

# College Station Recreation Center

Pro-Forma – Final Draft

**Submitted by:**

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## Executive Summary

The City of College Station, TX retained Brinkley Sargent Wiginton Architects (BSW), who partnered with BerryDunn to complete pro-formas for a recreation center (center) approximately 100% and approximately 85% cost recovery. The information contained in this report is a result of meeting with key staff to discuss operations (staffing, facility hours, potential rentals, etc.) and reviewing existing facility operations. A Steering Committee was established to review the ongoing analysis conducted with this report to help provide additional analysis and recommendations.

This report includes a detailed list of assumptions along with the pro-forma for five years of operations.

The preliminary draft operational budget projections have been developed to determine the potential operations and maintenance expense and revenue projections for two options – Option #1 standard hours of operation and Option #2 expanded hours of operations with a range of approximately 100% and 85% cost recovery were developed. The pro-formas shown in this report result in **101%, 98%, 88%** and **85%** cost recoveries. Membership rates were reduced approximately 16% to obtain the 88% and 85% cost recovery projections. The development of these pro-formas included input from College Station Staff and a review of all information collected throughout this study.

The Steering Committee's voted on July 10, 2025, to recommend the “extended hours/98% Cost Recovery Proforma” to the COCS City Council for their consideration.

Graphic #1 depicts the operating hours for Option #1 and Option #2

**Graphic #1: Operating Hours for Option #1 and Option #2**

Option #1	MONDAY THRU FRIDAY	SATURDAY	SUNDAY	WEEKLY	ANNUALLY
Operating Hours	6:00 am - 8:00pm	7:00 am - 7:00 pm	10:00 am - 6:00 pm		
Opened Hours	14	12	8	90	4500
Option #2	MONDAY THRU FRIDAY	SATURDAY	SUNDAY	WEEKLY	ANNUALLY
Operating Hours	5:00 am - 9:00 pm	7:00 am - 7:00 pm	10:00 am - 6:00 pm		
Opened Hours	16	12	8	100	5000

Graphic #2 depicts a high-level comparison of key indicators for Option #1 and Option #2

**Graphic #2: Key Comparisons**

<b>College Station Recreation Center</b>				
<b>First Year Comparison</b>				
	<b>Option #1</b>		<b>Option #2 (Expanded Hours)</b>	
	<b>101%</b>	<b>88%</b>	<b>98%</b>	<b>85%</b>
<b>EXPENSES</b>				
Personnel	\$2,186,714	\$2,186,714	\$2,293,146	\$2,293,146
Contractual Services	\$809,385	\$794,885	\$809,385	\$794,885
Commodities	\$293,050	\$293,050	\$293,050	\$293,050
Facility Expenses	\$3,289,149	\$3,274,649	\$3,395,581	\$3,381,081
Internal Service Cost	\$526,264	\$523,944	\$543,293	\$540,973
<b>TOTAL EXPENSES</b>	<b>\$3,815,413</b>	<b>\$3,798,593</b>	<b>\$3,938,874</b>	<b>\$3,922,054</b>
<b>REVENUES</b>				
Memberships/Passes	\$3,113,933	\$2,586,655	\$3,113,933	\$2,586,655
Programs	\$416,000	\$416,000	\$416,000	\$416,000
Rentals	\$196,216	\$196,216	\$196,216	\$196,216
<b>FACILITY REVENUE</b>	<b>\$3,726,149</b>	<b>\$3,198,871</b>	<b>\$3,726,149</b>	<b>\$3,198,871</b>
Existing Staff Budget from General Fund	\$124,918	\$124,918	\$124,918	\$124,918
<b>TOTAL REVENUE</b>	<b>\$3,851,066</b>	<b>\$3,323,789</b>	<b>\$3,851,066</b>	<b>\$3,323,789</b>
<b>NET</b>	<b>\$35,653</b>	<b>(\$474,804)</b>	<b>(\$87,808)</b>	<b>(\$598,266)</b>
<b>COST RECOVERY</b>	<b>101%</b>	<b>88%</b>	<b>98%</b>	<b>85%</b>
Memberships sold	6,450	6,450	6,450	6,450
Annual attendance	385,490	385,490	385,490	385,490
Daily average attendance	1,101	1,101	1,101	1,101

\* Contractual services decrease for the 88% and 85% cost recovery scenarios due to the expense for the credit card fee being a percentage of the overall revenue and these cost recovery scenarios have less revenue due to the lower membership fees.

\*\* Internal Service Cost decrease for the 88% and 85% cost recovery scenarios due to the internal service costs being a percentage of the expenses and revenues which are different for these scenarios due to the lower membership fees.

- 6,450 total annual resident memberships would be sold for both all scenarios.
- Membership fees were reduced approximately 16% for the 88% and 85% cost recovery projection.
- Personnel expenses and commodities remain the same for both Option#1 proformas and increase for both Option #2 proformas due to the expand hours of operation.
- Contractual services are slightly reduced for the 88% and 85% cost recovery scenario since the lower revenue collected results in lower credit card processing fees

- Revenues for memberships/passes are higher for the 101% and 98% cost recovery projection due to higher fees.

Graphic #3 and #4 depict a comparison of fees and rates for the 101% and 88% cost recovery projections.

**Graphic #3: Fees and Rate Comparisons (Memberships)**

College Station Recreation Center Fees and Rates Comparison					
Membership Fees		101%		88%	
		Annual	Monthly	Annual	Monthly
Resident					
	Adult	\$408.00	\$34.00	\$336.00	\$28.00
	Senior	\$288.00	\$24.00	\$240.00	\$20.00
	Youth	\$288.00	\$24.00	\$240.00	\$20.00
	Family	\$744.00	\$62.00	\$624.00	\$52.00
Non-resident (increased 25%)					
	Adult	\$510.00	\$42.50	\$420.00	\$35.00
	Senior	\$360.00	\$30.00	\$300.00	\$25.00
	Youth	\$360.00	\$30.00	\$300.00	\$25.00
	Family	\$930.00	\$77.50	\$780.00	\$65.00

\*\*\* The same fees and rates are used for the 98% and 85% cost recovery projections.

**Graphic #4: Fees and Rate Comparisons (Programs/Rentals)**

Program/Rental Rates	
	Price Per Two Hour Party
Birthday Parties	\$275.00
	Cost Per Session
Swim Lessons	\$53.00
Private Swim Lessons	\$73.00
Children's Clinic	\$45.00
Children's Camp - SUMMER / SPRING BREAK / THANKSGIVING	\$125.00
	Cost Per Team
Adult Basketball League	\$350.00
Adult Volleyball League	\$300.00
Pickleball League	\$150.00
Youth Volleyball	\$100.00
Youth Basketball	\$100.00
Adult Basketball Tournament	\$100.00
Adult Volleyball Tournament	\$100.00
Pickleball Tournament	\$50.00
	Cost Per Occurrence
Entire Center (per hour)	\$1,000.00
Half Court (per hour)	\$45.00
One Court (per hour)	\$90.00
Two Courts (per hour)	\$180.00
Recreation Activity Pool - Up to 100 people	\$394.00
Recreation Activity Pool - 101 - 300 people	\$630.00
Recreation Activity Pool - 301-600 people	\$840.00
8 Lane 25 Yard Pool - Up to 100 people	\$394.00
8 Lane 25 Yard Pool * 101 - 300 people	\$630.00
One Lane (per hour)	\$20.00
Party Room (per hour)	\$40.00
Multi-purpose (Entire) (per hour)	\$100.00
Multi-purpose (Large side) (per hour)	\$80.00
Multi-purpose (Small side) (per hour)	\$40.00

Note – fees and rates for programs and rentals are the same for both all cost recovery projections.

## Introduction

The City of College Station, TX retained Brinkley Sargent Wiginton Architects (BSW), who partnered with BerryDunn to complete a pro-forma for a recreation center (center). The information contained in this report is a result of meeting with key staff to discuss operations (staffing, facility hours, potential rentals, etc.) and reviewing existing facility operations. A Steering Committee was established to review the ongoing analysis conducted with this report to help provide additional analysis and recommendations.

This report includes a detailed list of assumptions along with the pro-forma for five years of operations.

The preliminary draft operational budget projections have been developed to determine the potential operations and maintenance expense and revenue projections for two options – Option #1 standard hours of operation and Option #2 expanded hours of operations with approximately 100% and approximately 85% cost recovery. The pro-formas shown in this report result in **101%, 98%, 88%** and **85%** cost recoveries. Membership rates were reduced approximately 16% to obtain the 88% and 85% cost recovery projections. The development of these pro-formas included input from College Station Staff and a review of all information collected throughout this study. BerryDunn does not imply any guarantee that these figures will be attained.

**Scholarship Program:** The City of College Station Parks and Recreation Department offers scholarships to assist residents to participate in afterschool, camps and recreation programs. If a recreation center is built, the City could offer the same program for memberships. The Parks and Recreation Department currently utilizes the free and reduced lunch program to determine eligibility. Scholarships would reduce the monthly fee by 50% or 75% depending on eligibility.

**Health Insurance Fitness Benefits:** In addition to scholarships programs, the City could include health insurance fitness benefit programs like SilverSneakers, Renew Active, Optum One Pass Select, and Active & Fit. These programs are often included as part of Medicare Advantage or supplemental plans.

**Supporting Small Business/Local Fitness Industry:** The potential facility would serve as an incubator for health and fitness entrepreneurs, providing a centralized hub where independent trainers, specialty fitness providers, and wellness professionals can establish and grow their businesses while serving our community.

## College Station Recreation Center Operations & Maintenance Projections

The operational and maintenance (O&M) budget projections are based upon information developed for the College Station Recreation Center, which includes athletic areas (two full gymnasiums with elevated walk/jog track), fitness area, group exercise (aerobics/dance) studios, eight-lane – 25-yard pool lap pool and a leisure pool, circulation (entrance, lobby, hallways), general purpose areas (child watch, multipurpose rooms, party room, warming

kitchen), locker rooms and restrooms, non-public/support space (storage, mechanical and custodial spaces), and office administrative support spaces for departmental staff, with all necessary support facilities. Expenses for the operation and maintenance of the center and the included components within include staffing, contractual services, utilities for all spaces included, aquatic specific expenses, and commodities. Revenue included in these projections includes memberships/passes, daily admissions, program revenues, recreation center rentals, and customer services.

Expenses and revenues were adjusted to use FY 2027 proposed pay rates and fees.

### Assumptions Regarding Facility Hours (50 Weeks/Year)

- Option #1
  - Monday – Friday 6 a.m. – 8 p.m.
  - Saturday 7 a.m. – 7 p.m.
  - Sunday 10 a.m. – 6 p.m.
- Option #2
  - Monday – Friday 5 a.m. – 9 p.m.
  - Saturday 7 a.m. – 7 p.m.
  - Sunday 10 a.m. – 6 p.m.
  -

### Assumptions/Opportunities for Revenue Generation

- Memberships/Passes
- Daily Admissions
- Program Revenue
  - Special Events
  - Tournaments/Competitions
  - Leagues
  - Clinics
  - Swim Lessons
- Recreation Center Rentals
  - Gymnasium
  - Courts

- Multipurpose Rooms
- Party spaces
- Classrooms
- Customer Services
- Memberships anticipated to be sold:
  - 6,450 total annual resident memberships would be sold for both all scenarios.
  - Membership fees were reduced approximately 16% for the 88% and 85% cost recovery projection.
  - Personnel expenses and commodities remain the same for both Option#1 proformas and increase for both Option #2 proformas due to the expand hours of operation.
  - Contractual services are slightly reduced for the 88% and 85% cost recovery scenario since the lower revenue collected results in lower credit card processing fees
  - Revenues for memberships/passes are higher for the 101% and 98% cost recovery projection due to higher fees.
  - Memberships include access to programs.
  - Memberships include Child Watch.
  - Additional monthly and daily admission passes would be sold.
  - Nonresident memberships would be sold.
  - 385,490 total annual visits were projected, equaling a daily average of 1,101 usages per day for all projections.

## Staffing Assumptions

Upon reviewing the program developed by BSW and through discussions with College Station staff, the following staffing plans were developed for all projections. These plans are based on the consultants' experience managing similar facilities and industry best practices.

### 12.5 Full-time employees (FTEs):

Existing full-time staff (existing staff budget \$124,918 being transferred into pro-forma):

- 0.5 Recreation Programs Supervisor - Athletics
- 0.5 Events Specialist - Athletics
- 1.0 Staff Assistant
- 0.5 Aquatics Supervisor

New full-time staff:

- 1.0 Recreation Center Manager
- 1.0 Assistant Recreation Center Manager
- 1.0 Fitness Coordinator
- 1.0 Membership Services Coordinator
- 1.0 Aquatics Coordinator
- 1.0 Aquatics Maintenance Tech
- 1.0 Recreation Center Maintenance Coordinator
- 1.0 Athletics Coordinator
- 2.0 Recreation Center Custodian

Part-time staff include:

- Front Desk Lead
- Front Desk
- Pool Manager
- Head Lifeguard
- Lifeguard
- Water Safety Instructor
- Fitness Assistant
- Recreation Assistant
- Child Watch
- PT Facility Lead
- Certified Fitness Instructor
- Private Swim Lesson Instructor

Table #1 depicts the proposed staff pay rates for all projections.

**Table #1: Pay Rates**

<b>Full Time Staff as of 2027</b>		<b>Cost</b>	<b>Annual Salary</b>
0.5	Recreation Programs Supervisor - Athletics	\$32,308.00	\$64,616.00
0.5	Events Specialist - Athletics	\$19,188.00	\$38,376.00
1.0	Staff Assistant	\$36,914.00	\$36,914.00
0.5	Aquatics Supervisor	\$36,507.50	\$73,015.00
1.0	Recreation Center Manager	\$90,155.40	\$90,155.40
1.0	Assistant Recreation Center Manager	\$78,747.00	\$78,747.00
1.0	Fitness Coordinator	\$48,796.00	\$48,796.00
1.0	Membership Services Coordinator	\$48,796.00	\$48,796.00
1.0	Aquatics Coordinator	\$48,796.00	\$48,796.00
1.0	Aquatics Maintenance Tech	\$37,252.00	\$37,252.00
1.0	Recreation Center Maintenance Coordinator	\$48,796.00	\$48,796.00
1.0	Athletics Coordinator	\$48,796.00	\$48,796.00
2.0	Recreation Center Custodian	\$74,504.00	\$37,252.00
12.5	Full Time Benefit Percentage not included in wages	30.00%	
<b>Hourly Part Time Staff</b>		<b>Hourly</b>	
	Front Desk Lead	\$13.00	
	Front Desk	\$10.50	
	Pool Manager	\$14.50	
	Head Lifeguard	\$13.00	
	Lifeguard	\$12.00	
	Water Safety Instructor	\$12.00	
	Fitness Assistant	\$10.50	
	Recreation Assistant	\$10.50	
	Child Watch	\$12.00	
	PT Facility Lead	\$13.50	
	Certified Fitness Instructor	\$25.00	
	Private Swim Lesson Instructor	\$14.50	
	Part Time Benefit Percentage not included in wages	15.00%	

Note – salary used for above full-time positions represents mid-point salary range.

The Steering Committee's voted on July 10, 2025, to recommend the "extended hours/98% Cost Recovery Proforma" to the COCS City Council for their consideration. See table 13, page 23 below.

Table #2 depicts a five-year pro-forma for Option #1 resulting in a potential 101% cost recovery.

**Table #2: College Station Recreation Center Operations & Maintenance Projections Five-Year Pro-Forma for Option #1 Resulting in 101% Cost Recovery**

<b>College Station Recreation Center - Option #1 101% Cost Recovery</b>					
<b>Five-Year Pro-forma</b>					
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
<b>EXPENSES</b>					
Personnel	\$2,186,714	\$2,252,315	\$2,319,885	\$2,389,481	\$2,461,166
Contractual Services	\$809,385	\$825,573	\$850,340	\$875,850	\$902,125
Commodities	\$293,050	\$298,911	\$304,889	\$310,987	\$317,207
Internal Service Cost	\$526,264	\$536,789	\$547,525	\$558,475	\$569,645
<b>TOTAL EXPENSES</b>	<b>\$3,815,413</b>	<b>\$3,913,588</b>	<b>\$4,022,639</b>	<b>\$4,134,794</b>	<b>\$4,250,143</b>
<b>REVENUES</b>					
Memberships/Passes	\$3,113,933	\$3,300,768	\$3,399,792	\$3,501,785	\$3,606,839
Programs	\$416,000	\$440,960	\$454,189	\$467,814	\$481,849
Rentals	\$196,216	\$207,989	\$214,229	\$220,655	\$227,275
Existing Staff Budget from General Fund	\$124,918	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$3,851,066</b>	<b>\$3,949,717</b>	<b>\$4,068,209</b>	<b>\$4,190,255</b>	<b>\$4,315,963</b>
<b>NET</b>	<b>\$35,653</b>	<b>\$36,129</b>	<b>\$45,570</b>	<b>\$55,461</b>	<b>\$65,820</b>
<b>COST RECOVERY</b>	<b>101%</b>	<b>101%</b>	<b>101%</b>	<b>101%</b>	<b>102%</b>

\* Need to increase revenue from memberships/passes, programs and rentals by 6% in year 2, then continue to increase by 3% in subsequent years.

Table #3 depicts a one-year summary including all expenses and revenue, for Option #1 resulting in a potential 101% cost recovery.

**Table #3: One-Year Summary for Option #1 Resulting in 101% Cost Recovery**

College Station Recreation Center - Option #1 101% Cost Recovery			
Operations and Maintenance Projections			
	Estimated Cost Recovery	101%	
Staffing Projections			\$2,186,714
Full Time Staff		<u>\$844,423</u>	
Part Time Staff		<u>\$1,342,291</u>	
Operating Expenses			
Contractual Services			\$809,385
Commodities			\$293,050
Facility Expenses			\$3,289,149
Internal Service Cost			\$526,264
<b>Total Expenses</b>			<b>\$3,815,413</b>
Revenue			
Memberships/Passes			\$3,113,933
Programs			\$416,000
Rentals			\$196,216
Facility Revenue			\$3,726,149
Existing Staff Budget from General Fund			\$124,918
<b>Total Revenue</b>			<b>\$3,851,066</b>
		Total Revenue	\$3,851,066
		Total Expenses	\$3,815,413
		Total Net	\$35,653
		Cost Recovery	101%

Table #4 depicts the projected expenses for Option #1 resulting in a potential 101% cost recovery.

**Table #4: Expenses for Option #1 Resulting in a Potential 101% Cost Recovery.**

College Station Recreation Center - Option #1 101% Cost Recovery									
Operating and Maintenance Budget Projection									
Estimated Cost Recovery									
101%									
Staffing Projections		FTE	Hours	Salary	Annual Cost	Sub total w/ benefits	Total w/ Benefits		
Full Time Staff						\$844,423	\$2,186,714	66.48%	
existing Recreation Programs Supervisor - Athletics		0.5	1040	\$64,616.00	\$32,308				
existing Events Specialist - Athletics		0.5	1040	\$38,376.00	\$19,188				
existing Staff Assistant		1	2080	\$36,914.00	\$36,914				
existing Aquatics Supervisor		0.5	1040	\$73,015.00	\$36,508				
new Recreation Center Manager		1	2080	\$90,155.40	\$90,155				
new Assistant Recreation Center Manager		1	2080	\$78,747.00	\$78,747				
new Fitness Coordinator		1	2080	\$48,796.00	\$48,796				
new Membership Services Coordinator		1	2080	\$48,796.00	\$48,796				
new Aquatics Coordinator		1	2080	\$48,796.00	\$48,796				
new Aquatics Maintenance Tech		1	2080	\$37,252.00	\$37,252				
new Recreation Center Maintenance Coordinator		1	2080	\$48,796.00	\$48,796				
new Athletics Coordinator		1	2080	\$48,796.00	\$48,796				
new Recreation Center Custodian		2	4160	\$37,252.00	\$74,504				
		12.5							\$194,867
			Benefits Percentage						30.00%
<b>Part Time Staff</b>									
Front Desk Lead			Hours	Hourly Cost					
Front Desk			5025	\$13.00	\$65,325				
Lifeguard			5025	\$10.50	\$52,763				
Lifeguard			5025	\$12.00	\$60,300				
Pool Manager			5025	\$14.50	\$72,863				
Head Lifeguard			5025	\$13.00	\$65,325				
Lifeguard			5025	\$12.00	\$60,300				
Lifeguard			5025	\$12.00	\$60,300				
Lifeguard			5025	\$12.00	\$60,300				
Lifeguard			5025	\$12.00	\$60,300				
Lifeguard			5025	\$12.00	\$60,300				
Fitness Assistant			5025	\$10.50	\$52,763				
Fitness Assistant			5025	\$10.50	\$52,763				
Child Watch Lead			2600	\$13.50	\$35,100				
Child Watch			2600	\$12.00	\$31,200				
Child Watch			2600	\$12.00	\$31,200				
Recreation Assistant			5025	\$10.50	\$52,763				
Recreation Assistant			5025	\$10.50	\$52,763				
PT Facility Lead			2100	\$13.50	\$28,350				
Certified Fitness Instructor			4500	\$25.00	\$112,500				
Private Swim Lesson Instructor			2000	\$14.50	\$29,000				
Water Safety Instructor			1000	\$12.00	\$12,000				
			Benefit Percentage not included in wages						\$173,516
			15.00%						
									\$1,342,291

Operating Expenses								
Contractual Services								
		Multiplier	Unit Cost					
Water		73,702	\$0.60			\$44,221		
Wastewater		73,702	\$0.13			\$9,581		
Electricity		73,702	\$1.68			\$123,819		
Sanitation		73,702	\$0.54			\$39,799		
Cable		1	\$3,100.00			\$3,100		
Phone		1	\$4,100.00			\$4,100		
Custodial		97,505	\$0.53			\$52,132		
Aquatics Aquatics Water		23,803	\$1.00			\$23,803		
Aquatics Aquatics Wastewater		23,803	\$0.48			\$11,425		
Aquatics Aquatics Electricity		23,803	\$2.38			\$56,651		
Aquatics Aquatics Sanitation		23,803	\$0.54			\$12,854		
Aquatics Chemicals		1	\$58,530.00			\$58,530		
Weight/Cardio Equipment Maintenance Contract		12	\$1,500.00			\$18,000		
HVAC Maintenance Contract		1	\$6,500.00			\$6,500		
Pest Control		1	\$1,000.00			\$1,000		
Elevator Contract		1	\$2,800.00			\$2,800		
Fire Extinguisher Contract		1	\$3,500.00			\$3,500		
Equipment Maintenance		12	\$3,000.00			\$36,000		
Software Credit Card Processing Fee		2.75%	\$3,726,148.50			\$102,469		
Security/Fire Alarm Service		1	\$1,900.00			\$1,900		
Building Insurance		1	\$190,000.00			\$190,000		
Office Equipment (copier)		12	\$600.00			\$7,200		
<b>Operating Expenses continued</b>							<b>\$293,050</b>	<b>8.91%</b>
<b>Commodities</b>								
First Aid Equipment						\$5,000		
First Aid Supplies						\$5,000		
Building Maintenance Supplies						\$10,000		
Marketing/Printing						\$50,000		
Office Supplies						\$10,000		
Education/Training						\$16,000		
Program Supplies						\$140,000		
Uniforms						\$10,000		
Contract Labor						\$31,250		
Minor/Tools Equipment						\$10,000		
Pre-Employment Screening						\$5,800		
Operating exclusive of staffing								
							<b>\$1,102,435</b>	
							<b>Facility Expenses</b>	<b>\$3,289,149</b>
							<b>Internal Service Cost</b>	<b>\$526,264</b>
							<b>Total Expenses</b>	<b>\$5,815,413</b>



Table #5 depicts the projected revenue for Option #1 resulting in a potential 101% cost recovery.

**Table #5: Revenue for Option #1 Resulting in a Potential 101% Cost Recovery.**

Revenue		Revenue Opportunities		Membership/Passes		Facility Revenue
125,192 population	Memberships/Passes	Projected Head Count	Projected Passes Sold Annually	Number	Price	\$3,726,149
Resident	<b>Annual Resident Passes</b>			Number	Revenue	\$3,113,933
	Adult	210,000	3500		\$408.00	
	Senior	60,000	1000		\$288.00	\$1,428,000.00
	Youth	27,000	450		\$288.00	\$288,000.00
	Family	75,000	1500		\$744.00	\$129,600.00
	Total Resident Annual Membership Pass Visits	372,000	6,450			\$1,116,000.00
Non-Resident	<b>Annual Non-resident Pass</b>			Number	Price	Revenue
	Adult	3,750	75		\$510.00	\$38,250.00
	Senior	2,000	40		\$360.00	\$14,400.00
	Youth	1,000	20		\$360.00	\$7,200.00
	Family	3,600	75		\$930.00	\$69,750.00
	Total Non-resident Annual Membership Pass Visits	10,350	210			
Resident	<b>Monthly Resident Pass</b>			Number	Price	Revenue
	Adult	600	75		\$34.00	\$2,550.00
	Senior	320	40		\$24.00	\$960.00
	Youth	160	20		\$24.00	\$480.00
	Family	40	5		\$62.00	\$310.00
	Total Month Visits	1,120	140			\$4,300
Non-Resident	<b>Monthly Non-Resident Pass</b>			Number	Price	Revenue
	Adult	400	50		\$42.50	\$2,125.00
	Senior	240	30		\$30.00	\$900.00
	Youth	40	5		\$30.00	\$150.00
	Family	40	5		\$77.50	\$387.50
	Total Month Visits	720	90			
Daily Admissions	<b>Daily Admission</b>			Number	Price	Revenue
	Adult	365	365		\$12.00	\$4,380.00
	Senior	365	365		\$10.00	\$3,650.00
	Youth	150	150		\$10.00	\$1,500.00
	Family	40	10		\$24.00	\$240.00
	Total Daily Admissions Visits	920				\$9,770
Non-Resident Daily Admissions	<b>Daily Non-Resident Admission</b>			Number	Price	Revenue
	Adult	180	180		\$15.00	\$2,700.00
	Senior	90	90		\$12.50	\$1,125.00
	Youth	90	90		\$12.50	\$1,125.00
	Family	20	5		\$30.00	\$150.00
	Total Daily Admissions Visits	380				
	<b>Total Annual Visits</b>	385,490				
	<b>Daily Average</b>	1,101				

Programs		#/Year	Price	Multiplier	Revenue	11.16%
<b>Special Functions</b>						
	this would include 5 rentals per week	250	\$275.00	100.00%	\$68,750	
<b>Aquatic Programs</b>						
	Birthdays Parties	#/Year	Cost Per Session	Multiplier		
	Swim Lessons (8 classes)	2000	\$53.00	100.00%	\$106,000	
	Private Swim Lessons (4 classes)	1000	\$73.00	100.00%	\$73,000	
<b>Fitness Programs</b>						
	Children's Clinic	#/Year	Cost Per Session	Multiplier		
	Children's Camp - SUMMER / SPRING BREAK / THANKSGIVING	150	\$45.00	100.00%	\$6,750	
		300	\$125.00	100.00%	\$37,500	
<b>Leagues</b>						
	Adult Basketball League	#/Year	Cost Per Team	Multiplier		
	Adult Volleyball League	30	\$350.00	100.00%	\$10,500	
	Pickleball League	90	\$300.00	100.00%	\$27,000	
	Youth Volleyball	50	\$150.00	100.00%	\$7,500	
	Youth Basketball	250	\$100.00	100.00%	\$25,000	
		450	\$100.00	100.00%	\$45,000	
<b>Department Special Event</b>						
	Adult Basketball Tournament	#/Year	Cost Per Team	Multiplier		
	Adult Volleyball Tournament	30	\$100.00	100.00%	\$3,000	
	Pickleball Tournament	30	\$100.00	100.00%	\$3,000	
		60	\$50.00	100.00%	\$3,000	
<b>Rentals</b>						
<b>Rec Center Rentals</b>						
	2 three-hour rentals per year	# hours/Year	Cost Per Hour	Multiplier		
	this would include only 15 rentals per week	12	\$1,000.00	100.00%	\$12,000	
	Entire Center (per hour)	750	\$45.00	100.00%	\$33,750	
	Half court (per hour)	750	\$90.00	100.00%	\$67,500	
	One Court (per hour)	250	\$180.00	100.00%	\$45,000	
	Two Courts (per hour)	12	\$394.00	100.00%	\$4,728	
	Recreation Activity Pool - Up to 100 people	12	\$630.00	100.00%	\$7,560	
	Recreation Activity Pool - 101 - 300 people	12	\$840.00	100.00%	\$10,080	
	Recreation Activity Pool - 301-600 people	12	\$394.00	100.00%	\$4,728	
	8 Lane 25 Yard Pool - Up to 100 people	1	\$630.00	100.00%	\$630	
	8 Lane 25 Yard Pool * 101 - 300 people	1	\$20.00	100.00%	\$20	
	One Lane (per hour)	1	\$40.00	100.00%	\$40	
	Party Room (per hour)	1	\$100.00	100.00%	\$100	
	Multi-purpose (Entire) (per hour)	1	\$80.00	100.00%	\$80	
	Multi-purpose (Large side) (per hour)	1	\$80.00	100.00%	\$80	
	Multi-purpose (Small side) (per hour)	250	\$40.00	100.00%	\$10,000	
	this would include only 5 rentals per week					
					<b>Facility Revenue</b>	<b>\$3,726,149</b>
					<b>Existing Staff Budget from General Fund</b>	<b>\$124,918</b>
					<b>Total Revenue</b>	<b>\$3,851,066</b>
					<b>Total Revenue</b>	<b>\$3,851,066</b>
					<b>Total Expenses</b>	<b>\$3,815,413</b>
					<b>Total Net</b>	<b>\$35,653</b>
					<b>Cost Recovery</b>	<b>101%</b>

Table #6 depicts the proposed membership fees for the 101% and 88% cost recovery projections.

**Table #6 Fees and Rate Comparisons (Memberships) for the 101% and 88% Cost Recovery Projections**

<b>College Station Recreation Center Fees and Rates Comparison</b>					
<b>Membership Fees</b>		<b>101%</b>		<b>88%</b>	
		<b>Annual</b>	<b>Monthly</b>	<b>Annual</b>	<b>Monthly</b>
Resident					
	Adult	\$408.00	\$34.00	\$336.00	\$28.00
	Senior	\$288.00	\$24.00	\$240.00	\$20.00
	Youth	\$288.00	\$24.00	\$240.00	\$20.00
	Family	\$744.00	\$62.00	\$624.00	\$52.00
Non-resident (increased 25%)					
	Adult	\$510.00	\$42.50	\$420.00	\$35.00
	Senior	\$360.00	\$30.00	\$300.00	\$25.00
	Youth	\$360.00	\$30.00	\$300.00	\$25.00
	Family	\$930.00	\$77.50	\$780.00	\$65.00

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Table #8 depicts the proposed program fees, and rental rates for the 101% and 88% cost recovery projections.

**Table #8 Program and Rental Rates for the 101% and 88% Cost Recovery Projections**

Program/Rental Rates	
	Price Per Two Hour Party
Birthday Parties	\$275.00
	Cost Per Session
Swim Lessons	\$53.00
Private Swim Lessons	\$73.00
Children's Clinic	\$45.00
Children's Camp - SUMMER / SPRING BREAK / THANKSGIVING	\$125.00
	Cost Per Team
Adult Basketball League	\$350.00
Adult Volleyball League	\$300.00
Pickleball League	\$150.00
Youth Volleyball	\$100.00
Youth Basketball	\$100.00
Adult Basketball Tournament	\$100.00
Adult Volleyball Tournament	\$100.00
Pickleball Tournament	\$50.00
	Cost Per Occurrence
Entire Center (per hour)	\$1,000.00
Half Court (per hour)	\$45.00
One Court (per hour)	\$90.00
Two Courts (per hour)	\$180.00
Recreation Activity Pool - Up to 100 people	\$394.00
Recreation Activity Pool - 101 - 300 people	\$630.00
Recreation Activity Pool - 301-600 people	\$840.00
8 Lane 25 Yard Pool - Up to 100 people	\$394.00
8 Lane 25 Yard Pool * 101 - 300 people	\$630.00
One Lane (per hour)	\$20.00
Party Room (per hour)	\$40.00
Multi-purpose (Entire) (per hour)	\$100.00
Multi-purpose (Large side) (per hour)	\$80.00
Multi-purpose (Small side) (per hour)	\$40.00

Note – fees and rates for programs and rentals are the same for all cost recovery projections.

Table #10 depicts a five-year pro-forma for Option #1 resulting in a potential 88% cost recovery.

**Table #10: College Station Recreation Center Operations & Maintenance Projections Five-Year Pro-Forma for Option #1 Resulting in 88% Cost Recovery**

<b>College Station Recreation Center - Option #1 88% Cost Recovery</b>					
<b>Five-Year Pro-forma</b>					
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
<b>EXPENSES</b>					
Personnel	\$2,186,714	\$2,252,315	\$2,319,885	\$2,389,481	\$2,461,166
Contractual Services	\$794,885	\$810,782	\$835,106	\$860,159	\$885,964
Commodities	\$293,050	\$298,911	\$304,889	\$310,987	\$317,207
Internal Service Cost	\$523,944	\$534,423	\$545,111	\$556,013	\$567,134
<b>TOTAL EXPENSES</b>	<b>\$3,798,593</b>	<b>\$3,896,431</b>	<b>\$4,004,991</b>	<b>\$4,116,641</b>	<b>\$4,231,470</b>
<b>REVENUES</b>					
Memberships/Passes	\$2,586,655	\$2,741,854	\$2,824,110	\$2,908,833	\$2,996,098
Programs	\$416,000	\$440,960	\$454,189	\$467,814	\$481,849
Rentals	\$196,216	\$207,989	\$214,229	\$220,655	\$227,275
Existing Staff Budget from General Fund	\$124,918	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$3,323,789</b>	<b>\$3,390,803</b>	<b>\$3,492,527</b>	<b>\$3,597,303</b>	<b>\$3,705,222</b>
<b>NET</b>	<b>(\$474,804)</b>	<b>(\$505,628)</b>	<b>(\$512,464)</b>	<b>(\$519,338)</b>	<b>(\$526,248)</b>
<b>COST RECOVERY</b>	<b>88%</b>	<b>87%</b>	<b>87%</b>	<b>87%</b>	<b>88%</b>

\* Need to increase revenue from memberships/passes, programs and rentals by 6% in year 2, then continue to increase by 3% in subsequent years.

Note – membership fees were reduced 16% for the 88% Cost Recovery Projections.

Table #11 depicts a one-year summary including all expenses and revenue for Option #1 resulting in a potential 88% cost recovery.

**Table #11: College Station Recreation Center Operations & Maintenance Projections One-Year Summary for Option #1 Resulting in 88% Cost Recovery**

<b>College Station Recreation Center - Option #1 88% Cost Recovery</b>			
<b>Operations and Maintenance Projections</b>			
	<b>Estimated Cost</b>	<b>88%</b>	
	<b>Recovery</b>		
<b>STAFFING PROJECTIONS</b>			<b>\$2,186,714</b>
Full Time Staff		<u>\$844,423</u>	
Part Time Staff		<u>\$1,342,291</u>	
<b>OPERATING EXPENSES</b>			
Contractual Services			\$794,885
Commodities			\$293,050
Facility Expenses			\$3,274,649
Internal Service Cost			\$523,944
<b>Total Expenses</b>			<b>\$3,798,593</b>
<b>Revenue</b>			
Memberships/Passes			\$2,586,655
Programs			\$416,000
Rentals			\$196,216
Facility Revenue			\$3,198,871
Existing Staff Budget from General Fund			\$124,918
<b>Total Revenue</b>			<b>\$3,323,789</b>
		<b>Total Revenue</b>	<b>\$3,323,789</b>
		<b>Total Expenses</b>	<b>\$3,798,593</b>
		<b>Total Net</b>	<b>(\$474,804)</b>
		<b>Cost Recovery</b>	<b>88%</b>

Table #12 depicts the projected expenses for Option #1 resulting in a potential 88% cost recovery.

**Table #12: Expenses for Option #1 Resulting in a Potential 88% Cost Recovery.**

College Station Recreation Center - Option #1 88% Cost Recovery									
Operating and Maintenance Budget Projection									
Staffing Projections	Estimated Cost Recovery					88%			
	FTE	Hours	Salary	Annual Cost	Sub total w/ benefits	Total w/ Benefits			
<b>Full Time Staff</b>									
existing Recreation Programs Supervisor - Athletics	0.5	1040	\$64,616.00	\$32,308					
existing Events Specialist - Athletics	0.5	1040	\$38,376.00	\$19,188					
existing Staff Assistant	1	2080	\$36,914.00	\$36,914					
existing Aquatics Supervisor	0.5	1040	\$73,015.00	\$36,508					
new Recreation Center Manager	1	2080	\$90,155.40	\$90,155					
new Assistant Recreation Center Manager	1	2080	\$78,747.00	\$78,747					
new Fitness Coordinator	1	2080	\$48,796.00	\$48,796					
new Membership Services Coordinator	1	2080	\$48,796.00	\$48,796					
new Aquatics Coordinator	1	2080	\$48,796.00	\$48,796					
new Aquatics Maintenance Tech	1	2080	\$37,252.00	\$37,252					
new Recreation Center Maintenance Coordinator	1	2080	\$48,796.00	\$48,796					
new Athletics Coordinator	1	2080	\$48,796.00	\$48,796					
new Recreation Center Custodian	2	4160	\$37,252.00	\$74,504					
		12.5							
	Benefits Percentage		30.00%		\$194,867				
<b>Part Time Staff</b>									
Front Desk Lead		Hours	Hourly Cost						
Front Desk	5025	5025	\$13.00	\$65,325					
Lifeguard	5025	5025	\$10.50	\$52,763					
Lifeguard	5025	5025	\$12.00	\$60,300					
Lifeguard	5025	5025	\$12.00	\$60,300					
Pool Manager	5025	5025	\$14.50	\$72,863					
Head Lifeguard	5025	5025	\$13.00	\$65,325					
Lifeguard	5025	5025	\$12.00	\$60,300					
Lifeguard	5025	5025	\$12.00	\$60,300					
Lifeguard	5025	5025	\$12.00	\$60,300					
Lifeguard	5025	5025	\$12.00	\$60,300					
Lifeguard	5025	5025	\$12.00	\$60,300					
Fitness Assistant	5025	5025	\$10.50	\$52,763					
Fitness Assistant	5025	5025	\$10.50	\$52,763					
Child Watch Lead	2600	2600	\$13.50	\$35,100					
Child Watch	2600	2600	\$12.00	\$31,200					
Child Watch	2600	2600	\$12.00	\$31,200					
Recreation Assistant	5025	5025	\$10.50	\$52,763					
Recreation Assistant	5025	5025	\$10.50	\$52,763					
PT Facility Lead	2100	2100	\$13.50	\$28,350					
Certified Fitness Instructor	4500	4500	\$25.00	\$112,500					
Private Swim Lesson Instructor	2000	2000	\$14.50	\$29,000					
Water Safety Instructor	1000	1000	\$12.00	\$12,000					
	Benefit Percentage not included in wages		15.00%	\$173,516					
					\$1,342,291				

Operating Expenses								
Contractual Services								
		Multiplier	Unit Cost					
Water		73,702	\$0.60			\$44,221		
Wastewater		73,702	\$0.13			\$9,581		
Electricity		73,702	\$1.68			\$123,819		
Sanitation		73,702	\$0.54			\$39,799		
Cable		1	\$3,100.00			\$3,100		
Phone		1	\$4,100.00			\$4,100		
Custodial		97,505	\$0.53			\$52,132		
Aquatics Water		23,803	\$1.00			\$23,803		
Aquatics Wastewater		23,803	\$0.48			\$11,425		
Aquatics Electricity		23,803	\$2.38			\$56,651		
Aquatics Sanitation		23,803	\$0.54			\$12,854		
Aquatics Chemicals		1	\$58,530.00			\$58,530		
Weight/Cardio Equipment Maintenance Contract		12	\$1,500.00			\$18,000		
HVAC Maintenance Contract		1	\$6,500.00			\$6,500		
Pest Control		1	\$1,000.00			\$1,000		
Elevator Contract		1	\$2,800.00			\$2,800		
Fire Extinguisher Contract		1	\$3,500.00			\$3,500		
Equipment Maintenance		12	\$3,000.00			\$36,000		
Software Credit Card Processing Fee		2.75%	\$3,192,871.00			\$87,804		
Security/Fire Alarm Service		1	\$1,900.00			\$1,900		
Building Insurance		1	\$190,000.00			\$190,000		
Office Equipment (copier)		12	\$600.00			\$7,200		
<b>Operating Expenses continued</b>							<b>\$293,050</b>	<b>8.95%</b>
<b>Commodities</b>								
First Aid Equipment						\$5,000		
First Aid Supplies						\$5,000		
Building Maintenance Supplies						\$10,000		
Marketing/Printing						\$50,000		
Office Supplies						\$10,000		
Education/Training						\$16,000		
Program Supplies						\$140,000		
Uniforms						\$10,000		
Contract Labor						\$31,250		
Minor/Tools Equipment						\$10,000		
Pre-Employment Screening						\$10,000		
Operating exclusive of staffing						\$5,800		
						<b>\$1,087,770</b>		
						<b>Facility Expenses</b>	<b>\$3,274,484</b>	
						<b>Internal Service Cost</b>	<b>\$523,917</b>	
						<b>Total Expenses</b>	<b>\$3,798,401</b>	

Table #13 depicts the projected revenue for Option #1 resulting in a potential 88% cost recovery.

**Table #12: Revenue for Option #1 Resulting in a Potential 88% Cost Recovery.**

Revenue		Revenue Opportunities		Membership/Passes		Facility Revenue
125,192 population						\$3,198,871
<b>Memberships/Passes</b>						<b>\$2,586,655</b>
						<b>68.10%</b>
<b>Resident</b>						
	<b>Projected Head Count</b>	<b>Projected Passes Sold Annually</b>	<b>Price</b>	<b>Revenue</b>		
		<b>Number</b>				
	Adult	3500	\$336.00	\$1,176,000.00		\$2,460,000
	Senior	1000	\$240.00	\$240,000.00		
	Youth	450	\$240.00	\$108,000.00		
	Family	1500	\$624.00	\$936,000.00		
	Total Resident Annual Membership Pass Visits	6,450				
<b>Non-Resident</b>						
	<b>Annual Non-resident Pass</b>	<b>Number</b>	<b>Price</b>	<b>Revenue</b>		
	Adult	75	\$420.00	\$31,500.00		\$108,000
	Senior	40	\$300.00	\$12,000.00		
	Youth	20	\$300.00	\$6,000.00		
	Family	75	\$780.00	\$58,500.00		
	Total Non-resident Annual Membership Pass Visits	210				
<b>Resident</b>						
	<b>Monthly Resident Pass</b>	<b>Number</b>	<b>Price</b>	<b>Revenue</b>		
	Adult	75	\$28.00	\$2,100.00		\$3,560
	Senior	40	\$20.00	\$800.00		
	Youth	20	\$20.00	\$400.00		
	Family	40	\$52.00	\$2,080.00		
	Total Month Visits	140				
<b>Non-Resident</b>						
	<b>Monthly Non-Resident Pass</b>	<b>Number</b>	<b>Price</b>	<b>Revenue</b>		
	Adult	50	\$35.00	\$1,750.00		\$2,950
	Senior	30	\$25.00	\$750.00		
	Youth	5	\$25.00	\$125.00		
	Family	5	\$65.00	\$325.00		
	Total Month Visits	90				
<b>Daily Admissions</b>						
	<b>Daily Admission</b>	<b>Number</b>	<b>Price</b>	<b>Revenue</b>		
	Adult	365	\$10.00	\$3,650.00		\$7,970
	Senior	365	\$8.00	\$2,920.00		
	Youth	150	\$8.00	\$1,200.00		
	Family	10	\$20.00	\$200.00		
	Total Daily Admissions Visits	920				
<b>Non-Resident Daily Admissions</b>						
	<b>Daily Non-Resident Admission</b>	<b>Number</b>	<b>Price</b>	<b>Revenue</b>		
	Adult	180	\$12.50	\$2,250.00		\$4,175
	Senior	90	\$10.00	\$900.00		
	Youth	90	\$10.00	\$900.00		
	Family	20	\$25.00	\$500.00		
	Total Daily Admissions Visits	380				
	<b>Total Annual Visits</b>	385,490				
	<b>Daily Average</b>	1,101				

Programs		#/Year	Price	Multiplier	Revenue
<b>Special Functions</b>					
	this would include 5 rentals per week	250	\$275.00	100.00%	\$68,750
<b>Aquatic Programs</b>					
	Birthday Parties	#/Year	Cost Per Session	Multiplier	
	Swim Lessons (8 classes)	2000	\$53.00	100.00%	\$106,000
	Private Swim Lessons (4 classes)	1000	\$73.00	100.00%	\$73,000
<b>Children's Programs</b>					
	Children's Clinic	#/Year	Cost Per Session	Multiplier	
	Children's Camp - SUMMER / SPRING BREAK / THANKSGIVING	150	\$45.00	100.00%	\$6,750
		300	\$125.00	100.00%	\$37,500
<b>Leagues</b>					
	Adult Basketball League	#/Year	Cost Per Team	Multiplier	
	Adult Volleyball League	30	\$350.00	100.00%	\$10,500
	Pickleball League	90	\$300.00	100.00%	\$27,000
	Youth Volleyball	50	\$150.00	100.00%	\$7,500
	Youth Basketball	250	\$100.00	100.00%	\$25,000
		450	\$100.00	100.00%	\$45,000
<b>Department Special Event</b>					
	Adult Basketball Tournament	#/Year	Cost Per Team	Multiplier	
	Adult Volleyball Tournament	30	\$100.00	100.00%	\$3,000
	Pickleball Tournament	60	\$50.00	100.00%	\$3,000
<b>Rentals</b>					
<b>Rec Center Rentals</b>		# hours/Year	Cost Per Hour	Multiplier	
	2 three hour rentals per year Entire Center (per hour)	12	\$1,000.00	100.00%	\$12,000
	this would include only 15 rentals per week Half Court (per hour)	750	\$45.00	100.00%	\$33,750
	this would include only 15 rentals per week One Court (per hour)	750	\$90.00	100.00%	\$67,500
	this would include only 5 rentals per week Two Courts (per hour)	250	\$180.00	100.00%	\$45,000
	Recreation Activity Pool - Up to 100 people	12	\$394.00	100.00%	\$4,728
	Recreation Activity Pool - 101 - 300 people	12	\$630.00	100.00%	\$7,560
	Recreation Activity Pool - 301-600 people	12	\$840.00	100.00%	\$10,080
	8 Lane 25 Yard Pool - Up to 100 people	12	\$394.00	100.00%	\$4,728
	this would include only 5 rentals per week Multi-purpose (Small side) (per hour)	250	\$40.00	100.00%	\$10,000
<b>Existing Staff Budget from General Fund</b>					<b>Facility Revenue 3,198,871</b>
<b>Total Revenue</b>					<b>124,918</b>
<b>Total Revenue</b>					<b>3,323,789</b>
<b>Total Revenue</b>					<b>3,323,789</b>
<b>Total Expenses</b>					<b>\$3,798,593</b>
<b>Total Net</b>					<b>(\$474,804)</b>
<b>Cost Recovery</b>					<b>88%</b>
<b>Total Revenue</b>					<b>\$416,000</b>
<b>Total Revenue</b>					<b>10.95%</b>

Table #13 depicts a five-year pro-forma for Option #2 resulting in a potential 98% cost recovery.

**Table #13: College Station Recreation Center Operations & Maintenance Projections Five-Year Pro-Forma for Option #2 Resulting in 98% Cost Recovery**

<b>College Station Recreation Center - Option #2 98% Cost Recovery</b>					
<b>Five-Year Pro-forma - Expanded Hours</b>					
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
<b>EXPENSES</b>					
Personnel	\$2,293,146	\$2,361,941	\$2,432,799	\$2,505,783	\$2,580,956
Contractual Services	\$809,385	\$825,573	\$850,340	\$875,850	\$902,125
Commodities	\$293,050	\$298,911	\$304,889	\$310,987	\$317,207
Internal Service Cost	\$543,293	\$554,159	\$565,242	\$576,547	\$588,078
<b>TOTAL EXPENSES</b>	<b>\$3,938,874</b>	<b>\$4,040,583</b>	<b>\$4,153,270</b>	<b>\$4,269,167</b>	<b>\$4,388,367</b>
<b>REVENUES</b>					
Memberships/Passes	\$3,113,933	\$3,300,768	\$3,399,792	\$3,501,785	\$3,606,839
Programs	\$416,000	\$440,960	\$454,189	\$467,814	\$481,849
Rentals	\$196,216	\$207,989	\$214,229	\$220,655	\$227,275
Existing Staff Budget from General Fund	\$124,918	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$3,851,066</b>	<b>\$3,949,717</b>	<b>\$4,068,209</b>	<b>\$4,190,255</b>	<b>\$4,315,963</b>
<b>NET</b>	<b>(\$87,808)</b>	<b>(\$90,866)</b>	<b>(\$85,061)</b>	<b>(\$78,912)</b>	<b>(\$72,404)</b>
<b>COST RECOVERY</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>	<b>98%</b>

\* Need to increase revenue from memberships/passess, programs and rentals by 6% in year 2, then continue to increase by 3% in subsequent years.

Table #14 depicts a one-year summary including all expenses and revenue, for Option #2 resulting in a potential 98% cost recovery.

**Table #14: One-Year Summary For Option #2 Resulting in 98% Cost Recovery**

College Station Recreation Center - Option #2 98% Cost Recovery			
Operations and Maintenance Projections - Expanded Hours			
	Estimated Cost Recovery	98%	
Staffing Projections			\$2,293,146
Full Time Staff		<u>\$844,423</u>	
Part Time Staff		<u>\$1,448,724</u>	
Operating Expenses			
Contractual Services			\$809,385
Commodities			\$293,050
Facility Expenses			\$3,395,581
Internal Service Cost			\$543,293
<b>Total Expenses</b>			<b>\$3,938,874</b>
Revenue			
Memberships/Passes			\$3,113,933
Programs			\$416,000
Rentals			\$196,216
Facility Revenue			\$3,726,149
Existing Staff Budget from General Fund			\$124,918
<b>Total Revenue</b>			<b>\$3,851,066</b>
		Total Revenue	\$3,851,066
		Total Expenses	\$3,938,874
		Total Net	<b>(\$87,808)</b>
		Cost Recovery	98%

Table #15 depicts the projected expenses for Option #2 resulting in a potential 98% cost recovery.

**Table #15: Expenses for Option #2 Resulting in a Potential 98% Cost Recovery.**

College Station Recreation Center - Option #2 98% Cost Recovery									
Operating and Maintenance Budget Projection - Expanded Hours									
Estimated Cost Recovery									
		FTE	Hours	Salary	Annual Cost	98%	Sub total w/ benefits	Total w/ Benefits	
<b>Staffing Projections</b>									
<b>Full Time Staff</b>									
existing Recreation Programs Supervisor - Athletics		0.5	1040	\$64,616.00	\$32,308				
existing Events Specialist - Athletics		0.5	1040	\$38,376.00	\$19,188				
existing Staff Assistant		1	2080	\$36,914.00	\$36,914				
existing Aquatics Supervisor		0.5	1040	\$73,015.00	\$36,508				
new Recreation Center Manager		1	2080	\$90,155.40	\$90,155				
new Assistant Recreation Center Manager		1	2080	\$78,747.00	\$78,747				
new Fitness Coordinator		1	2080	\$48,796.00	\$48,796				
new Membership Services Coordinator		1	2080	\$48,796.00	\$48,796				
new Aquatics Coordinator		1	2080	\$48,796.00	\$48,796				
new Aquatics Maintenance Tech		1	2080	\$37,252.00	\$37,252				
new Recreation Center Maintenance Coordinator		1	2080	\$48,796.00	\$48,796				
new Athletics Coordinator		1	2080	\$48,796.00	\$48,796				
new Recreation Center Custodian		2	4160	\$37,252.00	\$74,504				
		12.5			\$194,867				
			Benefits Percentage	30.00%					
							\$844,423	\$2,293,146	67.53%
<b>Part Time Staff</b>									
Front Desk Lead			5525	\$13.00	\$71,825				
Lifeguard			5525	\$10.50	\$58,013				
Lifeguard			5525	\$12.00	\$66,300				
Pool Manager			5525	\$14.50	\$80,113				
Head Lifeguard			5525	\$13.00	\$71,825				
Lifeguard			5525	\$12.00	\$66,300				
Lifeguard			5525	\$12.00	\$66,300				
Lifeguard			5525	\$12.00	\$66,300				
Lifeguard			5525	\$12.00	\$66,300				
Fitness Assistant			5525	\$10.50	\$58,013				
Fitness Assistant			5525	\$10.50	\$58,013				
Child Watch Lead			2600	\$13.50	\$35,100				
Child Watch			2600	\$12.00	\$31,200				
Child Watch			2600	\$12.00	\$31,200				
Recreation Assistant			5525	\$10.50	\$58,013				
Recreation Assistant			5525	\$10.50	\$58,013				
PT Facility Lead			2400	\$13.50	\$32,400				
Certified Fitness Instructor			4500	\$25.00	\$112,500				
Private Swim Lesson Instructor			2000	\$14.50	\$29,000				
Water Safety Instructor			1000	\$12.00	\$12,000				
			Benefit Percentage not included in wages	15.00%					
							\$1,448,724		

Operating Expenses									
Contractual Services									
			Multiplier	Unit Cost					
Water			73,702	\$0.60				\$44,221	
Wastewater			73,702	\$0.13				\$9,581	
Electricity			73,702	\$1.68				\$123,819	
Sanitation			73,702	\$0.54				\$39,799	
Cable			1	\$3,100.00				\$3,100	
Phone			1	\$4,100.00				\$4,100	
Custodial			97,505	\$0.53				\$52,132	
Aquatics Aquatics Water			23,803	\$1.00				\$23,803	
Aquatics Aquatics Wastewater			23,803	\$0.48				\$11,425	
Aquatics Aquatics Electricity			23,803	\$2.38				\$56,651	
Aquatics Aquatics Sanitation			23,803	\$0.54				\$12,854	
Aquatics Chemicals			1	\$58,530.00				\$58,530	
Weight/Cardio Equipment Maintenance Contract			12	\$1,500.00				\$18,000	
HVAC Maintenance Contract			1	\$6,500.00				\$6,500	
Pest Control			1	\$1,000.00				\$1,000	
Elevator Contract			1	\$2,800.00				\$2,800	
Fire Extinguisher Contract			1	\$3,500.00				\$3,500	
Equipment Maintenance			12	\$3,000.00				\$36,000	
Software Credit Card Processing Fee			2.75%	\$3,726,148.50				\$102,469	
Security/Fire Alarm Service			1	\$1,900.00				\$1,900	
Building Insurance			1	\$190,000.00				\$190,000	
Office Equipment (copier)			12	\$600.00				\$7,200	
<b>Operating Expenses continued</b>									
<b>Commodities</b>									
First Aid Equipment								\$5,000	
First Aid Supplies								\$5,000	
Building Maintenance Supplies								\$10,000	
Marketing/Printing								\$50,000	
Office Supplies								\$10,000	
Education/Training								\$16,000	
Program Supplies								\$140,000	
Uniforms								\$10,000	
Contract Labor								\$31,250	
Minor/Tools Equipment								\$10,000	
Pre-Employment Screening								\$5,800	
Operating exclusive of staffing									
									<b>\$1,102,435</b>
<b>Facility Expenses</b>									<b>\$3,395,581</b>
<b>Internal Service Cost</b>									<b>\$543,293</b>
<b>Total Expenses</b>									<b>\$3,938,874</b>
									<b>\$809,385</b>
									<b>23.84%</b>
<b>Operating Expenses continued</b>									
<b>Commodities</b>									
									<b>\$293,050</b>
									<b>8.63%</b>





Table #16 depicts the projected revenue for Option #2 resulting in a potential 98% cost recovery.

**Table #16: Revenue for Option #2 Resulting in a Potential 98% Cost Recovery.**

Revenue		Revenue Opportunities		Membership/Passes		Facility Revenue	
125,192 population	Memberships/Passes	Projected Head Count	Projected Passes Sold Annually	Number	Price	Revenue	83.57%
Resident	<b>Annual Resident Passes</b>					\$2,961,600	
	Adult	210,000	3500		\$408.00	\$1,428,000.00	
	Senior	60,000	1000		\$288.00	\$288,000.00	
	Youth	27,000	450		\$288.00	\$129,600.00	
	Family	75,000	1500		\$744.00	\$1,116,000.00	
	Total Resident Annual Membership Pass Visits	372,000	6,450				
Non-Resident	<b>Annual Non-resident Pass</b>					\$129,600	
	Adult	3,750	75		\$510.00	\$38,250.00	
	Senior	2,000	40		\$360.00	\$14,400.00	
	Youth	1,000	20		\$360.00	\$7,200.00	
	Family	3,600	75		\$930.00	\$69,750.00	
	Total Non-resident Annual Membership Pass Visits	10,350	210				
Resident	<b>Monthly Resident Pass</b>					\$4,300	
	Adult	600	75		\$34.00	\$2,550.00	
	Senior	320	40		\$24.00	\$960.00	
	Youth	160	20		\$24.00	\$480.00	
	Family	40	5		\$62.00	\$310.00	
	Total Month Visits	1,120	140				
Non-Resident	<b>Monthly Non-Resident Pass</b>					\$3,563	
	Adult	400	50		\$42.50	\$2,125.00	
	Senior	240	30		\$30.00	\$900.00	
	Youth	40	5		\$30.00	\$150.00	
	Family	40	5		\$77.50	\$387.50	
	Total Month Visits	720	90				
Daily Admissions	<b>Daily Admission</b>					\$9,770	
	Adult	365	365		\$12.00	\$4,380.00	
	Senior	365	365		\$10.00	\$3,650.00	
	Youth	150	150		\$10.00	\$1,500.00	
	Family	40	10		\$24.00	\$240.00	
	Total Daily Admissions Visits	920					
Non-Resident Daily Admissions	<b>Daily Non-Resident Admission</b>					\$5,100	
	Adult	180	180		\$15.00	\$2,700.00	
	Senior	90	90		\$12.50	\$1,125.00	
	Youth	90	90		\$12.50	\$1,125.00	
	Family	20	5		\$30.00	\$150.00	
	Total Daily Admissions Visits	360					
	<b>Total Annual Visits</b>	385,490					
	<b>Daily Average</b>	1,101					

Programs		#/Year	Price	Revenue	Multiplier	\$416,000	11.16%
<b>Special Functions</b>							
	this would include 5 rentals per week						
<b>Aquatic Programs</b>							
	Birthday Parties	250	\$275.00	\$68,750	100.00%		
	Swim Lessons (8 classes)	2000	Cost Per Session	\$106,000	100.00%		
	Private Swim Lessons (4 classes)	1000	\$73.00	\$73,000	100.00%		
<b>Fitness Programs</b>							
	Personal Trainer	0	\$0.00	\$0	100.00%		
<b>Children's Programs</b>							
	Children's Clinic	150	Cost Per Session	\$6,750	100.00%		
	Children's Camp - SUMMER / SPRING BREAK / THANKSGIVING	300	\$125.00	\$37,500	100.00%		
<b>Leagues</b>							
	Adult Basketball League	30	Cost Per Team	\$10,500	100.00%		
	Adult Volleyball League	90	\$300.00	\$27,000	100.00%		
	Pickleball League	50	\$150.00	\$7,500	100.00%		
	Youth Volleyball	250	\$100.00	\$25,000	100.00%		
	Youth Basketball	450	\$100.00	\$45,000	100.00%		
<b>Department Special Event</b>							
	Adult Basketball Tournament	30	\$100.00	\$3,000	100.00%		
	Adult Volleyball Tournament	30	\$100.00	\$3,000	100.00%		
	Pickleball Tournament	60	\$50.00	\$3,000	100.00%		
<b>Rentals</b>							
<b>Rec Center Rentals</b>						\$196,216	5.27%
		# hours/Year	Cost Per Hour		Multiplier		
	2 three-hour rentals per year	12	\$1,000.00	\$12,000	100.00%		
	this would include only 15 rentals per week	750	\$45.00	\$33,750	100.00%		
	Half court (per hour)	750	\$90.00	\$67,500	100.00%		
	this would include only 15 rentals per week	250	\$180.00	\$45,000	100.00%		
	One Court (per hour)	12	\$394.00	\$4,728	100.00%		
	Recreation Activity Pool - Up to 100 people	12	\$630.00	\$7,560	100.00%		
	Recreation Activity Pool - 101 - 300 people	12	\$840.00	\$10,080	100.00%		
	Recreation Activity Pool - 301-600 people	12	\$394.00	\$4,728	100.00%		
	8 Lane 25 Yard Pool - Up to 100 people	1	\$630.00	\$630	100.00%		
	8 Lane 25 Yard Pool * 101 - 300 people	1	\$20.00	\$20	100.00%		
	One Lane (per hour)	1	\$40.00	\$40	100.00%		
	Party Room (per hour)	1	\$100.00	\$100	100.00%		
	Multi-purpose (Entire) (per hour)	1	\$80.00	\$80	100.00%		
	Multi-purpose (Large side) (per hour)	1	\$80.00	\$80	100.00%		
	Multi-purpose (Small side) (per hour)	250	\$40.00	\$10,000	100.00%		
	this would include only 5 rentals per week						
				<b>Existing Staff Budget from General Fund</b>			
				Facility Revenue	\$3,726,149		
				Total Revenue	\$124,918		
				Total Revenue	\$3,851,066		
				Total Revenue	\$3,851,066		
				Total Expenses	\$3,938,874		
				Total Net	(\$87,808)		
				Cost Recovery	98%		

Table #17 depicts the proposed membership fees for the 98% and 85% cost recovery projections.

**Table #17 Fees and Rate Comparisons (Memberships) for the 98% and 85% Cost Recovery Projections**

<b>College Station Recreation Center Fees and Rates Comparison</b>					
<b>Membership Fees</b>		<b>98%</b>		<b>85%</b>	
		<b>Annual</b>	<b>Monthly</b>	<b>Annual</b>	<b>Monthly</b>
Resident					
	Adult	\$408.00	\$34.00	\$336.00	\$28.00
	Senior	\$288.00	\$24.00	\$240.00	\$20.00
	Youth	\$288.00	\$24.00	\$240.00	\$20.00
	Family	\$744.00	\$62.00	\$624.00	\$52.00
Non-resident (increased 25%)					
	Adult	\$510.00	\$42.50	\$420.00	\$35.00
	Senior	\$360.00	\$30.00	\$300.00	\$25.00
	Youth	\$360.00	\$30.00	\$300.00	\$25.00
	Family	\$930.00	\$77.50	\$780.00	\$65.00

Table #18 depicts the proposed program fees, and rental rates for the 98% and 85% cost recovery projections.

**Table #18 Program and Rental Rates for the 98% and 85% Cost Recovery Projections**

Program/Rental Rates	
	Price Per Two Hour Party
Birthday Parties	\$275.00
	Cost Per Session
Swim Lessons	\$53.00
Private Swim Lessons	\$73.00
Children's Clinic	\$45.00
Children's Camp - SUMMER / SPRING	
BREAK / THANKSGIVING	\$125.00
	Cost Per Team
Adult Basketball League	\$350.00
Adult Volleyball League	\$300.00
Pickleball League	\$150.00
Youth Volleyball	\$100.00
Youth Basketball	\$100.00
Adult Basketball Tournament	\$100.00
Adult Volleyball Tournament	\$100.00
Pickleball Tournament	\$50.00
	Cost Per Occurrence
Entire Center (per hour)	\$1,000.00
Half Court (per hour)	\$45.00
One Court (per hour)	\$90.00
Two Courts (per hour)	\$180.00
Recreation Activity Pool - Up to 100 people	\$394.00
Recreation Activity Pool - 101 - 300 people	\$630.00
Recreation Activity Pool - 301-600 people	\$840.00
8 Lane 25 Yard Pool - Up to 100 people	\$394.00
8 Lane 25 Yard Pool * 101 - 300 people	\$630.00
One Lane (per hour)	\$20.00
Party Room (per hour)	\$40.00
Multi-purpose (Entire) (per hour)	\$100.00
Multi-purpose (Large side) (per hour)	\$80.00
Multi-purpose (Small side) (per hour)	\$40.00

Note – fees and rates for programs and rentals are the same for all cost recovery projections.

Table #19 depicts a five-year pro-forma for Option #2 resulting in a potential 85% cost recovery.

**Table #19: College Station Recreation Center Operations & Maintenance Projections Five-Year Pro-Forma for Option #2 Resulting in 85% Cost Recovery**

<b>College Station Recreation Center - Option #2 Expanded Hours 85% Cost Recovery</b>					
<b>Five-Year Pro-forma</b>					
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
<b>EXPENSES</b>					
Personnel	\$2,293,146	\$2,361,941	\$2,432,799	\$2,505,783	\$2,580,956
Contractual Services	\$794,885	\$810,782	\$835,106	\$860,159	\$885,964
Commodities	\$293,050	\$298,911	\$304,889	\$310,987	\$317,207
Internal Service Cost	\$540,973	\$551,792	\$562,828	\$574,085	\$585,567
<b>TOTAL EXPENSES</b>	<b>\$3,922,054</b>	<b>\$4,023,427</b>	<b>\$4,135,623</b>	<b>\$4,251,014</b>	<b>\$4,369,694</b>
<b>REVENUES</b>					
Memberships/Passes	\$2,586,655	\$2,741,854	\$2,824,110	\$2,908,833	\$2,996,098
Programs	\$416,000	\$440,960	\$454,189	\$467,814	\$481,849
Rentals	\$196,216	\$207,989	\$214,229	\$220,655	\$227,275
Existing Staff Budget from General Fund	\$124,918	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$3,323,789</b>	<b>\$3,390,803</b>	<b>\$3,492,527</b>	<b>\$3,597,303</b>	<b>\$3,705,222</b>
<b>NET</b>	<b>(\$598,266)</b>	<b>(\$632,623)</b>	<b>(\$643,095)</b>	<b>(\$653,711)</b>	<b>(\$664,471)</b>
<b>COST RECOVERY</b>	<b>85%</b>	<b>84%</b>	<b>84%</b>	<b>85%</b>	<b>85%</b>

\* Need to increase revenue from memberships/passess, programs and rentals by 6% in year 2, then continue to increase by 3% in subsequent years.

Note – membership fees were reduced 16% for the 85% Cost Recovery Projections.

Table #20 depicts a one-year summary including all expenses and revenue for Option #2 resulting in a potential 85% cost recovery.

**Table #20: College Station Recreation Center Operations & Maintenance Projections One-Year Summary for Option #2 Resulting in 85% Cost Recovery**

<b>College Station Recreation Center - Option #2 Expanded Hours 85% Cost Recovery</b>			
<b>Operations and Maintenance Projections</b>			
	<b>Estimated Cost</b>	<b>85%</b>	
	<b>Recovery</b>		
<b>STAFFING PROJECTIONS</b>			<b>\$2,293,146</b>
Full Time Staff		<u>\$844,423</u>	
Part Time Staff		<u>\$1,448,724</u>	
<b>OPERATING EXPENSES</b>			
Contractual Services			\$794,885
Commodities			\$293,050
Facility Expenses			\$3,381,081
Internal Service Cost			\$540,973
	<b>Total Expenses</b>		<b>\$3,922,054</b>
<b>Revenue</b>			
Memberships/Passes			\$2,586,655
Programs			\$416,000
Rentals			\$196,216
Facility Revenue			\$3,198,871
Existing Staff Budget from General Fund			\$124,918
	<b>Total Revenue</b>		<b>\$3,323,789</b>
		<b>Total Revenue</b>	<b>\$3,323,789</b>
		<b>Total Expenses</b>	<b>\$3,922,054</b>
		<b>Total Net</b>	<b>(\$598,266)</b>
		<b>Cost Recovery</b>	<b>85%</b>

Table #21 depicts the projected expenses for Option #2 resulting in a potential 85% cost recovery.

**Table #21: Expenses for Option #2 Resulting in a Potential 85% Cost Recovery.**

College Station Recreation Center - Option #2 Expanded Hours 85% Cost Recovery									
Operating and Maintenance Budget Projection									
Estimated Cost Recovery							85%		
Staffing Projections	FTE	Hours	Salary	Annual Cost	Sub total w/ benefits	Total w/ Benefits			
Full Time Staff					\$844,423	\$2,293,146	67.82%		
existing Recreation Programs Supervisor - Athletics	0.5	1040	\$64,616.00	\$32,308					
existing Events Specialist - Athletics	0.5	1040	\$38,376.00	\$19,188					
existing Staff Assistant	1	2080	\$36,914.00	\$36,914					
existing Aquatics Supervisor	0.5	1040	\$73,015.00	\$36,508					
new Recreation Center Manager	1	2080	\$90,155.40	\$90,155					
new Assistant Recreation Center Manager	1	2080	\$78,747.00	\$78,747					
new Fitness Coordinator	1	2080	\$48,796.00	\$48,796					
new Membership Services Coordinator	1	2080	\$48,796.00	\$48,796					
new Aquatics Coordinator	1	2080	\$48,796.00	\$48,796					
new Aquatics Maintenance Tech	1	2080	\$37,252.00	\$37,252					
new Recreation Center Maintenance Coordinator	1	2080	\$48,796.00	\$48,796					
new Athletics Coordinator	1	2080	\$48,796.00	\$48,796					
new Recreation Center Custodian	2	4160	\$37,252.00	\$74,504					
		12.5							\$194,867
		Benefits Percentage	30.00%						
<b>Part Time Staff</b>									<b>\$1,448,724</b>
Front Desk Lead		Hours	Hourly Cost						
Front Desk		5625	\$13.00	\$71,825					
Lifeguard		5525	\$10.50	\$58,013					
Lifeguard		5525	\$12.00	\$66,300					
Lifeguard		5525	\$12.00	\$66,300					
Pool Manager		5525	\$14.50	\$80,113					
Head Lifeguard		5525	\$13.00	\$71,825					
Lifeguard		5525	\$12.00	\$66,300					
Lifeguard		5525	\$12.00	\$66,300					
Lifeguard		5525	\$12.00	\$66,300					
Lifeguard		5525	\$12.00	\$66,300					
Fitness Assistant		5525	\$10.50	\$58,013					
Fitness Assistant		5525	\$10.50	\$58,013					
Child Watch Lead		2600	\$13.50	\$35,100					
Child Watch		2600	\$12.00	\$31,200					
Child Watch		2600	\$12.00	\$31,200					
Recreation Assistant		5525	\$10.50	\$58,013					
Recreation Assistant		5525	\$10.50	\$58,013					
PT Facility Lead		2400	\$13.50	\$32,400					
Certified Fitness Instructor		4500	\$25.00	\$112,500					
Private Swim Lesson Instructor		2000	\$14.50	\$29,000					
Water Safety Instructor		1000	\$12.00	\$12,000					
		Benefits Percentage not included in wages	15.00%						\$187,399

Operating Expenses							
Contractual Services			Multiplier	Unit Cost		\$794,885	23.51%
Water			73,702	\$0.60		\$44,221	
Wastewater			73,702	\$0.13		\$9,581	
Electricity			73,702	\$1.68		\$123,819	
Sanitation			73,702	\$0.54		\$39,799	
Cable			1	\$3,100.00		\$3,100	
Phone			1	\$4,100.00		\$4,100	
Custodial			97,505	\$0.53		\$52,132	
Aquatics Water			23,803	\$1.00		\$23,803	
Aquatics Wastewater			23,803	\$0.48		\$11,425	
Aquatics Electricity			23,803	\$2.38		\$56,651	
Aquatics Sanitation			23,803	\$0.54		\$12,854	
Aquatics Chemicals			1	\$58,530.00		\$58,530	
Weight/Cardio Equipment Maintenance Contract			12	\$1,500.00		\$18,000	
HVAC Maintenance Contract			1	\$6,500.00		\$6,500	
Pest Control			1	\$1,000.00		\$1,000	
Elevator Contract			1	\$2,800.00		\$2,800	
Fire Extinguisher Contract			1	\$3,500.00		\$3,500	
Equipment Maintenance			12	\$3,000.00		\$36,000	
Software Credit Card Processing Fee			2.75%	\$3,198,871.00		\$87,969	
Security/Fire Alarm Service			1	\$1,900.00		\$1,900	
Building Insurance			1	\$190,000.00		\$190,000	
Office Equipment (copier)			12	\$600.00		\$7,200	
<b>Operating Expenses continued</b>						<b>\$293,050</b>	<b>8.67%</b>
<b>Commodities</b>							
First Aid Equipment						\$5,000	
First Aid Supplies						\$5,000	
Building Maintenance Supplies						\$10,000	
Marketing/Printing						\$50,000	
Office Supplies						\$10,000	
Education/Training						\$16,000	
Program Supplies						\$140,000	
Uniforms						\$10,000	
Contract Labor						\$31,250	
Minor/Tools Equipment						\$10,000	
Pre-Employment Screening						\$31,250	
Operating exclusive of staffing						\$5,800	
						<b>\$1,087,935</b>	
<b>Facility Expenses</b>						<b>\$3,381,081</b>	
<b>Internal Service Cost</b>						<b>\$540,973</b>	
<b>Total Expenses</b>						<b>\$3,922,054</b>	



Table #22 depicts the projected revenue for Option #2 resulting in a potential 85% cost recovery.

**Table #22: Revenue for Option #2 Resulting in a Potential 85% Cost Recovery.**

Revenue		Revenue Opportunities		Facility Revenue	\$3,198,871
125,192 population		Memberships/Passes		\$2,586,655	65.95%
Resident	Projected Head Count	Projected Passes Sold Annually	Price	Revenue	\$2,460,000
<b>Annual Resident Passes</b>					
Adult	210,000	3500	\$336.00	\$1,176,000.00	
Senior	60,000	1000	\$240.00	\$240,000.00	
Youth	27,000	450	\$240.00	\$108,000.00	
Family	75,000	1500	\$624.00	\$936,000.00	
Total Resident Annual Membership Pass Visits	372,000	6,450			
<b>Annual Non-resident Pass</b>					
Adult	3,750	75	\$420.00	\$31,500.00	\$108,000
Senior	2,000	40	\$300.00	\$12,000.00	
Youth	1,000	20	\$300.00	\$6,000.00	
Family	3,600	75	\$780.00	\$58,500.00	
Total Non-resident Annual Membership Pass Visits	10,350	210			
<b>Monthly Resident Pass</b>					
Adult	600	75	\$28.00	\$2,100.00	\$3,560
Senior	320	40	\$20.00	\$800.00	
Youth	160	20	\$20.00	\$400.00	
Family	40	5	\$52.00	\$260.00	
Total Month Visits	1,120	140			
<b>Monthly Non-Resident Pass</b>					
Adult	400	50	\$35.00	\$1,750.00	\$2,950
Senior	240	30	\$25.00	\$750.00	
Youth	40	5	\$25.00	\$125.00	
Family	40	5	\$65.00	\$325.00	
Total Month Visits	720	90			
<b>Daily Admission</b>					
Adult	365	365	\$10.00	\$3,650.00	\$7,970
Senior	365	365	\$8.00	\$2,920.00	
Youth	150	150	\$8.00	\$1,200.00	
Family	40	10	\$20.00	\$200.00	
Total Daily Admissions Visits	920				
<b>Daily Non-Resident Admission</b>					
Adult	180	180	\$12.50	\$2,250.00	\$4,175
Senior	90	90	\$10.00	\$900.00	
Youth	90	90	\$10.00	\$900.00	
Family	20	5	\$25.00	\$125.00	
Total Daily Admissions Visits	380				
<b>Total Annual Visits</b>		385,490			
<b>Daily Average</b>		1,101			

Programs		#/Year	Price	Multiplier	Revenue
<b>Special Functions</b>					
	this would include 5 rentals per week	250	\$275.00	100.00%	\$68,750
<b>Aquatic Programs</b>					
	Birthday Parties	#/Year	Cost Per Session	Multiplier	
	Swim Lessons (8 classes)	2000	\$53.00	100.00%	\$106,000
	Private Swim Lessons (4 classes)	1000	\$73.00	100.00%	\$73,000
<b>Children's Programs</b>					
	Children's Clinic	#/Year	Cost Per Session	Multiplier	
	Children's Camp - SUMMER / SPRING BREAK / THANKSGIVING	150	\$45.00	100.00%	\$6,750
		300	\$125.00	100.00%	\$37,500
<b>Leagues</b>					
	Adult Basketball League	#/Year	Cost Per Team	Multiplier	
	Adult Volleyball League	30	\$350.00	100.00%	\$10,500
	Pickleball League	90	\$300.00	100.00%	\$27,000
	Youth Volleyball	50	\$150.00	100.00%	\$7,500
	Youth Basketball	250	\$100.00	100.00%	\$25,000
		450	\$100.00	100.00%	\$45,000
<b>Department Special Event</b>					
	Adult Basketball Tournament	#/Year	Cost Per Team	Multiplier	
	Adult Volleyball Tournament	30	\$100.00	100.00%	\$3,000
	Pickleball Tournament	60	\$50.00	100.00%	\$3,000
<b>Rentals</b>					
<b>Rec Center Rentals</b>		# hours/Year	Cost Per Hour	Multiplier	
	2 three hour rentals per year Entire Center (per hour)	12	\$1,000.00	100.00%	\$12,000
	this would include only 15 rentals per week Half Court (per hour)	750	\$45.00	100.00%	\$33,750
	this would include only 15 rentals per week One Court (per hour)	750	\$90.00	100.00%	\$67,500
	this would include only 5 rentals per week Two Courts (per hour)	250	\$180.00	100.00%	\$45,000
	Recreation Activity Pool - Up to 100 people	12	\$394.00	100.00%	\$4,728
	Recreation Activity Pool - 101 - 300 people	12	\$630.00	100.00%	\$7,560
	Recreation Activity Pool - 301-600 people	12	\$840.00	100.00%	\$10,080
	8 Lane 25 Yard Pool - Up to 100 people	12	\$394.00	100.00%	\$4,728
	this would include only 5 rentals per week Multi-purpose (Small side) (per hour)	250	\$40.00	100.00%	\$10,000
<b>Existing Staff Budget from General Fund</b>					
<b>Facility Revenue</b>					<b>3,198,871</b>
<b>Total Revenue</b>					<b>124,918</b>
<b>Total Expenses</b>					<b>3,323,789</b>
<b>Total Net</b>					<b>(\$58,266)</b>
<b>Cost Recovery</b>					<b>85%</b>

Table #23 depicts the projected first year start-up costs.

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**Table #23: First Year Start-Up Costs**

First Year Start Up Costs		Cost	
Full Time Staff with Benefits			<b><u>\$176,612.60</u></b>
8 Months	Recreation Center Manager	\$59,502.56	
6 Months	Assistant Recreation Center Manager	\$39,373.50	
4 Months	Fitness Coordinator	\$16,102.68	
4 Months	Membership Services Coordinator	\$16,102.68	
4 Months	Aquatics Coordinator	\$16,102.68	
1 Month	Aquatics Maintenance Tech	\$3,091.92	
1 Month	Recreation Center Maintenance Coordinator	\$4,050.07	
4 Months	Athletics Coordinator	\$16,102.68	
1 Month (2)	Recreation Center Custodian	\$6,183.83	
Full Time Benefit Percentage not included in wages		30.00%	
Part Time Staff with Benefits			<b><u>\$25,714.00</u></b>
<b>Hourly Part Time Staff (80 Hours Each for Training)</b>		<b>Hourly</b>	
	Front Desk Lead	\$13.00	\$1,040.00
	Front Desk	\$10.50	\$840.00
	Pool Manager	\$14.50	\$1,160.00
	Head Lifeguard	\$13.00	\$1,040.00
	Lifeguard	\$12.00	\$960.00
	Lifeguard	\$12.00	\$960.00
	Lifeguard	\$12.00	\$960.00
	Lifeguard	\$12.00	\$960.00
	Lifeguard	\$12.00	\$960.00
	Lifeguard	\$12.00	\$960.00
	Lifeguard	\$12.00	\$960.00
	Lifeguard	\$12.00	\$960.00
	Fitness Assistant	\$10.50	\$840.00
	Fitness Assistant	\$10.50	\$840.00
	Child Watch Lead	\$13.50	\$1,080.00
	Child Watch	\$12.00	\$960.00
	Child Watch	\$12.00	\$960.00
	Recreation Assistant	\$10.50	\$840.00
	Recreation Assistant	\$10.50	\$840.00
	PT Facility Lead	\$13.50	\$1,080.00
	Certified Fitness Instructor	\$25.00	\$2,000.00
	Private Swim Lesson Instructor	\$14.50	\$1,160.00
	Water Safety Instructor	\$12.00	\$960.00
	Benefit Percentage not included in wages	15.00%	\$3,354.00
<b>Contractual Services (3 Months)</b>			<b><u>\$202,346.23</u></b>
	Water	\$11,055.30	
	Wastewater	\$2,395.32	
	Electricity	\$30,954.84	
	Sanitation	\$9,949.77	
	Cable	\$775.00	
	Phone	\$1,025.00	
	Custodial	\$13,032.94	
Aquatics	Aquatics Water	\$5,950.75	
Aquatics	Aquatics Wastewater	\$2,856.36	
Aquatics	Aquatics Electricity	\$14,162.79	
Aquatics	Aquatics Sanitation	\$3,213.41	
Aquatics	Chemicals	\$14,632.50	
	Weight/Cardio Equipment Maintenance Contract	\$4,500.00	
	HVAC Maintenance Contract	\$1,625.00	
	Pest Control	\$250.00	
	Elevator Contract	\$700.00	
	Fire Extinguisher Contract	\$875.00	
	Equipment Maintenance	\$9,000.00	
	Software Credit Card Processing Fee	\$25,617.27	
	Security/Fire Alarm Service	\$475.00	
	Building Insurance	\$47,500.00	
	Office Equipment (copier)	\$1,800.00	
<b>Commodities</b>			<b><u>\$171,800.00</u></b>
	First Aid Equipment	\$5,000.00	
	First Aid Supplies	\$5,000.00	
	Marketing/Printing	\$50,000.00	
	Office Supplies	\$10,000.00	
	Education/Training	\$16,000.00	
	Program Supplies	\$70,000.00	
	Uniforms	\$10,000.00	
	Pre-Employment Screening	\$5,800.00	
		<b>Total Start Up</b>	<b><u>\$576,472.83</u></b>