

Scarborough Operations Plan**Option #1**

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$2,984,579	\$3,014,425	\$3,104,857	\$3,198,003	\$3,293,943
Revenue	\$2,096,285	\$2,243,025	\$2,355,176	\$2,425,831	\$2,498,606
	(\$888,294)	(\$771,400)	(\$749,681)	(\$772,172)	(\$795,337)
Percentage w/ Capital	70.2%	74.4%	75.9%	75.9%	75.9%
Capital (cumulative)	\$150,000	\$300,000	\$450,000	\$600,000	\$750,000

Option #2

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses	\$0	\$0	\$0	\$0	\$0
Revenue	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0
Percentage w/ Capital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Capital (cumulative)	\$0	\$0	\$0	\$0	\$0

Scarborough Expense Model			
Category	Option #1		
Personnel (new positions)			
Full-time	1,093,500		
Part-time	965,760		
Total	\$ 2,059,260	61.5%	
Commodities			
Office supplies (forms, ID, film)	8,000		
Chemicals	60,000		
Maintenance/repair/materials	50,000		
Janitor supplies	25,000		
Recreation supplies	15,000		
Uniforms	10,000		
Printing/postage	5,000		
Other Misc. expenses	3,000		
Fuel/Mileage	1,500		
Total	\$ 177,500	5.3%	
Contractual			
Utilities (gas, electric)	464,750		
Water/Sewar	85,000	Sq Ft.	
Insurance (property & liability)	21,125	84,500	
Communications (phone)	7,500		
Contract services	75,000		
Contract instructors	57,375		
Cardio equipment rental	120,000		
Rental equipment	15,000		
Advertising	15,000		
Training	9,000		
Conference	5,000		
Dues/subscriptions	2,500		
Bank Charges	62,889		
IT Fees/Charges	20,963		
Other	1,500		
Total	\$ 962,601	28.7%	
City Support Charge Backs (18%)	\$ -	0.0%	
Grand Total w/out Replacement Fund	\$ 3,199,362		
Replacement fund	\$ 150,000	4.5%	
Total	\$ 3,349,362		
Current Rental	\$ (364,783)		
Grand Total	\$ 2,984,579		

Scarborough Revenue Model		
Category	Option #1	
<u>Fees</u>		
Daily Admission	\$187,500	
Membership	\$1,026,000	
Total	\$1,213,500	57.9%
<u>Programs</u>		
Aquatic	\$329,910	
Dryside	\$286,625	
Total	\$616,535	29.4%
<u>Other</u>		
Birthday Parties	\$67,200	
Practice Rentals	\$88,200	
Other Aquatic	\$37,350	
Other Non-Aquatic	\$73,500	
Total	\$266,250	12.7%
Recaptured Rent		
<u>Grand Total</u>	\$2,096,285	100.0%

Scarborough - FTE Model			
Option #1			
Full Time Staff	Salary	Positions	Total
Community Center Director	75,000	1	\$75,000
Administrative/Front Desk	45,000	2	\$90,000
Sports & Competition	53,000	1	\$53,000
Fitness Coordinator	53,000	1	\$53,000
Program Coordinator General	53,000	1	\$53,000
Aquatics Manager	69,000	1	\$69,000
Lifeguards	39,000	4	\$156,000
Maintenance Foreman	59,000	1	\$59,000
Maintenance Technician	46,000	1	\$46,000
Custodian	39,000	4	\$156,000
Positions		17	
Salaries			\$810,000
Benefits Factored Into Wages	35.00%		\$283,500
Total Full-Time Staff			\$1,093,500

Scarborough - PTE Model				
Option #1				
Part-Time	Rate	Hours	Weeks	Total
Building Supervisor (sum)	\$20.00	55	14	15,400
Building Supervisor (sch)	\$20.00	45	36	32,580
Lead Front Desk (sum)	\$18.00	94	14	23,562
Lead Front Desk (sch)	\$18.00	70	36	45,198
Front Desk (sum)	\$17.00	131	14	31,059
Front Desk (sch)	\$17.00	107	36	65,484
Fitness Attendant	\$16.00	54	50	42,800
Gymnasium Attendant	\$16.00	54	50	43,200
Lead Lifeguards (sum)	\$20.00	70	14	19,460
Lead Lifeguards (sch)	\$20.00	38	36	27,540
Lifeguard (sum)	\$18.00	536	14	135,072
Lifeguard (sch)	\$18.00	389	36	252,234
Day Porter	\$16.00	40	50	32,000
Total				\$717,609
Aquatic Program				\$121,001
Rentals Staff				\$0
Dry Program				\$58,520
Total				\$897,130
Benefits	7.65%			\$68,630
Total				\$965,760

Membership	Fees	Number	Revenue
Youth	\$360.00	75	\$27,000.00
Adult	\$480.00	200	\$96,000.00
Household	\$720.00	500	\$360,000.00
Senior	\$360.00	150	\$54,000.00
Senior + 1	\$420.00	75	\$31,500.00
Total		1000	\$568,500.00
Grand Total			\$568,500.00

Membership	Fees	Number	Revenue
Youth	\$450.00	50	\$22,500.00
Adult	\$600.00	100	\$60,000.00
Household	\$900.00	350	\$315,000.00
Senior	\$450.00	75	\$33,750.00
Senior + 1	\$525.00	50	\$26,250.00
Total		625	\$457,500.00
Grand Total			\$457,500.00

Weekday	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$10.00	5	\$50.00
Adult	\$12.00	5	\$60.00
Senior (65+)	\$10.00	3	\$30.00
Total		13	\$140.00
		days/season	250
Grand Total			\$35,000.00

Weekday	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$13.00	5	\$65.00
Adult	\$15.00	3	\$45.00
Senior (65+)	\$13.00	2	\$26.00
Total		10	\$136.00
		days/season	250
Grand Total			\$34,000.00

Weekend	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$10.00	10	\$100.00
Adult	\$12.00	5	\$60.00
Senior (65+)	\$10.00	0	\$0.00
Total		15	\$160.00
		days/season	100
Grand Total			\$16,000.00

Weekend	Fees	Number	Revenue
Under 2	\$0.00	0	\$0.00
Youth (2-17)	\$13.00	50	\$650.00
Adult	\$15.00	25	\$375.00
Senior (65+)	\$13.00	0	\$0.00
Total		75	\$1,025.00
		days/season	100
Grand Total			\$102,500.00

Revenue Summary		
Daily	\$187,500.00	15.5%
Annual Passes	\$1,026,000.00	84.5%
Total	\$1,213,500.00	

	Days	Weeks	Lanes	Rate	Hours	
Swim Practices (club)	5	44	6	\$15.00	3	\$59,400

	Days	Weeks	Lanes	Rate	Hours	
Swim Practices (high school)	5	32	6	\$15.00	2	\$28,800

Practice Rentals **\$88,200**

	Hours/Day	Rate	Weeks	Days/Wk	
Therapy	3	\$75.00	50	3	\$33,750

	Rentals	Rate		
Leisure Pool	8	\$450.00		\$3,600

Other Aquatic **\$37,350**

Aquatic Revenue

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

Swim Lessons	Days	Classes	Part	Sessions		
Summer	M-R	6	30	4	720	
	M-W	4	30	2	240	
	SAT	6	30	3	540	
Fall/Winter/Spring AM		2	25	8	400	
	M-W	3	30	8		
	T-R	3	30	8	720	
	SAT	6	30	8	1440	
Capacity Rate	65%		2639	4060		
				\$85.00	\$224,315.00	

Private Lessons	Sessions	Months	Fee	
Summer	20	2	\$150	\$6,000
Fall/Winter/Spring	10	9	\$150	\$13,500
				\$19,500.00

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

Birthday Parties	Parties	Rate	Weeks	
Summer	6	\$300	12	\$21,600.00
Fall/Winter/Spring	4	\$300	38	\$45,600.00
Total Birthday Parties	224			\$67,200.00

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

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

Aquatic Programs \$329,910.00

Group Exercise Included in Membership

Personal Training	Cost Per Session	Per/Wk	Weeks	
	\$75	10	50	\$37,500.00

Camp

Expenses

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

Hours	Classes	Sessions	Instructors	Hours	Rate	
3.25	8	4	7	728	\$19.00	\$13,832.00
2.25	8	2	7	252	\$19.00	\$4,788.00
3.25	4	3	7	273	\$19.00	\$5,187.00
2.25	8	8	4	576	\$19.00	\$10,944.00
2.25	8	8	7	1008	\$19.00	\$19,152.00
2.25	8	8	7	1008	\$19.00	\$19,152.00
3.25	4	8	7	728	\$19.00	\$13,832.00
						\$86,887.00

Hours	Classes	Sessions	Instructors			
2.0	1	40	1	80	\$19.00	\$1,520.00
2.0	1	90	1	180	\$19.00	\$3,420.00
						\$4,940.00

Hours	Classes	Sessions	Instructors			
2.0	1	14	1	28	\$19.00	\$532.00
2.0	1	27	1	54	\$19.00	\$1,026.00
						\$1,558.00

Birthday Party Staff	Parties	Rate	Hours	Weeks	
	6	\$17.00	2	12	\$2,448
	4	\$17.00	2	38	\$5,168

Aquatic Program Staff \$121,001.00

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

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

Camp

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

Instructors	Rate	Hours	Days	
4	\$17.00	8	5	\$2,720.00
4	\$17.00	8	5	\$2,720.00
7	\$17.00	8	5	\$4,760.00
7	\$17.00	8	5	\$4,760.00
7	\$17.00	8	5	\$4,760.00
7	\$17.00	8	5	\$4,760.00
7	\$17.00	8	5	\$4,760.00
7	\$17.00	8	5	\$4,760.00
7	\$17.00	8	5	\$4,760.00
7	\$17.00	8	5	\$4,760.00
7	\$17.00	8	5	\$4,760.00
				\$43,520.00

Specialty Sport Camps

Cost Per Week	Part	Fee	
Summer 1	30	\$250	\$7,500
Summer 2	30	\$250	\$7,500
Summer 3	30	\$250	\$7,500
Summer 4	30	\$250	\$7,500
Summer 5	30	\$250	\$7,500
Summer 6	30	\$250	\$7,500
			\$45,000.00

Camp

Instructors	Rate	Hours	Days	
				\$4,500.00
				\$4,500.00
				\$4,500.00
				\$4,500.00
				\$4,500.00
				\$4,500.00
				\$27,000.00

Enrichment Programming

Programs	Participant Fees	Sessions	
Fall	5 15 \$75	4	\$22,500
Winter	5 15 \$75	5	\$28,125
Spring	5 15 \$75	6	\$33,750
Summer	5 15 \$75	2	\$11,250
			\$95,625.00

Enrichment Programming

Fall	Instruction	\$13,500.00
Winter	Instruction	\$16,875.00
Spring	Instruction	\$20,250.00
Summer	Instruction	\$6,750.00
		\$57,375.00

Non-Aquatic Revenue **\$286,625.00**

Non Aquatic Staff **\$58,520.00**