(\$937,208)
Cashflow	(\$933,665)	(\$915,580)	(\$897,743)	(\$880,177)	(\$862,904)
50 Meter					
Construction Cost	\$4,300,000				
Attendance	33,135				
Revenue	\$369,276	\$379,787	\$390,471	\$401,327	\$412,355
Expense	\$599,386	\$614,371	\$629,730	\$645,473	\$661,610
Operating Cashflow	(\$230,110)	(\$234,583)	(\$239,259)	(\$244,146)	(\$249,255)
Recapture Rate	62%	62%	62%	62%	62%
Capital Replacement Fund	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500
Debt Service	(\$359,821)	(\$359,821)	(\$359,821)	(\$359,821)	(\$359,821)
Cashflow	(\$611,431)	(\$615,904)	(\$620,580)	(\$625,467)	(\$630,576)
Small SP					
Construction Cost	\$400,000				
Attendance	5,745				
Revenue	\$0	\$0	\$0	\$0	\$0
Expense	\$15,846	\$16,243	\$16,649	\$17,065	\$17,492
Operating Cashflow	(\$15,846)	(\$16,243)	(\$16,649)	(\$17,065)	(\$17,492)
Recapture Rate	0%	0%	0%	0%	0%
Capital Replacement Fund	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Debt Service	(\$33,472)	(\$33,472)	(\$33,472)	(\$33,472)	(\$33,472)
Cashflow	(\$51,318)	(\$51,714)	(\$52,120)	(\$52,537)	(\$52,963)
Large SP					
Construction Cost	\$800,000				
Attendance	7,315				
Revenue	\$0	\$0	\$0	\$0	\$0
Expense	\$24,931	\$25,554	\$26,193	\$26,848	\$27,519
Operating Cashflow	(\$24,931)	(\$25,554)	(\$26,193)	(\$26,848)	(\$27,519)
Recapture Rate	0%	0%	0%	0%	0%
Capital Replacement Fund	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Debt Service	(\$66,943)	(\$66,943)	(\$66,943)	(\$66,943)	(\$66,943)
Cashflow	(\$95,874)	(\$96,497)	(\$97,136)	(\$97,791)	(\$98,462)

OPINION OF CASH FLOW: RECOMMENDED FEE STRUCTURE					
	2010	2011	2012	2013	2014
SFAC					
Construction Cost	\$3,500,000				
Attendance	45,614				
Revenue	\$274,282	\$285,824	\$297,651	\$309,766	\$322,166
Expense	\$391,788	\$401,582	\$411,622	\$421,912	\$432,460
Operating Cashflow	(\$117,505)	(\$115,759)	(\$113,970)	(\$112,147)	(\$110,294)
Recapture Rate	70%	71%	72%	73%	74%
Capital Replacement Fund	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500
Debt Service	(\$292,878)	(\$292,878)	(\$292,878)	(\$292,878)	(\$292,878)
Cashflow	(\$427,883)	(\$426,136)	(\$424,348)	(\$422,525)	(\$420,672)
MFAC					
Construction Cost	\$5,000,000				
Attendance	66,614				
Revenue	\$432,412	\$447,450	\$462,799	\$478,461	\$494,436
Expense	\$626,817	\$642,487	\$658,550	\$675,013	\$691,889
Operating Cashflow	(\$194,405)	(\$195,038)	(\$195,750)	(\$196,552)	(\$197,453)
Recapture Rate	69%	70%	70%	71%	71%
Capital Replacement Fund	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Debt Service	(\$418,397)	(\$418,397)	(\$418,397)	(\$418,397)	(\$418,397)
Cashflow	(\$637,801)	(\$638,434)	(\$639,147)	(\$639,949)	(\$640,849)
Indoor Therapy					
Construction Cost	\$2,000,000				
Attendance	27,410				
Revenue	\$169,075	\$176,963	\$185,043	\$193,315	\$201,777
Expense	\$334,863	\$343,235	\$351,816	\$360,611	\$369,626
Operating Cashflow	(\$165,788)	(\$166,271)	(\$166,772)	(\$167,296)	(\$167,849)
Recapture Rate	50%	52%	53%	54%	55%
Capital Replacement Fund	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Debt Service	(\$167,359)	(\$167,359)	(\$167,359)	(\$167,359)	(\$167,359)
Cashflow	(\$343,147)	(\$343,630)	(\$344,131)	(\$344,655)	(\$345,207)
Municipal WP					
Construction Cost	\$11,200,000				
Attendance	131,315				
Revenue	\$1,244,373	\$1,288,263	\$1,332,652	\$1,377,541	\$1,422,929
Expense	\$1,437,582	\$1,473,522	\$1,510,360	\$1,548,119	\$1,586,822
Operating Cashflow	(\$193,210)	(\$185,259)	(\$177,708)	(\$170,578)	(\$163,893)
Recapture Rate	87%	87%	88%	89%	90%
Capital Replacement Fund	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
Debt Service	(\$937,208)	(\$937,208)	(\$937,208)	(\$937,208)	(\$937,208)
Cashflow	(\$1,186,418)	(\$1,178,468)	(\$1,170,917)	(\$1,163,787)	(\$1,157,102)
50 Meter					
Construction Cost	\$4,300,000				
Attendance	35,050				
Revenue	\$287,097	\$294,344	\$301,718	\$309,216	\$316,841
Expense	\$599,692	\$614,685	\$630,052	\$645,803	\$661,948
Operating Cashflow	(\$312,595)	(\$320,340)	(\$328,334)	(\$336,587)	(\$345,108)
Recapture Rate	48%	48%	48%	48%	48%
Capital Replacement Fund	\$21,500	\$21,500	\$21,500	\$21,500	\$21,500
Debt Service	(\$359,821)	(\$359,821)	(\$359,821)	(\$359,821)	(\$359,821)
Cashflow	(\$693,917)	(\$701,661)	(\$709,655)	(\$717,908)	(\$726,429)
Small SP					
Construction Cost	\$400,000				
Attendance	5,745				
Revenue	\$0	\$0	\$0	\$0	\$0
Expense	\$15,846	\$16,243	\$16,649	\$17,065	\$17,492
Operating Cashflow	(\$15,846)	(\$16,243)	(\$16,649)	(\$17,065)	(\$17,492)
Recapture Rate	0%	0%	0%	0%	0%
Capital Replacement Fund	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Debt Service	(\$33,472)	(\$33,472)	(\$33,472)	(\$33,472)	(\$33,472)
Cashflow	(\$51,318)	(\$51,714)	(\$52,120)	(\$52,537)	(\$52,963)
Large SP					
Construction Cost	\$800,000				
Attendance	7,315				
Revenue	\$0	\$0	\$0	\$0	\$0
Expense	\$24,931	\$25,554	\$26,193	\$26,848	\$27,519
Operating Cashflow	(\$24,931)	(\$25,554)	(\$26,193)	(\$26,848)	(\$27,519)
Recapture Rate	0%	0%	0%	0%	0%
Capital Replacement Fund	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Debt Service	(\$66,943)	(\$66,943)	(\$66,943)	(\$66,943)	(\$66,943)
Cashflow	(\$95,874)	(\$96,497)	(\$97,136)	(\$97,791)	(\$98,462)

SECTION 7: Implementation Strategy

Opinion of Revenue
Opinion of Expenses
Cash Flow

DRAFT

Section 7: Implementation Strategy

In developing the implementation strategy, the City of North Port not only looked at multiple scenarios in meeting aquatic needs but also distance from facilities and access both financially and geographically in each area. The strategies support North Port's aquatic goal of providing more progressive, user-specific amenities that will command a greater citywide experience. Further, strategies respond by recommending that all new construction include aquatic features that will garner greater levels of attendance.

In this concluding chapter, the strategy builds on all of the information developed in each prior section of this report and translates these many factors into a concrete, fully realizable blueprint for the future development of the city's aquatic facilities and programming. It is recommended that the city continues to study its growth and needs as each phase is implemented.

Affordability

Of equal importance, providing affordable access to aquatic facilities for all segments of its citizenry has been tailored to strike a careful balance between securing reasonable compensation for enhanced amenities while preserving the program's tradition of affordability.

The following chart shows North Port Pool's current fee of \$1.67. This Aquatic Master Plan includes three fee structures: Low Fee of \$5; Recommended Fee of \$6; and a High Fee of \$10, which would garner a break-even scenario. A 3-month membership for \$90 (assuming 50% usage of the pass) is recommended, which would result in a cost per visit of \$0.73.

	Current Fee	Low Fee	Recommended Fee	High Fee
Daily	\$4	\$5	\$6	\$10
Pass	\$166	\$75	\$90	\$150
Cost Per Visit	\$2.21	\$1.00	\$1.20	\$2.00
Family Pass	\$314	\$135	\$165	\$265
Cost Per Visit	\$1.40	\$0.60	\$0.73	\$1.18

Note: Passes assume 3 months of membership, cost per visit assumes 50% usage of available days

Waterpark

Although the City of North Port has several sites that offer an opportunity for a future waterpark, the Florida market is saturated, especially in destination areas with denser populations and entertainment draw, such as the Orlando area. The Cape Coral area has not been successful in generating a profit with its waterpark. Therefore, this Aquatic Master Plan does not recommend a 100% municipally funded and operated waterpark as a city venture, but to look for partnership opportunities with a private developer. The strength of a developer management relationship includes knowledge and expertise in design-build and management responsibility logistics. The desire to partner is only effective when there is a mutual interest and a common vision in the major capital asset between the municipality and the partner.

Phase 1: Current Population

Phasing provides guidance for future facility implementation to take place over time. This plan recommends continuing the operation of the YMCA pool as a low cost opportunity. When the time comes, consider replacing the YMCA pool with a Large Sprayground.

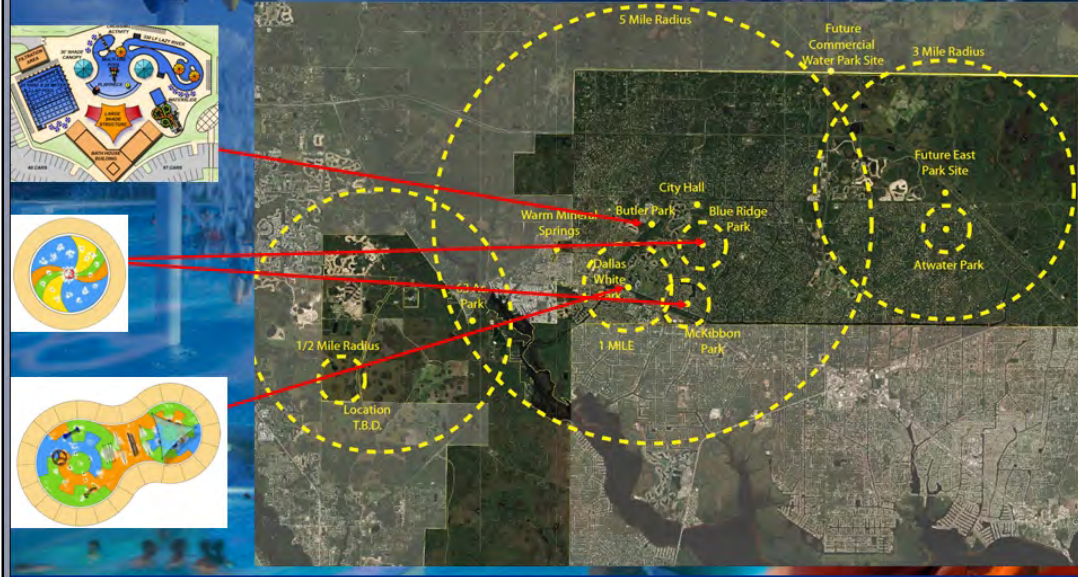
For the current population, Phase 1 recommends building one Medium Family Aquatic Center centrally located at Butler Park to serve the entire community. Build one Small Sprayground at McKibbon, one Small Sprayground at Blue Ridge, and One Large Sprayground at Dallas White.

- One Medium Family Aquatic Center at Butler Park. \$5,500,000 (includes add'l. amenity).
- One Small Sprayground at McKibbon. \$400,000.
- One Small Sprayground at Blue Ridge. \$400,000.
- One Large Sprayground at Dallas White. \$800,000.

Butler Park



Phase 1 – Current Population



Phase 1	Butler	McKibbin	Blue Ridge	Dallas White	Total
Construction Cost	\$5,500,000	\$400,000	\$400,000	\$800,000	\$7,100,000
Attendance	66,614	5,745	5,745	7,315	85,419
Revenue	\$432,412	\$0	\$0	\$0	\$432,412
Expense	\$629,317	\$15,846	\$15,846	\$24,931	\$685,941
Operating Cashflow	(\$196,905)	(\$15,846)	(\$15,846)	(\$24,931)	(\$253,528)
Recapture Rate	69%	0%	0%	0%	63%
Capital Replacement Fund	\$27,500	\$2,000	\$2,000	\$4,000	\$35,500
Debt Service	(\$460,236)	(\$33,472)	(\$33,472)	(\$66,943)	(\$594,123)
Cashflow	(\$684,641)	(\$51,318)	(\$51,318)	(\$95,874)	(\$883,151)

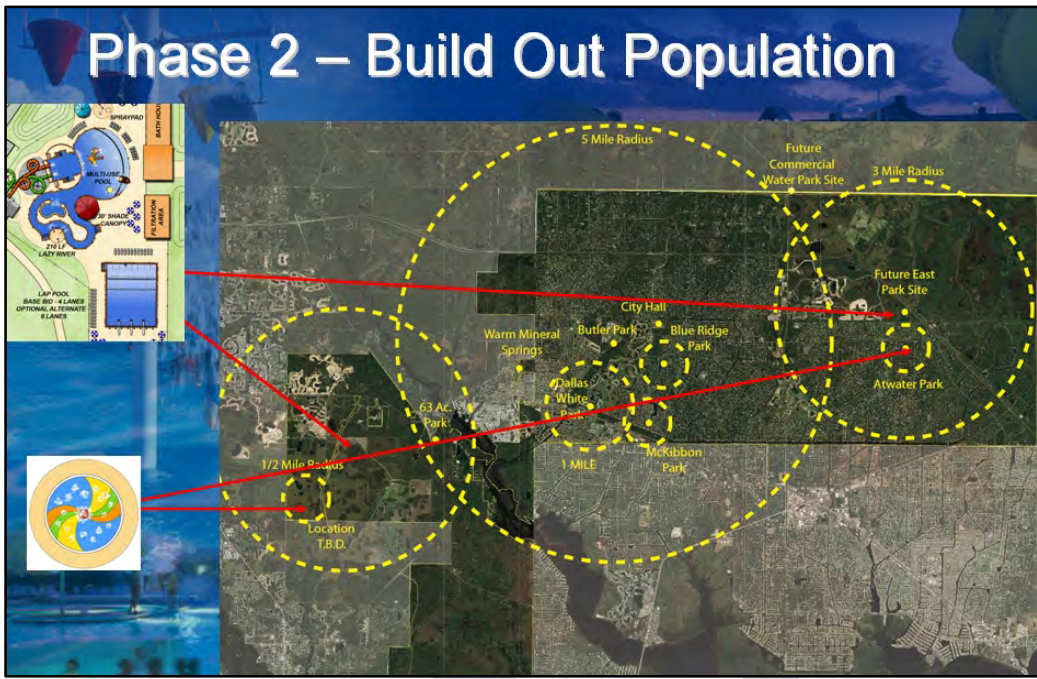
Phase 2: Build-Out Population

As the city's population grows, Phase 2 recommends building one Small Family Aquatic Center at the 63-acre park to serve the western population. Build one Small Family Aquatic Center in the east to serve the eastern population (site to be determined). Build one Small Sprayground in the east (site to be determined) and one Small Sprayground at Atwater.

- One Small Family Aquatic Center at the 63-acre park. \$3,500,000 (four lane pool).
- One Small Family Aquatic Center in the east. \$3,500,000 (four lane pool).
- One Small Sprayground in the east. \$400,000.
- One Small Sprayground at Atwater. \$400,000.

63-Acre Park





Phase 2	West Pool	East Pool	East SP	Atwater	Total
Construction Cost	\$3,500,000	\$3,500,000	\$400,000	\$400,000	\$7,800,000
Attendance	45,614	45,614	5,745	5,745	102,717
Revenue	\$274,282	\$274,282	\$0	\$0	\$548,565
Expense	\$391,788	\$391,788	\$15,846	\$15,846	\$815,268
Operating Cashflow	(\$117,505)	(\$117,505)	(\$15,846)	(\$15,846)	(\$266,703)
Recapture Rate	70%	70%	0%	0%	67%
Capital Replacement Fund	\$17,500	\$17,500	\$2,000	\$2,000	\$39,000
Debt Service	(\$292,878)	(\$292,878)	(\$33,472)	(\$33,472)	(\$652,699)
Cashflow	(\$427,883)	(\$427,883)	(\$51,318)	(\$51,318)	(\$958,402)

Note: Small Family Aquatic Center construction cost includes base bid only

Aquatic Master Plan

Full build-out of the Aquatic Master Plan includes:

- One Medium Family Aquatic Center at Butler Park. \$5,500,000 (includes add'l. amenity).
- One Small Sprayground at McKibbin. \$400,000.
- One Small Sprayground at Blue Ridge. \$400,000.
- One Large Sprayground at Dallas White. \$800,000.
- One Small Family Aquatic Center at the 63-acre park. \$3,500,000 (four lane pool).
- One Small Family Aquatic Center at a future site in the east. \$3,500,000 (four lane pool).
- One Small Sprayground in the east (site to be determined). \$400,000.
- One Small Sprayground at Atwater. \$400,000.



Appendix A: Glossary of Terms & Abbreviations

A

ADA: Americans with Disabilities Act. Under Title III, no individual may be discriminated against on the basis of disability with regards to the full and equal enjoyment of the goods, services, facilities, or accommodations of any place of public accommodation by any person who owns, leases (or leases to), or operates a place of public accommodation.

Age Distribution: Using the 2000 Census, numbers and percentages are available by census tract showing different age groups, thus providing a median age.

American Alliance for Health, Physical Education, Recreation and Dance: AAHPERD is an alliance of five national associations, six district associations, and a research consortium which support healthy lifestyles through high quality programs.

Aquatic: Of or pertaining to water.

Aquatic Design: Detailed drawings of pool shells, pool structures, pool filtration systems, and other equipment for new or soon-to-be renovated swimming facilities.

Aquatic Center/Facility: A place designed for fitness swimming, recreation swimming, swim lessons, and water therapy programs.

Aquatic Exercise Association: A not-for-profit educational organization committed to the advancement of aquatic fitness worldwide.

Aquatic Governing Bodies: Organizations with rules and regulations that preside over various aquatics.

Aquatic Providers: Facilities offering aquatics.

Aquatic Therapy: Health-oriented water programs for arthritis, obesity, surgery recovery, athletic injuries, meditation, etc.

Aquatics: Water sports, including swimming, diving, water polo, synchronized swimming, etc.

Arthritis Foundation: A not-for-profit contributor to arthritis research.

B

Baby Boomers: An increased number of people born between 1946 and 1964.

Bathroom: A building with restrooms, showers, family changing rooms, locker rooms, concessions, supplies, and equipment.

C

Census Tract: A small, permanent subdivision of a county with homogeneous population characteristics, status, and living conditions.

Centers for Disease Control and Prevention: One of the major operating components of the Department of Health and Human Services, CDC's mission is to promote health and quality of life by preventing and controlling disease, injury, and disability.

Center for Urban and Regional Studies: Conducts and supports research on urban and regional affairs to build healthy, sustainable communities across the country and around the world.

Competition Community: Athletes, coaches, trainers, etc. who work to compete in aquatics.

Competition Venue: Facility capable of hosting aquatics with regulation sized pools, spectator seating, etc.

CPR: Cardiopulmonary Resuscitation is an emergency medical procedure for a victim of cardiac or respiratory arrest.

D

Demographics: Selected population characteristics taken from publicly available data to determine shifting trends used in marketing.¹⁶

Disposable Income: Income available for saving or spending after taxes.

E

Ellis and Associates: Lifeguard training program.

F

Facility Audit: Report that identifies areas for extending life expectancy and/or improving operational efficiency of existing pools and natatoriums.

Feasibility Study: Business plan with concept designs and project and operating costs for a proposed aquatic or sports recreation facility.

FINA: Federation Internationale De Natation Amateur governs Masters Swimming, Open Water, Diving, Water Polo and Synchronized Swimming.

Fitness Community: People engaged in water exercise with related devices and equipment for water-based exercise options.

H

HVAC/DH System: Heating, ventilating, air conditioning / dehumidification structure for a natatorium.

L

Leisure Industry: Entertainment, recreation, and tourism related products and services.

Leisure Pools: Free-form pools that include fun attractions such as waterslides and play features.

LEED: Leadership in Energy & Environmental Design in green building practices.

Lessons Community: People engaged in swim lessons, drown proofing, lifesaving, lifeguarding, and CPR instruction.

M

Median Age: This measure divides the age distribution into two equal parts: one half of the cases falling below the median value and one-half above the value.

Median Household Income: Income of the householder and all other persons 15 years old and over in the household. Median represents the middle of the income in a demographic location, dividing the income distribution into two equal parts, one having income above the median and the other having income below the median.

Mosaic Types: Population classifications in terms of socio-demographics, lifestyles, culture, and behavior.

N

Natatorium: The room where an indoor swimming pool is located.

National Center for Health Statistics: Part of the CDC, including diseases, pregnancies, births, aging, and mortality data.

National Recreation and Parks Association: The voice advocating the significance of making parks, open space, and recreational opportunities available to all Americans.

National Sporting Goods Association: NSGA supports retailers, dealers, wholesalers, manufacturers, and sales agents with survey data in the sporting goods industry.

NCAA Swimming: The National Collegiate Athletic Association governs collegiate swimming competition in the USA.

NFHS: The National Federation High School governs high school varsity swimming.

P

Per Capita Income: Average obtained by dividing Total Income by Total Population.

Pro Forma: Projected cash flow in a business plan.

R

Recreation Community: People engaged in the fun and leisure of swimming.

Red Cross: Preparedness programs in first aid, cardiopulmonary resuscitation, and automated external defibrillator.

S

State Construction Codes: Public safety building requirements by state.

T

Therapy Community: People engaged in rehabilitation performed in water involving exercise and motion in the presence of an aquatic therapist.

Therapy Pool: Pool with warm water usually between 87 - 92 degrees Fahrenheit used for aquatic therapy.

Trends: The general course or prevailing tendency of a market.

U

United States Water Fitness: A non-profit, educational organization committed to excellence in educating and promoting aquatics, including national certifications in water exercise.

USA Swimming: National Governing Body for competitive swimming in the U.S. divided into local swimming committees.

United States Masters Swimming: National organization that provides organized aquatic workouts, competitions, clinics, and workshops for adults 18+.

U.S. Consumer Product Safety Commission: Works to ensure the safety of consumer products from unreasonable risks of serious injury or death.⁷

W

Waterpark: Destination-oriented facility that draws patrons from greater than 25 miles.

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Appendix C: General Limiting Conditions

This study is based on information that was current as of April 2009. Every reasonable effort has been made in order that the data reflects the most timely and current information possible and is believed to be reliable. This study is based on estimates, assumptions, and other information developed by the consulting team from independent research.

No warranty or representation is made by the consultants that any of the projected values or results contained in this study will actually be achieved. No responsibility is assumed for inaccuracies in reporting by the client, its agents and representatives or any other data source used in preparing or presenting this study.

This entire report is qualified and should be considered in light of the above conditions and limitations.

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