City of Maricopa, Arizona

Multi-Generational Center Operational Assessment

Final Report

April 2012

BRAILSFORD & DUNLAVEY

Tab 1

Operational Assessment

Introduction

In the winter of 2012, the City of Maricopa (the "City") contracted Brailsford & Dunlavey ("B&D") to conduct an operational assessment of the proposed Multi-Generational Center (the "Study"). This assessment was completed in coordination with Architekton, the architecture firm selected to complete the design of the Multi-Generational Center (the "Multi-Gen"). Programming for the facility occurred concurrently with B&D's operational analysis. The purpose of this Study was to provide the City of Maricopa with the data necessary to make an informed decision on how to best operate the Multi-Gen.

Brailsford & Dunlavey would like to thank the following City of Maricopa staff for their participation in the Study:
- Cynthia Seelhammer, Assistant City Manager
- Brent Billingsley, Director – Development Services
- Brad Hinton, Development/CIP Project Manager
- Maria Billingsley, Recreation Coordinator 2 – Community Services Department

Brailsford & Dunlavey's project team was comprised of the following individuals:
- Jim Carruthers, Senior Project Manager
- Matthew Bohannon, Project Manager

This report sets forth B&D's findings and recommendations for the Multi-Generational Center Operational Assessment at the City of Maricopa. The findings contained herein represent the professional opinions of B&D personnel based on assumptions and conditions detailed in this report. B&D has conducted research using both primary and secondary information sources which are deemed to be reliable, but whose accuracy B&D cannot guarantee.

Work Plan

B&D's approach required an active working relationship with the City of Maricopa and the community to develop an understanding of the City's mission, relevant stakeholders, customer groups, and strategic project objectives which best serve that mission. The work plan included:
- An analysis was conducted on resources and facilities currently used by the City for recreational services and programs;
- A series of focus groups and stakeholder interviews were conducted to identify program and facility priorities and preferences;
- A financial model was developed to project how the City would operate and program the Multi-Gen; and
- An operational comparative analysis was completed to identify the qualitative and quantitative differences in a self-operated or third-party operated facility.

Three program options for the Multi-Gen have been developed by Architekton based on community and City input, as well as an analysis of the Maricopa population demographics. The options vary slightly in size but are all approximately 50,000 gross square feet. These programs serve as the basis for the financial modeling and operational assessment conducted by Brailsford & Dunlavey. For comparison purposes in this section of the report, all program and financial information is related to program Option A unless otherwise noted. A summary of the three program options can be found in Exhibit B of this report.

Operational Assessment

The financial model contains inputs and assumptions for the program of spaces, revenue streams, and expense streams. Brailsford & Dunlavey utilized local benchmarking data as well as our national expertise to create a financial model that reflects the operational requirements of running a new Multi-Generational Center in the City of Maricopa. The base model assumed that the facility would be operated by the City and supported by a revenue stream most appealing to the community, the low membership fee level. This approach generated a deficit in the annual Multi-Gen budget which would require nearly 35% of the Multi-Gen budget to be subsidized by the City's general fund. A second financial model was developed to reduce the level of subsidy to 20% through a moderate membership fee, and a third model was developed to create a City operated Multi-Gen which was fully supported through membership fees and revenues. Finally, a fourth financial model was developed to model the aspects of a third party operated Multi-Gen.

	Option A (50,000 GSF)			
	Self-Op 65% Recovery	Self-Op 80% Recovery	Self-Op Break Even	Third Party Provider
Revenues				
Daily Membership	$26,000	$54,000	$94,000	$92,000
Non-Daily Membership	$623,000	$825,000	$1,168,000	$1,164,000
Aquatics	$98,000	$98,000	$98,000	$98,000
Fitness	$151,000	$151,000	$151,000	$151,000
Other Revenue	$113,500	$113,500	$113,500	$128,500
Total Operating Revenues	$1,011,500	$1,241,500	$1,624,500	$1,633,500
Revenue Per SF	$21	$25	$33	$33
Expenses				
Full Time Staff	$392,000	$392,000	$392,000	$303,000
Part Time Staff	$484,000	$484,000	$484,000	$484,000
Non Personnel	$654,000	$654,000	$654,000	$616,000
Management Fee				$114,000
Operating Expenses	$1,530,000	$1,530,000	$1,530,000	$1,517,000
Expenses Per SF	$31	$31	$31	$31
Net Operating Income (NOI)	($518,500)	($288,500)	$94,500	$116,500
Operating Expense Recovery Percentage	66%	81%	106%	108%

The following sections detail the economic (quantitative) and non-economic (qualitative) considerations between the self-operated and third party operated models. The detailed analysis of self-operating the Multi-Gen is found in the Financial Analysis section of this report.

Economic Considerations

The greatest variance between the costs associated with a self-operated facility and a third party operated facility occur within the expense categories. Professional staffing costs are anticipated to be reduced for a third party provider as they typically hire at lower starting salaries and have a lower benefits package than municipalities. The financial models reflect a 4% decrease in both salaries and benefits for professional staff. Additionally, savings may be found through utilization of regional staff which would only charge part of their time to the Multi-Gen. The use of centralized resources for marketing, memberships, and programming support also serves to reduce the direct staffing cost. The projected difference totals approximately $90,000. No differences are anticipated for part-time staff.

Professional Staff Costs

Additional savings are anticipated on non-personnel expenses as well. Third party providers have larger buying power for good and services and may be able to lower costs for insurance, equipment, and materials. The projected savings on non-personnel costs is approximately $40,000.

Non-Personnel Costs
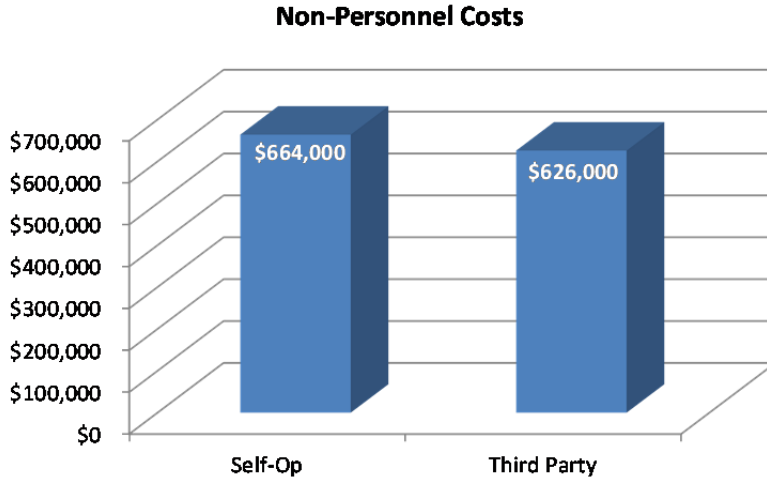

Many third party providers offer large centralized administrative functions which not only serve to lower costs but also can provide additional revenue generation. These organizations typically include a fundraising or sponsorship department which attempts to attract partnerships with their local facilities. These costs may vary depending on the third-party provider. B&D projects that an additional $15,000 in sponsorship funds would be contributed by a third party operator.

Although the cumulative savings totals $142,000 annually, it is important to note a third party operator will require a management fee to cover profit and operational overhead. These fees typically range between 5% and 10% of revenue depending upon the scope of the facility and the contract language and are monthly expenses attributed to operations. B&D assumed a mid-range 7% fee which totals $114,000 resulting in an overall net savings of $28,000 compared to a City managed option. While all third party providers will have some equivalent of a management fee, the fee could be reduced by increasing the operator's term of service, revenue sharing agreements if membership targets are exceeded, or through more City resources being contributed to the project. There is also no guarantee that the third party operator will not request additional funds to support the operation of the Multi-Gen.
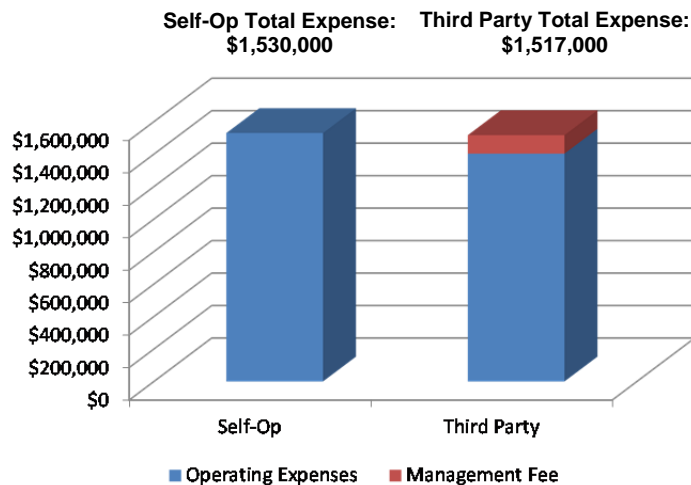
Unlike a self-operated facility where the potential exists for the City to subsidize the operations, a third-party provider will require a breakeven budget. Although the net operating income (revenue minus expenses) for the third party operated facility is marginally higher than the baseline self-operated Option A, membership rates will have to be higher to reach a positive cash flow.

A hybrid approach may exist where the City provides subsidies to a third party provider in order to reduce the membership fee expenses for citizens. This approach would mirror the membership fees associated with the 65% or 80% recovery rates. The benefits would be a reduced cost of membership while maintaining the expertise of a third party provider, although the City's general fund would support an outside organization running the Multi-Gen.

The self-operated, 65% operational recovery model represents the lowest membership fee structure of the three options. In order for the self-operated Multi-Gen to breakeven, membership rates must increase to an aggressive fee level. Membership fees were based on a comparison of 5 city operated facilities in Arizona communities. The average of these fees equates to the moderate or 80% recovery rates, which is typical amongst these peers and nationally.

		Membership Rates				
		Self-Op 65% Recovery	Self-Op 80% Recovery	Self-Op Break Even	Third Party Provider	Competitive Average
Daily	Adult	$1.00	$2.00	$3.50	$3.25	**$4.40**
	Youth/Student	$0.50	$1.00	$1.75	$1.50	**$2.70**
	Senior Adult	$0.50	$1.25	$2.00	$1.75	**$3.50**
25-Visits	Adult	$20.00	$30.00	$56.00	$48.75	**N/A**
	Youth/Student	$10.00	$15.00	$28.00	$22.50	**N/A**
	Senior Adult	$10.00	$18.75	$32.00	$26.25	**N/A**
Annual	Adult	$198.00	$256.00	$338.00	$315.00	**$240.40**
	Youth/Student	$99.00	$128.00	$156.00	$135.00	**$146.00**
	Senior Adult	$99.00	$160.00	$182.00	$225.00	**$185.20**
	Family	$396.00	$512.00	$676.00	$630.00	**$524.20**
6-Months	Adult	$110.00	$144.00	$224.00	$190.13	**$133.50**
	Youth/Student	$55.00	$72.00	$112.00	$87.75	**$77.00**
	Senior Adult	$55.00	$90.00	$128.00	$102.38	**$106.25**
	Family	$220.00	$288.00	$448.00	$380.25	**$288.00**
1-Month	Adult	$22.00	$32.00	$56.00	$42.25	**$28.40**
	Youth/Student	$11.00	$16.00	$28.00	$19.50	**$18.20**
	Senior Adult	$11.00	$20.00	$32.00	$22.75	**$23.60**
	Family	$44.00	$64.00	$112.00	$84.50	**$60.00**

Non-Economic Considerations

The economic factors surrounding the decision to self-operate verses outsource the operation to a third party provider are fairly straightforward; however, the non-economic factors are less clear, but deserve consideration in the evaluation of options to be considered regarding the operation of the Multi-Gen:

- Voters approved the Multi-Gen based on the perceived value that such a facility would add to their community and their daily lives.

- The ballot measure implied ownership and operation by the City.

- The perception of existing City operations (whether good or bad) influenced the ballot measure. Since the measure passed, it would follow that the perception of city run services was generally a positive influence on voting behavior.

When evaluating the decision to self-operate or outsource the operation of the Multi-Gen, the issue of ownership and responsibility should be addressed. The success of the facility will depend on how services and programs are delivered, and how impactful they are on the needs of the City of Maricopa community.

Regardless of who operates the Multi-Gen, an evaluation of the "active" and "passive" programming ability of the operator is critical:

- Active programming is defined as the intentional use of space and resources to advance the use and viability of the Multi-Gen. Active programming is measured, quantifiable and transparent.

- Passive programming is defined as that which is responsive to community needs, but not as quantifiable and transparent. Passive programming may be measured in terms of actions by other City departments, (or lack thereof) which have the overall effect of a community value. (i.e. a lower crime rate for teens, higher retention rates in schools, reduced vandalism of community resources, etc.)

The operator of Multi-Gen should be evaluated and held accountable for both active and passive programming through detailed business plans and regular updates to the City.

Membership revenue is an important element of the financial plan and viability of the Multi-Gen. This report suggests levels and types of memberships that are derived from understanding the local demographics and market based assumptions for services and activities based on the program capacity of the facility. The program was developed from listening to the community via a series of workshops, applying best practice standards to those program elements, and then integrating all the program elements into an intelligent space plan.

The City has a citizen advisory group for Parks and Recreation, this group (or a committee of this group) would be even more involved as the Multi-Gen moves through the planning phases and is eventually operationalized and opened.

- If the center is self-operated, the activity of the advisory group will be both programmatic and operational in nature.

- If the operation of the center is outsourced, the emphasis of the activity of the advisory group will be to insure the program offerings of the center are reflective of community need, and offered at rates that are reasonable for the community.

The management of an outsourced operation by the City will require a blend of city resources. The qualifying and awarding of a preferred contractor should involve both procurement and Parks and Recreation, with procurement taking the lead. Once the contract is awarded, the day to day oversight of the contract would be delegated to Parks and Recreation with procurement providing support via contract interpretation and measurement.

What is most important in any scheme is that the operation of the Multi-Gen be seen as user friendly, customer oriented, and providing value to the community, both individually and collectively. The facility must be safe, clean, and perceived as an integral part of the community life in the City of Mariposa. These points must be fully detailed in any RFP for a third party operator.

A staffing plan for the operation of the Multi-Gen is included in this report. It does not identify whether the staff is that of the City or an outsourced entity. The positions described in the report are not currently in the City of Mariposa list of classification titles, but would be considered in a typical parks and recreation "band" of generic positions associated with the operation of recreation facilities, whether operated by a city or recreation facility provider.

- The Multi-Gen is planned to house the majority of the existing City Parks and Recreation staff, including the staff that will operate the Center, regardless of whether in that staff is city based or outsourced. The existing staff are not included within the financial model.

- The Multi-Gen will be the hub park and recreation planning and activity for the city. Whether the activity is a class held at this facility or a contracted site, a team activity at a park, or a city-wide event, all planning, execution and evaluation will start at the Multi-Gen.

Next Steps

As the City of Maricopa proceeds with the design and construction of the Multi-Generational Center, the following recommendations should be addressed:

- All economic and non-economic considerations should be thoroughly evaluated before the City determines to operate the Multi-Gen or search for a third party operator.

- If a third party operator is desired, a detailed RFQ/RFP process should be completed. The RFP distributed by the City should include the details of this Study, the requirements of the City in operating and governing the Multi-Gen, the expectations and standards or customer service, and areas where the City is willing to contribute to the project. The greater detail contained within the report will provide for more detailed responses.

- Evaluations of potential third party providers should assess factors beyond their price of services. The agreement may create a long-term partnership with the City staff and community. Amicable and mutually beneficial agreements will best suit all parties involved.

- Flexibility in contract negotiations may provide for a stronger long-term relationship. Opportunities for revenue sharing should be established in any contract to incentivize the operator.

- If the City decided to operate the Multi-Gen, professional staff descriptions should be created. At minimum, the Multi-Gen Coordinator should be working with Maricopa on the Multi-Gen 9 months prior to opening. If staffing funds are available for earlier employment, the coordinator can provide additional insight in the design and construction process to ensure that the facility will work as desired. Also, a detailed business plan should be created.

- Coordination between Maricopa transit and the Multi-Gen will be required to enhance transportation loops to serve as a mechanism to deliver patrons to the facility.

- Marketing campaigns for the facility should begin approximately 1 year prior to opening. Pre-opening membership sales should be considered as a mean to promote the programs and services as well as highlight the project. Incentives including reduced rates for early sign-up should be considered.

- Although the Multi-Gen will provide new space for the Maricopa community to utilize, the existing uses of schools and private space for programs will need to continue. New agreements with the MUSD and other entities should be developed which outline expectations for City use of spaces and partner use of the Multi-Gen.

- Budget allocations for operations (either management fees or staffing prior to opening) must be considered within the upcoming budget cycle.

Objectives

The objective of the financial analysis is to model the financial performance of the Multi-Generational Center. The model projects operating revenues, expenses, and the needed membership fees to support the operation of the facility.

Methodology

The project programs and income statements are inputs within the model, thereby allowing any changes in assumptions within one of these components to automatically force a corresponding adjustment throughout the model. This approach maintains internal consistency and mitigates the need to undergo difficult project scope and cost reconciliation during the design process. B&D's use of conservative assumptions throughout the analysis allows the City to proceed with the knowledge that detail-related decisions can be made within the established financial parameters without compromising the projects' scope or quality. Due to variations in national and global economic and legal conditions, actual project costs, revenues and demand projections may vary and these variations could be substantial.

The financial models can be found in Exhibits C (Self-Operated) and D (Third Party Operated).

Summary of Findings

Program of Spaces and Building Capacity

At the time of this Study, three program options for the Multi-Gen were developed by Architekton. These programs were based on a series of meetings with community and stakeholder groups which identified priorities for programming and space utilization. The overall program was also influenced by the project budget and City vision for a true multi-generational space serving all components of the Maricopa community. The three program options (A, B, and C) provide approximately 50,000 gross square feet of new building. An alternate option including a 3-lane jogging track is available in each option; however, B&D did not model including the track in its analysis. The current outline programs establish a building efficiency factor of 87% which is an aggressive target. Typical recreational focused facilities are between 70% and 75% efficient. Unless noted, all assumptions discussed below are based on a self-operated Option A.

Individual program spaces within each option were analyzed to determine the peak capacity for their active uses. Capacity was generated utilizing person per square foot or person per activity ratios for both indoor and outdoor program elements.

	Participant Capacity		
	Option A	Option B	Option C
Gross Square Feet	48,943	48,885	48,885
Programmed Indoor Space	32,800	33,050	32,650
Programmed Outdoor Space	9,000	9,000	9,000
Max Participants At One Time	622	560	551

Utilization rates were applied to time blocks over the course of the day to determine patronage by day, week, and year. These utilization rates are based on B&D's experience and an understanding of the Maricopa population as defined in the ESRI Demographic and Income Profile Report for the 2010 population (Exhibit A). B&D projects that the Multi-Gen could accommodate between 675,000 visits per year depending on the program option; however, the financial model only accounts for capturing 65% of those totals.

Revenues

Revenues for the Multi-Gen are categorized by type: membership fees, specialized activities and classes, and other income. Each revenue category is based on a variety of assumptions to establish a budget.

Membership fees are designed as the primary revenue source for the Multi-Gen. These fees are required of any user participating in a recreational activity or class within the weight and fitness space, dance studio, multipurpose fitness studio, gymnasium, or outdoor pool. Membership fees are offered at a variety of levels to meet the range of needs within the Maricopa community:
- 25-visit pass (15% of all memberships sold),
- One month membership (35% of all memberships sold),
- Six month membership (25% of all memberships sold), and
- Annual membership (25% of all memberships sold).

		Membership Rates (Self-Op)		
		Self-Op 65% Recovery	Self-Op 80% Recovery	Self-Op Break Even
Daily	Adult	$1.00	$2.00	$3.50
	Youth/Student	$0.50	$1.00	$1.75
	Senior Adult	$0.50	$1.25	$2.00
25-Visits	Adult	$20.00	$30.00	$56.00
	Youth/Student	$10.00	$15.00	$28.00
	Senior Adult	$10.00	$18.75	$32.00
Annual	Adult	$198.00	$256.00	$338.00
	Youth/Student	$99.00	$128.00	$156.00
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1-Month	Adult	$22.00	$32.00	$56.00
	Youth/Student	$11.00	$16.00	$28.00
	Senior Adult	$11.00	$20.00	$32.00
	Family	$44.00	$64.00	$112.00

Categories for each membership package care divided by demographic type including:
- Senior (62 years of age or older),
- Youth / Student (17 years of age or younger, or currently enrolled in school), and
- Adult (all others).

Additionally, single day passes are available to purchase at the Multi-Gen. All membership rates are based on serving the Maricopa community therefore users from outside the community must pay a premium of 150% on all memberships and passes in order to access the facility. The model projects three approaches for membership rates including a low, moderate, and aggressive option. The low rates were based on benchmarking of five comparable facilities in Arizona and serve as the baseline within the financial models. The low range of membership fees is projected to collect $130,000 in daily passes and $857,000 in memberships in the first year of operation with Option A. The moderate range of membership fees is projected to collect $182,000 in daily passes and $1,123,000 in memberships.

Additional revenues are projected from both fitness and aquatic programs. Fitness programs include personal training and group fitness classes. Some classes are intended to be included within the overall membership fee; however, specialized classes where certified instructors or equipment is used may

require an additional fee. Income from fitness programs is projected at $151,000. Similarly, aquatics classes, lessons, and lane rentals provide income for the Multi-Gen. Pool rentals are limited to non-peak times as high demand for aquatics is expected. Income from aquatic programs is projected at $98,000.

The other income collected by the Multi-Gen includes space rentals, special events, vending, and other services. Space rentals are the largest revenue source in this category. Individual program spaces were analyzed to determine appropriate rental rates per hour as well as the available hours per week, weeks available per year, and utilization rates. Rental income for Option A is projected at $60,000. Slight variations in program and rental spaces occur within the program options, therefore rental income varies between the three concepts. The Child Watch program is also expected to collect revenue from day users at a rate of $5 for residents and $7.50 for non-residents per visit of up to two hours. Patrons with family memberships are excluded from paying this fee. Income projected for this program area totals $33,000. The Child Watch program will be subsidized through memberships and other Multi-Gen revenues. Locker rentals, parties / special events, and vending account for the remaining $20,000 in other revenue. Revenues are projected to increase annually at 3%.

Expenses

The Multi-Gen expenses within the financial model are primarily divided into personnel and non-personnel costs. Personnel costs are approximately 57% of the overall expense budget. Nearly 7 FTE of professional staff are anticipated to support the operations and programming of the Multi-Gen. Salaries were based on competitive recreational positions and assume a benefits rate of 32%. Salaries and benefits total $392,000. The professional positions include:
- Multi-Gen Coordinator (Classes, Business, Membership, etc.),
- Assistant Manager – Aquatics,
- Building Operations Supervisor/Aquatics Engineer,
- Multi-Gen Programs Manager,
- Fitness Manager, and
- Front Desk / Member Services.

Part-time staff are also included in the model and are based on the current Arizona minimum wage and hourly staffing schedules throughout a typical week. It is anticipated that 49,500 hours of part-time labor will be required totaling $484,000 including an 8% benefits rate. The part-time staff categories include:
- Control Desk Attendant,
- Fitness Attendant,
- Roaming Staff / Set-up Staff,
- Lifeguards,
- Custodial, and
- Youth Programming (Child Watch Operations).

Personnel costs for all options are consistent with one another. Expenses are project to increase annually at 3%.

Per Square Foot Assumptions	
Utilities	$4.50
Telephone	$0.40
Repairs & Maintenance	$1.75
Janitorial	$1.50
Insurance & Misc.	$0.75

A variety of operating expenses contribute to the $654,000 in non-personnel costs for Option A. These costs include a mixture of fixed budget line items and cost per square foot line items. Fixed budget items include marketing, administrative, service contracts, and equipment replacement / upgrades. These fixed items costs total $218,000.

Pro Forma

All assumptions within the model contribute to the ten-year operating pro forma. This pro forma tracks all revenues and expenses over the first ten years of operation and identifies shortfalls in cash flow. Given the recommendations on staffing, operation, and revenue potential for the facility, B&D believes that the most appropriate fee structure for the City of Maricopa would be the moderate approach where 80% of operations would be recovered. While these fee levels are the most cost effective for the population, and considered to be the most realistic, the operation of Option A would see an annual deficit of approximately $290,000. In this scenario, it is anticipated that the City allocate general funds to support the operation of the Multi-Gen. In order to establish a break even revenue situation, the agressive membership levels would be required.

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Exhibit A

ESRI Demographics and Income
Profile Report

City Hall
45145 W Madison Ave, Maricopa, AZ, 85139
Ring: 1 mile radius

Latitude: 33.06164
Longitude: -112.05297

| Summary	2000	2010	2015
Population	1,014	11,625	16,708
Households	279	3,160	4,560
Families	210	2,299	3,282
Average Household Size	3.59	3.67	3.66
Owner Occupied Housing Units	211	2,271	3,163
Renter Occupied Housing Units	68	889	1,398
Median Age	32.6	29.8	30.3

Trends: 2010 - 2015 Annual Rate	Area	State	National
Population	7.52%	1.87%	0.76%
Households	7.61%	1.83%	0.78%
Families	7.38%	1.65%	0.64%
Owner HHs	6.85%	1.94%	0.82%
Median Household Income	2.70%	2.85%	2.36%

	2000		2010		2015	
Households by Income	Number	Percent	Number	Percent	Number	Percent
<$15,000	51	18.2%	340	10.8%	414	9.1%
$15,000 - $24,999	42	15.0%	367	11.6%	456	10.0%
$25,000 - $34,999	47	16.8%	320	10.1%	401	8.8%
$35,000 - $49,999	57	20.4%	655	20.7%	745	16.3%
$50,000 - $74,999	54	19.3%	674	21.3%	1,197	26.3%
$75,000 - $99,999	18	6.4%	471	14.9%	835	18.3%
$100,000 - $149,999	11	3.9%	259	8.2%	456	10.0%
$150,000 - $199,999	0	0.0%	66	2.1%	41	0.9%
$200,000+	0	0.0%	9	0.3%	15	0.3%
Median Household Income	$35,000		$47,571		$54,338	
Average Household Income	$39,489		$55,873		$58,897	
Per Capita Income	$12,704		$18,141		$19,191	

	2000		2010		2015	
Population by Age	Number	Percent	Number	Percent	Number	Percent
0 - 4	86	8.5%	1,077	9.3%	1,550	9.3%
5 - 9	84	8.3%	1,009	8.7%	1,476	8.8%
10 - 14	95	9.4%	928	8.0%	1,385	8.3%
15 - 19	85	8.4%	961	8.3%	1,268	7.6%
20 - 24	61	6.0%	953	8.2%	1,275	7.6%
25 - 34	129	12.7%	1,619	13.9%	2,496	14.9%
35 - 44	155	15.3%	1,322	11.4%	1,850	11.1%
45 - 54	137	13.5%	1,413	12.2%	1,802	10.8%
55 - 64	98	9.7%	1,183	10.2%	1,758	10.5%
65 - 74	59	5.8%	694	6.0%	1,172	7.0%
75 - 84	21	2.1%	344	3.0%	498	3.0%
85+	4	0.4%	122	1.0%	176	1.1%

	2000		2010		2015	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	665	65.5%	6,755	58.1%	10,340	61.9%
Black Alone	16	1.6%	410	3.5%	564	3.4%
American Indian Alone	42	4.1%	401	3.5%	438	2.6%
Asian Alone	3	0.3%	127	1.1%	180	1.1%
Pacific Islander Alone	1	0.1%	14	0.1%	16	0.1%
Some Other Race Alone	248	24.4%	3,385	29.1%	4,458	26.7%
Two or More Races	40	3.9%	532	4.6%	712	4.3%
Hispanic Origin (Any Race)	443	43.7%	6,028	51.9%	8,397	50.3%

Data Note: Income is expressed in current dollars
Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

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Demographic and Income Profile Report

City Hall
45145 W Madison Ave, Maricopa, AZ, 85139
Ring: 1 mile radius

Latitude: 33.06164
Longitude: -112.05297

Trends 2010-2015

Population by Age

2010 Household Income

$50K - $74K
21.3%

$75K - $99K
14.9%

$100K - $149K
8.2%

$150K - $199K
2.1%

$200K+
0.3%

< $15K
10.8%

$35K - $49K
20.7%

$25K - $34K
10.1%

$15K - $24K
11.6%

2010 Population by Race

2010 Percent Hispanic Origin: 51.9%

August 03, 2011

Made with Esri Business Analyst

Demographic and Income Profile Report

City Hall
45145 W Madison Ave, Maricopa, AZ, 85139
Ring: 3 miles radius

Latitude: 33.06164
Longitude: -112.05297
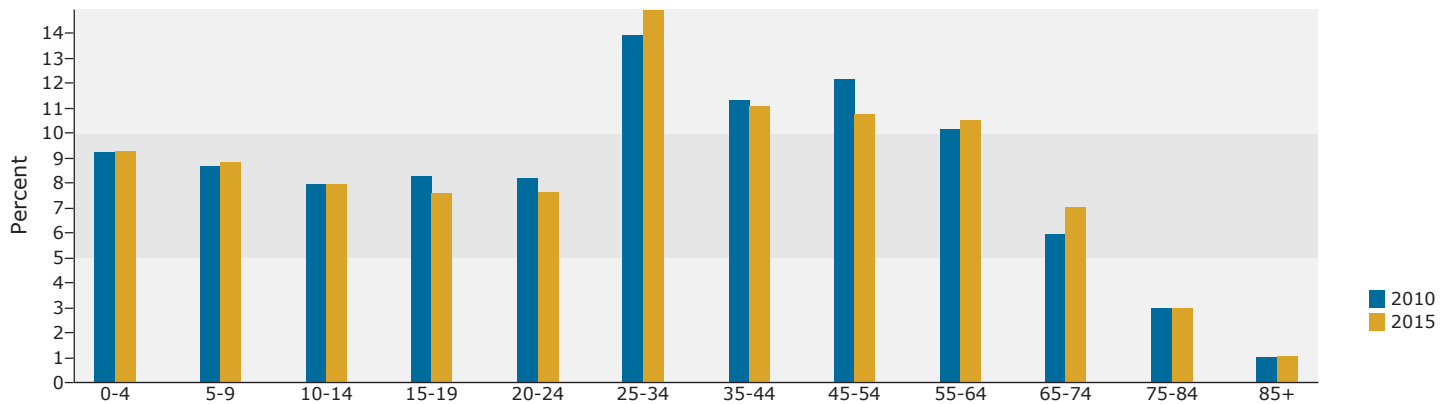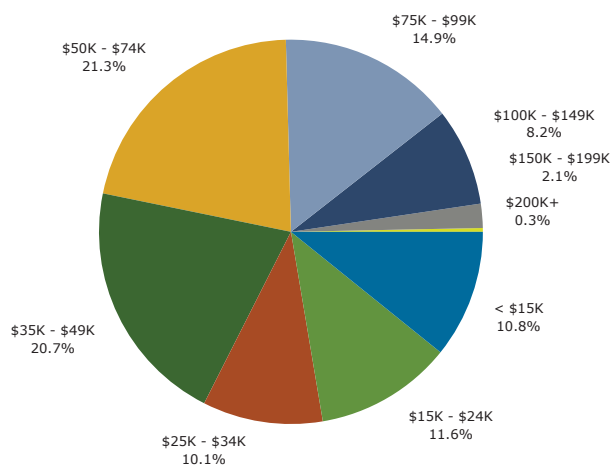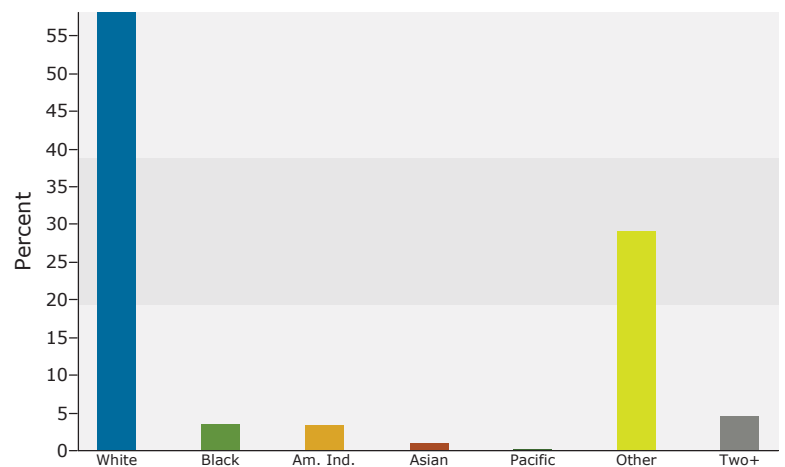
Summary	2000	2010	2015
Population	1,775	35,760	51,553
Households	505	11,463	16,596
Families	390	8,426	12,070
Average Household Size	3.49	3.12	3.10
Owner Occupied Housing Units	361	8,182	11,295
Renter Occupied Housing Units	144	3,281	5,302
Median Age	29.2	29.1	29.6

Trends: 2010 - 2015 Annual Rate	Area	State	National
Population	7.59%	1.87%	0.76%
Households	7.68%	1.83%	0.78%
Families	7.45%	1.65%	0.64%
Owner HHs	6.66%	1.94%	0.82%
Median Household Income	3.31%	2.85%	2.36%

Households by Income	2000		2010		2015	
	Number	Percent	Number	Percent	Number	Percent
<$15,000	98	20.3%	1,369	11.9%	1,685	10.2%
$15,000 - $24,999	94	19.5%	1,553	13.6%	1,956	11.8%
$25,000 - $34,999	77	15.9%	1,363	11.9%	1,731	10.4%
$35,000 - $49,999	94	19.5%	2,274	19.8%	2,618	15.8%
$50,000 - $74,999	73	15.1%	2,295	20.0%	4,154	25.0%
$75,000 - $99,999	26	5.4%	1,463	12.8%	2,610	15.7%
$100,000 - $149,999	20	4.1%	878	7.7%	1,625	9.8%
$150,000 - $199,999	1	0.2%	228	2.0%	162	1.0%
$200,000+	0	0.0%	37	0.3%	56	0.3%
Median Household Income	$31,744		$43,627		$51,348	
Average Household Income	$37,534		$52,914		$56,355	
Per Capita Income	$11,263		$16,778		$17,927	

Population by Age	2000		2010		2015	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	167	9.4%	3,420	9.6%	4,933	9.6%
5 - 9	162	9.1%	3,235	9.0%	4,725	9.2%
10 - 14	180	10.2%	2,988	8.4%	4,477	8.7%
15 - 19	159	8.9%	3,110	8.7%	4,107	8.0%
20 - 24	115	6.5%	2,894	8.1%	3,949	7.7%
25 - 34	253	14.2%	4,865	13.6%	7,402	14.4%
35 - 44	255	14.4%	4,050	11.3%	5,664	11.0%
45 - 54	216	12.2%	4,168	11.7%	5,420	10.5%
55 - 64	145	8.2%	3,463	9.7%	5,180	10.0%
65 - 74	83	4.7%	2,098	5.9%	3,569	6.9%
75 - 84	34	1.9%	1,060	3.0%	1,547	3.0%
85+	7	0.4%	410	1.1%	580	1.1%

Race and Ethnicity	2000		2010		2015	
	Number	Percent	Number	Percent	Number	Percent
White Alone	816	46.0%	19,154	53.6%	29,715	57.6%
Black Alone	21	1.2%	1,347	3.8%	1,874	3.6%
American Indian Alone	526	29.7%	1,819	5.1%	2,018	3.9%
Asian Alone	5	0.3%	447	1.3%	637	1.2%
Pacific Islander Alone	1	0.1%	52	0.1%	62	0.1%
Some Other Race Alone	349	19.7%	11,323	31.7%	15,056	29.2%
Two or More Races	56	3.2%	1,617	4.5%	2,191	4.3%
Hispanic Origin (Any Race)	636	35.9%	20,055	56.1%	28,206	54.7%

Data Note: Income is expressed in current dollars
Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

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Ring: 3 miles radius

Latitude: 33.06164
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Trends 2010-2015
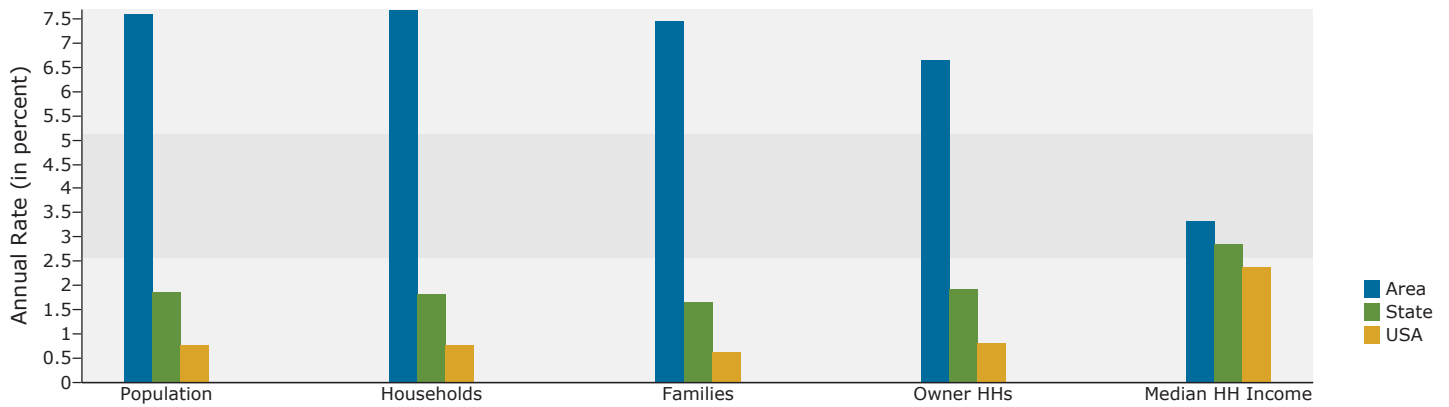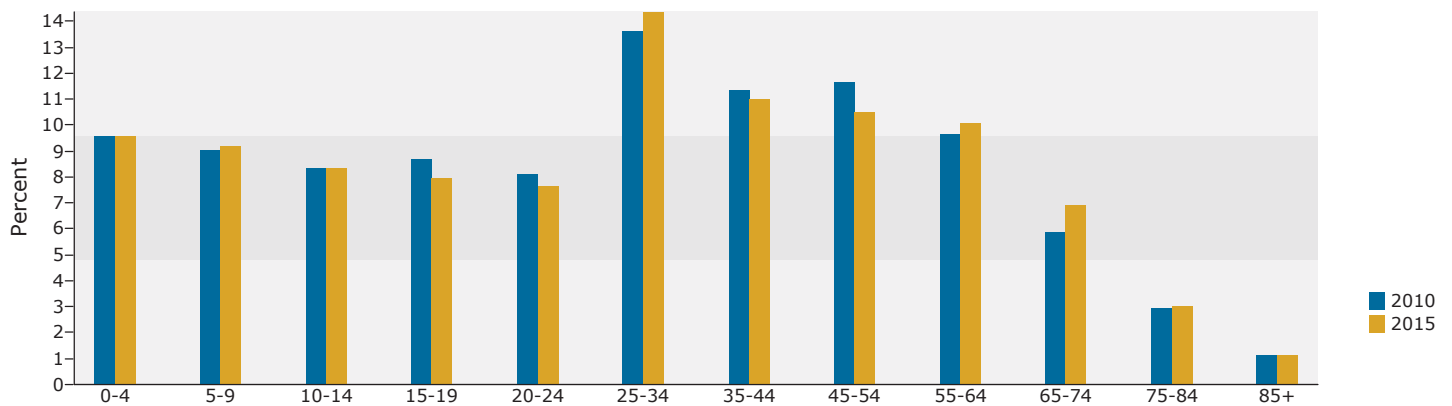
Population by Age

2010 Household Income
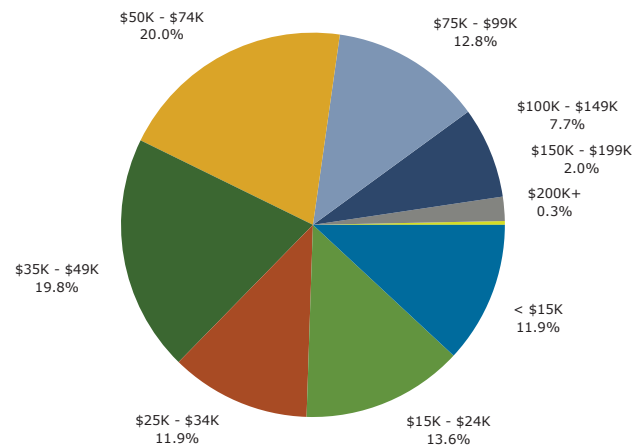
2010 Population by Race
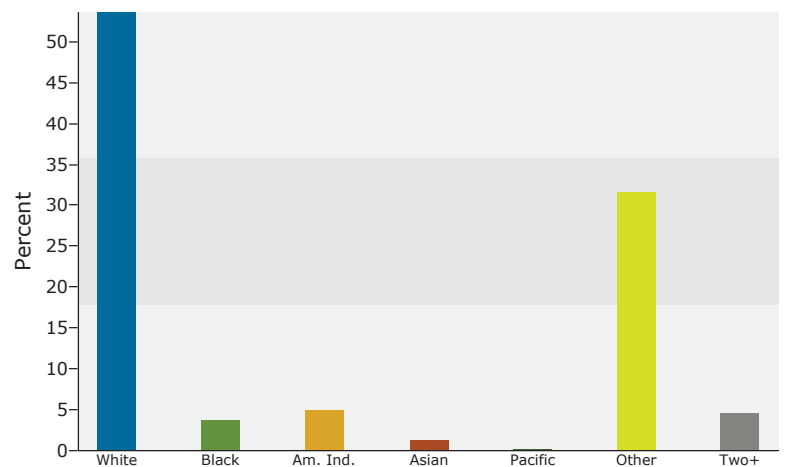
2010 Percent Hispanic Origin: 56.1%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

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Ring: 5 miles radius

Latitude: 33.06164
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Summary	2000	2010	2015
Population	2,412	41,573	59,727
Households	688	12,980	18,733
Families	531	9,571	13,664
Average Household Size	3.48	3.20	3.19
Owner Occupied Housing Units	489	9,204	12,709
Renter Occupied Housing Units	199	3,776	6,025
Median Age	29.1	29.0	29.5

Trends: 2010 - 2015 Annual Rate	Area	State	National
Population	7.52%	1.87%	0.76%
Households	7.61%	1.83%	0.78%
Families	7.38%	1.65%	0.64%
Owner HHs	6.67%	1.94%	0.82%
Median Household Income	3.35%	2.85%	2.36%

Households by Income	2000 Number	2000 Percent	2010 Number	2010 Percent	2015 Number	2015 Percent
<$15,000	133	20.1%	1,641	12.6%	2,014	10.8%
$15,000 - $24,999	131	19.8%	1,755	13.5%	2,205	11.8%
$25,000 - $34,999	107	16.2%	1,542	11.9%	1,955	10.4%
$35,000 - $49,999	127	19.2%	2,530	19.5%	2,906	15.5%
$50,000 - $74,999	98	14.8%	2,576	19.8%	4,648	24.8%
$75,000 - $99,999	36	5.4%	1,657	12.8%	2,949	15.7%
$100,000 - $149,999	28	4.2%	986	7.6%	1,817	9.7%
$150,000 - $199,999	1	0.2%	252	1.9%	179	1.0%
$200,000+	0	0.0%	41	0.3%	60	0.3%
Median Household Income	$31,543		$43,351		$51,119	
Average Household Income	$37,414		$52,487		$55,995	
Per Capita Income	$11,218		$16,547		$17,715	

Population by Age	2000 Number	2000 Percent	2010 Number	2010 Percent	2015 Number	2015 Percent
0 - 4	229	9.5%	3,992	9.6%	5,738	9.6%
5 - 9	222	9.2%	3,787	9.1%	5,506	9.2%
10 - 14	245	10.1%	3,515	8.5%	5,239	8.8%
15 - 19	216	9.0%	3,634	8.7%	4,784	8.0%
20 - 24	155	6.4%	3,360	8.1%	4,573	7.7%
25 - 34	345	14.3%	5,645	13.6%	8,567	14.3%
35 - 44	346	14.3%	4,703	11.3%	6,546	11.0%
45 - 54	290	12.0%	4,863	11.7%	6,300	10.5%
55 - 64	197	8.2%	3,993	9.6%	5,962	10.0%
65 - 74	112	4.6%	2,416	5.8%	4,110	6.9%
75 - 84	46	1.9%	1,202	2.9%	1,752	2.9%
85+	9	0.4%	460	1.1%	651	1.1%

Race and Ethnicity	2000 Number	2000 Percent	2010 Number	2010 Percent	2015 Number	2015 Percent
White Alone	1,102	45.7%	21,523	51.8%	33,376	55.9%
Black Alone	30	1.2%	1,503	3.6%	2,091	3.5%
American Indian Alone	704	29.2%	3,451	8.3%	4,066	6.8%
Asian Alone	7	0.3%	495	1.2%	705	1.2%
Pacific Islander Alone	2	0.1%	59	0.1%	71	0.1%
Some Other Race Alone	490	20.3%	12,634	30.4%	16,807	28.1%
Two or More Races	77	3.2%	1,907	4.6%	2,611	4.4%
Hispanic Origin (Any Race)	890	36.9%	22,502	54.1%	31,649	53.0%

Data Note: Income is expressed in current dollars
Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

August 03, 2011

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Trends 2010-2015

Annual Rate (in percent) — Area, State, USA across Population, Households, Families, Owner HHs, Median HH Income

Population by Age

2010, 2015 across age groups 0-4, 5-9, 10-14, 15-19, 20-24, 25-34, 35-44, 45-54, 55-64, 65-74, 75-84, 85+

2010 Household Income

$50K - $74K 19.8%
$75K - $99K 12.8%
$100K - $149K 7.6%
$150K - $199K 1.9%
$200K+ 0.3%
< $15K 12.6%
$15K - $24K 13.5%
$25K - $34K 11.9%
$35K - $49K 19.5%

2010 Population by Race

White, Black, Am. Ind., Asian, Pacific, Other, Two+

2010 Percent Hispanic Origin: 54.1%

August 03, 2011

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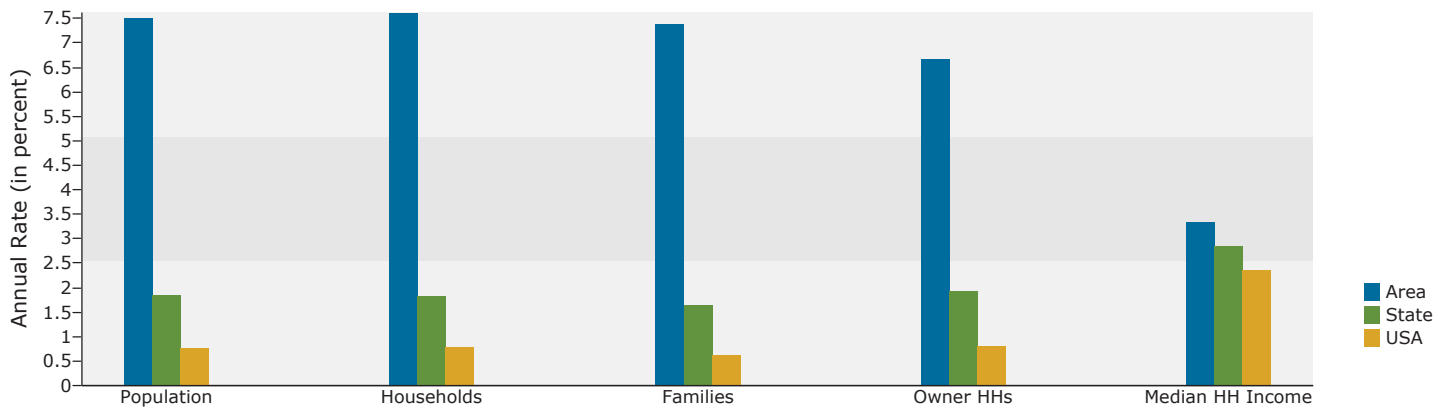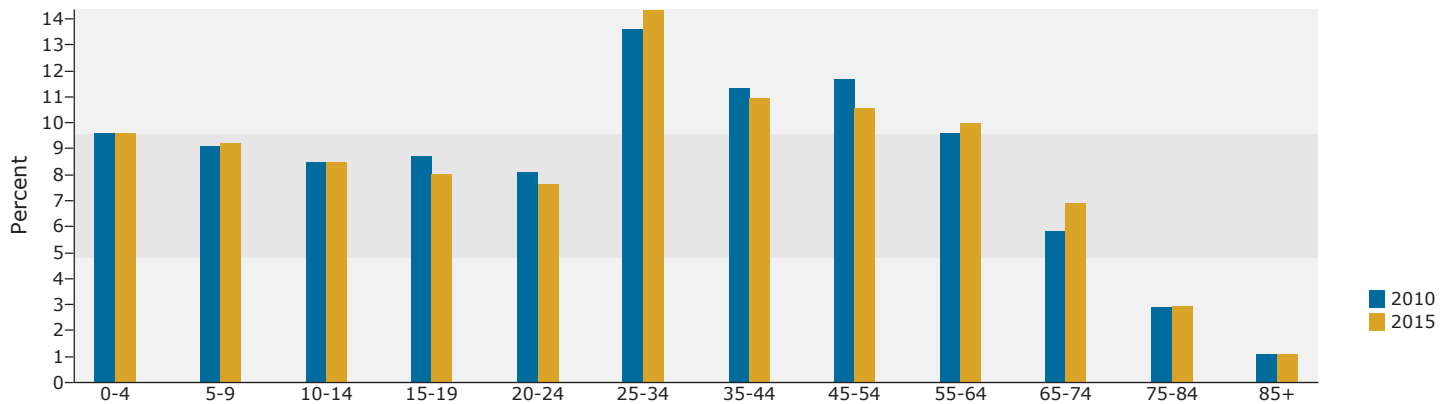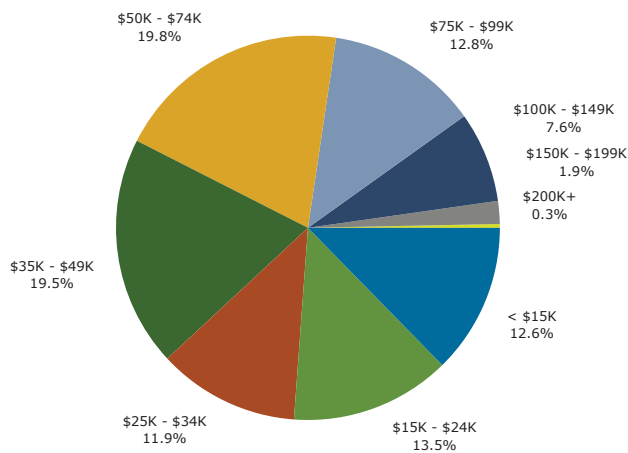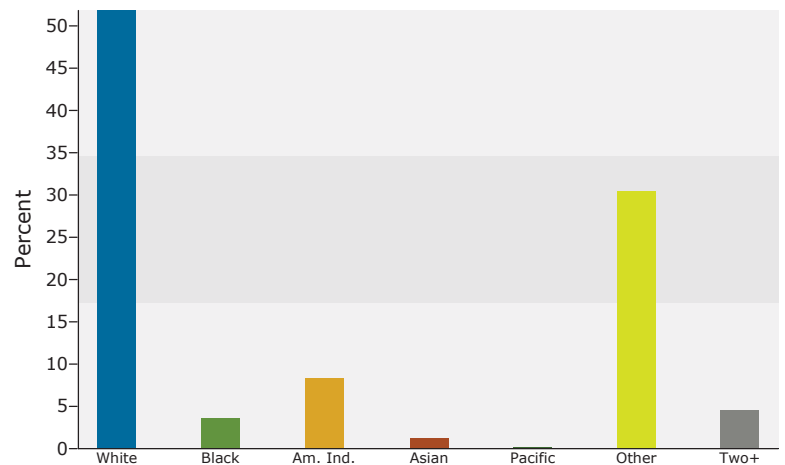
Exhibit B

Outline Program Comparison

Option	A	B	C
Gym			
2 full courts, 4 half courts, 2 volley ball courts serves as			
550+ person assembly space		12,300	12,300
1 full court, 4 half courts, 2 volley ball courts serves as			
400+ person assembly space	9,250		
Gym Storage	800	1,000	1,000
Flexible Event Space			
(+/- 140 people)			2,000
(+/- 180 people)			
(+/- 240 people)	4,000		
(+/- 300 people)			
Flexible Event Storage	500		400
Multi-Purpose Classroom			
Wet Room (40 people)	1,200	1,200	
Dry Room (40 people)		1,200	
Lobby	4250	4250	4250
Catering Kitchen	600	600	600
Activity Room	1,000	1,000	1,000
Locker Core - Mens, Womens, Family	3,000	3,000	3,000
Public Toilets	750	750	750
Fitness	7000	7000	7000
Administration	1,900	1,900	1,900
IT/Data	100	100	100
Dance Studio (40 people)	3,000	3,000	3,000
Multi-Purpose Studio (20 people)	1,500	1,500	1,500
Storage	350	350	350
Child Watch	1,000	1,000	1,000
Storage	400	400	400
Laundry	200	200	200
Pool Equip/Storage	1,750	1,750	1,750
Total Net	**42,550**	**42,500**	**42,500**
Total Gross at 85% Efficiency	**6,383**	**6,375**	**6,375**
Total Area	**48,933**	**48,875**	**48,875**
*3-Lane Track** (deduct alternate)*	*4000*	*4000*	*4000*
Total Area w Track	**52,933**	**52,875**	**52,875**

**The 3-Lane Track is not included in any financial modeling of the Multi-Gen

Exhibit C

Self-Operated Financial Model – Option A

City of Maricopa
Multi-Gen Preliminary Financial Model

OUTLINE PROGRAM

Option A

Program Elements	Quantity	Unit NSF	Total NSF
AQUATICS			
Outdoor Lap Pool	*1*	*3,000*	*3,000*
Outdoor Leisure Pool	*1*	*3,000*	*3,000*
Outdoor Pool Deck	*1*	*3,000*	*3,000*
Outdoor Splash Park	0	3,000	0
Pool Filter/Storage	1	1,750	1,750
Subtotal - Aquatics			**1,750**
SPECIALIZED ACTIVITIES			
Weight & Fitness	1	7,000	7,000
Dance Studio	1	3,000	3,000
Dance Studio - Storage	1	250	250
Multipurpose Rooms - Small	1	1,500	1,500
Multipurpose Rooms - Small Storage	1	100	100
Climbing Wall	0	1,400	0
Subtotal - Specialized Activities			**11,850**
ENTERPRISE			
Snack Bar/Vending Area	0	500	0
Child Watch	1	1,000	1,000
Subtotal - Enterprise			**1,000**
GYMNASIUM			
Gymnasium	1	9,250	9,250
Gymnasium Storage	1	800	800
Running/Jogging Track	0	4,000	0
Subtotal - Gymnasium			**10,050**
COMMUNITY ZONE			
Multi-Purpose Meeting Rooms	1	1,200	1,200
Multi-Purpose Meeting Rooms - Storage	0	0	0
Community Lobby	1	4,250	4,250
Catering / Community Kitchen	1	600	600
Flexible Event Space	1	4,000	4,000
Flexible Event Storage	1	500	500
Activity Room	1	1,000	1,000
Maintenance/Service Area	0	0	0
Toilets/Janitor	1	750	750
Subtotal - Community Zone			**12,300**
SUPPPORT SPACES			
General Administrative			
Director's Office	1	150	150
Assistant Director's Office	2	120	240
Staff Office	6	80	480
Building Operations Manager's Office	1	80	80
Business Manager's Office	1	80	80
Administrative Assistant's Work Station	1	55	55
Part-time Employees Work Station	2	55	110
Work Area	0	180	0
Marketing Production Area	1	100	100
Conference Room	1	180	180
Duplication/Administrative Area	1	100	100
Storage	1	60	60
Pantry/Lounge	1	120	120
IT Closet	1	100	100
Lobby	0	850	0
Admission Control	1	150	150
Subtotal - General Administration			**2,005**
Support Spaces			
Men's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	4	23.4	94
-- Urinals	4	12.0	48
-- Grooming Stations	8	15.0	120
Women's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	8	23.4	187
-- Grooming Stations	8	15.0	120
Family Change Rooms	2	120	240
General Building Storage	1	400	400
Laundry	1	200	200
Subtotal - Support Spaces			**3,605**
Subtotal NASF			**42,560**
Building Core & Circulation With Building Efficiency @ 87.0%			**6,383**
Building Envelope			**48,943**

City of Maricopa
Multi-Gen Preliminary Financial Model

OUTLINE PROGRAM

Program Elements	Quantity	Unit NSF	Total NSF
AQUATICS			
Outdoor Lap Pool	*1*	*3,000*	*3,000*
Outdoor Leisure Pool	*1*	*3,000*	*3,000*
Outdoor Pool Deck	*1*	*3,000*	*3,000*
Outdoor Splash Park	0	3,000	0
Pool Filter/Storage	1	1,750	1,750
Subtotal - Aquatics			**1,750**
SPECIALIZED ACTIVITIES			
Weight & Fitness	1	7,000	7,000
Dance Studio	1	3,000	3,000
Dance Studio - Storage	1	250	250
Multipurpose Rooms - Small	1	1,500	1,500
Multipurpose Rooms - Small Storage	1	100	100
Climbing Wall	0	1,400	0
Subtotal - Specialized Activities			**11,850**
ENTERPRISE			
Snack Bar/Vending Area	0	500	0
Child Watch	1	1,000	1,000
Subtotal - Enterprise			**1,000**
GYMNASIUM			
Gymnasium	1	12,300	12,300
Gymnasium Storage	1	1,000	1,000
Running/Jogging Track	0	4,000	0
Subtotal - Gymnasium			**13,300**
COMMUNITY ZONE			
Multi-Purpose Meeting Rooms	2	1,200	2,400
Multi-Purpose Meeting Rooms - Storage	0	0	0
Community Lobby	1	4,250	4,250
Catering / Community Kitchen	1	600	600
Flexible Event Space	0	2,000	0
Flexible Event Storage	0	400	0
Activity Room	1	1,000	1,000
Maintenance/Service Area	0	0	0
Toilets/Janitor	1	750	750
Subtotal - Community Zone			**9,000**
SUPPPORT SPACES			
General Administrative			
Director's Office	1	150	150
Assistant Director's Office	2	120	240
Staff Office	6	80	480
Building Operations Manager's Office	1	80	80
Business Manager's Office	1	80	80
Administrative Assistant's Work Station	1	55	55
Part-time Employees Work Station	2	55	110
Work Area	0	180	0
Marketing Production Area	1	100	100
Conference Room	1	180	180
Duplication/Administrative Area	1	100	100
Storage	1	60	60
Pantry/Lounge	1	120	120
IT Closet	1	100	100
Lobby	0	850	0
Admission Control	1	150	150
Subtotal - General Administration			**2,005**
Support Spaces			
Men's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	4	23.4	94
-- Urinals	4	12.0	48
-- Grooming Stations	8	15.0	120
Women's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	8	23.4	187
-- Grooming Stations	8	15.0	120
Family Change Rooms	2	120	240
General Building Storage	1	400	400
Laundry	1	200	200
Subtotal - Support Spaces			**3,605**
Subtotal NASF			**42,510**
Building Core & Circulation With Building Efficiency @ 87.0%			**6,375**
Building Envelope			**48,885**

City of Maricopa
Multi-Gen Preliminary Financial Model

OUTLINE PROGRAM

Option C

Program Elements	Quantity	Unit NSF	Total NSF
AQUATICS			
Outdoor Lap Pool	*1*	*3,000*	*3,000*
Outdoor Leisure Pool	*1*	*3,000*	*3,000*
Outdoor Pool Deck	*1*	*3,000*	*3,000*
Outdoor Splash Park	0	3,000	0
Pool Filter/Storage	1	1,750	1,750
Subtotal - Aquatics			**1,750**
SPECIALIZED ACTIVITIES			
Weight & Fitness	1	7,000	7,000
Dance Studio	1	3,000	3,000
Dance Studio - Storage	1	250	250
Multipurpose Rooms - Small	1	1,500	1,500
Multipurpose Rooms - Small Storage	1	100	100
Climbing Wall	0	1,400	0
Subtotal - Specialized Activities			**11,850**
ENTERPRISE			
Snack Bar/Vending Area	0	500	0
Child Watch	1	1,000	1,000
Subtotal - Enterprise			**1,000**
GYMNASIUM			
Gymnasium	1	12,300	12,300
Gymnasium Storage	1	1,000	1,000
Running/Jogging Track	0	4,000	0
Subtotal - Gymnasium			**13,300**
COMMUNITY ZONE			
Multi-Purpose Meeting Rooms	0	1,200	0
Multi-Purpose Meeting Rooms - Storage	0	0	0
Community Lobby	1	4,250	4,250
Catering / Community Kitchen	1	600	600
Flexible Event Space	1	2,000	2,000
Flexible Event Storage	1	400	400
Activity Room	1	1,000	1,000
Maintenance/Service Area	0	0	0
Toilets/Janitor	1	750	750
Subtotal - Community Zone			**9,000**
SUPPPORT SPACES			
General Administrative			
Director's Office	1	150	150
Assistant Director's Office	2	120	240
Staff Office	6	80	480
Building Operations Manager's Office	1	80	80
Business Manager's Office	1	80	80
Administrative Assistant's Work Station	1	55	55
Part-time Employees Work Station	2	55	110
Work Area	0	180	0
Marketing Production Area	1	100	100
Conference Room	1	180	180
Duplication/Administrative Area	1	100	100
Storage	1	60	60
Pantry/Lounge	1	120	120
IT Closet	1	100	100
Lobby	0	850	0
Admission Control	1	150	150
Subtotal - General Administration			**2,005**
Support Spaces			
Men's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	4	23.4	94
-- Urinals	4	12.0	48
-- Grooming Stations	8	15.0	120
Women's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	8	23.4	187
-- Grooming Stations	8	15.0	120
Family Change Rooms	2	120	240
General Building Storage	1	400	400
Laundry	1	200	200
Subtotal - Support Spaces			**3,605**
Subtotal NASF			**42,510**
Building Core & Circulation With Building Efficiency @ 87.0%			**6,375**
Building Envelope			**48,885**

City of Maricopa
Multi-Gen Preliminary Financial Model
Building Capacity

| | Option | Option A |

Activity Allocations and Maximum Participants

Activity	Units	Quantity	Unit NASF	Total NASF	Allocation Units Per NASF	Units	Total
Basketball/Other Gym	Courts	1	9,250	9,250	60	People	60
Track	Square Feet	0	0	0	250	Square Feet	0
Weight/Fitness	Square Feet	1	7,000	7,000	45	Square Feet	156
Multipurpose Room	Square Feet	2	5,350	10,700	45	Square Feet	238
Racquetball/Squash	Courts	0	0	0	2	People	0
Lap Pool	Lanes	1	3,000	3,000	50	People	50
Leisure Pool/Spa	Square Feet	1	3,000	3,000	50	Square Feet	60
Tennis Courts	Courts	0	0	0	4	Square Feet	0
Snack Bar/Vending	Square Feet	0	0	0	50	Square Feet	0
Other Public Spaces	Square Feet	3	2,950	8,850	150	Square Feet	59
					Maximum Participants at One Time		**622**

Activities Duration Breakdown By Different Periods of the Day

Activity	Activity Duration	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM
Basketball/Other Gym	1.50	2.00	2.67	0.67	2.67	2.00	2.00
Track	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Weight/Fitness	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Multipurpose Room	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Racquetball/Squash	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Lap Pool	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Leisure Pool/Spa	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Tennis Courts	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Snack Bar/Vending	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Other Public Spaces	0.50	6.00	8.00	2.00	8.00	6.00	6.00

Utilization Rates During Periods of the Day

Activity	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM	Total
Utilization Rate	15%	10%	10%	5%	60%	15%	
Basketball/Other Gym	18	16	4	8	72	18	136
Track	0	0	0	0	0	0	0
Weight/Fitness	70	62	16	31	280	70	529
Multipurpose Room	107	95	24	48	428	107	808
Racquetball/Squash	0	0	0	0	0	0	0
Lap Pool	23	20	5	10	90	23	170
Leisure Pool/Spa	27	24	6	12	108	27	204
Therapy Pool	0	0	0	0	0	0	0
Snack Bar/Vending	0	0	0	0	0	0	0
Other Public Spaces	53	47	12	24	212	53	401

Grand Total

Total Users - Breakdown					
Totals	Total	Programs/ Classes	Day Admissions	Member Admissions	Total Memberships~
Percent		10.00%	5.00%	50.00%	
Total Users Per Day	2,249	225	112	1,124	
Total Users Per Week#	13,491	1,349	675	6,746	
Total Users Per Year*	674,560	67,456	33,700	337,280	6,700

Notes
 # - Per day multiplied by 6 (Saturday and Sunday are counted as one day)
* - Open 50 weeks per year
~ - Assumes 1 visit per week for 50 weeks for each member

City of Maricopa
Multi-Gen Preliminary Financial Model
Building Capacity

	Option	Option B

Activity Allocations and Maximum Participants

Activity	Units	Quantity	Unit NASF	Total NASF	Allocation Units Per NASF	Allocation Units	Total
Basketball/Other Gym	Courts	1	12,300	12,300	60	People	60
Track	Square Feet	0	0	0	250	Square Feet	0
Weight/Fitness	Square Feet	1	7,000	7,000	45	Square Feet	156
Multipurpose Room	Square Feet	2	3,950	7,900	45	Square Feet	176
Racquetball/Squash	Courts	0	0	0	2	People	0
Lap Pool	Lanes	1	3,000	3,000	50	People	50
Leisure Pool/Spa	Square Feet	1	3,000	3,000	50	Square Feet	60
Tennis Courts	Courts	0	0	0	4	Square Feet	0
Snack Bar/Vending	Square Feet	0	0	0	50	Square Feet	0
Other Public Spaces	Square Feet	3	2,950	8,850	150	Square Feet	59
					Maximum Participants at One Time		**560**

Activities Duration Breakdown By Different Periods of the Day

Activity	Activity Duration	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM
Basketball/Other Gym	1.50	2.00	2.67	0.67	2.67	2.00	2.00
Track	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Weight/Fitness	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Multipurpose Room	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Racquetball/Squash	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Lap Pool	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Leisure Pool/Spa	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Tennis Courts	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Snack Bar/Vending	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Other Public Spaces	0.50	6.00	8.00	2.00	8.00	6.00	6.00

Utilization Rates During Periods of the Day

Activity	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM	Total
Utilization Rate	*15%*	*10%*	*10%*	*5%*	*60%*	*15%*	
Basketball/Other Gym	18	16	4	8	72	18	136
Track	0	0	0	0	0	0	0
Weight/Fitness	70	62	16	31	280	70	529
Multipurpose Room	79	70	18	35	316	79	597
Racquetball/Squash	0	0	0	0	0	0	0
Lap Pool	23	20	5	10	90	23	170
Leisure Pool/Spa	27	24	6	12	108	27	204
Therapy Pool	0	0	0	0	0	0	0
Snack Bar/Vending	0	0	0	0	0	0	0
Other Public Spaces	53	47	12	24	212	53	401

Grand Total

		Total Users - Breakdown			
Totals	Total	Programs/ Classes	Day Admissions	Member Admissions	Total Memberships~
Percent		10.00%	5.00%	50.00%	
Total Users Per Day	2,037	204	102	1,018	
Total Users Per Week#	12,222	1,222	611	6,111	
Total Users Per Year*	611,093	61,109	30,600	305,547	6,100

Notes
 # - Per day multiplied by 6 (Saturday and Sunday are counted as one day)
* - Open 50 weeks per year
~ - Assumes 1 visit per week for 50 weeks for each member

City of Maricopa
Multi-Gen Preliminary Financial Model
Building Capacity

| | Option | Option C |

Activity Allocations and Maximum Participants

			Unit	Total	Allocation		
Activity	Units	Quantity	NASF	NASF	Units Per NASF	Units	Total
Basketball/Other Gym	Courts	1	12,300	12,300	60	People	60
Track	Square Feet	0	0	0	250	Square Feet	0
Weight/Fitness	Square Feet	1	7,000	7,000	45	Square Feet	156
Multipurpose Room	Square Feet	2	3,750	7,500	45	Square Feet	167
Racquetball/Squash	Courts	0	0	0	2	People	0
Lap Pool	Lanes	1	3,000	3,000	50	People	50
Leisure Pool/Spa	Square Feet	1	3,000	3,000	50	Square Feet	60
Tennis Courts	Courts	0	0	0	4	Square Feet	0
Snack Bar/Vending	Square Feet	0	0	0	50	Square Feet	0
Other Public Spaces	Square Feet	3	2,950	8,850	150	Square Feet	59
					Maximum Participants at One Time		**551**

Activities Duration Breakdown By Different Periods of the Day

	Activity	Hours					
Activity	Duration	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM
Basketball/Other Gym	1.50	2.00	2.67	0.67	2.67	2.00	2.00
Track	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Weight/Fitness	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Multipurpose Room	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Racquetball/Squash	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Lap Pool	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Leisure Pool/Spa	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Tennis Courts	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Snack Bar/Vending	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Other Public Spaces	0.50	6.00	8.00	2.00	8.00	6.00	6.00

Utilization Rates During Periods of the Day

	Hours						
Activity	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM	Total
Utilization Rate	15%	10%	10%	5%	60%	15%	
Basketball/Other Gym	18	16	4	8	72	18	136
Track	0	0	0	0	0	0	0
Weight/Fitness	70	62	16	31	280	70	529
Multipurpose Room	75	67	17	33	300	75	567
Racquetball/Squash	0	0	0	0	0	0	0
Lap Pool	23	20	5	10	90	23	170
Leisure Pool/Spa	27	24	6	12	108	27	204
Therapy Pool	0	0	0	0	0	0	0
Snack Bar/Vending	0	0	0	0	0	0	0
Other Public Spaces	53	47	12	24	212	53	401

Grand Total

Total Users - Breakdown					
Totals	Total	Programs/ Classes	Day Admissions	Member Admissions	Total Memberships~
Percent		10.00%	5.00%	50.00%	
Total Users Per Day	2,007	201	100	1,003	
Total Users Per Week#	12,041	1,204	602	6,020	
Total Users Per Year*	602,027	60,203	30,100	301,013	6,000

Notes
 # - **Per day multiplied by 6 (Saturday and Sunday are counted as one day)**
* - Open 50 weeks per year
~ - Assumes 1 visit per week for 50 weeks for each member

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

Day Passes	Option A	Option B	Option C
Percentage of Daily Passess	5%	5%	5%
Total Annual Admissions	33,700	30,600	30,100
Per Day	90	90	80

Total Membership	6,700	6,100	6,000
25 Pass Membership	15%	15%	15%
Year Membership	25%	25%	25%
6 Month Membership	25%	25%	25%
One Month Membership	35%	35%	35%

Membership Allocation			
25 Pass Membership	1,005	915	900
Year Membership	1,675	1,525	1,500
6 Month Membership	1,675	1,525	1,500
One Month Membership	2,345	2,135	2,100
Total Group Membership	6,700	6,100	6,000

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

FEE REVENUE

	Low
Membership Fe	Low
Non Resident F	150%
Percent Reside	95%
Percent Non Re	5%
Fee Expense In	103%

		Option A		Option B		Option C		Total Option A	Total Option B	Total Option C
		Rate	# of Members	Rate	# of Members	Rate	# of Members			
Daily Admission	Adult	50%	16,850	50%	15,300	50%	15,050			
	Resident	$1	16,008	$1.00	14,535	$1.00	14,298	$16,008	$14,535	$14,298
	Non Resident	$2	843	$1.50	765	$1.50	753	$1,264	$1,148	$1,129
	% Difference	50%		50%		50%				
	Youth	25%	8,425	25%	7,650	25%	7,525			
	Resident	$1	8,004	$0.50	7,268	$0.50	7,149	$4,002	$3,634	$3,574
	Non Resident	$1	421	$0.75	383	$0.75	376	$316	$287	$282
	% Difference	50%		50%		50%				
	Senior	25%	8,425	25%	7,650	25%	7,525			
	Resident	$1	8,004	$0.50	7,268	$0.50	7,149	$4,002	$3,634	$3,574
	Non Resident	$2	421	$1.50	383	$1.50	376	$632	$574	$564
	% Difference	200%		200%		200%				
	Total		33,700		30,600		30,100	$26,223	$23,811	$23,422
25-Admission Pass	Adult	50%	503	50%	458	50%	450			
	Resident	$20	477	$20.00	435	$20.00	428	$9,548	$8,693	$8,550
	Non Resident	$30	25	$30.00	23	$30.00	23	$754	$686	$675
	% Difference	50%		50%		50%				
	Youth	25%	251	25%	229	25%	225			
	Resident	$10	239	$10.00	217	$10.00	214	$2,387	$2,173	$2,138
	Non Resident	$15	13	$15.00	11	$15.00	11	$188	$172	$169
	% Difference	50%		50%		50%				
	Senior	25%	251	25%	229	25%	225			
	Resident	$10	239	$10.00	217	$10.00	214	$2,387	$2,173	$2,138
	Non Resident	$30	13	$30.00	11	$30.00	11	$377	$343	$338
	% Difference	200%		200%		200%				
	Total		1,005		915		900	$15,640	$14,240	$14,006

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

FEE REVENUE

	Low	
Membership Fe	Low	
Non Resident F	150%	
Percent Reside	95%	
Percent Non Re	5%	
Fee Expense In	103%	

		Option A		Option B		Option C		Total		
								Option A	Option B	Option C
		Rate	# of Members	Rate	# of Members	Rate	# of Members			
1 Year Membership	Single Adult	30%	503	30%	458	30%	450			
	Resident	$198	477	$198.00	435	$198.00	428	$94,520	$86,056	$84,645
	Non Resident	$297	25	$297.00	23	$297.00	23	$7,462	$6,794	$6,683
	% Difference	50%		50%		50%				
	Two Adult (Family)	10%	168	10%	153	10%	150			
	Resident	$317	159	$316.80	145	$316.80	143	$50,411	$45,896	$45,144
	Non Resident	$475	8	$475.20	8	$475.20	8	$3,980	$3,623	$3,564
	% Difference	50%		50%		50%				
	Family Dependent	15%	251	15%	229	15%	225			
	Resident	$50	239	$49.50	217	$49.50	214	$11,815	$10,757	$10,581
	Non Resident	$74	13	$74.25	11	$74.25	11	$933	$849	$835
	% Difference	50%		50%		50%				
	Family Membership	20%	335	20%	305	20%	300			
	Resident	$396	318	$396.00	290	$396.00	285	$126,027	$114,741	$112,860
	Non Resident	$594	17	$594.00	15	$594.00	15	$9,950	$9,059	$8,910
	% Difference	50%		50%		50%				
	Single Dependent	15%	251	15%	229	15%	225			
	Resident	$99	239	$99.00	217	$99.00	214	$23,630	$21,514	$21,161
	Non Resident	$149	13	$148.50	11	$148.50	11	$1,866	$1,698	$1,671
	% Difference	50%		50%		50%				
	Senior Citizen	7%	117	7%	107	7%	105			
	Resident	$99	111	$99.00	101	$99.00	100	$11,027	$10,040	$9,875
	Non Resident	$297	6	$297.00	5	$297.00	5	$1,741	$1,585	$1,559
	% Difference	200%		200%		200%				
	Senior Couple	3%	50	3%	46	3%	45			
	Resident	$287	48	$287.10	43	$287.10	43	$13,705	$12,478	$12,274
	Non Resident	$475	3	$475.20	2	$475.20	2	$1,194	$1,087	$1,069
	% Difference	66%		66%		66%				
	Total		1,675		1,525		1,500	$358,261	$326,178	$320,831

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

FEE REVENUE

		Low		
Membership Fe		Low		
Non Resident F		150%		
Percent Reside		95%		
Percent Non R		5%		
Fee Expense In		103%		

	Option A		Option B		Option C		Total Option A	Total Option B	Total Option C
	Rate	# of Members	Rate	# of Members	Rate	# of Members			
Single Adult	30%	503	30%	458	30%	450			
Resident	$110	477	$110.00	435	$110.00	428	$52,511	$47,809	$47,025
Non Resident	$165	25	$165.00	23	$165.00	23	$4,146	$3,774	$3,713
% Difference	50%		50%		50%				
Two Adult (Family)	10%	168	10%	153	10%	150			
Resident	$158	159	$158.40	145	$158.40	143	$25,205	$22,948	$22,572
Non Resident	$238	8	$237.60	8	$237.60	8	$1,990	$1,812	$1,782
% Difference	50%		50%		50%				
Family Dependent	15%	251	15%	229	15%	225			
Resident	$25	239	$24.75	217	$24.75	214	$5,908	$5,378	$5,290
Non Resident	$37	13	$37.13	11	$37.13	11	$466	$425	$418
% Difference	50%		50%		50%				
Family Membership	20%	335	20%	305	20%	300			
Resident	$220	318	$220.00	290	$220.00	285	$70,015	$63,745	$62,700
Non Resident	$330	17	$330.00	15	$330.00	15	$5,528	$5,033	$4,950
% Difference	50%		50%		50%				
Single Dependent	15%	251	15%	229	15%	225			
Resident	$55	239	$55.00	217	$55.00	214	$13,128	$11,952	$11,756
Non Resident	$83	13	$82.50	11	$82.50	11	$1,036	$944	$928
% Difference	50%		50%		50%				
Senior Citizen	7%	117	7%	107	7%	105			
Resident	$55	111	$55.00	101	$55.00	100	$6,126	$5,578	$5,486
Non Resident	$165	6	$165.00	5	$165.00	5	$967	$881	$866
% Difference	200%		200%		200%				
Senior Couple	3%	50	3%	46	3%	45			
Resident	$144	48	$143.55	43	$143.55	43	$6,853	$6,239	$6,137
Non Resident	$238	3	$237.60	2	$237.60	2	$597	$544	$535
% Difference	66%		66%		66%				
Total		1,675		1,525		1,500	$194,476	$177,060	$174,158

6 Month Membership

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

FEE REVENUE

	Low
Membership Fe	Low
Non Resident P	150%
Percent Reside	95%
Percent Non Re	5%
Fee Expense In	103%

	Option A		Option B		Option C		Total		
							Option A	Option B	Option C
	Rate	# of Members	Rate	# of Members	Rate	# of Members			
Single Adult	30%	704	30%	641	30%	630			
Resident	$22	668	$22.00	608	$22.00	599	$14,703	$13,386	$13,167
Non Resident	$33	35	$33.00	32	$33.00	32	$1,161	$1,057	$1,040
% Difference	50%		50%		50%				
Two Adult (Family)	10%	235	10%	214	10%	210			
Resident	$32	223	$31.68	203	$31.68	200	$7,058	$6,425	$6,320
Non Resident	$48	12	$47.52	11	$47.52	11	$557	$507	$499
% Difference	50%		50%		50%				
Family Dependent	15%	352	15%	320	15%	315			
Resident	$5	334	$4.95	304	$4.95	299	$1,654	$1,506	$1,481
Non Resident	$7	18	$7.43	16	$7.43	16	$131	$119	$117
% Difference	50%		50%		50%				
Family Membership	20%	469	20%	427	20%	420			
Resident	$44	446	$44.00	406	$44.00	399	$19,604	$17,849	$17,556
Non Resident	$66	23	$66.00	21	$66.00	21	$1,548	$1,409	$1,386
% Difference	50%		50%		50%				
Single Dependent	15%	352	15%	320	15%	315			
Resident	$11	334	$11.00	304	$11.00	299	$3,676	$3,347	$3,292
Non Resident	$17	18	$16.50	16	$16.50	16	$290	$264	$260
% Difference	50%		50%		50%				
Senior Citizen	7%	164	7%	149	7%	147			
Resident	$11	156	$11.00	142	$11.00	140	$1,715	$1,562	$1,536
Non Resident	$33	8	$33.00	7	$33.00	7	$271	$247	$243
% Difference	200%		200%		200%				
Senior Couple	3%	70	3%	64	3%	63			
Resident	$29	67	$28.71	61	$28.71	60	$1,919	$1,747	$1,718
Non Resident	$48	4	$47.52	3	$47.52	3	$167	$152	$150
% Difference	66%		66%		66%				
Total		2,345		2,135		2,100	$54,453	$49,577	$48,764

1 Month Membership

	Option A	Option B	Option C	Option A	Option B	Option C
TOTALS - Daily	33,700	30,600	30,100	$26,000	$24,000	$23,000
TOTALS - Membership	6,700	6,100	6,000	$623,000	$567,000	$558,000
TOTALS REVENUE				$649,000	$591,000	$581,000

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

Cost Recovery	60%	
Instructor Fee	$27	

REVENUE ASSUMPTIONS
Aquatics

All Options	Yearly						
Lane Rentals	Lanes Available/Day	Lanes Available/Week	Utilization Rate	Rate/HR	Gross Weekly Revenue	Gross Annual Revenue	Cost Recovery %
Prime Time	6	30	50%	$27	$398	**$19,905**	**$11,943**
Non-Prime Times	12	60	50%	$27	$796	**$39,810**	**$23,886**
					TOTAL	**$59,715**	**$35,829**

All Options	Yearly						
Aquatic Classes	Classes/Week	Total Annual Classes	Average Rate/Class	Gross Revenue	Instructor Expense	Net Revenue	Cost Recovery %
Specialized Classes	16	800	$75	$60,000	$21,232	**$38,768**	**$23,261**
					TOTAL	**$38,768**	**$23,261**

Program	Revenue	Lane Rentals	Aquatic Classes	Total Revenue
All Options	Standard	$59,715	$38,768	$98,483
All Options	Cost Recovery	$38,768	$23,261	$62,029

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

Cost Recovery P/T	**60%**
Cost Recovery Classes	**60%**
Instructor Fee P/T	**$25**
Instructor Fee Class	**$25**

REVENUE ASSUMPTIONS
Fitness

All Options				Yearly			
Personal Training	Individuals	Total Annual Sessions	Rate/Session	Gross Annual Revenue	Instructor Expense	Net Revenue	Cost Recovery %
1 Hour Session	750	750	$65	$48,750	$18,750	**$30,000**	$18,000
4 Hour Sessions	450	1,800	$55	$99,000	$45,000	**$54,000**	$32,400
8 Hour Sessions	200	1,600	$45	$72,000	$40,000	**$32,000**	$19,200
			TOTAL	$219,750	$103,750	**$116,000**	$69,600

All Options				Yearly			
Fitness Classes	Number/Week	Total Annual Classes	Avg Rate/Class	Gross Annual	Instructor Expense	Net Revenue	Cost
Specialized Classes	65	3,250	$40	$130,000	$81,250	**$48,750**	$29,250
			TOTAL	$130,000	$81,250	**$48,750**	$29,250

Program	Revenue	Personal Training	Fitness Classes	Total Revenue
All Options	Standard	$116,000	$48,750	$164,750
All Options	Cost Recovery	$69,600	$29,250	$98,850

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

	Option A		Cost Recovery	60%

REVENUE ASSUMPTIONS
Other Revenues

Other Revenues	Option A	Option B	Option C	Option A	Cost Recovery
Corporate Membership/Sponsorship					
Sponsorship	$0	$0	$0	$0	$0
Subtotal	$0	$0	$0	$0	$0
Facility Rentals					
Facility Rentals	$60,000	$52,000	$50,000	$60,000	$36,000
Subtotal	$60,000	$52,000	$50,000	$60,000	$36,000
Parties					
Parties	$10,000	$10,000	$10,000	$10,000	$6,000
Subtotal	$10,000	$10,000	$10,000	$10,000	$6,000
Locker Rentals					
Locker Rentals	$7,000	$7,000	$7,000	$7,000	$4,200
Subtotal	$7,000	$7,000	$7,000	$7,000	$4,200
Child Watch					
Day Use	$33,000	$33,000	$33,000	$33,000	$19,800
Subtotal	$33,000	$33,000	$33,000	$33,000	$19,800
Retail Revenue					
Vending	$3,500	$3,500	$3,500	$3,500	$2,100
Retail/Pro Shop	$0	$0	$0	$0	$0
Subtotal	$3,500	$3,500	$3,500	$3,500	$2,100
Total Other Revenues	**$113,500**	**$105,500**	**$103,500**	**$113,500**	**$68,100**

Assumptions

Revenue Inflation Rate	**103%**

City of Maricopa
Multi-Gen Preliminary Financial Model
Operating Expense - Assumptions

	Expense Inflator	103%

Operating Expenses	Option A	Option B	Option C
Building Size	48,943	48,885	48,885
Management, Marketing & Administrative	$138,000	$138,000	$138,000
Utilities	$220,000	$220,000	$220,000
Telephone	$20,000	$20,000	$20,000
Repair and Maintenance	$86,000	$86,000	$86,000
Janitorial	$73,000	$73,000	$73,000
Insurance & Miscellaneous	$37,000	$37,000	$37,000
Replacement Parts & Equipment Upgrades	$40,000	$40,000	$40,000
Total Contracts	$40,000	$40,000	$40,000
Total Operating Expenses	**$654,000**	**$654,000**	**$654,000**
Cost Per Sf	*$13.36*	*$13.38*	*$13.38*

Per Square Foot Assumptions			
Utilities	$4.50	$4.50	$4.50
Telephone	$0.40	$0.40	$0.40
Repairs and Maintenance	$1.75	$1.75	$1.75
Janitorial	$1.50	$1.50	$1.50
Insurance & Miscellaneous	$0.75	$0.75	$0.75

City of Maricopa
Multi-Gen Preliminary Financial Model
Personnel Assumptions

Benefits Rate - F/T	32%
Benefits Rate - P/T	8%
Operation Weeks	50
Personnel Expense Inflator	103%

Option A

Position	Type	FTE	Hours	Wage	Rate	Salary	Benefits	Total
Multi-Gen Coordinator (Classes,Business,Membership,etc)	FT	1.00		$60,000		$60,000	$19,200	$79,200
Assistant Manager - Aquatics	FT	1.00		$38,000		$38,000	$12,160	$50,160
Building Operations Supervisor/Aquatics Engineer	FT	1.00		$42,500		$42,500	$13,600	$56,100
Multi-Gen Programs Manager	FT	1.00		$35,000		$35,000	$11,200	$46,200
Fitness Manager	FT	1.00		$35,000		$35,000	$11,200	$46,200
Front Desk / Member Services	FT	1.93		$45,000		$86,625	$27,720	$114,345
Full Time Positions		*6.93*				*$297,125*	*$95,080*	*$392,000*
Control Desk Attendant	PT		11,600		$7.65	$88,740	$7,099	$95,839
Fitness Attendant	PT		5,300		$7.65	$40,545	$3,244	$43,789
Roaming Staff / Set-up Staff	PT		7,800		$7.65	$59,670	$4,774	$64,444
Lifeguards	PT		10,100		$12.00	$121,200	$9,696	$130,896
Custodial	PT		8,800		$7.65	$67,320	$5,386	$72,706
Youth Programming (Child Watch Operations)	PT		5,900		$12.00	$70,800	$5,664	$76,464
Part Time Positions			*49,500*			*$448,275*	*$35,862*	*$484,000*

City of Maricopa
Multi-Gen Preliminary Financial Model
Personnel Assumptions

Benefits Rate - F/T	32%
Benefits Rate - P/T	8%
Operation Weeks	50
Personnel Expense Inflator	103%

Option B

Position	Type	FTE	Hours	Wage	Rate	Salary	Benefits	Total
Multi-Gen Coordinator (Classes,Business,Membership,etc)	FT	1.00		$60,000		$60,000	$19,200	$79,200
Assistant Manager - Aquatics	FT	1.00		$38,000		$38,000	$12,160	$50,160
Building Operations Supervisor/Aquatics Engineer	FT	1.00		$42,500		$42,500	$13,600	$56,100
Multi-Gen Programs Manager	FT	1.00		$35,000		$35,000	$11,200	$46,200
Fitness Manager	FT	1.00		$35,000		$35,000	$11,200	$46,200
Front Desk / Member Services	FT	1.93		$45,000		$86,625	$27,720	$114,345
Full Time Positions		*6.93*				*$297,125*	*$95,080*	*$392,000*
Control Desk Attendant	PT		11,600		$7.65	$88,740	$7,099	$95,839
Fitness Attendant	PT		5,300		$7.65	$40,545	$3,244	$43,789
Roaming Staff / Set-up Staff	PT		7,800		$7.65	$59,670	$4,774	$64,444
Lifeguards	PT		10,100		$12.00	$121,200	$9,696	$130,896
Custodial	PT		8,800		$7.65	$67,320	$5,386	$72,706
Youth Programming (Child Watch Operations)	PT		5,900		$12.00	$70,800	$5,664	$76,464
Part Time Positions			*49,500*			*$448,275*	*$35,862*	*$484,000*

City of Maricopa
Multi-Gen Preliminary Financial Model
Personnel Assumptions

Benefits Rate - F/T	32%
Benefits Rate - P/T	8%
Operation Weeks	50
Personnel Expense Inflator	103%

Option C

Position	Type	FTE	Hours	Wage	Rate	Salary	Benefits	Total
Multi-Gen Coordinator (Classes,Business,Membership,etc)	FT	1.00		$60,000		$60,000	$19,200	$79,200
Assistant Manager - Aquatics	FT	1.00		$38,000		$38,000	$12,160	$50,160
Building Operations Supervisor/Aquatics Engineer	FT	1.00		$42,500		$42,500	$13,600	$56,100
Multi-Gen Programs Manager	FT	1.00		$35,000		$35,000	$11,200	$46,200
Fitness Manager	FT	1.00		$35,000		$35,000	$11,200	$46,200
Front Desk / Member Services	FT	1.93		$45,000		$86,625	$27,720	$114,345
Full Time Positions		*6.93*				*$297,125*	*$95,080*	*$392,000*
Control Desk Attendant	PT		11,600		$7.65	$88,740	$7,099	$95,839
Fitness Attendant	PT		5,300		$7.65	$40,545	$3,244	$43,789
Roaming Staff / Set-up Staff	PT		7,800		$7.65	$59,670	$4,774	$64,444
Lifeguards	PT		10,100		$12.00	$121,200	$9,696	$130,896
Custodial	PT		8,800		$7.65	$67,320	$5,386	$72,706
Youth Programming (Child Watch Operations)	PT		5,900		$12.00	$70,800	$5,664	$76,464
Partl Time Positions			*49,500*			*$448,275*	*$35,862*	*$484,000*

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

Concept	Option A	Low
SQ FT	48,943	

PRELIMINARY OPERATING PRO FORMA
Annual - Initial 10 Years

Ten Year Operating Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
INCOME										
Daily Admissions	$26,000	$27,000	$28,000	$29,000	$30,000	$31,000	$32,000	$33,000	$34,000	$35,000
Membership Fee Revenue	$623,000	$642,000	$661,000	$681,000	$701,000	$722,000	$744,000	$766,000	$789,000	$813,000
Aquatic Revenue	$98,000	$101,000	$104,000	$107,000	$110,000	$113,000	$116,000	$119,000	$123,000	$127,000
Fitness Revenue	$151,000	$156,000	$161,000	$166,000	$171,000	$176,000	$181,000	$186,000	$192,000	$198,000
Other Revenue	$113,500	$116,905	$120,412	$124,025	$127,745	$131,578	$135,525	$139,591	$143,778	$148,092
Total Revenue	$1,011,500	$1,042,905	$1,074,412	$1,107,025	$1,139,745	$1,173,578	$1,208,525	$1,243,591	$1,281,778	$1,321,092
Less: Bad Debt (5% of Memberships)	($31,150)	($32,100)	($33,050)	($34,050)	($35,050)	($36,100)	($37,200)	($38,300)	($39,450)	($40,650)
Less: Coupons and Promotions	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)
Total Discount	($36,150)	($37,100)	($38,050)	($39,050)	($40,050)	($41,100)	($42,200)	($43,300)	($44,450)	($45,650)
Total Income	$975,350	$1,005,805	$1,036,362	$1,067,975	$1,099,695	$1,132,478	$1,166,325	$1,200,291	$1,237,328	$1,275,442
Operating Revenue/SF	*$20*	*$21*	*$21*	*$22*	*$22*	*$23*	*$24*	*$25*	*$25*	*$26*
EXPENSES										
Personnel Expenses										
Full-Time Staff Salaries & Benefits	$392,000	$404,000	$416,000	$428,000	$441,000	$454,000	$468,000	$482,000	$496,000	$511,000
Part-Time Staff Salaries & Benefits	$484,000	$499,000	$514,000	$529,000	$545,000	$561,000	$578,000	$595,000	$613,000	$631,000
Subtotal - Personnel	$876,000	$903,000	$930,000	$957,000	$986,000	$1,015,000	$1,046,000	$1,077,000	$1,109,000	$1,142,000
Operating Expenses										
Management, Marketing & Administrative	$138,000	$142,000	$146,000	$150,000	$155,000	$160,000	$165,000	$170,000	$175,000	$180,000
Utilities	$220,000	$227,000	$234,000	$241,000	$248,000	$255,000	$263,000	$271,000	$279,000	$287,000
Telephone	$20,000	$21,000	$22,000	$23,000	$24,000	$25,000	$26,000	$27,000	$28,000	$29,000
Repair and Maintenance	$86,000	$89,000	$92,000	$95,000	$98,000	$101,000	$104,000	$107,000	$110,000	$113,000
Janitorial	$73,000	$75,000	$77,000	$79,000	$81,000	$83,000	$85,000	$88,000	$91,000	$94,000
Insurance & Miscellaneous	$37,000	$38,000	$39,000	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000
Replacement Parts & Equipment Upgrades	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000	$47,000	$48,000	$49,000
Contracts	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000	$47,000	$48,000	$49,000
Subtotal - Operating	$654,000	$674,000	$694,000	$714,000	$735,000	$756,000	$778,000	$801,000	$824,000	$847,000
Total Expenses	$1,530,000	$1,577,000	$1,624,000	$1,671,000	$1,721,000	$1,771,000	$1,824,000	$1,878,000	$1,933,000	$1,989,000
Operating Cost/SF	*$31*	*$32*	*$33*	*$34*	*$35*	*$36*	*$37*	*$38*	*$39*	*$41*
Net Operating Income	($554,650)	($571,195)	($587,638)	($603,025)	($621,305)	($638,522)	($657,675)	($677,709)	($695,672)	($713,558)
Non-Mandatory Cash Transfers										
Major Repair & Replacement Fund (5% of Income)	$48,768	$50,290	$51,818	$53,399	$54,985	$56,624	$58,316	$60,015	$61,866	$63,772
Subtotal - Non-Mandatory Transfers	$48,768	$50,290	$51,818	$53,399	$54,985	$56,624	$58,316	$60,015	$61,866	$63,772
Operating Coverage Ratio	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%
Operating Revenues/Operating Expenses Ratio	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%
Assumptions										
Coupons and Promotions	($5,000)									

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

Concept	Option A	Moderate
SQ FT	48,943	

PRELIMINARY OPERATING PRO FORMA
Annual - Initial 10 Years

Ten Year Operating Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
INCOME										
Daily Admissions	$54,000	$56,000	$58,000	$60,000	$62,000	$64,000	$66,000	$68,000	$70,000	$72,000
Membership Fee Revenue	$825,000	$850,000	$876,000	$902,000	$929,000	$957,000	$986,000	$1,016,000	$1,046,000	$1,077,000
Aquatic Revenue	$98,000	$101,000	$104,000	$107,000	$110,000	$113,000	$116,000	$119,000	$123,000	$127,000
Fitness Revenue	$151,000	$156,000	$161,000	$166,000	$171,000	$176,000	$181,000	$186,000	$192,000	$198,000
Other Revenue	$113,500	$116,905	$120,412	$124,025	$127,745	$131,578	$135,525	$139,591	$143,778	$148,092
Total Revenue	$1,241,500	$1,279,905	$1,319,412	$1,359,025	$1,399,745	$1,441,578	$1,484,525	$1,528,591	$1,574,778	$1,622,092
Less: Bad Debt (5% of Memberships)	($41,250)	($42,500)	($43,800)	($45,100)	($46,450)	($47,850)	($49,300)	($50,800)	($52,300)	($53,850)
Less: Coupons and Promotions	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)
Total Discount	($46,250)	($47,500)	($48,800)	($50,100)	($51,450)	($52,850)	($54,300)	($55,800)	($57,300)	($58,850)
Total Income	$1,195,250	$1,232,405	$1,270,612	$1,308,925	$1,348,295	$1,388,728	$1,430,225	$1,472,791	$1,517,478	$1,563,242
Operating Revenue/SF	*$24*	*$25*	*$26*	*$27*	*$28*	*$28*	*$29*	*$30*	*$31*	*$32*
EXPENSES										
Personnel Expenses										
Full-Time Staff Salaries & Benefits	$392,000	$404,000	$416,000	$428,000	$441,000	$454,000	$468,000	$482,000	$496,000	$511,000
Part-Time Staff Salaries & Benefits	$484,000	$499,000	$514,000	$529,000	$545,000	$561,000	$578,000	$595,000	$613,000	$631,000
Subtotal - Personnel	$876,000	$903,000	$930,000	$957,000	$986,000	$1,015,000	$1,046,000	$1,077,000	$1,109,000	$1,142,000
Operating Expenses										
Management, Marketing & Administrative	$138,000	$142,000	$146,000	$150,000	$155,000	$160,000	$165,000	$170,000	$175,000	$180,000
Utilities	$220,000	$227,000	$234,000	$241,000	$248,000	$255,000	$263,000	$271,000	$279,000	$287,000
Telephone	$20,000	$21,000	$22,000	$23,000	$24,000	$25,000	$26,000	$27,000	$28,000	$29,000
Repair and Maintenance	$86,000	$89,000	$92,000	$95,000	$98,000	$101,000	$104,000	$107,000	$110,000	$113,000
Janitorial	$73,000	$75,000	$77,000	$79,000	$81,000	$83,000	$85,000	$88,000	$91,000	$94,000
Insurance & Miscellaneous	$37,000	$38,000	$39,000	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000
Replacement Parts & Equipment Upgrades	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000	$47,000	$48,000	$49,000
Contracts	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000	$47,000	$48,000	$49,000
Subtotal - Operating	$654,000	$674,000	$694,000	$714,000	$735,000	$756,000	$778,000	$801,000	$824,000	$847,000
Total Expenses	$1,530,000	$1,577,000	$1,624,000	$1,671,000	$1,721,000	$1,771,000	$1,824,000	$1,878,000	$1,933,000	$1,989,000
Operating Cost/SF	*$31*	*$32*	*$33*	*$34*	*$35*	*$36*	*$37*	*$38*	*$39*	*$41*
Net Operating Income	($334,750)	($344,595)	($353,388)	($362,075)	($372,705)	($382,272)	($393,775)	($405,209)	($415,522)	($425,758)
Non-Mandatory Cash Transfers										
Major Repair & Replacement Fund (5% of Income)	$59,763	$61,620	$63,531	$65,446	$67,415	$69,436	$71,511	$73,640	$75,874	$78,162
Subtotal - Non-Mandatory Transfers	$59,763	$61,620	$63,531	$65,446	$67,415	$69,436	$71,511	$73,640	$75,874	$78,162
Operating Coverage Ratio	78%	78%	78%	78%	78%	78%	78%	78%	79%	79%
Operating Revenues/Operating Expenses Ratio	78%	78%	78%	78%	78%	78%	78%	78%	79%	79%
Assumptions										
Coupons and Promotions	($5,000)									

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

	Concept	Option A	Aggressive
	SQ FT	48,943	

PRELIMINARY OPERATING PRO FORMA
Annual - Initial 10 Years

Ten Year Operating Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
INCOME										
Daily Admissions	$94,000	$97,000	$100,000	$103,000	$106,000	$109,000	$112,000	$115,000	$118,000	$122,000
Membership Fee Revenue	$1,168,000	$1,203,000	$1,239,000	$1,276,000	$1,314,000	$1,353,000	$1,394,000	$1,436,000	$1,479,000	$1,523,000
Aquatic Revenue	$98,000	$101,000	$104,000	$107,000	$110,000	$113,000	$116,000	$119,000	$123,000	$127,000
Fitness Revenue	$151,000	$156,000	$161,000	$166,000	$171,000	$176,000	$181,000	$186,000	$192,000	$198,000
Other Revenue	$113,500	$116,905	$120,412	$124,025	$127,745	$131,578	$135,525	$139,591	$143,778	$148,092
Total Revenue	$1,624,500	$1,673,905	$1,724,412	$1,776,025	$1,828,745	$1,882,578	$1,938,525	$1,995,591	$2,055,778	$2,118,092
Less: Bad Debt (5% of Memberships)	($58,400)	($60,150)	($61,950)	($63,800)	($65,700)	($67,650)	($69,700)	($71,800)	($73,950)	($76,150)
Less: Coupons and Promotions	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)
Total Discount	($63,400)	($65,150)	($66,950)	($68,800)	($70,700)	($72,650)	($74,700)	($76,800)	($78,950)	($81,150)
Total Income	$1,561,100	$1,608,755	$1,657,462	$1,707,225	$1,758,045	$1,809,928	$1,863,825	$1,918,791	$1,976,828	$2,036,942
Operating Revenue/SF	*$32*	*$33*	*$34*	*$35*	*$36*	*$37*	*$38*	*$39*	*$40*	*$42*
EXPENSES										
Personnel Expenses										
Full-Time Staff Salaries & Benefits	$392,000	$404,000	$416,000	$428,000	$441,000	$454,000	$468,000	$482,000	$496,000	$511,000
Part-Time Staff Salaries & Benefits	$484,000	$499,000	$514,000	$529,000	$545,000	$561,000	$578,000	$595,000	$613,000	$631,000
Subtotal - Personnel	$876,000	$903,000	$930,000	$957,000	$986,000	$1,015,000	$1,046,000	$1,077,000	$1,109,000	$1,142,000
Operating Expenses										
Management, Marketing & Administrative	$138,000	$142,000	$146,000	$150,000	$155,000	$160,000	$165,000	$170,000	$175,000	$180,000
Utilities	$220,000	$227,000	$234,000	$241,000	$248,000	$255,000	$263,000	$271,000	$279,000	$287,000
Telephone	$20,000	$21,000	$22,000	$23,000	$24,000	$25,000	$26,000	$27,000	$28,000	$29,000
Repair and Maintenance	$86,000	$89,000	$92,000	$95,000	$98,000	$101,000	$104,000	$107,000	$110,000	$113,000
Janitorial	$73,000	$75,000	$77,000	$79,000	$81,000	$83,000	$85,000	$88,000	$91,000	$94,000
Insurance & Miscellaneous	$37,000	$38,000	$39,000	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000
Replacement Parts & Equipment Upgrades	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000	$47,000	$48,000	$49,000
Contracts	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000	$47,000	$48,000	$49,000
Subtotal - Operating	$654,000	$674,000	$694,000	$714,000	$735,000	$756,000	$778,000	$801,000	$824,000	$847,000
Total Expenses	$1,530,000	$1,577,000	$1,624,000	$1,671,000	$1,721,000	$1,771,000	$1,824,000	$1,878,000	$1,933,000	$1,989,000
Operating Cost/SF	*$31*	*$32*	*$33*	*$34*	*$35*	*$36*	*$37*	*$38*	*$39*	*$41*
Net Operating Income	$31,100	$31,755	$33,462	$36,225	$37,045	$38,928	$39,825	$40,791	$43,828	$47,942
Non-Mandatory Cash Transfers										
Major Repair & Replacement Fund (5% of Income)	$78,055	$80,438	$82,873	$85,361	$87,902	$90,496	$93,191	$95,940	$98,841	$101,847
Subtotal - Non-Mandatory Transfers	$78,055	$80,438	$82,873	$85,361	$87,902	$90,496	$93,191	$95,940	$98,841	$101,847
Operating Coverage Ratio	102%	102%	102%	102%	102%	102%	102%	102%	102%	102%
Operating Revenues/Operating Expenses Ratio	102%	102%	102%	102%	102%	102%	102%	102%	102%	102%
Assumptions										
Coupons and Promotions	($5,000)									

Exhibit D

Third Party Financial Model –
Option A

City of Maricopa
Multi-Gen Preliminary Financial Model

OUTLINE PROGRAM

Option A

Program Elements	Quantity	Unit NSF	Total NSF
AQUATICS			
Outdoor Lap Pool	*1*	*3,000*	*3,000*
Outdoor Leisure Pool	*1*	*3,000*	*3,000*
Outdoor Pool Deck	*1*	*3,000*	*3,000*
Pool Filter/Storage	1	1,750	1,750
Subtotal - Aquatics			**1,750**
SPECIALIZED ACTIVITIES			
Weight & Fitness	1	7,000	7,000
Dance Studio	1	3,000	3,000
Dance Studio - Storage	1	250	250
Multipurpose Rooms - Small	1	1,500	1,500
Multipurpose Rooms - Small Storage	1	100	100
Climbing Wall	0	1,400	0
Subtotal - Specialized Activities			**11,850**
ENTERPRISE			
Snack Bar/Vending Area	0	500	0
Child Watch	1	1,000	1,000
Subtotal - Enterprise			**1,000**
GYMNASIUM			
Gymnasium	1	9,250	9,250
Gymnasium Storage	1	800	800
Running/Jogging Track	0	4,000	0
Subtotal - Gymnasium			**10,050**
COMMUNITY ZONE			
Multi-Purpose Meeting Rooms	1	1,200	1,200
Multi-Purpose Meeting Rooms - Storage	0	0	0
Community Lobby	1	4,250	4,250
Catering / Community Kitchen	1	600	600
Flexible Event Space	1	4,000	4,000
Flexible Event Storage	1	500	500
Activity Room	1	1,000	1,000
Maintenance/Service Area	0	0	0
Toilets/Janitor	1	750	750
Subtotal - Community Zone			**12,300**
SUPPPORT SPACES			
General Administrative			
Director's Office	1	150	150
Assistant Director's Office	2	120	240
Staff Office	6	80	480
Building Operations Manager's Office	1	80	80
Business Manager's Office	1	80	80
Administrative Assistant's Work Station	1	55	55
Part-time Employees Work Station	2	55	110
Work Area	0	180	0
Marketing Production Area	1	100	100
Conference Room	1	180	180
Duplication/Administrative Area	1	100	100
Storage	1	60	60
Pantry/Lounge	1	120	120
IT Closet	1	100	100
Lobby	0	850	0
Admission Control	1	150	150
Subtotal - General Administration			**2,005**
Support Spaces			
Men's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	4	23.4	94
-- Urinals	4	12.0	48
-- Grooming Stations	8	15.0	120
Women's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	8	23.4	187
-- Grooming Stations	8	15.0	120
Family Change Rooms	2	120	240
General Building Storage	1	400	400
Laundry	1	200	200
Subtotal - Support Spaces			**3,605**
Subtotal NASF			**42,560**
Building Core & Circulation With Building Efficiency @ 87.0%			**6,383**
Building Envelope			**48,943**

City of Maricopa
Multi-Gen Preliminary Financial Model

OUTLINE PROGRAM

Option B			

Program Elements	Quantity	Unit NSF	Total NSF
AQUATICS			
Outdoor Lap Pool	1	3,000	3,000
Outdoor Leisure Pool	1	3,000	3,000
Outdoor Pool Deck	1	3,000	3,000
Pool Filter/Storage	1	1,750	1,750
Subtotal - Aquatics			**1,750**
SPECIALIZED ACTIVITIES			
Weight & Fitness	1	7,000	7,000
Dance Studio	1	3,000	3,000
Dance Studio - Storage	1	250	250
Multipurpose Rooms - Small	1	1,500	1,500
Multipurpose Rooms - Small Storage	1	100	100
Climbing Wall	0	1,400	0
Subtotal - Specialized Activities			**11,850**
ENTERPRISE			
Snack Bar/Vending Area	0	500	0
Child Watch	1	1,000	1,000
Subtotal - Enterprise			**1,000**
GYMNASIUM			
Gymnasium	1	12,300	12,300
Gymnasium Storage	1	1,000	1,000
Running/Jogging Track	0	4,000	0
Subtotal - Gymnasium			**13,300**
COMMUNITY ZONE			
Multi-Purpose Meeting Rooms	2	1,200	2,400
Multi-Purpose Meeting Rooms - Storage	0	0	0
Community Lobby	1	4,250	4,250
Catering / Community Kitchen	1	600	600
Flexible Event Space	0	2,000	0
Flexible Event Storage	0	400	0
Activity Room	1	1,000	1,000
Maintenance/Service Area	0	0	0
Toilets/Janitor	1	750	750
Subtotal - Community Zone			**9,000**
SUPPPORT SPACES			
General Administrative			
Director's Office	1	150	150
Assistant Director's Office	2	120	240
Staff Office	6	80	480
Building Operations Manager's Office	1	80	80
Business Manager's Office	1	80	80
Administrative Assistant's Work Station	1	55	55
Part-time Employees Work Station	2	55	110
Work Area	0	180	0
Marketing Production Area	1	100	100
Conference Room	1	180	180
Duplication/Administrative Area	1	100	100
Storage	1	60	60
Pantry/Lounge	1	120	120
IT Closet	1	100	100
Lobby	0	850	0
Admission Control	1	150	150
Subtotal - General Administration			**2,005**
Support Spaces			
Men's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	4	23.4	94
-- Urinals	4	12.0	48
-- Grooming Stations	8	15.0	120
Women's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	8	23.4	187
-- Grooming Stations	8	15.0	120
Family Change Rooms	2	120	240
General Building Storage	1	400	400
Laundry	1	200	200
Subtotal - Support Spaces			**3,605**
Subtotal NASF			**42,510**
Building Core & Circulation With Building Efficiency @ 87.0%			**6,375**
Building Envelope			**48,885**

City of Maricopa
Multi-Gen Preliminary Financial Model

OUTLINE PROGRAM

Option C			

Program Elements	Quantity	Unit NSF	Total NSF
AQUATICS			
Outdoor Lap Pool	1	3,000	3,000
Outdoor Leisure Pool	1	3,000	3,000
Outdoor Pool Deck	1	3,000	3,000
Pool Filter/Storage	1	1,750	1,750
Subtotal - Aquatics			**1,750**
SPECIALIZED ACTIVITIES			
Weight & Fitness	1	7,000	7,000
Dance Studio	1	3,000	3,000
Dance Studio - Storage	1	250	250
Multipurpose Rooms - Small	1	1,500	1,500
Multipurpose Rooms - Small Storage	1	100	100
Climbing Wall	0	1,400	0
Subtotal - Specialized Activities			**11,850**
ENTERPRISE			
Snack Bar/Vending Area	0	500	0
Child Watch	1	1,000	1,000
Subtotal - Enterprise			**1,000**
GYMNASIUM			
Gymnasium	1	12,300	12,300
Gymnasium Storage	1	1,000	1,000
Running/Jogging Track	0	4,000	0
Subtotal - Gymnasium			**13,300**
COMMUNITY ZONE			
Multi-Purpose Meeting Rooms	0	1,200	0
Multi-Purpose Meeting Rooms - Storage	0	0	0
Community Lobby	1	4,250	4,250
Catering / Community Kitchen	1	600	600
Flexible Event Space	1	2,000	2,000
Flexible Event Storage	1	400	400
Activity Room	1	1,000	1,000
Maintenance/Service Area	0	0	0
Toilets/Janitor	1	750	750
Subtotal - Community Zone			**9,000**
SUPPPORT SPACES			
General Administrative			
Director's Office	1	150	150
Assistant Director's Office	2	120	240
Staff Office	6	80	480
Building Operations Manager's Office	1	80	80
Business Manager's Office	1	80	80
Administrative Assistant's Work Station	1	55	55
Part-time Employees Work Station	2	55	110
Work Area	0	180	0
Marketing Production Area	1	100	100
Conference Room	1	180	180
Duplication/Administrative Area	1	100	100
Storage	1	60	60
Pantry/Lounge	1	120	120
IT Closet	1	100	100
Lobby	0	850	0
Admission Control	1	150	150
Subtotal - General Administration			**2,005**
Support Spaces			
Men's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	4	23.4	94
-- Urinals	4	12.0	48
-- Grooming Stations	8	15.0	120
Women's Locker Room			
-- Single Tier 12" Lockers	90	6.0	540
-- Double Tier 12" Lockers	150	3.0	450
-- Showers	4	27.0	108
-- Toilets	8	23.4	187
-- Grooming Stations	8	15.0	120
Family Change Rooms	2	120	240
General Building Storage	1	400	400
Laundry	1	200	200
Subtotal - Support Spaces			**3,605**
Subtotal NASF			**42,510**
Building Core & Circulation With Building Efficiency @ 87.0%			**6,375**
Building Envelope			**48,885**

City of Maricopa
Multi-Gen Preliminary Financial Model
Building Capacity

	Option	Option A

Activity Allocations and Maximum Participants

Activity	Units	Quantity	Unit NASF	Total NASF	Allocation Units Per NASF	Units	Total
Basketball/Other Gym	Courts	1	9,250	9,250	60	People	60
Track	Square Feet	0	0	0	250	Square Feet	0
Weight/Fitness	Square Feet	1	7,000	7,000	45	Square Feet	156
Multipurpose Room	Square Feet	2	5,350	10,700	45	Square Feet	238
Racquetball/Squash	Courts	0	0	0	2	People	0
Lap Pool	Lanes	1	3,000	3,000	50	People	50
Leisure Pool/Spa	Square Feet	1	3,000	3,000	50	Square Feet	60
Tennis Courts	Courts	0	0	0	4	Square Feet	0
Snack Bar/Vending	Square Feet	0	0	0	50	Square Feet	0
Other Public Spaces	Square Feet	3	2,950	8,850	150	Square Feet	59
					Maximum Participants at One Time		**622**

Activities Duration Breakdown By Different Periods of the Day

Activity	Activity Duration	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM
				Hours			
Basketball/Other Gym	1.50	2.00	2.67	0.67	2.67	2.00	2.00
Track	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Weight/Fitness	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Multipurpose Room	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Racquetball/Squash	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Lap Pool	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Leisure Pool/Spa	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Tennis Courts	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Snack Bar/Vending	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Other Public Spaces	0.50	6.00	8.00	2.00	8.00	6.00	6.00

Utilization Rates During Periods of the Day

Activity	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM	Total
				Hours			
Utilization Rate	*15%*	*10%*	*10%*	*5%*	*60%*	*15%*	
Basketball/Other Gym	18	16	4	8	72	18	136
Track	0	0	0	0	0	0	0
Weight/Fitness	70	62	16	31	280	70	529
Multipurpose Room	107	95	24	48	428	107	808
Racquetball/Squash	0	0	0	0	0	0	0
Lap Pool	23	20	5	10	90	23	170
Leisure Pool/Spa	27	24	6	12	108	27	204
Therapy Pool	0	0	0	0	0	0	0
Snack Bar/Vending	0	0	0	0	0	0	0
Other Public Spaces	53	47	12	24	212	53	401

Grand Total

Totals	Total	Programs/ Classes	Day Admissions	Member Admissions	Total Memberships~
			Total Users - Breakdown		
Percent		*10.00%*	*5.00%*	*50.00%*	
Total Users Per Day	2,249	225	112	1,124	
Total Users Per Week#	13,491	1,349	675	6,746	
Total Users Per Year*	674,560	67,456	33,700	337,280	6,700

Notes
 # - Per day multiplied by 6 (Saturday and Sunday are counted as one day)
* - Open 50 weeks per year
~ - Assumes 1 visit per week for 50 weeks for each member

City of Maricopa
Multi-Gen Preliminary Financial Model
Building Capacity

| | Option | Option B |

Activity Allocations and Maximum Participants

Activity	Units	Quantity	Unit NASF	Total NASF	Allocation Units Per NASF	Units	Total
Basketball/Other Gym	Courts	1	12,300	12,300	60	People	60
Track	Square Feet	0	0	0	250	Square Feet	0
Weight/Fitness	Square Feet	1	7,000	7,000	45	Square Feet	156
Multipurpose Room	Square Feet	2	3,950	7,900	45	Square Feet	176
Racquetball/Squash	Courts	0	0	0	2	People	0
Lap Pool	Lanes	1	3,000	3,000	50	People	50
Leisure Pool/Spa	Square Feet	1	3,000	3,000	50	Square Feet	60
Tennis Courts	Courts	0	0	0	4	Square Feet	0
Snack Bar/Vending	Square Feet	0	0	0	50	Square Feet	0
Other Public Spaces	Square Feet	3	2,950	8,850	150	Square Feet	59
					Maximum Participants at One Time		**560**

Activities Duration Breakdown By Different Periods of the Day

Activity	Activity Duration	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM
Basketball/Other Gym	1.50	2.00	2.67	0.67	2.67	2.00	2.00
Track	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Weight/Fitness	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Multipurpose Room	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Racquetball/Squash	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Lap Pool	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Leisure Pool/Spa	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Tennis Courts	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Snack Bar/Vending	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Other Public Spaces	0.50	6.00	8.00	2.00	8.00	6.00	6.00

Utilization Rates During Periods of the Day

Activity	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM	Total
Utilization Rate	15%	10%	10%	5%	60%	15%	
Basketball/Other Gym	18	16	4	8	72	18	136
Track	0	0	0	0	0	0	0
Weight/Fitness	70	62	16	31	280	70	529
Multipurpose Room	79	70	18	35	316	79	597
Racquetball/Squash	0	0	0	0	0	0	0
Lap Pool	23	20	5	10	90	23	170
Leisure Pool/Spa	27	24	6	12	108	27	204
Therapy Pool	0	0	0	0	0	0	0
Snack Bar/Vending	0	0	0	0	0	0	0
Other Public Spaces	53	47	12	24	212	53	401

Grand Total

Total Users - Breakdown					
Totals	Total	Programs/ Classes	Day Admissions	Member Admissions	Total Memberships~
Percent		10.00%	5.00%	50.00%	
Total Users Per Day	2,037	204	102	1,018	
Total Users Per Week#	12,222	1,222	611	6,111	
Total Users Per Year*	611,093	61,109	30,600	305,547	6,100

Notes
 # - Per day multiplied by 6 (Saturday and Sunday are counted as one day)
* - Open 50 weeks per year
~ - Assumes 1 visit per week for 50 weeks for each member

City of Maricopa
Multi-Gen Preliminary Financial Model
Building Capacity

	Option	Option C

Activity Allocations and Maximum Participants

Activity	Units	Quantity	Unit NASF	Total NASF	Units Per NASF	Units	Total
Basketball/Other Gym	Courts	1	12,300	12,300	60	People	60
Track	Square Feet	0	0	0	250	Square Feet	0
Weight/Fitness	Square Feet	1	7,000	7,000	45	Square Feet	156
Multipurpose Room	Square Feet	2	3,750	7,500	45	Square Feet	167
Racquetball/Squash	Courts	0	0	0	2	People	0
Lap Pool	Lanes	1	3,000	3,000	50	People	50
Leisure Pool/Spa	Square Feet	1	3,000	3,000	50	Square Feet	60
Tennis Courts	Courts	0	0	0	4	Square Feet	0
Snack Bar/Vending	Square Feet	0	0	0	50	Square Feet	0
Other Public Spaces	Square Feet	3	2,950	8,850	150	Square Feet	59
					Maximum Participants at One Time		**551**

Activities Duration Breakdown By Different Periods of the Day

Activity	Activity Duration	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM
Basketball/Other Gym	1.50	2.00	2.67	0.67	2.67	2.00	2.00
Track	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Weight/Fitness	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Multipurpose Room	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Racquetball/Squash	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Lap Pool	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Leisure Pool/Spa	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Tennis Courts	1.00	3.00	4.00	1.00	4.00	3.00	3.00
Snack Bar/Vending	0.50	6.00	8.00	2.00	8.00	6.00	6.00
Other Public Spaces	0.50	6.00	8.00	2.00	8.00	6.00	6.00

Utilization Rates During Periods of the Day

Activity	5 AM -8 AM	8 AM -Noon	Noon - 1 PM	1 PM -5 PM	5 PM -8 PM	8 PM -11 PM	Total
Utilization Rate	15%	10%	10%	5%	60%	15%	
Basketball/Other Gym	18	16	4	8	72	18	136
Track	0	0	0	0	0	0	0
Weight/Fitness	70	62	16	31	280	70	529
Multipurpose Room	75	67	17	33	300	75	567
Racquetball/Squash	0	0	0	0	0	0	0
Lap Pool	23	20	5	10	90	23	170
Leisure Pool/Spa	27	24	6	12	108	27	204
Therapy Pool	0	0	0	0	0	0	0
Snack Bar/Vending	0	0	0	0	0	0	0
Other Public Spaces	53	47	12	24	212	53	401

Grand Total

	Total Users - Breakdown				
Totals	Total	Programs/ Classes	Day Admissions	Member Admissions	Total Memberships~
Percent		10.00%	5.00%	50.00%	
Total Users Per Day	2,007	201	100	1,003	
Total Users Per Week#	12,041	1,204	602	6,020	
Total Users Per Year*	602,027	60,203	30,100	301,013	6,000

Notes
 # - Per day multiplied by 6 (Saturday and Sunday are counted as one day)
* - Open 50 weeks per year
~ - Assumes 1 visit per week for 50 weeks for each member

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

Day Passes	Option A	Option B	Option C
Percentage of Daily Passess	5%	5%	5%
Total Annual Admissions	33,700	30,600	30,100
Per Day	90	90	80

Total Membership	6,700	6,100	6,000
25 Pass Membership	15%	15%	15%
Year Membership	25%	25%	25%
6 Month Membership	25%	25%	25%
One Month Membership	35%	35%	35%

Membership Allocation			
25 Pass Membership	1,005	915	900
Year Membership	1,675	1,525	1,500
6 Month Membership	1,675	1,525	1,500
One Month Membership	2,345	2,135	2,100
Total Group Membership	6,700	6,100	6,000

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

FEE REVENUE

	Low
Membership Fe	Low
Non Resident F	150%
Percent Reside	95%
Percent Non Re	5%
Fee Expense In	103%

			Option A		Option B		Option C		Total Option A	Total Option B	Total Option C
			Rate	# of Members	Rate	# of Members	Rate	# of Members	Option A	Option B	Option C
Daily Admission	Adult		50%	16,850	50%	15,300	50%	15,050			
		Resident	$4	16,008	$3.50	14,535	$3.50	14,298	$56,026	$50,873	$50,041
		Non Resident	$5	843	$5.25	765	$5.25	753	$4,423	$4,016	$3,951
		% Difference	50%		50%		50%				
	Youth		25%	8,425	25%	7,650	25%	7,525			
		Resident	$2	8,004	$1.50	7,268	$1.50	7,149	$12,006	$10,901	$10,723
		Non Resident	$2	421	$2.25	383	$2.25	376	$948	$861	$847
		% Difference	50%		50%		50%				
	Senior		25%	8,425	25%	7,650	25%	7,525			
		Resident	$2	8,004	$2.00	7,268	$2.00	7,149	$16,008	$14,535	$14,298
		Non Resident	$5	421	$5.25	383	$5.25	376	$2,212	$2,008	$1,975
		% Difference	163%		163%		163%				
	Total			33,700		30,600		30,100	$91,622	$83,194	$81,834
25-Admission Pass	Adult		50%	503	50%	458	50%	450			
		Resident	$53	477	$52.50	435	$52.50	428	$25,062	$22,818	$22,444
		Non Resident	$79	25	$78.75	23	$78.75	23	$1,979	$1,801	$1,772
		% Difference	50%		50%		50%				
	Youth		25%	251	25%	229	25%	225			
		Resident	$23	239	$22.50	217	$22.50	214	$5,370	$4,890	$4,809
		Non Resident	$34	13	$33.75	11	$33.75	11	$424	$386	$380
		% Difference	50%		50%		50%				
	Senior		25%	251	25%	229	25%	225			
		Resident	$30	239	$30.00	217	$30.00	214	$7,161	$6,519	$6,413
		Non Resident	$79	13	$78.75	11	$78.75	11	$989	$901	$886
		% Difference	163%		163%		163%				
	Total			1,005		915		900	$40,985	$37,315	$36,703

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

FEE REVENUE

	Membership Fe	Low
	Non Resident P	150%
	Percent Reside	95%
	Percent Non Re	5%
	Fee Expense In	103%

		Option A		Option B		Option C		Total		
								Option A	Option B	Option C
		Rate	# of Members	Rate	# of Members	Rate	# of Members			
Single Adult		30%	503	30%	458	30%	450			
	Resident	$364	477	$364.00	435	$364.00	428	$173,765	$158,204	$155,610
	Non Resident	$546	25	$546.00	23	$546.00	23	$13,718	$12,490	$12,285
	% Difference	50%		50%		50%				
Two Adult (Family)		10%	168	10%	153	10%	150			
	Resident	$582	159	$582.40	145	$582.40	143	$92,674	$84,375	$82,992
	Non Resident	$874	8	$873.60	8	$873.60	8	$7,316	$6,661	$6,552
	% Difference	50%		50%		50%				
Family Dependent		15%	251	15%	229	15%	225			
	Resident	$91	239	$91.00	217	$91.00	214	$21,721	$19,775	$19,451
	Non Resident	$137	13	$136.50	11	$136.50	11	$1,715	$1,561	$1,536
	% Difference	50%		50%		50%				
Family Membership		20%	335	20%	305	20%	300			
	Resident	$728	318	$728.00	290	$728.00	285	$231,686	$210,938	$207,480
	Non Resident	$1,092	17	$1,092.00	15	$1,092.00	15	$18,291	$16,653	$16,380
	% Difference	50%		50%		50%				
Single Dependent		15%	251	15%	229	15%	225			
	Resident	$156	239	$156.00	217	$156.00	214	$37,235	$33,901	$33,345
	Non Resident	$234	13	$234.00	11	$234.00	11	$2,940	$2,676	$2,633
	% Difference	50%		50%		50%				
Senior Citizen		7%	117	7%	107	7%	105			
	Resident	$208	111	$208.00	101	$208.00	100	$23,169	$21,094	$20,748
	Non Resident	$546	6	$546.00	5	$546.00	5	$3,201	$2,914	$2,867
	% Difference	163%		163%		163%				
Senior Couple		3%	50	3%	46	3%	45			
	Resident	$528	48	$527.80	43	$527.80	43	$25,196	$22,940	$22,563
	Non Resident	$874	3	$873.60	2	$873.60	2	$2,195	$1,998	$1,966
	% Difference	66%		66%		66%				
Total			1,675		1,525		1,500	$654,821	$596,180	$586,407

(Row label: **1 Year Membership**)

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

FEE REVENUE

	Low
Membership Fe	Low
Non Resident F	150%
Percent Reside	95%
Percent Non Re	5%
Fee Expense In	103%

	Option A		Option B		Option C		Total		
							Option A	Option B	Option C
	Rate	# of Members	Rate	# of Members	Rate	# of Members			
Single Adult	30%	503	30%	458	30%	450			
Resident	$205	477	$204.75	435	$204.75	428	$97,743	$88,989	$87,531
Non Resident	$307	25	$307.13	23	$307.13	23	$7,717	$7,025	$6,910
% Difference	50%		50%		50%				
Two Adult (Family)	10%	168	10%	153	10%	150			
Resident	$291	159	$291.20	145	$291.20	143	$46,337	$42,188	$41,496
Non Resident	$437	8	$436.80	8	$436.80	8	$3,658	$3,331	$3,276
% Difference	50%		50%		50%				
Family Dependent	15%	251	15%	229	15%	225			
Resident	$46	239	$45.50	217	$45.50	214	$10,860	$9,888	$9,726
Non Resident	$68	13	$68.25	11	$68.25	11	$857	$781	$768
% Difference	50%		50%		50%				
Family Membership	20%	335	20%	305	20%	300			
Resident	$410	318	$409.50	290	$409.50	285	$130,323	$118,653	$116,708
Non Resident	$614	17	$614.25	15	$614.25	15	$10,289	$9,367	$9,214
% Difference	50%		50%		50%				
Single Dependent	15%	251	15%	229	15%	225			
Resident	$88	239	$87.75	217	$87.75	214	$20,945	$19,069	$18,757
Non Resident	$132	13	$131.63	11	$131.63	11	$1,654	$1,505	$1,481
% Difference	50%		50%		50%				
Senior Citizen	7%	117	7%	107	7%	105			
Resident	$117	111	$117.00	101	$117.00	100	$13,032	$11,865	$11,671
Non Resident	$307	6	$307.13	5	$307.13	5	$1,801	$1,639	$1,612
% Difference	163%		163%		163%				
Senior Couple	3%	50	3%	46	3%	45			
Resident	$264	48	$263.90	43	$263.90	43	$12,598	$11,470	$11,282
Non Resident	$437	3	$436.80	2	$436.80	2	$1,097	$999	$983
% Difference	66%		66%		66%				
Total		1,675		1,525		1,500	$358,911	$326,770	$321,413

6 Month Membership

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

FEE REVENUE

Membership Fe	Low
Non Resident P	150%
Percent Reside	95%
Percent Non Re	5%
Fee Expense In	103%

| | | Option A | | Option B | | Option C | | Total | | |
		Rate	# of Members	Rate	# of Members	Rate	# of Members	Option A	Option B	Option C
1 Month Membership	Single Adult	30%	704	30%	641	30%	630			
	Resident	$46	668	$45.50	608	$45.50	599	$30,409	$27,686	$27,232
	Non Resident	$68	35	$68.25	32	$68.25	32	$2,401	$2,186	$2,150
	% Difference	50%		50%		50%				
	Two Adult (Family)	10%	235	10%	214	10%	210			
	Resident	$58	223	$58.24	203	$58.24	200	$12,974	$11,813	$11,619
	Non Resident	$87	12	$87.36	11	$87.36	11	$1,024	$933	$917
	% Difference	50%		50%		50%				
	Family Dependent	15%	352	15%	320	15%	315			
	Resident	$9	334	$9.10	304	$9.10	299	$3,041	$2,769	$2,723
	Non Resident	$14	18	$13.65	16	$13.65	16	$240	$219	$215
	% Difference	50%		50%		50%				
	Family Membership	20%	469	20%	427	20%	420			
	Resident	$91	446	$91.00	406	$91.00	399	$40,545	$36,914	$36,309
	Non Resident	$137	23	$136.50	21	$136.50	21	$3,201	$2,914	$2,867
	% Difference	50%		50%		50%				
	Single Dependent	15%	352	15%	320	15%	315			
	Resident	$20	334	$19.50	304	$19.50	299	$6,516	$5,933	$5,835
	Non Resident	$29	18	$29.25	16	$29.25	16	$514	$468	$461
	% Difference	50%		50%		50%				
	Senior Citizen	7%	164	7%	149	7%	147			
	Resident	$26	156	$26.00	142	$26.00	140	$4,055	$3,691	$3,631
	Non Resident	$68	8	$68.25	7	$68.25	7	$560	$510	$502
	% Difference	163%		163%		163%				
	Senior Couple	3%	70	3%	64	3%	63			
	Resident	$53	67	$52.78	61	$52.78	60	$3,527	$3,212	$3,159
	Non Resident	$87	4	$87.36	3	$87.36	3	$307	$280	$275
	% Difference	66%		66%		66%				
Total			2,345		2,135		2,100	$109,315	$99,526	$97,894

TOTALS - Daily			33,700		30,600		30,100	$92,000	$83,000	$82,000
TOTALS - Membership			6,700		6,100		6,000	$1,164,000	$1,060,000	$1,042,000
TOTALS REVENUE								$1,256,000	$1,143,000	$1,124,000

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

Cost Recovery	60%
Instructor Fee	$27

REVENUE ASSUMPTIONS
Aquatics

All Options	Yearly						
Lane Rentals	Lanes Available/Day	Lanes Available/Week	Utilization Rate	Rate/HR	Gross Weekly Revenue	Gross Annual Revenue	Cost Recovery %
Prime Time	6	30	50%	$27	$398	**$19,905**	**$11,943**
Non-Prime Times	12	60	50%	$27	$796	**$39,810**	**$23,886**
					TOTAL	**$59,715**	**$35,829**

All Options	Yearly						
Aquatic Classes	Classes/Week	Total Annual Classes	Average Rate/Class	Gross Revenue	Instructor Expense	Net Revenue	Cost Recovery %
Specialized Classes	16	800	$75	$60,000	$21,232	**$38,768**	**$23,261**
					TOTAL	**$38,768**	**$23,261**

Program	Revenue	Lane Rentals	Aquatic Classes	Total Revenue
All Options	Standard	$59,715	$38,768	$98,483
All Options	Cost Recovery	$38,768	$23,261	$62,029

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

Cost Recovery P/T	60%
Cost Recovery Classes	60%
Instructor Fee P/T	$25
Instructor Fee Class	$25

REVENUE ASSUMPTIONS
Fitness

All Options				Yearly			
Personal Training	Individuals	Total Annual Sessions	Rate/Session	Gross Annual Revenue	Instructor Expense	Net Revenue	Cost Recovery %
1 Hour Session	750	750	$65	$48,750	$18,750	**$30,000**	$18,000
4 Hour Sessions	450	1,800	$55	$99,000	$45,000	**$54,000**	$32,400
8 Hour Sessions	200	1,600	$45	$72,000	$40,000	**$32,000**	$19,200
			TOTAL	$219,750	$103,750	**$116,000**	$69,600

All Options			Yearly			
Fitness Classes	Number/Week	Total Annual Classes	Avg Rate/Class	Gross Annual	Instructor Expense	Net Revenue	Cost
Specialized Classes	65	3,250	$40	$130,000	$81,250	**$48,750**	$29,250
			TOTAL	$130,000	$81,250	**$48,750**	$29,250

Program	Revenue	Personal Training	Fitness Classes	Total Revenue
All Options	Standard	$116,000	$48,750	$164,750
All Options	Cost Recovery	$69,600	$29,250	$98,850

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

| | Option A | | Cost Recovery | 60% |

REVENUE ASSUMPTIONS
Other Revenues

Other Revenues	Option A	Option B	Option C	Option A	Cost Recovery
Corporate Membership/Sponsorship					
Sponsorship	$15,000	$15,000	$15,000	$15,000	$9,000
Subtotal	$15,000	$15,000	$15,000	$15,000	$9,000
Facility Rentals					
Facility Rentals	$60,000	$52,000	$50,000	$60,000	$36,000
Subtotal	$60,000	$52,000	$50,000	$60,000	$36,000
Parties					
Parties	$10,000	$10,000	$10,000	$10,000	$6,000
Subtotal	$10,000	$10,000	$10,000	$10,000	$6,000
Locker Rentals					
Locker Rentals	$7,000	$7,000	$7,000	$7,000	$4,200
Subtotal	$7,000	$7,000	$7,000	$7,000	$4,200
Child Watch					
Day Use	$33,000	$33,000	$33,000	$33,000	$19,800
Subtotal	$33,000	$33,000	$33,000	$33,000	$19,800
Retail Revenue					
Vending	$3,500	$3,500	$3,500	$3,500	$2,100
Retail/Pro Shop	$0	$0	$0	$0	$0
Subtotal	$3,500	$3,500	$3,500	$3,500	$2,100
Total Other Revenues	**$128,500**	**$120,500**	**$118,500**	**$128,500**	**$77,100**

Assumptions

Revenue Inflation Rate	**103%**	

City of Maricopa

		Expense Inflator	103%

Multi-Gen Preliminary Financial Model
Operating Expense - Assumptions

Operating Expenses	Option A	Option B	Option C
Building Size	48,943	48,885	48,885
Management, Marketing & Administrative	$113,000	$113,000	$113,000
Utilities	$220,000	$220,000	$220,000
Telephone	$20,000	$20,000	$20,000
Repair and Maintenance	$86,000	$86,000	$86,000
Janitorial	$73,000	$73,000	$73,000
Insurance & Miscellaneous	$24,000	$24,000	$24,000
Replacement Parts & Equipment Upgrades	$40,000	$40,000	$40,000
Total Contracts	$40,000	$40,000	$40,000
Total Operating Expenses	**$616,000**	**$616,000**	**$616,000**
Cost Per Sf	*$12.59*	*$12.60*	*$12.60*

Per Square Foot Assumptions			
Utilities	$4.50	$4.50	$4.50
Telephone	$0.40	$0.40	$0.40
Repairs and Maintenance	$1.75	$1.75	$1.75
Janitorial	$1.50	$1.50	$1.50
Insurance & Miscellaneous	$0.50	$0.50	$0.50

City of Maricopa
Multi-Gen Preliminary Financial Model
Personnel Assumptions

Benefits Rate - F/T	28%
Benefits Rate - P/T	8%
Operation Weeks	50
Personnel Expense Inflator	103%

Option A

Position	Type	FTE	Hours	Wage	Rate	Salary	Benefits	Total
Multi-Gen Coordinator (Classes,Business,Membership,etc)	FT	0.75		$57,000		$42,750	$11,970	$54,720
Assistant Manager - Aquatics	FT	1.00		$36,500		$36,500	$10,220	$46,720
Building Operations Supervisor/Aquatics Engineer	FT	1.00		$41,000		$41,000	$11,480	$52,480
Multi-Gen Programs Manager	FT	1.00		$33,500		$33,500	$9,380	$42,880
Fitness Manager	FT	1.00		$33,500		$33,500	$9,380	$42,880
Front Desk / Member Services	FT	1.20		$41,000		$49,200	$13,776	$62,976
Full Time Positions		*5.95*				*$236,450*	*$66,206*	*$303,000*
Control Desk Attendant	PT		11,600		$7.65	$88,740	$7,099	$95,839
Fitness Attendant	PT		5,300		$7.65	$40,545	$3,244	$43,789
Roaming Staff / Set-up Staff	PT		7,800		$7.65	$59,670	$4,774	$64,444
Lifeguards	PT		10,100		$12.00	$121,200	$9,696	$130,896
Custodial	PT		8,800		$7.65	$67,320	$5,386	$72,706
Youth Programming (Child Watch Operations)	PT		5,900		$12.00	$70,800	$5,664	$76,464
Part Time Positions			*49,500*			*$448,275*	*$35,862*	*$484,000*

City of Maricopa
Multi-Gen Preliminary Financial Model
Personnel Assumptions

Benefits Rate - F/T	28%
Benefits Rate - P/T	8%
Operation Weeks	50
Personnel Expense Inflator	103%

Option B

Position	Type	FTE	Hours	Wage	Rate	Salary	Benefits	Total
Multi-Gen Coordinator (Classes,Business,Membership,etc)	FT	0.75		$57,000		$42,750	$11,970	$54,720
Assistant Manager - Aquatics	FT	1.00		$36,500		$36,500	$10,220	$46,720
Building Operations Supervisor/Aquatics Engineer	FT	1.00		$41,000		$41,000	$11,480	$52,480
Multi-Gen Programs Manager	FT	1.00		$33,500		$33,500	$9,380	$42,880
Fitness Manager	FT	1.00		$33,500		$33,500	$9,380	$42,880
Front Desk / Member Services	FT	1.20		$41,000		$49,200	$13,776	$62,976
Full Time Positions		*5.95*				*$236,450*	*$66,206*	*$303,000*
Control Desk Attendant	PT		11,600		$7.65	$88,740	$7,099	$95,839
Fitness Attendant	PT		5,300		$7.65	$40,545	$3,244	$43,789
Roaming Staff / Set-up Staff	PT		7,800		$7.65	$59,670	$4,774	$64,444
Lifeguards	PT		10,100		$12.00	$121,200	$9,696	$130,896
Custodial	PT		8,800		$7.65	$67,320	$5,386	$72,706
Youth Programming (Child Watch Operations)	PT		5,900		$12.00	$70,800	$5,664	$76,464
Part Time Positions			*49,500*			*$448,275*	*$35,862*	*$484,000*

City of Maricopa
Multi-Gen Preliminary Financial Model
Personnel Assumptions

Benefits Rate - F/T	28%
Benefits Rate - P/T	8%
Operation Weeks	50
Personnel Expense Inflator	103%

Option C

Position	Type	FTE	Hours	Wage	Rate	Salary	Benefits	Total
Multi-Gen Coordinator (Classes,Business,Membership,etc)	FT	0.75		$57,000		$42,750	$11,970	$54,720
Assistant Manager - Aquatics	FT	1.00		$36,500		$36,500	$10,220	$46,720
Building Operations Supervisor/Aquatics Engineer	FT	1.00		$41,000		$41,000	$11,480	$52,480
Multi-Gen Programs Manager	FT	1.00		$33,500		$33,500	$9,380	$42,880
Fitness Manager	FT	1.00		$33,500		$33,500	$9,380	$42,880
Front Desk / Member Services	FT	1.20		$41,000		$49,200	$13,776	$62,976
Full Time Positions		*5.95*				*$236,450*	*$66,206*	*$303,000*
Control Desk Attendant	PT		11,600		$7.65	$88,740	$7,099	$95,839
Fitness Attendant	PT		5,300		$7.65	$40,545	$3,244	$43,789
Roaming Staff / Set-up Staff	PT		7,800		$7.65	$59,670	$4,774	$64,444
Lifeguards	PT		10,100		$12.00	$121,200	$9,696	$130,896
Custodial	PT		8,800		$7.65	$67,320	$5,386	$72,706
Youth Programming (Child Watch Operations)	PT		5,900		$12.00	$70,800	$5,664	$76,464
Partl Time Positions			*49,500*			*$448,275*	*$35,862*	*$484,000*

City of Maricopa
Multi-Gen Preliminary Financial Model
Brailsford & Dunlavey

Concept	Option A	Low
SQ FT	48,943	

PRELIMINARY OPERATING PRO FORMA
Annual - Initial 10 Years

Ten Year Operating Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
INCOME										
Daily Admissions	$92,000	$95,000	$98,000	$101,000	$104,000	$107,000	$110,000	$113,000	$116,000	$119,000
Membership Fee Revenue	$1,164,000	$1,199,000	$1,235,000	$1,272,000	$1,310,000	$1,349,000	$1,389,000	$1,431,000	$1,474,000	$1,518,000
Aquatic Revenue	$98,000	$101,000	$104,000	$107,000	$110,000	$113,000	$116,000	$119,000	$123,000	$127,000
Fitness Revenue	$151,000	$156,000	$161,000	$166,000	$171,000	$176,000	$181,000	$186,000	$192,000	$198,000
Other Revenue	$128,500	$132,355	$136,326	$140,415	$144,628	$148,967	$153,436	$158,039	$162,780	$167,663
Total Revenue	$1,633,500	$1,683,355	$1,734,326	$1,786,415	$1,839,628	$1,893,967	$1,949,436	$2,007,039	$2,067,780	$2,129,663
Less: Bad Debt (5% of Memberships)	($58,200)	($59,950)	($61,750)	($63,600)	($65,500)	($67,450)	($69,450)	($71,550)	($73,700)	($75,900)
Less: Coupons and Promotions	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)
Total Discount	($63,200)	($64,950)	($66,750)	($68,600)	($70,500)	($72,450)	($74,450)	($76,550)	($78,700)	($80,900)
Total Income	$1,570,300	$1,618,405	$1,667,576	$1,717,815	$1,769,128	$1,821,517	$1,874,986	$1,930,489	$1,989,080	$2,048,763
Operating Revenue/SF	*$32*	*$33*	*$34*	*$35*	*$36*	*$37*	*$38*	*$39*	*$41*	*$42*
EXPENSES										
Personnel Expenses										
Full-Time Staff Salaries & Benefits	$303,000	$312,000	$321,000	$331,000	$341,000	$351,000	$362,000	$373,000	$384,000	$396,000
Part-Time Staff Salaries & Benefits	$484,000	$499,000	$514,000	$529,000	$545,000	$561,000	$578,000	$595,000	$613,000	$631,000
Subtotal - Personnel	$787,000	$811,000	$835,000	$860,000	$886,000	$912,000	$940,000	$968,000	$997,000	$1,027,000
Operating Expenses										
Management, Marketing & Administrative	$113,000	$116,000	$119,000	$123,000	$127,000	$131,000	$135,000	$139,000	$143,000	$147,000
Utilities	$220,000	$227,000	$234,000	$241,000	$248,000	$255,000	$263,000	$271,000	$279,000	$287,000
Telephone	$20,000	$21,000	$22,000	$23,000	$24,000	$25,000	$26,000	$27,000	$28,000	$29,000
Repair and Maintenance	$86,000	$89,000	$92,000	$95,000	$98,000	$101,000	$104,000	$107,000	$110,000	$113,000
Janitorial	$73,000	$75,000	$77,000	$79,000	$81,000	$83,000	$85,000	$88,000	$91,000	$94,000
Insurance & Miscellaneous	$24,000	$25,000	$26,000	$27,000	$28,000	$29,000	$30,000	$31,000	$32,000	$33,000
Replacement Parts & Equipment Upgrades	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000	$47,000	$48,000	$49,000
Contracts	$40,000	$41,000	$42,000	$43,000	$44,000	$45,000	$46,000	$47,000	$48,000	$49,000
Third-Party Management Fee	$114,000	$118,000	$121,000	$125,000	$129,000	$133,000	$136,000	$140,000	$145,000	$149,000
Subtotal - Operating	$730,000	$753,000	$775,000	$799,000	$823,000	$847,000	$871,000	$897,000	$924,000	$950,000
Total Expenses	$1,517,000	$1,564,000	$1,610,000	$1,659,000	$1,709,000	$1,759,000	$1,811,000	$1,865,000	$1,921,000	$1,977,000
Operating Cost/SF	*$31*	*$32*	*$33*	*$34*	*$35*	*$36*	*$37*	*$38*	*$39*	*$40*
Net Operating Income	$53,300	$54,405	$57,576	$58,815	$60,128	$62,517	$63,986	$65,489	$68,080	$71,763
Non-Mandatory Cash Transfers										
Major Repair & Replacement Fund (5% of Income)	$78,515	$80,920	$83,379	$85,891	$88,456	$91,076	$93,749	$96,524	$99,454	$102,438
Subtotal - Non-Mandatory Transfers	$78,515	$80,920	$83,379	$85,891	$88,456	$91,076	$93,749	$96,524	$99,454	$102,438
Operating Coverage Ratio	104%	103%	104%	104%	104%	104%	104%	104%	104%	104%
Operating Revenues/Operating Expenses Ratio	104%	103%	104%	104%	104%	104%	104%	104%	104%	104%
Assumptions										
Coupons and Promotions	($5,000)									