Community Recreation Center Financial Model

Community Recreation Center Operating Pro Forma

		2023	2024		2025		2026		2027	2028	2029		2030		2031		2032
Variable Revenue						Sta	abilized Year	I									
1 Memberships & Admission Fees	\$	768,000	\$ 999,000	\$	1,340,000	\$	1,675,000	\$	1,675,000	\$ 1,825,000	\$ 1,825,000	\$	1,825,000	\$	1,990,000	\$	1,990,000
2 Rentals	\$	120,000	\$ 130,000	\$	137,000	\$	147,000	\$	154,000	\$ 158,000	\$ 163,000	\$	169,000	\$	174,000	\$	179,000
3 Programs	\$	189,000	\$ 234,000	\$	273,000	\$	297,000	\$	305,000	\$	\$ 324,000	\$	334,000	\$	344,000	\$	354,000
4 Vending & Concessions	\$	-	\$ -	\$	-	\$	-	\$	-	\$ -	\$ -	\$	-	\$	-	\$	-
5 Advertising	·					Ľ		Ľ								·	
6 Sponsorships																	
7 Capital Campaign																	
8 Sub-total Variable Revenue	\$	1,077,000	\$ 1,363,000	\$	1,750,000	\$	2,119,000	\$	2,134,000	\$ 2,298,000	\$ 2,312,000	\$	2,328,000	\$	2,508,000	\$	2,523,000
Obligated Revenue																	
9 Williams School (hypothetical)	\$	25,000	\$ 26,000	\$	27,000	\$	27,000	\$	28,000	\$ 29,000	\$ 30,000	\$	31,000	\$	32,000	\$	33,000
10 Ortho therapy use (hypothetical - aquatics?	\$	18,000	\$ 19,000	\$	19,000	\$	20,000	\$	20,000	\$ 21,000	\$ 21,000	\$	22,000	\$	23,000	\$	23,000
11 Naming Rights (hypothetical)	\$	40,000	\$ 40,000	\$	40,000	\$	40,000	\$	40,000	\$ 41,000	\$ 41,000	\$	41,000	\$	41,000	\$	41,000
12 Other	\$	-	\$ -	\$	-	\$	-	\$	-	\$ -	\$ -	\$	-	\$	-	\$	-
14 Sub-total Obligated Revenue	\$	83,000	\$ 85,000	\$	86,000	\$	87,000	\$	88,000	\$ 91,000	\$ 92,000	\$	94,000	\$	96,000	\$	97,000
15 Total Revenue	\$	1,160,000	\$ 1,448,000	\$	1,836,000	\$	2,206,000	\$	2,222,000	\$ 2,389,000	\$ 2,404,000	\$	2,422,000	\$	2,604,000	\$	2,620,000
Expenses 16 Personnel Costs	\$	1.060.000	\$ 1 000 000	¢	1 1 2 0 0 0	\$	1.156.000	\$	1.190.000	\$ 1,227,000	\$ 1 265 000	¢	1,303,000	¢	1,341,000	\$	1.381.000
		,,	1,090,000	\$	1,123,000	1 °	, ,	L .	, ,		1,265,000	\$		\$		\$	
17 General Expenses/Advertising/Marketing	\$	63,000	\$	\$	67,000	\$	69,000	\$,	\$ 73,000	.,	\$	78,000	\$	80,000		83,000
18 Aquatic Supplies/Chemicals	\$	22,000	\$.,	\$	23,000	\$	24,000	\$	- /	\$ 25,000	26,000		27,000	\$	28,000		29,000
19 Utilities	\$	267,000	\$ 275,000	\$	283,000	\$		\$	300,000	\$ 309,000	319,000		328,000	\$,	\$	348,000
20 Repair and Maintenance	\$	105,000	\$ 109,000	\$	112,000	\$		\$		\$ 122,000	126,000		130,000	\$,	\$	137,000
21 Contracted Services	\$,	\$ 70,000	\$	72,000	\$	74,000	\$	- ,	\$ 79,000	81,000		84,000	\$	86,000		89,000
22 Insurance	\$	32,000	\$ 33,000	\$	34,000	\$	35,000	\$		\$ 37,000	38,000		39,000	\$,	\$	41,000
23 Management Fee	\$	132,000	\$ 136,000	\$	140,000	\$	144,000	\$	148,000	\$ 153,000	157,000		162,000	\$,	\$	172,000
24 Other Program Supplies	\$	53,000	\$ 54,000	\$	56,000	\$	58,000	\$	59,000	\$ 61,000	\$ 63,000	\$	65,000	\$	67,000	\$	69,000
27 Total Expenses	\$	1,802,000	\$ 1,855,000	\$	1,910,000	\$	1,967,000	\$	2,024,000	\$ 2,086,000	\$ 2,151,000	\$	2,216,000	\$	2,280,000	\$	2,349,000
28 Net Operating Income (EBITDA)	\$	(642,000)	\$ (407,000)	\$	(74,000)	\$	239,000	\$	198,000	\$ 303,000	\$ 253,000	\$	206,000	\$	324,000	\$	271,000
30 Capital Improvement Fund	\$	-	\$ -	\$	-	\$	200,000	\$	200,000	\$ 200,000	\$ 200,000	\$	200,000	\$	200,000	\$	200,000
31 Operating Cost Recovery		60%	73%		92%		108%		105%	110%	107%		105%		110%		107%
32 Cash Flow	\$	(642,000)	(1.049.000)		(1.123,000)	\$	(884,000)					\$		\$	400,000		671,000

Community Recreation Center Financial Model

Operating Pro Forma

Program Scenario 3	Fir	st Full Year 2023		2024		2025		Stabilized 2026
Operating Revenue Fixed Revenue	\$ \$	1,077,000 83,000	\$ \$	1,363,000 85,000	\$ \$	1,750,000 86,000	\$ \$	2,119,000 87,000
Total Revenue	\$	1,160,000	\$	1,448,000	\$	1,836,000	\$	2,206,000
Operating Expenses	\$	1,802,000	\$	1,855,000	\$	1,910,000	\$	1,967,000
Net Operating Income (EBITDA)	\$	(642,000)	\$	(407,000)	\$	(74,000)	\$	239,000
Operating Cost Recovery		60%		73%		92%		108%

General Assumptions

Community Recreation Center	Scenario
Financial Model	6 lane, 25 yard
	No Leisure Pool
Development Budget	2 court
	No Track

			Program 3
Hard Cos	ts		Total Cost
1	Site Acquisition		\$0
2	Construction Contract		
	A. Enclosed Building		\$19,360,000
	B. Demolition, Excavation & Site Preparation		\$939,000
	C. Site Utilities & Infrastructure		\$313,000
	D. Parking		\$752,000
	E. Plaza, Overall Site Aesthetics, and Landscape Allowance		\$500,000
3	Furniture, Fixtures & Equipment		\$971,000
4	Inflation Allowance		\$0
	Subtotal - Hard Costs		\$22,835,000
		Total Hard Costs per SF	\$365

Parking As	ssumptions
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Type of Space	Cost Per Space	# of Spaces	Total Cost
Surface	\$3,000	251	\$752,114
Structured	\$24,000		\$0
Below Grade	\$18,000		\$0
Total Cost			\$752,114

Inflation Allowance Basis	\$27,708,000	\$25,196,000
Construction Period Interest Information		
Debt Issuance Fee Basis	\$33,686,000	\$30,672,000
Construction Period (months)	15	
Average Outstanding Balance	45.0%	
Taxable / Tax-exempt Interest?	T/E	
Project Management Fee	3.75%	
Financing Fee Basis		
Allocable Project Costs	\$34,256,000	\$31,192,000
Percent Financed	0.0%	0.0%
Fee Percentage	3.0%	3.0%
Total Amount Financed	\$35,284,000	\$32,128,000

Soft Cost	S	Total Cost
6	Architectural & Engineering Fees	\$1,679,000
7	Additional Architectural & Engineering Services	\$168,000
8	Testing Fees, Surveys , Etc.	\$228,000
9	Local Fees & Permits	\$0
10	Start-Up Expenses (Pre-Opening salaries & marketing, etc.)	\$350,000
11	Direct Project Expenses	\$50,000
12	Project Contingency	\$1,519,000
13	Construction Period Interest	\$470,000
14	Project Management	\$1,006,000
15	Fundraising Fees	\$0
16	Debt Issuance Fees	\$849,000
17	Credit Insurance	\$583,000
	Subtotal - Soft Costs	\$6,902,000
Developm	ent Budget	\$29,737,000
· · · ·	Cost per	SF \$475

City of New London Community Recreation Center

Administrative Office Suite New London Rec & Youth Affairs Rec Offices (6 total people) '' '' VA Offices (6 total people) '' '' '' Operator Director Office Markeling & Memberships Office Facilities Office '' Aquatics Office '' Aquatics Office '' Part-time Employee's Work Stations '' Shared '' Conference Room '' Duplication/maint room/Administrative Area '' Storage Part-time Employee's Work Stations Shared '' Conference Room '' Duplication/maint room/Administrative Area '' Storage PartryLounge '' Loby / Guest Seating Area '' Administing Control '' Public Restroom '' Wellness Component '' Early Leaming Center Coordinator Office '' Resource Room (Rook Bank and Early Leaming Center) '' Classroom/Meeting Room '' Instructional Klithen '' Autoristing A Finense Room '' Weight A Finense Storage '' Low Coarling Multipurpose Type - 2 '' <t< th=""><th>6 6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1</th><th>NASF 100 100 100 100 120 120 120 120 120 120</th><th>6 Isne, 25 yard No Leisure Pool 2 court No Track NASF 600 600 600 50 150 150 150 120 120 120 120 120 120 100 100 100 10</th><th>Cost/SF \$285 \$285 \$285 \$285 \$285 \$285 \$285 \$285</th><th>Total Co: \$171,000 \$14,250 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$28,500 \$51,000 \$51</th></t<>	6 6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	NASF 100 100 100 100 120 120 120 120 120 120	6 Isne, 25 yard No Leisure Pool 2 court No Track NASF 600 600 600 50 150 150 150 120 120 120 120 120 120 100 100 100 10	Cost/SF \$285 \$285 \$285 \$285 \$285 \$285 \$285 \$285	Total Co: \$171,000 \$14,250 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$34,200 \$28,500 \$51,000 \$51
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New London Rec & Youth Affairs Image: Control of Cont	6 1 1 1 1 1 1 1 1 1 1 1 1 1	100 50 150 120 120 120 100 50 500 60 80 300 200 100 100 50 100 50 100 50 100 200 100 500 100 500 100 500 500 500 100 500 500 500 500 500 500 500	600 50 150 120 120 100 100 100 500 200 60 80 80 300 200 200 200 200 200 200 200 200 20	\$285 \$285 \$285 \$285 \$285 \$285 \$285 \$285	\$171.000 \$14.250 \$42.750 \$34.200 \$28.500 \$28.500 \$28.500 \$28.500 \$17.100 \$27.100 \$17.100 \$22.800 \$17.100 \$22.800 \$17.100 \$22.800 \$11.4000 \$114.000 \$114.000
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Admin & France Office Part Ime Employee's Work Stations Shared Conference Room Duplication/mail room/Administrative Area Storage Parity/Lounge Lobby / Guest Seating Area Admissions Control Public Restroom Wellness Component Early Learning Center Coordinator Office Resource Room (Book Bank and Early Learning Center) Classroom/Meeting Room Instructional Kitchen Classroom/Meeting Room Instructional Kitchen Weight & Fitness Room Weight & Fitnes Room Weight & Fitness Room Weight & Fitness Room Weight & Fit	2 1 1 1 1 1 1 1 1 1 1 1 1 1	50 500 200 60 80 300 200 100 200 400 500 12,480 300 6,500	100 500 200 60 80 300 200 200 200 200 200 400 500 12,480	\$285 \$285 \$285 \$285 \$285 \$285 \$305 \$305 \$305 \$305 \$305 \$285 \$285 \$285 \$285	\$28,500 \$142,500 \$17,100 \$22,800 \$85,500 \$61,000 \$61,000 \$28,500 \$57,000 \$114,000
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Public Restroom Image: Component Early Learning Center Coordinator Office Image: Component Early Learning Center) Early Learning Center Coordinator Office Image: Component Early Learning Center) Image: Component Early Learning Center) Classroom/Meeting Room Image: Component Early Learning Center) Image: Component Early Learning Center) Classroom/Meeting Room Image: Component Early Learning Center) Image: Component Early Learning Center) Constructional Kitchen Image: Component Early Learning Center) Image: Component Early Learning Center) Cymnasiums Two Court Gymnasium - 84 ft courts Image: Court Gymnasium Storage Fitness & Other Image: Court Gymnasium Storage Image: Court Gymnasium Storage Fitness & Cother Image: Court Gymnasium Storage Image: Court Gymnasium Storage Low Celing Multipurpose Type - 2 Low Celing Multipurpose Type - 3 Image: Court Gymnasium Storage Low Celing Multipurpose Type - 3 Image: Competitive Natatorium Type - 1 (S0m x 25yds) Image: Competitive Natatorium Type - 2 (S5m x 25yds) Image: Competitive Natatorium Type - 2 (S5m x 25yds) Image: Competitive Natatorium Type - 3 (Adva 25yds) Image: Competitive Natatorium Type - 3 (Image: Storage) Image: Competitive Natatorium Type - 3 (Image: Storage) Image: Competitive Natatorium Type - 3 (Image: Storage) Image: Competitive Natatorium Ty	2 1 1 1 1 1 1 1 1 1 1 1 1	100 100 200 400 500 12,480 300 6,500	200 100 200 400 500	\$305 \$285 \$285 \$285 \$295 \$295	\$61,000 \$28,500 \$57,000 \$114,000
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Resource Room (Book Bank and Early Learning Center) Classroom/Meeting Room Instructional Kitchen Instructional Kitchen ctivity Zone Gynnasiums Two Court Gymnasium - 84 ft courts Two Court Gymnasium Storage Fitness & Other Weight & Fitness Storage Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 3 Storage Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Small Competition/Warm-up Pool (25yds - six tanes) Natatorium Spectator Seating Matatorium Spectator Seating Ling Competitive Natatorium Type - 3 (40yd x 25yds) Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Filmess Lap Pool (four items) Small Competitor/Warm-up Pool (25yds - six tanes) Natatorium Spectator Seating Ling Competitor Vatatorium Spectator Seating	1 1 1 1 1 1 1 1	200 400 500 12,480 300 6,500	200 400 500 12,480	\$285 \$285 \$295 \$295	\$57,000 \$114,000
Classroom/Meeting Room Instructional Kitchen ctivity Zone Gynnasiums Two Court Gymnasium - 84 ft courts Two Court Gymnasium Storage Fitness & Other Weight & Fitness Room Weight & Fitness Storage Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Storage Aquatics Competitive Natatorium Type - 1 (90m x 25yds) Competitive Natatorium Type - 1 (90m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Poot (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room	1 1 1 1 1 1 1	500 12,480 300 6,500	500 12,480	\$295 \$285	
ctivity Zone Gymnasiums Two Court Gymnasium - 84 It courts Two Court Gymnasium Storage Fitness & Other Weight & Fitness Room Weight & Fitness Storage Low Celling Multipurpose Type - 2 Low Celling Multipurpose Type - 3 Low Celling Multipurpose Type - 4 Low Celling Multipurpose Type - 4 Storage Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 2 (20th x 25yds) Competitive Natatorium Type - 2 (20th x 25yds) Fitness Lap Pool (four Lanes) Small Competition Warm up Pool (25yds - six Lanes) Natatorium Spectator Seating Life Guard Room	1 1 1 1 1 1	12,480 300 6,500	12,480	\$285	
Oymnasiums Two Court Gymnasium - 84 ft courts Two Court Gymnasium Storage Fitness & Other Weight & Fitness Room Weight & Fitness Room Weight & Fitness Storage Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Competitive Natatorium Type - 1 (S0m x 25yds) Competitive Natatorium Type - 1 (S0m x 25yds) Competitive Natatorium Type - 1 (S0m x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Gauer Room	1 1 1 1	300 6,500			
Oymnasiums Two Court Gymnasium - 84 ft courts Two Court Gymnasium Storage Fitness & Other Weight & Fitness Room Weight & Fitness Room Weight & Fitness Storage Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Competitive Natatorium Type - 1 (S0m x 25yds) Competitive Natatorium Type - 1 (S0m x 25yds) Competitive Natatorium Type - 1 (S0m x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Gauer Room	1 1 1 1	300 6,500			
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Two Court Gymnasium Storage Fitness & Other Weight & Fitness Room Weight & Fitness Storage Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 4 Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room	1 1 1 1	300 6,500			
Fitness & Other Weight & Fitness Storage Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Gauer Room	1 1	6,500	300	\$275	\$3,556,80
Weight & Fitness Storage Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 2 Storage Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Storage Low Ceiling Multipurpose Type - 4 Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Gaurd Room	1 1				\$82,500
Weight & Fitness Storage Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 2 Storage Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Storage Low Ceiling Multipurpose Type - 4 Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Gaurd Room	1 1				
Weight & Fitness Storage Low Ceiling Multipurpose Type - 2 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 4 Competitive Natatorium Type - 1 (S0m x 25yds) Competitive Natatorium Type - 2 (Z5m x 25yds) Fitness Lap Pool (four tane) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Specator Seating Life Gaurd Room	1 1				
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Low Ceiling Multipurpose Type - 2 Storage Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Storage Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Storage Aquatics Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 2 (25m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (four lanes) Small CompetitionWarm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room		300	300 2,698	\$275	\$82,500
Low Ceiling Multipurpose Type - 3 Low Ceiling Multipurpose Type - 3 Storage Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Storage Aquatics Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 2 (25m x 25yds) Competitive Natatorium Type - 2 (40yd x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room	1	2,698		\$285	\$768,930
Low Ceiling Multipurpose Type - 3 Storage Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Storage Aquatics Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 2 (25m x 25yds) Competitive Natatorium Type - 2 (40yd x 25yds) Fritness Lap Pool (four lane) Small Competition/Warm up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room	1	200	200	\$275	\$55,000
Low Ceiling Multipurpose Type - 4 Low Ceiling Multipurpose Type - 4 Storage Aquatics Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 2 (25m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room	1	1,800 200	1,800 200	\$285 \$275	\$513,000 \$55,000
Low Ceiling Multipurpose Type - 4 Storage Aquatics Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room	1	1,200	1,200	\$275	\$342,000
Aquatics Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 2 (25m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Filness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room	1	1,200	1,200	\$205	\$41,250
Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 3 (25m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room		150	130	9215	941,200
Competitive Natatorium Type - 1 (50m x 25yds) Competitive Natatorium Type - 2 (25m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room					
Competitive Natatorium Type - 2 (25m x 25yds) Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room	0	21,000	0	\$480	\$0
Competitive Natatorium Type - 3 (40yd x 25yds) Fitness Lap Pool (Our lanes) Small Competition/Warm up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room	0	10,000	0	\$480	\$0
Fitness Lap Pool (four lanes) Small Competition/Warm-up Pool (25yds - six lanes) Natlatorium Spectator Seating Life Guard Room	0	14,725	0	\$510	\$0
Smail Competition/Warm-up Pool (25yds - six lanes) Natatorium Spectator Seating Life Guard Room	0	4,944	0	\$480	\$0
Life Guard Room	1	6,000	6,000	\$480	\$2,880,00
	50	7	350	\$295	\$103,250
	1	120	120	\$285	\$34,200
Leisure Pool	0	2,000	0	\$480	\$0
Wet Classroom	1	500	500	\$380	\$190,000
Natatorium Storage	1	800	800	\$275	\$220,000
upport Zone					
Lounge / Game Room	1	2,000	2,000	\$285	\$570,000
Child Care Area	1	400	400	\$285	\$114,000
Mens Locker Rooms					
Single Tier 12" Lockers	0	6	0	\$305	\$0
Double Tier 15" Lockers	300	4	1,200	\$305	\$366,000
	0	3	0	\$305	\$0
	12	27	324	\$305	\$98,820
	5	23	117	\$305	\$35,685
Urinals	4	12	48	\$305	\$14,640
	5	15	75	\$305	\$22,875
Sauna	1	300	300	\$305	\$91,500
	0	250	0	\$305	\$0
Womens Locker Rooms					
	0	6	0	\$305	\$0
	300	4	1,200	\$305	\$366,000
	0	3	0	\$305	\$0
	12	27	324	\$305	\$98,820
	10	23	234	\$305	\$71,370
*	7	15	105	\$305	\$32,025
Sauna	1	100	100	\$305	\$30,500
	0	250	0	\$305	\$0
Family change Rooms	4	200	800 200	\$305	\$244,000
Nursing Person's Room	1	200		\$305	\$61,000
Rec Equipment Checkout	1	500	500	\$275	\$137,500
Laundry Room	1	100	100	\$275	\$27,500
· · · · · · · · · · · · · · · · · · ·	0	1,500	0	\$275	\$0
General Building Storage	1	1,000	1,000	\$275	\$275,000
Large Classroom	1	800	800	\$285	\$228,000
700			4 700		4 975 95
ree Zone ctivity Zone			4,780 33,598		1,375,300 10,776,93
drwty Zone upport Zone			33 746		2,885,23
tal NASF					2,000,23
ital NASF ilding Core & Circulation With Building Efficiency @ 7			9,827 48,205		

Community Recreation Center

Financial Model

Fixed Revenue

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1 Williams School (hypothetical)	\$ 25,000	\$26,000	\$27,000	\$27,000	\$28,000	\$29,000	\$30,000	\$31,000	\$32,000	\$33,000
2 Ortho therapy use (hypothetical - aquatic	\$ 18,000	\$19,000	\$19,000	\$20,000	\$20,000	\$21,000	\$21,000	\$22,000	\$23,000	\$23,000
3 Naming Rights (hypothetical)	\$ 40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$41,000	\$41,000	\$41,000	\$41,000	\$41,000
4 Other	\$ -									
5 Other	\$ -									
6 Total Fixed Revenue	\$ 83,000	\$84,000	\$86,000) \$87,000	\$88,000	\$91,000	\$93,000	\$94,000) \$96,000	\$97,000

Personnel Costs

Position	Salary	Positions	Benefit Rate	2020 \$s	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1 Director	\$ 90,000	1.0	30%	\$ 117,000	\$ 128,000	\$ 132,000	\$ 136,000	\$ 140,000	\$ 144,000	\$ 148,000	\$ 153,000	\$ 157,000	\$ 162,000	\$ 167,000
2 Associate Director - Marketing and Membership	\$ 75,000	1.0	30%	\$ 97,500	\$ 107,000	\$ 110,000	\$ 113,000	\$ 116,000	\$ 120,000	\$ 124,000	\$ 127,000	\$ 131,000	\$ 135,000	\$ 139,000
3 Assistant Director - Facilities (1) and Business (2)	\$ 58,000	2.0	30%	\$ 150,800	\$ 165,000	\$ 170,000	\$ 175,000	\$ 180,000	\$ 185,000	\$ 191,000	\$ 197,000	\$ 203,000	\$ 209,000	\$ 215,000
4 Coordinator - Aquatics (1) and Fitness (2)	\$ 50,000	2.0	30%	\$ 130,000	\$ 142,000	\$ 146,000	\$ 151,000	\$ 155,000	\$ 160,000	\$ 165,000	\$ 170,000	\$ 175,000	\$ 180,000	\$ 185,000
5 Other		0.0	0%	\$ -										
6 Total Full-Time Personnel Costs		6.0		\$ 495,000	\$ 542,000	\$ 558,000	\$ 575,000	\$ 591,000	\$ 609,000	\$ 628,000	\$ 647,000	\$ 666,000	\$ 686,000	\$ 706,000
7 Part Time Personnel Costs				\$ 517,000	\$ 518,000	\$ 532,000	\$ 548,000	\$ 565,000	\$ 581,000	\$ 599,000	\$ 618,000	\$ 637,000	\$ 655,000	\$ 675,000
8 TOTAL Personnel Costs				\$ 1,012,000	\$ 1,060,000	\$ 1,090,000	\$ 1,123,000	\$ 1,156,000	\$ 1,190,000	\$ 1,227,000	\$ 1,265,000	\$ 1,303,000	\$ 1,341,000	\$ 1,381,000

Part-Time Personnel Costs

Position	Hours	Hou	rly Rate	Benefit Rate	Total	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1 Control Desk Attendant	5,136	\$	15.00	10%	\$ 84,744	\$ 85,000	\$ 87,000	\$ 90,000	\$ 93,000	\$ 95,000	\$ 98,000	\$ 101,000	\$ 104,000	\$ 107,000	\$ 111,000
2 Facility Manager	5,136	\$	16.25	10%	\$ 91,806	\$ 92,000	\$ 95,000	\$ 97,000	\$ 100,000	\$ 103,000	\$ 106,000	\$ 110,000	\$ 113,000	\$ 116,000	\$ 120,000
3 Head Lifeguards - 6 lane Pool	4,956	\$	15.00	10%	\$ 81,774	\$ 82,000	\$ 84,000	\$ 87,000	\$ 89,000	\$ 92,000	\$ 95,000	\$ 98,000	\$ 101,000	\$ 104,000	\$ 107,000
4 Lifeguards - 6 lane Pool	5,112	\$	15.00	10%	\$ 84,348	\$ 84,000	\$ 87,000	\$ 89,000	\$ 92,000	\$ 95,000	\$ 98,000	\$ 101,000	\$ 104,000	\$ 107,000	\$ 110,000
5 Head Lifeguards - Leisure Pool	0	\$	15.00	10%	\$ -										
6 Lifeguards - Leisure Pool	0	\$	15.00	10%	\$ -										
7 Group Fitness Instructors	9,192	\$	15.00	10%	\$ 151.668	\$ 152.000	\$ 156,000	\$ 161,000	\$ 166,000	\$ 171.000	\$ 176.000	\$ 181,000	\$ 187.000	\$ 192,000	\$ 198,000
8 Youth Programming	1,365	\$	15.00	10%	\$ 22,523	\$ 23,000	\$ 23,000	\$ 24,000	\$ 25,000	\$ 25,000	\$ 26,000	\$,	\$ 28,000	\$ 	\$ 29,000
9 Total Part-Time Personnel Costs	30,897				\$ 517,000	\$ 518,000	\$ 532,000	\$ 548,000	\$ 565,000	\$ 581,000	\$ 599,000	\$ 618,000	\$ 637,000	\$ 655,000	\$ 675,000

City of New London Community Recreation Center

Financial Model

Part-Time Employees

art-Time Employees																				
Peak Season	1 5:00 AM	2 6:00 AM	3 7:00 AM	4 8:00 AM	5 9:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 1:00 PM	10 2:00 PM	11 3:00 PM	12 4:00 PM	13 5:00 PM	14 6:00 PM	15 7:00 PM	16 8:00 PM	17 9:00 PM	18 10:00 PM	19 11:00 PM	Annu Hour
Veekdays																				
1 Control Desk Attendant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	3,120
2 Facility Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	3,120
3 Head Lifeguards - 6 lane Pool	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	3,12
4 Lifeguards - 6 lane Pool	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	3,120
5 Head Lifeguards - Leisure Pool	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
6 Lifeguards - Leisure Pool	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
7 Group Fitness Instructors	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0	0.0	0.0	6,240
8 Youth Programming	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	1,365
Veekends																				
9 Control Desk Attendant	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	936
10 Facility Manager	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	936
11 Head Lifequards - 6 lane Pool	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	936
12 Lifequards - 6 lane Pool	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	936
13 Head Lifeguards - Leisure Pool	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
	0.0											0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-
4 Lifeguards - Leisure Pool	0.0	0.0						2.0	20		2.0	2.0	2.0	20	0.0	0.0	0.0	0.0	0.0	1 973
4 Lifeguards - Leisure Pool15 Group Fitness Instructors	0.0 0.0 0.0	0.0 0.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	0.0 2.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	0.0	0.0	0.0 0.0	0.0 0.0	0.0 0.0	1,872
14 Lifeguards - Leisure Pool 15 Group Fitness Instructors 16 Youth Programming Ion-Peak Season	0.0	0.0	2.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	0.0		2.0 0.0		0.0	0.0	0.0	0.0	0.0	0.0		0.0	
14 Lifeguards - Leisure Pool 15 Group Fitness Instructors 16 Youth Programming	0.0 0.0	0.0 0.0 2	2.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	2.0 0.0	0.0	0.0	2.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0 Annua
14 Lifeguards - Leisure Pool 15 Group Fitness Instructors 16 Youth Programming Ion-Peak Season	0.0 0.0 1 5:00 AM	0.0 0.0 2 6:00 AM	2.0 0.0 3 7:00 AM	2.0 0.0 4 8:00 AM	2.0 0.0 5 9:00 AM	2.0 0.0 6 10:00 AM	2.0 0.0 7 11:00 AM	0.0 8 12:00 PM	0.0 9 1:00 PM	2.0 0.0 10 2:00 PM	0.0 11 3:00 PM	0.0 12 4:00 PM	0.0 13 5:00 PM	0.0 14 6:00 PM	0.0	0.0	0.0 17 9:00 PM	0.0 18 10:00 PM	0.0 19 11:00 PM	0 Annua Hours
14 Lifeguards - Leisure Pool 15 Group Fitness Instructors 16 Youth Programming 10n-Peak Season 17 Control Desk Attendant	0.0 0.0 1 5:00 AM 0.0	0.0 0.0 2 6:00 AM 0.0	2.0 0.0 3 7:00 AM	2.0 0.0 4 8:00 AM	2.0 0.0 5 9:00 AM	2.0 0.0 6 10:00 AM 1.0	2.0 0.0 7 11:00 AM 1.0	0.0 8 12:00 PM	0.0 9 1:00 PM 1.0	2.0 0.0 10 2:00 PM 1.0	0.0 11 3:00 PM	0.0 12 4:00 PM 1.0	0.0 13 5:00 PM 1.0	0.0 14 6:00 PM 1.0	0.0 15 7:00 PM 1.0	0.0 16 8:00 PM 1.0	0.0 17 9:00 PM 0.0	0.0 18 10:00 PM 0.0	0.0 19 11:00 PM 0.0	0 Annu Hour 840
14 Lifeguards - Leisure Pool 15 Group Fitness Instructors 16 Youth Programming 10n-Peak Season 17 Control Desk Attendant 18 Facility Manager	0.0 0.0 1 5:00 AM 0.0 0.0	0.0 0.0 2 6:00 AM 0.0 0.0	2.0 0.0 3 7:00 AM 1.0 1.0	2.0 0.0 4 8:00 AM 1.0 1.0	2.0 0.0 9:00 AM 1.0 1.0	2.0 0.0 6 10:00 AM 1.0 1.0	2.0 0.0 7 11:00 AM 1.0 1.0	0.0 8 12:00 PM 1.0 1.0	9 1:00 PM 1.0 1.0	2.0 0.0 2:00 PM 1.0 1.0	0.0 11 3:00 PM 1.0 1.0	0.0 12 4:00 PM 1.0 1.0	0.0 13 5:00 PM 1.0 1.0	0.0 14 6:00 PM 1.0 1.0	0.0 15 7:00 PM 1.0 1.0	0.0 16 8:00 PM 1.0 1.0	0.0 17 9:00 PM 0.0 0.0	0.0 18 10:00 PM 0.0 0.0	0.0 19 11:00 PM 0.0 0.0	0 Annu Hour 840 840
14 Lifeguards - Leisure Pool 15 Group Fitness Instructors 16 Youth Programming 16 Youth Programming 16 Non-Peak Season 17 Control Desk Attendant 18 Facility Manager 19 Head Lifeguards - 6 Iane Pool	0.0 0.0 1 5:00 AM 0.0 0.0 0.0	0.0 0.0 6:00 AM 0.0 0.0 0.0	2.0 0.0 7:00 AM 1.0 1.0 1.0	2.0 0.0 4 8:00 AM 1.0 1.0 1.0	2.0 0.0 9:00 AM 1.0 1.0 1.0	2.0 0.0 10:00 AM 1.0 1.0 1.0	2.0 0.0 7 11:00 AM 1.0 1.0 1.0	0.0 8 12:00 PM 1.0 1.0 1.0	9 1:00 PM 1.0 1.0 1.0 1.0	2.0 0.0 2:00 PM 1.0 1.0 1.0	0.0 11 3:00 PM 1.0 1.0 1.0	0.0 12 4:00 PM 1.0 1.0 1.0	0.0 13 5:00 PM 1.0 1.0 1.0	0.0 14 6:00 PM 1.0 1.0 0.0	0.0 15 7:00 PM 1.0 1.0 0.0	0.0 16 8:00 PM 1.0 1.0 0.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0	0.0 18 10:00 PM 0.0 0.0 0.0 0.0	0.0 19 11:00 PM 0.0 0.0 0.0 0.0	0 Annu Hour 840 840 660
	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0	2.0 0.0 7:00 AM 1.0 1.0 1.0 1.0	2.0 0.0 4 8:00 AM 1.0 1.0 1.0 1.0	2.0 0.0 9:00 AM 1.0 1.0 1.0 1.0	2.0 0.0 10:00 AM 1.0 1.0 1.0 1.0	2.0 0.0 7 11:00 AM 1.0 1.0 1.0 1.0	0.0 8 12:00 PM 1.0 1.0 1.0 1.0 1.0	0.0 9 1:00 PM 1.0 1.0 1.0 1.0 1.0	2.0 0.0 2:00 PM 1.0 1.0 1.0 1.0	0.0 11 3:00 PM 1.0 1.0 1.0 1.0	0.0 12 4:00 PM 1.0 1.0 1.0 1.0	0.0 13 5:00 PM 1.0 1.0 1.0 1.0 1.0	0.0 14 6:00 PM 1.0 1.0 0.0 1.0	0.0 15 7:00 PM 1.0 1.0 0.0 1.0	0.0 16 8:00 PM 1.0 1.0 0.0 1.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0	0 Annua Hour 840 840 660 840
14 Lifeguards - Leisure Pool 15 Group Fitness Instructors 16 Youth Programming 10 -Peak Season Veekdays 17 Control Desk Attendant 18 Facility Manager 19 Head Lifeguards - 6 Iane Pool 19 Head Lifeguards - 6 Iane Pool 19 Head Lifeguards - Leisure Pool 10 Head Lifeguards - Leis	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0 0.0	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2.0 0.0 3 7:00 AM 1.0 1.0 1.0 1.0 0.0	2.0 0.0 4 8:00 AM 1.0 1.0 1.0 0.0	2.0 0.0 5 9:00 AM 1.0 1.0 1.0 0.0	2.0 0.0 10:00 AM 1.0 1.0 1.0 1.0 0.0	2.0 0.0 7 11:00 AM 1.0 1.0 1.0 1.0 0.0	0.0 8 12:00 PM 1.0 1.0 1.0 1.0 0.0	0.0 9 1:00 PM 1.0 1.0 1.0 1.0 1.0 0.0	2.0 0.0 2:00 PM 1.0 1.0 1.0 1.0 0.0	0.0 11 3:00 PM 1.0 1.0 1.0 1.0 0.0	0.0 12 4:00 PM 1.0 1.0 1.0 1.0 0.0	0.0 13 5:00 PM 1.0 1.0 1.0 1.0 0.0	0.0 14 6:00 PM 1.0 1.0 0.0 1.0 0.0	0.0 15 7:00 PM 1.0 1.0 0.0 1.0 0.0	0.0 16 8:00 PM 1.0 1.0 0.0 1.0 0.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 Annua Hour 840 840 660 840 0
14 Lifeguards - Leisure Pool 15 Group Fitness Instructors 16 Youth Programming 100-Peak Season 17 Control Desk Attendant 18 Facility Manager 19 Head Lifeguards - 6 lane Pool 18 Lifeguards - 6 lane Pool 20 Lifeguards - Leisure Pool 21 Lifeguards - Leisure Pool 22 Lifeguards - Leisure Pool 23 Lifeguards - Leisure Pool 24 Lifeguards - Leisure Pool 25 Lifeguards - Leisure Pool 26 Lifeguards - Leisure Pool 27 Lifeguards - Leisure Pool 28 Lifeguards - Leisure Pool 28 Lifeguards - Leisure Pool 29 Lifeguards - Leisure Pool 20 Lifeguards - Leisure Pool 21 Lifeguards - Leisure Pool 22 Lifeguards - Leisure Pool 23 Lifeguards - Leisure Pool 24 Lifeguards - Leisure Pool 25 Lifeguards - Leisure Pool 26 Lifeguards - Leisure Pool 26 Lifeguards - Leisure Pool 27 Lifeguards - Leisure Pool 27 Lifeguards - Leisure Pool 28 Lifeguards - Leisure Pool 28 Lifeguards - Leisure Pool 27 Lifeguards -	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0.0 0.0 2 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2.0 0.0 7:00 AM 1.0 1.0 1.0 1.0 0.0 0.0	2.0 0.0 4 8:00 AM 1.0 1.0 1.0 0.0 0.0	2.0 0.0 9:00 AM 1.0 1.0 1.0 1.0 0.0 0.0	2.0 0.0 10:00 AM 1.0 1.0 1.0 1.0 0.0 0.0	2.0 0.0 7 11:00 AM 1.0 1.0 1.0 1.0 0.0 0.0	0.0 8 12:00 PM 1.0 1.0 1.0 1.0 0.0 0.0	0.0 9 1:00 PM 1.0 1.0 1.0 0.0 0.0	2.0 0.0 10 2:00 PM 1.0 1.0 1.0 0.0 0.0	0.0 11 3:00 PM 1.0 1.0 1.0 0.0 0.0	0.0 12 4:00 PM 1.0 1.0 1.0 1.0 0.0 0.0	0.0 13 5:00 PM 1.0 1.0 1.0 0.0 0.0	0.0 14 6:00 PM 1.0 0.0 1.0 0.0 0.0 0.0	0.0 15 7:00 PM 1.0 0.0 1.0 0.0 0.0 0.0	0.0 16 8:00 PM 1.0 0.0 1.0 0.0 0.0 0.0 0.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 Annua Hours 840 840 660 840 0 0
Lifeguards - Leisure Pool Group Fitness Instructors Youth Programming Ion-Peak Season Veekdays To Control Desk Attendant Facility Manager Head Lifeguards - 6 Iane Pool Head Lifeguards - 6 Iane Pool Uifeguards - Leisure Pool Diffoguards - Leisure Pool Goup Fitness Instructors	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0 0.0	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2.0 0.0 3 7:00 AM 1.0 1.0 1.0 1.0 0.0	2.0 0.0 4 8:00 AM 1.0 1.0 1.0 0.0	2.0 0.0 5 9:00 AM 1.0 1.0 1.0 0.0	2.0 0.0 10:00 AM 1.0 1.0 1.0 1.0 0.0	2.0 0.0 7 11:00 AM 1.0 1.0 1.0 1.0 0.0	0.0 8 12:00 PM 1.0 1.0 1.0 1.0 0.0	0.0 9 1:00 PM 1.0 1.0 1.0 1.0 1.0 0.0	2.0 0.0 2:00 PM 1.0 1.0 1.0 1.0 0.0	0.0 11 3:00 PM 1.0 1.0 1.0 1.0 0.0	0.0 12 4:00 PM 1.0 1.0 1.0 1.0 0.0	0.0 13 5:00 PM 1.0 1.0 1.0 1.0 0.0	0.0 14 6:00 PM 1.0 1.0 0.0 1.0 0.0	0.0 15 7:00 PM 1.0 1.0 0.0 1.0 0.0	0.0 16 8:00 PM 1.0 1.0 0.0 1.0 0.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0 Annu Hour 840 840 660 840 0
A Lifeguards - Leisure Pool Group Fitness Instructors Youth Programming Non-Peak Season Veekdays Control Desk Attendant Facility Manager Head Lifeguards - 6 lane Pool Lifeguards - 6 lane Pool Head Lifeguards - Leisure Pool Cortop Fitness Instructors Youth Programming	0.0 0.0 5:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0.0 0.0 2 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2.0 0.0 3 7:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 1.0	2.0 0.0 4 8:00 AM 1.0 1.0 1.0 0.0 0.0 1.0	20 0.0 5 9:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 1.0	20 0.0 10:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 0.0 0.0	20 0.0 7 11:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 1.0	0.0 8 12:00 PM 1.0 1.0 1.0 0.0 0.0 1.0	9 1:00 PM 1.0 1.0 1.0 1.0 1.0 0.0 0.0 1.0	2.0 0.0 10 2:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0	0.0 11 3:00 PM 1.0 1.0 1.0 0.0 0.0 1.0	0.0 12 4:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0	0.0 13 5:00 PM 1.0 1.0 1.0 0.0 0.0 1.0	0.0 14 6:00 PM 1.0 1.0 0.0 1.0 0.0 0.0 1.0	0.0 15 7:00 PM 1.0 0.0 1.0 0.0 0.0 1.0 0.0 1.0	0.0 16 8:00 PM 1.0 0.0 1.0 0.0 0.0 1.0 0.0 1.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0 Annu Hour 840 840 660 840 0 840 0 840
Lifeguards - Leisure Pool Group Fitness Instructors Youth Programming Veekdays Control Desk Attendant Facility Manager Head Lifeguards - 6 lane Pool Lifeguards - 6 lane Pool Head Lifeguards - Leisure Pool Lifeguards - Leisure Pool Group Fitness Instructors Youth Programming Veekends	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	2.0 0.0 7:00 AM 1.0 1.0 1.0 0.0 1.0 0.0 1.0 0.0	2.0 0.0 8:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0	20 0.0 9:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0	20 0.0 10:00 AM 100 1.0 1.0 1.0 0.0 1.0 0.0 1.0 0.0	2.0 0.0 11:00 AM 1.0 1.0 1.0 0.0 1.0 0.0 1.0 0.0	0.0 8 12:00 PM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 0.0	0.0 9 1:00 PM 1.0 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0	2.0 0.0 10 2:00 PM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 0.0	0.0 11 3:00 PM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0	0.0 12 4:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0	0.0 13 5:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0	0.0 14 6:00 PM 1.0 1.0 0.0 1.0 0.0 0.0 1.0 0.0 0	0.0 15 7:00 PM 1.0 1.0 0.0 1.0 0.0 0.0 1.0 0.0 0	0.0 16 8:00 PM 1.0 1.0 0.0 1.0 0.0 0.0 1.0 0.0 0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0 Annu Hour 840 840 660 840 0 0 840 0 0
Lifeguards - Leisure Pool Group Fitness Instructors Youth Programming Ion-Peak Season Veekdays To Control Desk Attendant Facility Manager Head Lifeguards - 6 Iane Pool Head Lifeguards - 6 Iane Pool Uifeguards - Leisure Pool Clarguards - Leisure Pool Group Fitness Instructors Youth Programming Veekends Control Desk Attendant	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	2.0 0.0 7:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 0.0	2.0 0.0 8:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 1.0 0.0	20 0.0 9:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0	20 0.0 10:00 AM 10:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0	2.0 0.0 11:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 1.0 0.0	0.0 8 12:00 PM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 1	0.0 9 1:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 0.0 1.0 0.0	2.0 0.0 2:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 1.0 0.0	0.0 11 3:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 1.0 0.0	0.0 12 4:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 1.0 0.0	0.0 13 5:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 0.0	0.0 14 6:00 PM 1.0 0.0 1.0 0.0 1.0 0.0 0.0 1.0 0.0 0	0.0 15 7:00 PM 1.0 0.0 1.0 0.0 1.0 0.0 0.0 0.0	0.0 16 8:00 PM 1.0 0.0 1.0 0.0 1.0 0.0 0.0 0.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0 Annu Hour 840 840 660 840 0 840 0 840 0 240
	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	2.0 0.0 7:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 0.0	2.0 0.0 8:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0	20 0.0 9:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0	20 0.0 10:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 0.0 1.0 1.0	2.0 0.0 11:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 1	0.0 8 12:00 PM 1.0 1.0 0.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 1	0.0 9 1:00 PM 1.0 1.0 0.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 1	2.0 0.0 2:00 PM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 1	0.0 11 3:00 PM 1.0 1.0 0.0 0.0 0.0 1.0 1.0 1.0	0.0 12 4:00 PM 1.0 1.0 0.0 0.0 0.0 1.0 1.0 1.0	0.0 13 5:00 PM 1.0 1.0 0.0 0.0 1.0 0.0 1.0 1.0	0.0 14 6:00 PM 1.0 0.0 1.0 0.0 0.0 1.0 0.0 0.0	0.0 15 7:00 PM 1.0 0.0 1.0 0.0 1.0 0.0 1.0 0.0 0	0.0 16 8:00 PM 1.0 0.0 1.0 0.0 1.0 0.0 0.0 1.0 0.0 0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0 Annu Houn 840 840 840 0 0 840 0 0 240 240 240
Lifeguards - Leisure Pool Group Fitness Instructors Youth Programming Ion-Peak Season Veekdays Control Desk Attendant Facility Manager Head Lifeguards - 6 lane Pool Lifeguards - Leisure Pool Lifeguards - Leisure Pool Cortrol Desk Attendant Group Fitness Instructors Youth Programming Veekends Control Desk Attendant Facility Manager S Head Lifeguards - 6 lane Pool	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	2.0 0.0 7:00 AM 1.0 1.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2.0 0.0 4 8:00 AM 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 1.0 1	20 0.0 9:00 AM 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 0	20 0.0 10:00 AM 10 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 0	2.0 0.0 7 11:00 AM 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 0.0	0.0 8 12:00 PM 1.0 1.0 0.0 0.0 0.0 1.0 1.0 1.0	0.0 9 1:00 PM 1.0 1.0 0.0 0.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 1	2.0 0.0 2:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 0.0	0.0 11 3:00 PM 1.0 1.0 0.0 0.0 0.0 1.0 1.0 1.0	0.0 12 4:00 PM 1.0 1.0 0.0 0.0 0.0 1.0 1.0 1.0	0.0 13 5:00 PM 1.0 1.0 0.0 0.0 0.0 1.0 0.0 1.0 1	0.0 14 6:00 PM 1.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0.0 15 7:00 PM 1.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	0.0 16 8:00 PM 1.0 0.0 0.0 1.0 0.0 0.0 0.0 0.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0 Annu Houn 8400 8400 0 8400 0 8400 0 240 2400 2400
Lifeguards - Leisure Pool Group Fitness Instructors Youth Programming Veekdays Control Desk Attendant Facility Manager Head Lifeguards - 6 lane Pool Lifeguards - Leisure Pool Courtol Desk Attendant Group Fitness Instructors Youth Programming Veekends Control Desk Attendant Facility Manager Secontrol Desk Attendant Lifeguards - 6 lane Pool Kethends	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	2.0 0.0 7:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2.0 0.0 8:00 AM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0	20 0.0 9:00 AM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 1	20 0.0 10:00 AM 10 10 10 10 10 0.0 0.0 10 10 10 10 10 10	2.0 0.0 11:00 AM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 0.0 0.0 1.0 1	0.0 8 12:00 PM 1.0 1.0 1.0 0.0 0.0 1.0 1.0 1.0	0.0 9 1:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 1.0 1	2.0 0.0 2:00 PM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 1.0	0.0 11 3:00 PM 1.0 1.0 1.0 0.0 0.0 1.0 1.0 1.0	0.0 12 4:00 PM 1.0 1.0 1.0 0.0 0.0 1.0 1.0 1.0	0.0 13 5:00 PM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 1	0.0 14 6:00 PM 1.0 1.0 0.0 1.0 0.0 0.0 0.0 0.0	0.0 15 7:00 PM 1.0 0.0 1.0 0.0 1.0 0.0 0.0 0.0	0.0 16 8:00 PM 1.0 1.0 0.0 1.0 0.0 0.0 0.0 0.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0 Annu Houii 8400 8400 0 0 8400 0 0 2400 2400 2400 2
	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	2.0 0.0 7:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2.0 0.0 8:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 0.0	2.0 0.0 9:00 AM 1.0 1.0 1.0 0.0 1.0 0.0 1.0 0.0 1.0 0.0 0	20 0.0 10:00 AM 10:00 AM 10 10 10 10 0.0 0.0 10 0.0 10 10 10 10 0.0	2.0 0.0 11:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 0	0.0 8 12:00 PM 1.0 1.0 1.0 1.0 0.0 1.0 0.0 1.0 1	9 1:00 PM 1.00 PM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 1.0 0.0 1.0 1	2.0 0.0 2:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 0	0.0 11 3:00 PM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 1.0	0.0 12 4:00 PM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 1.0	0.0 13 5:00 PM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 1.0 0.0 0	0.0 14 6:00 PM 1.0 0.0 1.0 0.0 0.0 0.0 0.0 0.0	0.0 15 7:00 PM 1.0 0.0 1.0 0.0 0.0 0.0 0.0 0.0	0.0 16 8:00 PM 1.0 0.0 1.0 0.0 0.0 0.0 0.0 0.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0 Annu Houi 8400 8400 0 0 240
	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	2.0 0.0 7:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2.0 0.0 8:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 0.0	20 0.0 9:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 1.0 0.0 0	20 0.0 10:00 AM 10:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 1.0 0.0 1.0 1.0	2.0 0.0 11:00 AM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 1.0 1.0 1.0	0.0 8 12:00 PM 1.0 1.0 0.0 0.0 1.0 0.0 1.0 1.0	0.0 9 1:00 PM 1.0 1.0 0.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 1	2.0 0.0 2:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 1.0 1.0	0.0 11 3:00 PM 1.0 1.0 0.0 0.0 1.0 1.0 1.0 1.0	0.0 12 4:00 PM 1.0 1.0 0.0 0.0 1.0 1.0 1.0 1.0	0.0 13 5:00 PM 1.0 1.0 0.0 0.0 1.0 0.0 1.0 1.0	0.0 14 6:00 PM 1.0 0.0 1.0 0.0 0.0 1.0 0.0 0.0	0.0 15 7:00 PM 1.0 0.0 1.0 0.0 1.0 0.0 1.0 0.0 0	0.0 16 8:00 PM 1.0 0.0 1.0 0.0 1.0 0.0 0.0 1.0 0.0 0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0 Annu Hour 8400 8400 0 0 8400 0 0 2400 2400 2400 2400 0 0 0 0 0 0 0 0 0 0 0 0
	0.0 0.0 1 5:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 0.0 6:00 AM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	2.0 0.0 7:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2.0 0.0 8:00 AM 1.0 1.0 1.0 0.0 0.0 1.0 0.0 1.0 0.0 0.0	2.0 0.0 9:00 AM 1.0 1.0 1.0 0.0 1.0 0.0 1.0 0.0 1.0 0.0 0	20 0.0 10:00 AM 10:00 AM 10 10 10 10 0.0 0.0 10 0.0 10 10 10 10 0.0	2.0 0.0 11:00 AM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 0	0.0 8 12:00 PM 1.0 1.0 1.0 1.0 0.0 1.0 0.0 1.0 1	9 1:00 PM 1.00 PM 1.0 1.0 1.0 0.0 0.0 0.0 0.0 1.0 0.0 1.0 1	2.0 0.0 2:00 PM 1.0 1.0 1.0 0.0 0.0 0.0 1.0 0.0 0.0 1.0 0.0 0	0.0 11 3:00 PM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 1.0	0.0 12 4:00 PM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 1.0	0.0 13 5:00 PM 1.0 1.0 1.0 1.0 0.0 0.0 1.0 1.0	0.0 14 6:00 PM 1.0 0.0 1.0 0.0 0.0 0.0 0.0 0.0	0.0 15 7:00 PM 1.0 0.0 1.0 0.0 0.0 0.0 0.0 0.0	0.0 16 8:00 PM 1.0 0.0 1.0 0.0 0.0 0.0 0.0 0.0	0.0 17 9:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 18 10:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0.0 19 11:00 PM 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	0 Annu Hour 840 840 660 840 0 840 0 840 0 240 240 240 240 240 0 216 0

Community Recreation Center	Primary Service Area: within 15 min drive time
Financial Model	Secondary Service Area: between 15-30 min drive time

Anticipated Participation Numbers

	Total Partici	pants - Year 4	Total Partici	pants - Year 3	Total Partici	pants - Year 2	Total Partici	pants - Year 1
	Primary Service Area	Secondary Service Area						
Total Participants	39,365	61,015	31,492	48,812	25,587	39,660	19,683	30,508
Frequent Participants	7,955	4,343	6,364	3,474	5,171	2,823	3,978	2,171
Market Penetration Rate	30%	10%	30%	10%	30%	10%	30%	10%
Anticipated Attendance	2,387	434	1,909	347	1,551	282	1,193	217
Occassional Participants	17,035	28,209	13,628	22,568	11,073	18,336	8,518	14,105
Market Penetration Rate	15%	5%	15%	5%	15%	5%	15%	5%
Anticipated Attendance	2,555	1,410	2,044	1,128	1,661	917	1,278	705
Infrequent Participants	14,375	32,282	11,500	25,826	9,344	20,984	7,188	16,141
Market Penetration Rate	11%	5%	11%	5%	11%	5%	11%	5%
Anticipated Attendance	1,581	1,614	1,265	1,291	1,028	1,049	791	807
Total Anticipated Attendance	6,523	3,459	5,218	2,767	4,240	2,248	3,262	1,729

Projected Attendance

	T-4-1 D-45-5-2-4							
	Total Partici	pants - Year 4	Total Partic	ipants - Year 3	Total Partic	ipants - Year 2	Total Partic	ipants - Year 1
	Primary Service Area	Secondary Service Area						
Projected Attendance	6,523	3,459	5,218	2,767	4,240	2,248	3,262	1,729
Frequent Participants	2,387 434 80 # 80	1,909	347	1,551	282	1,193	217	
Average Uses Per Year	ear 80 # 80	80	80	80	80	80	80	
Average Uses Per Month		7	7	7	7	7	7	7
Total Uses Per Year	190,920	34,740	152,736	27,792	124,098	22,581	95,460	17,370
Occassional Participants	2,555	1,410	2,044	1,128	1,661	917	1,278	705
Average Uses Per Year	40	40	40	40	40	40	40	40
Average Uses Per Month	3	3	3	3	3	3	3	3
Total Uses Per Year	102,210	56,419	81,768	45,135	66,437	36,672	51,105	28,209
Infrequent Participants	1,581	1,614	1,265	1,291	1,028	1,049	791	807
Average Uses Per Year	12	12	12	12	12	12	12	12
Average Uses Per Month	1	1	1	1	1	1	1	1
Total Uses Per Year	18,975 19,369	15,180	15,496	12,334	12,590	9,488	9,685	
Annual Attendance	312,105	110,529	249,684	88,423	202,868	71,844	156,053	55,264

Projected Memberships

		Y	/ear 4 (Stabilized))		Year 3			Year 2			Year 1	
		Primary Service Area	Secondary Service Area	Total									
Frequent Participants		2,387	434	2,821	1,909	347	2,257	1,551	282	1,833	1,193	217	1,410
% Daily Pass	10%	239	43	282	191	35	226	155	28	183	119	22	141
% Monthly Pass	15%	358	65	423	286	52	338	233	42	275	179	33	212
% Annual Membership	75%	1,790	326	2,116	1,432	261	1,692	1,163	212	1,375	895	163	1,058
Occassional Participants		2,555	1,410	3,966	2,044	1,128	3,173	1,661	917	2,578	1,278	705	1,983
% Daily Pass	30%	767	423	1,190	613	339	952	498	275	773	383	212	595
% Monthly Pass	50%	1,278	705	1,983	1,022	564	1,586	830	458	1,289	639	353	991
% Annual Membership	20%	511	282	793	409	226	635	332	183	516	256	141	397
Infrequent Participants		1,581	1,614	3,195	1,265	1,291	2,556	1,028	1,049	2,077	791	807	1,598
% Daily Pass	90%	1,423	1,453	2,876	1,139	1,162	2,301	925	944	1,869	712	726	1,438
% Monthly Pass	10%	158	161	320	127	129	256	103	105	208	79	81	160
% Annual Membership	0%	0	0	0	0	0	0	0	0	0	0	0	0

Projected Member Days

		Y	/ear 4 (Stabilized)		Year 3			Year 2			Year 1	
		Primary Service Area	Secondary Service Area	Total									
Frequent Participants		190,920	34,740	225,660	152,736	27,792	180,528	124,098	22,581	146,679	95,460	17,370	112,830
% Daily Pass	10%	19,092	3,474	22,566	15,274	2,779	18,053	12,410	2,258	14,668	9,546	1,737	11,283
% Monthly Pass	15%	28,638	5,211	33,849	22,910	4,169	27,079	18,615	3,387	22,002	14,319	2,606	16,925
% Annual Membership	75%	143,190	26,055	169,245	114,552	20,844	135,396	93,074	16,936	110,009	71,595	13,028	84,623
Occasional Participants		102,210	56,419	158,629	81,768	45,135	126,903	66,437	36,672	103,109	51,105	28,209	79,314
% Daily Pass	30%	30,663	16,926	47,589	24,530	13,541	38,071	19,931	11,002	30,933	15,332	8,463	23,794
% Monthly Pass	50%	51,105	28,209	79,314	40,884	22,568	63,452	33,218	18,336	51,554	25,553	14,105	39,657
% Annual Membership	20%	20,442	11,284	31,726	16,354	9,027	25,381	13,287	7,334	20,622	10,221	5,642	15,863
Infrequent Participants		18,975	19,369	38,344	15,180	15,496	30,676	12,334	12,590	24,924	9,488	9,685	19,172
% Daily Pass	70%	13,283	13,559	26,841	10,626	10,847	21,473	8,634	8,813	17,447	6,641	6,779	13,421
% Monthly Pass	20%	3,795	3,874	7,669	3,036	3,099	6,135	2,467	2,518	4,985	1,898	1,937	3,834
% Annual Membership	10%	1,898	1,937	3,834	1,518	1,550	3,068	1,233	1,259	2,492	949	968	1,917

Community Recreation Center Financial Model

Membership Revenue

		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Effective Pass Rates	Rate										
Effective Daily Pass	\$6.00	\$ 6.00	\$ 6.00	\$ 6.54	\$ 6.54	\$ 6.54	\$ 7.13	\$ 7.13	\$ 7.13	\$ 7.77	\$ 7.77
Effective Monthly Pass	\$30.00	\$ 30.00	\$ 30.00	\$ 32.70	\$ 32.70	\$ 32.70	\$ 35.64	\$ 35.64	\$ 35.64	\$ 38.85	\$ 38.85
Effective Annual Membership	\$300.00	\$ 300.00	\$ 300.00	\$ 327.00	\$ 327.00	\$ 327.00	\$ 356.43	\$ 356.43	\$ 356.43	\$ 388.51	\$ 388.51
Annual Increase		0%	0%	9%	0%	0%	9%	0%	0%	9%	0%
Community Memberships											
Daily Pass		2,174	2,826	3,478	4,348	4,348	4,348	4,348	4,348	4,348	4,348
Monthly Pass		1,363	1,772	2,180	2,726	2,726	2,726	2,726	2,726	2,726	2,726
Annual Membership		1,454	1,891	2,327	2,909	2,909	2,909	2,909	2,909	2,909	2,909
Capture Rate as % of Stablized Year		50%	65%	80%							
		3									
Membership Days		136	177	217	272	272	272	272	272	272	272
Daily Pass		48,498	63,047	77,597	96,996	96,996	96,996	96,996	96,996	96,996	96,996
Monthly Pass		60,416	78,541	96,666	120,832	120,832	120,832	120,832	120,832	120,832	120,832
Annual Membership		102,403	133,123	163,844	204,805	204,805	204,805	204,805	204,805	204,805	204,805
Total Memberships		211,317	274,712	338,107	422,634	422,634	422,634	422,634	422,634	422,634	422,634
Vending Per Cap	\$0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Concessions Revenue Gross		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Corporate Memberships	Rate										
Memberships	\$0.00	0	0	0	0	0	0	0	0	0	0
Membership Revenues											
Daily Pass		\$ 290,987	\$ 378,284	\$ 507,482	\$ 634,353	\$ 634,353	\$ 691,444	\$ 691,444	\$ 691,444	\$ 753,674	\$ 753,674
Monthly Pass		\$ 40,883	\$ 53,147	\$ 71,299	\$ 89,124	\$ 89,124	\$ 97,145	\$ 97,145	\$ 97,145	\$ 105,888	\$ 105,888
Annual Membership		\$ 436,306	\$ 567,198	\$ 760,918	\$ 951,148	\$ 951,148	\$ 1,036,751	\$ 1,036,751	\$ 1,036,751	\$ 1,130,059	\$ 1,130,059
Total Membership Revenue		\$ 768,000	\$ 999,000	\$ 1,340,000	\$ 1,675,000	\$ 1,675,000	\$ 1,825,000	\$ 1,825,000	\$ 1,825,000	\$ 1,990,000	\$ 1,990,000

Community Recreation Center Financial Model

Hours of Operation	Weeks	Weekday Hours / Day	Weekend Hours / Day	Weekday Hours / Year	Weekend Hear / Year	Total Hours Year
Peak Season	39	16	12	3,120	936	4,056
Non Peak Season	12	14	10	840	240	1,080
Total	51			3,960	1,176	5,136
Lap Pool		Hours / Year	Hours / Week			
Hours of Operation		5,136				
Less Utilization Buffer	10%	514				
Programmable Hours		4,622				
Williams School training & meets	4%	180	4			
Events	3%	120	2			
Swim Clubs Practice	10%	462	9			
Water Aerobics & Fitness	10%	462	9			
Drop In Lap Swim	35%	1,618	32			
Swim Lessons	21%	971	19			
Masters Swimming	15%	693	14			
Swim Camps	0%	0	0			
Premier Camps	0%	0	0			
Training Courses (NESS, other)	3%	139	3			
	100%	4,645				
_eisure Pool		Total Hours / Yr.	Hours / Week			
Included in Program?	Yes Leisure Pool					
Hours of Operation		0				
Less Utilization Buffer	10%	0				
Programmable Hours		0				
Swim Lessons	80%	0	0		0	
Private Instruction	80%	0	0		0	
Water Aerobics & Fitness	10%	0	0		0	
Open Recreation Only	65% 235%	0 0	0		0	
Gym Court 1		Total Hours / Yr.	Hours / Week			
Hours of Operation		5,136	HOURS / Week			
Less Utilization Buffer	10%	5,130				
Programmable Hours	10 /0	4,622				
Camps	0%	4,022	0			
League Sports	0%	0	0			
Open Play	100%	4,622	91			
Court Rentals	0%	4,022	0			
Court rentais	100%	4,622	0			
Gym Court 2	100 %	Total Hours / Yr.	Hours / Week			
Hours of Operation		5,136	Hours / Week			
Less Utilization Buffer	10%	514				
	10%					
Programmable Hours	05%	4,622	00			
Camps	25%	1,156	23			
League Sports	25%	1,156	23			
Open Play	25%	1,156	23			
Court Rentals	25%	1,156	23			
	100%	4,622				
Gym Court 3		Total Hours / Yr.	Hours / Week			
Hours of Operation		0				
	10%	0				
Less Utilization Buffer						
Less Utilization Buffer Programmable Hours		0				
	25%	0 0	0			

Open Play	10%	0	0
Court Rentals	40%	0	0
	100%	0	
GF Classroom 1		Total Hours / Yr.	Hours / Week
Hours of Operation		5,136	
Less Utilization Buffer	10%	514	
Programmable Hours		4,622	
Personal Training	10%	462	9
Group Fitness Classes	85%	3,929	77
Physical Therapy	0%	0	0
Open Use	5%	231	5
	100%	4,391	
GF Classroom 2		Total Hours / Yr.	Hours / Week
Hours of Operation		5,136	
Less Utilization Buffer	10%	514	
Programmable Hours		4,622	
Personal Training	10%	462	9
Group Fitness Classes	85%	3,929	77
Physical Therapy	0%	0	0
Open Use	5%	231	5
	100%	4,391	
GF Classroom 3		Total Hours / Yr.	Hours / Week
Hours of Operation		5,136	
Less Utilization Buffer	10%	514	
Programmable Hours		4,622	
Personal Training	10%	462	9
Group Fitness Classes	85%	3,929	77
Physical Therapy	0%	0	0
Open Use	5%	231	5
	100%	4,391	
Fitness Floor		Total Hours / Yr.	Hours / Week
Hours of Operation		5,136	
Less Utilization Buffer	10%	514	
Programmable Hours		4,622	
Personal Training	100%	4,622	91
Group Fitness Classes	0%	0	0
Physical Therapy	0%	0	0
Open Use	100%	4,622	91
	200%	4,622	

Thames Aquatic Club

Masters competitions?

Other sport events? Snorkel training, kayak roll clinics, other \$1,000.00

Water polo events?

Total Rental Revenue

Nutmeg Aquatics

Other Club Meets

Other events

Event Assumptions

Events		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
The Williams School											
Local HS Dual Meets		2	4	4	4	4	4	4	4	4	4
NLHS Connecticut Interscholastic Athletic	Conference (CIAC)										
Local HS Dual Meets		3	3	3	5	5	5	5	5	5	5
Regional Meet		0	1	1	1	1	1	1	1	1	1
Club Swimming Events											
Thames Aquatic Club		1	1	1	1	1	1	1	1	1	1
Nutmeg Aquatics		1	1	1	1	1	1	1	1	1	1
Other Club Meets		1	1	1	1	1	1	1	1	1	1
Total Events		6	7	7	9	9	9	9	9	9	9
Rental		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
The Williams School	Rental Rate										
Local HS Dual Meets	\$1,380.00	\$3,016	\$6,213	\$6,399	\$6,591	\$6,789	\$6,993	\$7,202	\$7,418	\$7,641	\$7,87
NLHS Connecticut Interscholastic Athletic	Conference (CIAC)										
Local HS Dual Meets	\$1,000.00	\$3,278	\$3,377	\$3,478	\$5,970	\$6,149	\$6,334	\$6,524	\$6,720	\$6,921	\$7,12
Regional Meet	\$1,000.00	\$0	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267	\$1,305	\$1,344	\$1,384	\$1,42
Club Swimming Events											

\$1,126

\$1,126

\$1,126

\$0

\$0

\$0

\$14,000

\$1,159

\$1,159

\$1,159

\$0

\$0

\$0

\$15,000

\$1,194

\$1,194

\$1,194

\$0

\$0

\$0

\$17,000

\$1,230

\$1,230

\$1,230

\$0

\$0

\$0

\$18,000

\$1,267

\$1,267

\$1,267

\$0

\$0

\$0

\$18,000

\$1,305

\$1,305

\$1,305

\$0

\$0

\$0

\$19,000

\$1,344

\$1,344

\$1,344

\$0

\$0

\$0

\$20,000

\$1,384

\$1,384

\$1,384

\$0

\$0

\$0

\$20,000

\$1,093

\$1,093

\$1,093

\$0

\$0

\$0

\$10,000

\$1,426

\$1,426

\$1,426

\$0

\$0

\$0

\$21,000

\$1,000.00

\$1,000.00

\$1,000.00

\$1,000.00

\$1,000.00

Community Recreation Center

Financial Model

Birthday Party Rentals

		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Package Rates	Rate										
Small Parties (15 or Less)	\$ 100	\$109	\$113	\$116	\$119	\$123	\$127	\$130	\$134	\$138	\$143
Medium Parties (15 to 24)	\$ 125	\$137	\$141	\$145	\$149	\$154	\$158	\$163	\$168	\$173	\$178
Large Parties (25 +)	\$ 150	\$164	\$169	\$174	\$179	\$184	\$190	\$196	\$202	\$208	\$214
Annual Increase		3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Rentals											
Parties Per Week	5										
Annual Parties	255										
Total Hrs.	510										
Small Parties (15 or Less)	50%	128	128	128	128	128	128	128	128	128	128
Medium Parties (15 to 24)	25%	64	64	64	64	64	64	64	64	64	64
Large Parties (25 +)	25%	64	64	64	64	64	64	64	64	64	64
Rental Revenue											
Small Parties (15 or Less)		\$ 13,932	\$ 14,350	\$ 14,781	\$ 15,224	\$ 15,681	\$ 16,151	\$ 16,636	\$ 17,135	\$ 17,649	\$ 18,178
Medium Parties (15 to 24)		\$ 8,708	\$ 8,969	\$ 9,238	\$ 9,515	\$ 9,801	\$ 10,095	\$ 10,397	\$ 10,709	\$ 11,031	\$ 11,362
Large Parties (25 +)		\$ 10,449	\$ 10,763	\$ 11,086	\$ 11,418	\$ 11,761	\$ 12,113	\$ 12,477	\$ 12,851	\$ 13,237	\$ 13,634
Birthday Party Rental Revenue		\$ 33,000	\$ 34,000	\$ 35,000	\$ 36,000	\$ 37,000	\$ 38,000	\$ 40,000	\$ 41,000	\$ 42,000	\$ 43,000

Community Recreation Center Financial Model

Gymnasium Rentals

		20)23	2024	2025	2026	2027	2028		2029	2030	2031	2032
Court Rental Rates	Rate												
Half Court	\$ 25		27	\$28	\$29	\$30	\$31	\$32		\$33	\$34	\$35	\$36
Full Court	\$ 40			\$45	\$46	\$48	\$49	\$51		\$52	\$54	\$55	\$57
Entire gymnasium	\$ 120	\$1	31	\$135	\$139	\$143	\$148	\$152		\$157	\$161	\$166	\$171
Annual Increase		3	8%	3%	3%	3%	3%	3%		3%	3%	3%	3%
Rentals													
Rentals Hours Per Week	25												
Annual Rental Hours	1275												
Total Hrs.	1275												
Half Court	55%	70	01	701	701	701	701	701		701	701	701	701
Full Court	43%	54	48	548	548	548	548	548		548	548	548	548
Entire gymnasium	2%	2	26	26	26	26	26	26		26	26	26	26
Rental Revenue													
Half Court		\$	19,157	\$ 19,732	\$ 20,324	\$ 20,933	\$ 21,561	\$ 22,208	\$	22,874	\$ 23,561	\$ 24,267	\$ 24,99
Full Court		\$	23,964	\$ 24,682	\$ 25,423	\$ 26,186	\$ 26,971	\$ 27,780	\$	28,614	\$ 29,472	\$ 30,356	\$ 31,26
Entire gymnasium		\$	3,344	\$ 3,444	\$ 3,547	\$ 3,654	\$ 3,763	\$ 3,876	\$	3,993	\$ 4,112	\$ 4,236	\$ 4,36
Court Rental Revenue		\$	46,000	\$ 48,000	\$ 49,000	\$ 51,000	\$ 52,000	\$ 54,000	\$	55,000	\$ 57,000	\$ 59,000	\$ 61,00
		\$	36.08										
Court Rental Event Attendence													
Average hours per rental	1.5												
Average persons per rental													
Half Court	12												
Full Court	20												
Entire gymnasium	60												
Half Court			5,610	5,610	5,610	5,610	5,610	5,610		5,610	5,610	5,610	5,61
Full Court			4,386	4,386	4,386	4,386	4,386	4,386		4,386	4,386	4,386	4,38
Entire gymnasium			204	204	204	204	204	204		204	204	204	20
Total Attendence			10,200	10,200	10,200	10,200	10,200	10,200		10,200	10,200	10,200	10,20
Discount for coinciding with me	e 70%	7	7,140.0	7,140.0	7,140.0	7,140.0	7,140.0	7,140.0		7,140.0	7,140.0	7,140.0	7,140

Community Recreation Center

Financial Model

Meeting Rooms

Rental Revenue Small Meeting no kitchen Large Meeting w/ kitchen		\$	9,328 14,924	9,607 15,372	9,896 15,833	10,193 16,308	10,498 16,797	,	10,813 17,301	11,138 17,820	11,472 18,355	\$ \$	11,816 18,906
Rental Revenue													
Large Meeting w/ kitchen	50%	332	332	332	332	332	332		332	332	332		332
Small Meeting no kitchen	50%	332	332	332	332	332	332		332	332	332		332
Total Hrs.	663												
Annual Rental Hours	663												
Rentals Hours Per Week	\$ 13												
Rentals													
Annual Increase		3%	3%	3%	3%	3%	3%		3%	3%	3%		3%
Large Meeting Classroom	\$ 40	\$44	\$45	\$46	\$48	\$49	\$51		\$52	\$54	\$55		\$57
Court Rental Rates Small Meeting Classroom	Rate \$ 25	\$27	\$28	\$29	\$30	\$31	\$32		\$33	\$34	\$35		\$36

Community Recreation Center Financial Model

Programming

	Annual	Hours Per Cla		Class/Course	Spots		% of Spots	Filled		Effective	Building														
	Hours	Class/Course	Courses	Capacity	Available	Year 1	Year 2	Year 3	Year 4	Fee	Capture		2023	2024	20	025	2026	2027		2028	2029	2030	2	031	2032
ap Pool																									
Water Aerobics & Aqua Fitness	462	1	462	14	6,471	60%	75%	85%	90%	\$0.00	30%	\$	- \$	-	\$	- \$		s -	\$	- \$	- 9	-	\$	- \$	-
Swim Lessons	971	6	162	10	1,618	60%	75%	85%	95%	\$65.00	30%	\$	20,684 \$	26,631	\$	31,087 \$	35,786	36,860	\$	37,966 \$	39,105	40,278	\$	41,486 \$	42,73
Swim Camps	0	40	0	20	0	60%	75%	85%	90%	\$75.00	30%	\$	- \$	-	\$	- \$; -	\$	- \$	- 9	-	\$	- \$	-
Certified Training Courses	139	8	17	10	173	60%	75%	85%	90%	\$165.00	30%	\$	5,626 \$	7,243	\$	8,455 \$	9,221	9,497	\$	9,782 \$	10,076	10,378	\$	10,689 \$	11,010
Masters/ Comp Swim	693	120	6	75	433	50%	50%	75%	90%	\$225.00	30%	\$	15,982 \$	16,461	\$	25,433 \$	31,435	32,378	\$	33,349 \$	34,349	35,380	\$	36,441 \$	37,53
itness																									
Fitness Classes	11,787	1	11,787	8	94,297	60%	75%	85%	90%	\$10.00	10%	\$	56,578 \$	70,723	\$	80,152 \$	84,867	87,413	\$	90,036 \$	92,737	95,519	\$	98,384 \$	101,336
Physical Therapy	0	1	0	0	0	0%	0%	0%	0%	\$100.00	30%	\$	- \$	-	\$	- \$; -	\$	- \$	- 9	-	\$	- \$	-
Personal Training	6,009	1	6,009	1	6,009	60%	75%	85%	90%	\$50.00	25%	\$	45,068 \$	56,336	\$	63,847 \$	67,603	69,631	\$	71,720 \$	73,871 \$	76,087	\$	78,370 \$	80,72
ymnasium																									
Camps	1,156	40	29	60	1,733	60%	75%	85%	90%	\$100.00	30%	\$	31,201 \$	39,002	\$	44,202 \$	46,802	48,206	\$	49,652 \$	51,142	52,676	\$	54,256 \$	55,884
League Sports	1,156	6	193	8	1,541	60%	75%	85%	90%	\$50.00	30%	\$	13,867 \$	17,334	\$	19,645 \$	20,801	21,425	\$	22,068 \$	22,730	23,411	\$	24,114 \$	24,83
·																									
Total Registration Fees Total Programming Revenue, Net										per spot	\$ 2.81	\$ \$	189,006 \$ 189,006 \$	233,728 233,728		272,820 \$ 272,820 \$	296,514 296,514	305,410 305,410	\$ \$	314,572 \$ 314,572 \$	324,009 \$ 324.009 \$	333,729 333,729		343,741 \$ 343,741 \$	354,054 354,054