

EXECUTIVE SUMMARY

The CRC Fee Task Force was formed in September 2006 to answer two specific questions posed by the Upper St. Clair Board of Commissioners to help them in their assessment of building a community recreation center. These questions are as follows:

1. *Develop a resident and non-resident fee structure which, including other programming revenues (income), will essentially cover 100% of the operating costs. Include assumptions on the projected number of memberships to be sold.*
2. *If the resident fee structure were set at a lower level:*
 - a. *Would we attract a significantly higher number of memberships?*
 - b. *If so, what exactly would that fee level be?*
 - c. *What would the effect be on operating income?*

The March 2006 Ballard King report titled, “Community Recreation Center and Aquatic Center Feasibility Study” serves as the primary basis for the work of the CRC Fee Task Force. To address these questions, the Task Force held meetings in October 2006 and April 2007 supported by an extensive email dialogue between meetings.

The answer to Question 1 can be found in Exhibits 1 to 6. There are two key assumptions from the Ballard King report used in these exhibits are:

- Information is based on a 60/40 non-resident-to-USC resident participation ratio.
- The non-resident rates are set 25% higher than the USC resident rates.

The second question is addressed in Exhibit 7, which is a potential alternative rate structure whereby USC indoor membership rates are lowered by 33% from the initial structure. This structure uses a 50% rate differential between USC resident and non-resident rates.

Based on our extensive review and discussion of the Ballard King report, following are the key findings of the CRC Fee Task Force:

- The Ballard King report shows that it is feasible to develop a membership fee schedule (along with other programming revenues) that could generate enough revenue to cover operating costs while being competitive within the market.
- The Task Force has developed some refinements to the Ballard King projections that could potentially result in 12% lower membership rates while covering operating costs. This was achieved based on incorporating the two assumptions below:
 1. 15% lower utility costs savings associated with the green design features of the building.
 2. Apportioning 15% of the operating costs to the Township for the portion of the indoor facility that will be considered community area (approximately 22% of

the indoor square footage) affording access to all USC residents without a daily fee or membership

- This revised rate schedule developed by the Task Force maintains a 25% differential between USC residents and non-residents, and compares favorably to the fees charged by selected indoor recreation and outdoor aquatic benchmark facilities in the area.
- When the tax impact, either from earned income tax or property tax, is considered, the proposed USC vs. non-residential fee differential could drop from 25% to less than 10% based on specific assumptions. The differentials can vary substantially under different scenarios.
- Using projections provided by Ken Ballard, an alternative structure could increase the number of USC memberships by 20%, but decrease the number of non-resident memberships by 5% to 10%. Operating income projections would decrease but remain positive. These projections depend on successful marketing and sales efforts of USC memberships.

Conclusions

The task force concludes that based on the projections, estimates and assumptions in the Ballard King report, it is feasible to develop a fee structure that covers operating costs. It is also reasonable to conclude that a lower fee structure could be adopted when considering lower utility and indoor operating costs.

In addition, it may be feasible to develop a greater non-resident fee differential, but only to the extent that it does not drive away non-resident members, leading to an overall revenue decrease. This would burden USC residents with a greater share of the operating costs and could eventually result in higher membership fees.

The fees contained in the exhibits are estimates to help the commissioners in the decision making process. The particular fees shown in the rate schedules should be subsequently reviewed and may need to be adjusted based on factors other than those considered by the CRC Fee Task Force.

CRC Task Force Members

Paul Besterman
Tom Burke
Michael Geraci
Karen McElhinny
James Miele
Preston Shimer

**EXHIBIT 1
ESTIMATES AND RECOMMENDATIONS FROM BALLARD KING REPORT MARCH 2006**

INCOME STATEMENT

Estimated Revenue	
1 Fees	\$1,971,790
2 Corporate/Group/Rentals	\$98,700
3 Programs	\$272,500
4 Auxilliary	\$161,000
5	<i>Subtotal</i> \$2,503,990
Estimated Expenses	
6 Personnel	\$1,474,685
7 Commodities	\$218,000
8 Contractural	\$583,500
9 Capital Replacement Fund	\$30,000
10	<i>Subtotal</i> \$2,306,185
11	<i>Surplus</i> \$197,805

PROPOSED FEE STRUCTURE (Note: non-resident rates are 25% higher than USC Resident rates.)

Indoor Recreation		Proposed Rates		Assumptions		Projected Revenue
<i>Daily Admissions</i>	<i>USC Resident</i>	<i>Non-resident</i>	<i>#</i>	<i>USC (40%)</i>	<i>NR (60%)</i>	
12 Youth	\$6.00	\$7.50	30	12	18	\$74,520
13 Adult	\$8.00	\$10.00	35	14	21	\$115,920
14 Senior	\$7.00	\$8.75	10	4	6	\$28,980
15						<i>Subtotal</i> \$219,420
<i>3-Month Passes</i>	<i>USC Resident</i>	<i>Non-resident</i>	<i>#</i>	<i>USC (40%)</i>	<i>NR (60%)</i>	
16 Youth	\$55	\$68.75	10	4	6	\$633
17 Adult	\$185	\$231.25	65	26	39	\$13,829
18 Family	\$335	\$418.75	150	60	90	\$57,788
19 Senior	\$130	\$162.50	25	10	15	\$3,738
20						<i>Subtotal</i> \$75,986
<i>Annual Passes</i>	<i>USC Resident</i>	<i>Non-resident</i>	<i>#</i>	<i>USC (40%)</i>	<i>NR (60%)</i>	
21 Youth	\$150	\$187.50	25	10	15	\$4,313
22 Adult	\$500	\$625.00	550	220	330	\$316,250
23 Family	\$900	\$1,125.00	900	360	540	\$931,500
24 Senior	\$350	\$437.50	200	80	120	\$80,500
25						<i>Subtotal</i> \$1,332,563
Outdoor Aquatic		Proposed Rates		Assumptions		Projected Revenue
<i>Daily Admissions</i>	<i>USC Resident</i>	<i>Non-resident</i>	<i>#</i>	<i>USC (40%)</i>	<i>NR (60%)</i>	
26 Youth	\$5.00	\$6.25	200	80	120	\$103,500
27 Adult	\$6.00	\$7.50	80	32	48	\$49,680
28 Senior	\$5.50	\$6.88	20	8	12	\$11,385
29						<i>Subtotal</i> \$164,565
<i>Season Pass</i>	<i>USC Resident</i>	<i>Non-resident</i>	<i>#</i>	<i>USC (40%)</i>	<i>NR (60%)</i>	
30 Youth	\$95	\$118.75	150	60	90	\$16,388
31 Adult	\$125	\$156.25	75	30	45	\$10,781
32 Family	\$200	\$250.00	635	254	381	\$146,050
33 Senior	\$105	\$131.25	50	20	30	\$6,038
34						<i>Subtotal</i> \$179,256
GRAND TOTAL			3210			\$1,971,790

**EXHIBIT 2
REVISED FEES BASED ON UPDATED EXPENSE ESTIMATES**

INCOME STATEMENT

Estimated Revenue		Ballard King	Task Force
1	Fees	\$1,971,790	\$1,746,356
2	Corporate/Group/Rentals	\$98,700	\$98,700
3	Programs	\$272,500	\$272,500
4	Auxilliary	\$161,000	\$161,000
5		\$2,503,990	<i>Subtotal</i> \$2,278,556
Estimated Expenses		Ballard King	Task Force
6	Personnel	\$1,474,685	\$1,393,446
7	Commodities	\$218,000	\$251,200
8	Contractural	\$583,500	\$479,400
9	Capital Replacement Fund	\$30,000	\$30,000
10		\$2,306,185	<i>Subtotal</i> \$2,154,046
11			<i>Surplus</i> \$124,510

**REVISED FEE STRUCTURE -- 3-Month, Annual and Season Passes 12% less than BK proposed rates.
(Note: non-resident rates are 25% higher than USC Resident rates.)**

Indoor Recreation		BK Proposed Rates			TF Revised Rates			Projected Revenue
<i>Daily Admissions</i>		<i>USC</i>	<i>NR</i>	<i>#</i>	<i>USC</i>	<i>NR</i>		
12	Youth	\$6.00	\$7.50	30	\$6.00	\$7.50	\$74,520	
13	Adult	\$8.00	\$10.00	35	\$8.00	\$10.00	\$115,920	
14	Senior	\$7.00	\$8.75	10	\$7.00	\$8.75	\$28,980	
15							<i>Subtotal</i> \$219,420	
<i>3-Month Passes</i>		<i>USC</i>	<i>NR</i>	<i>#</i>	<i>USC</i>	<i>NR</i>		
16	Youth	\$55	\$69	10	\$48	\$62	\$565	
17	Adult	\$185	\$231	65	\$163	\$208	\$12,350	
18	Family	\$335	\$419	150	\$295	\$377	\$51,607	
19	Senior	\$130	\$163	25	\$114	\$146	\$3,338	
20							<i>Subtotal</i> \$67,859	
<i>Annual Passes</i>		<i>USC</i>	<i>NR</i>	<i>#</i>	<i>USC</i>	<i>NR</i>		
21	Youth	\$150	\$188	25	\$132	\$165	\$3,795	
22	Adult	\$500	\$625	495	\$440	\$550	\$250,470	
23	Family	\$900	\$1,125	585	\$792	\$990	\$532,818	
24	Senior	\$350	\$438	190	\$308	\$385	\$67,298	
25							<i>Subtotal</i> \$854,381	
Outdoor Aquatic		BK Proposed Rates			TF Revised Rates			Projected Revenue
<i>Daily Admissions</i>		<i>USC</i>	<i>NR</i>	<i>#</i>	<i>USC</i>	<i>NR</i>		
26	Youth	\$5.00	\$6.25	200	\$5.00	\$6.25	\$103,500	
27	Adult	\$6.00	\$7.50	80	\$6.00	\$7.50	\$49,680	
28	Senior	\$5.50	\$6.88	20	\$5.50	\$6.88	\$11,385	
29							<i>Subtotal</i> \$164,565	
<i>Season Pass</i>		<i>USC</i>	<i>NR</i>	<i>#</i>	<i>USC</i>	<i>NR</i>		
30	Youth	\$95	\$119	150	\$84	\$105	\$14,421	
31	Adult	\$125	\$156	20	\$110	\$138	\$2,530	
32	Family	\$200	\$250	320	\$176	\$220	\$64,768	
33	Senior	\$105	\$131	40	\$92	\$116	\$4,250	
34							<i>Subtotal</i> \$85,969	
Combined Member (Indoor + 1/2 Outdoor)				TF Revised Rates			Projected Revenue	
<i>Annual Passes</i>				<i>#</i>	<i>USC</i>	<i>NR</i>		
35	Adult			55	\$495	\$619	\$31,309	
36	Family			315	\$880	\$1,100	\$318,780	
37	Senior			10	\$354	\$443	\$4,073	
38							<i>Subtotal</i> \$354,162	
39	GRAND TOTAL			2830			\$1,746,356	

**EXHIBIT 3
REVENUE ESTIMATES FROM BALLARD KING AND TASK FORCE**

CRC Indoor Recreation Facility		Ballard King	Task Force	Variance	Comments
Programs					
1	Indoor Aquatics	\$60,000			
2	Recreation Department	\$200,000			
3	Contract Classes/Services	\$5,000			
4	<i>Subtotal</i>	\$265,000			
Auxiliary					
5	Resale Items	\$10,500			
6	Special Events	\$3,000			
7	Concessions/Food Service	\$0			
8	Vending (net)	\$10,000			
9	Babysitting	\$26,000			
10	Miscellaneous	\$4,000			
11	<i>Subtotal</i>	\$53,500			
12	Indoor Revenue	\$318,500	\$318,500	\$0	<i>No change</i>

Outdoor Aquatics Facility		Ballard King	Task Force	Variance	Comments
Programs					
13	Outdoor Aquatics	\$7,000			
14	Recreation Department	\$0			
15	Contract Classes/Services	\$500			
16	<i>Subtotal</i>	\$7,500			
Auxiliary					
17	Resale Items	\$4,500			
18	Lockers	\$2,000			
19	Special Events	\$3,000			
20	Concessions/Food Service	\$95,000			
21	Vending (net)	\$2,000			
22	Miscellaneous	\$1,000			
23	<i>Subtotal</i>	\$107,500			
24					
25	Outdoor Revenue	\$115,000	\$115,000	\$0	<i>No change</i>

GRAND TOTAL		Ballard King	Task Force	Variance	Comments
26		\$433,500	\$433,500	\$0	<i>No change</i>

**EXHIBIT 4A
EXPENSE ESTIMATES FROM BALLARD KING (BK) AND TASK FORCE (TF)**

	CRC Indoor Recreation Facility	BK	TF	Variance	Comments
	Personnel				
1	Full-time	\$568,350	\$620,350	\$52,000	per Middleburg
2	Part-time	\$689,587			
3	<i>Subtotal</i>	\$1,257,937	\$1,309,937	\$52,000	
	Commodities				
4	Office Supplies	\$8,000	\$16,000	\$8,000	per Middleburg
5	Chemicals	\$18,000			
6	Maintenance & Repair	\$20,000			
7	Janitor Supplies	\$20,000	\$40,000	\$20,000	per Middleburg
8	Recreation Supplies	\$30,000			
9	Uniforms	\$3,000			
10	Printing & Postage	\$25,000			
11	Resale Items	\$7,000			
12	Other	\$3,000			
13	<i>Subtotal</i>	\$134,000	\$162,000	\$28,000	
	Contractural				
14	Utilities -- Gas & Electric	\$320,000	\$272,000	-\$48,000	15% less based on energy analysis per EPM
15	Water & Sewer	\$14,000			
16	Insurance -- Property & Liability	\$25,000			
17	Communications -- Telephone	\$6,000			
18	Cable/Internet/WiFi	\$0	\$12,000	\$12,000	Not in BK Report; 2x Telephone
19	Contract Services	\$50,000			
20	Rental Equipment	\$5,000			
21	Advertising	\$20,000			
22	Training -- Staff Time	\$6,000	\$9,000	\$3,000	Experience
23	Conference	\$3,000	\$6,000	\$3,000	Estimate
24	Dues & Subscriptions	\$1,000			
25	Trash Pick-up	\$4,000			
26	Bank Charges	\$15,000			
27	Other	\$5,000			
28	<i>Subtotal</i>	\$474,000	\$444,000	-\$30,000	Shown as \$464,000 in BK Report -- addition error
29	Indoor Operating Costs	\$1,865,937	\$1,915,937	\$50,000	
	Capital				
30	Replacement Fund	\$25,000	\$25,000		
31	Total Indoor Expenses	\$1,890,937	\$1,940,937	\$50,000	Shown as \$1,880,937 in BK Report -- addition error

EXHIBIT 4B

EXPENSE ESTIMATES FROM BALLARD KING (BK) AND TASK FORCE (TF)

Outdoor Aquatics Facility		BK	TF	Variance	Comments
Personnel					
1	Full-time	\$0			
2	Part-time	\$216,748	\$280,000	\$63,252	Cranberry (full-time,part-time April - Sept)
3	<i>Subtotal</i>	\$216,748	\$280,000	\$63,252	
Commodities					
4	Office Supplies	\$500			
5	Chemicals	\$11,000	\$19,500	\$8,500	Cranberry 2006
6	Maintenance & Repair	\$5,000			
7	Janitor Supplies	\$3,500			
8	Recreation Supplies	\$5,000			
9	Uniforms	\$2,000			
10	Printing & Postage	\$2,000			
11	Resale Items	\$3,000			
12	Food -- Concessions	\$50,000	\$71,000	\$21,000	Experience
13	Other	\$2,000			
14	<i>Subtotal</i>	\$84,000	\$113,500	\$29,500	
Contractural					
15	Utilities -- Gas & Electric	\$50,000	\$42,500	-\$7,500	15% less based on energy analysis per EPM
16	Water & Sewer	\$12,000			
17	Insurance -- Property & Liability	\$15,000			
18	Communications -- Telephone	\$2,000			
19	Contract Services	\$10,000			
20	Rental Equipment	\$1,000			
21	Advertising	\$10,000			
22	Training -- Staff Time	\$4,000			
23	Conference	\$0			
24	Dues & Subscriptions	\$500			
25	Trash Pick-up	\$1,000			
26	Bank Charges	\$3,000			
27	Other	\$1,000			
28	<i>Subtotal</i>	\$109,500	\$102,000	-\$7,500	
29	Outdoor Operating Costs	\$410,248	\$495,500	\$85,252	
Capital					
30	Replacement Fund	\$5,000	\$5,000		
31	Total Outdoor Expenses	\$415,248	\$500,500	\$85,252	

		BK	TF	Variance	Comments
32	GRAND TOTAL	\$2,306,185	\$2,441,437	\$135,252	
33			-\$287,391		Less 15% of indoor operating costs for community area per EPM
34	ADJUSTED GRAND TOTAL	\$2,306,185	\$2,154,046	-\$152,139	

**EXHIBIT 5
SELECTED MARKET BENCHMARK COMPARISONS USING TASK FORCE REVISED RATES**

CRC Indoor Recreation Facility			JCC	Health Trax	Cranberry YMCA
<i>3-Month Passes</i>	USC	NR	(Mo.x 3)	(Mo.x 3)	(Mo.x 3)
1 Youth	\$48	\$62	NA	NA	\$48
2 Adult	\$163	\$208	\$174	\$210	\$150
3 Family (5)	\$295	\$377	\$249	\$615	\$222
4 Senior	\$114	\$146	\$131	\$201	NA
<i>Annual Passes</i>	USC	NR	(Annual)	(Mo.x 12)	(Annual)
5 Youth	\$132	\$165	NA	NA	\$192
6 Adult	\$440	\$550	\$660	\$840	\$600
7 Family (5)	\$792	\$990	\$960	\$2,460	\$888
8 Senior	\$308	\$385	\$495	\$804	NA

Combined CRC Membership		
<i>Annual Passes</i>	USC	NR
Adult	\$495	\$619
Family (5)	\$880	\$1,100
Senior	\$354	\$443

CRC Outdoor Aquatic Facility			South Hills YMCA	Mt. Lebanon		Scott Township		Bower Hill	Woodland Hills
<i>Season Pass</i>	USC	NR		RES	NR	RES	NR		
9 Youth	\$84	\$105	\$125	\$60	NA	NA	NA	NA	NA
10 Adult	\$110	\$138	\$200	\$70	\$100	\$35	\$60	\$350	
11 Family (5)	\$176	\$220	\$425	\$220	\$340	\$142	\$225	\$425	\$335
12 Senior	\$92	\$116	NA	\$60	NA	\$5	NA	NA	NA
<i>Daily Admissions</i>	USC	NR	NA	NA	NA	Daily	Weekend	NA	NA
13 Youth	\$5.00	\$6.25				\$4.00	\$5.00		
14 Adult	\$6.00	\$7.50				\$5.00	\$6.00		
15 Senior	\$5.50	\$6.88				NA	NA		

Enrollment or Initiation Fees

JCC \$99
 HealthTrax \$179 + \$50 each additional member
 Cranberry YMCA \$100 for individual or \$150 for family
 South Hills YMCA \$50 + \$36 annual membership for youth
 \$150 + \$42 annual membership for adult
 \$300 + \$99 annual membership for family
 Mt. Lebanon none
 Scott Township none
 Bower Hill \$50
 plus \$350 refundable bond for family
 Woodland Hills \$5,000

EXHIBIT 6

REVISED USC MEMBERSHIP RATES PLUS TAX IMPACT COMPARED TO NON-RESIDENT RATES

EARNED INCOME TAX IMPACT

CRC Indoor Recreation Facility				
<i>Annual Passes</i>	USC	EIT	TOTAL USC	Non-resident
1 Adult	\$440	\$140	\$580	\$550
2 Family	\$792	\$140	\$932	\$990
3 Senior	\$308	\$70	\$378	\$385
CRC Outdoor Aquatic Facility				
<i>Season Pass</i>	USC	EIT	TOTAL USC	Non-resident
4 Adult	\$110	\$140	\$250	\$138
5 Family	\$176	\$140	\$316	\$220
6 Senior	\$92	\$70	\$162	\$116
Combined CRC Membership				
<i>Annual Passes</i>	USC	EIT	TOTAL USC	Non-resident
7 Adult	\$495	\$140	\$635	\$619
8 Family	\$880	\$140	\$1,020	\$1,100
9 Senior	\$354	\$70	\$424	\$443

Note: USC and Non-resident membership rates are from the Task Force revised fee structure in Exhibit 2. Non-resident rates are 25% greater than USC rates.

EIT = Earned Income Tax for Adult & Family based on earned income of \$100,000 at an increase of .14% per the analysis prepared by Augie Stache. Earned Income Tax for Senior based on earned income of \$50,000.

PROPERTY TAX IMPACT

CRC Indoor Recreation Facility				
<i>Annual Passes</i>	USC	Property Tax	TOTAL USC	Non-resident
10 Adult	\$440	\$147	\$587	\$550
11 Family	\$792	\$147	\$939	\$990
12 Senior	\$308	\$147	\$455	\$385
CRC Outdoor Aquatic Facility				
<i>Season Pass</i>	USC	Property Tax	TOTAL USC	Non-resident
13 Adult	\$110	\$147	\$257	\$138
14 Family	\$176	\$147	\$323	\$220
15 Senior	\$92	\$147	\$239	\$116
Combined CRC Membership				
<i>Annual Passes</i>	USC	Property Tax	TOTAL USC	Non-resident
16 Adult	\$495	\$147	\$642	\$619
17 Family	\$880	\$147	\$1,027	\$1,100
18 Senior	\$354	\$147	\$501	\$443

Note: USC and Non-resident membership rates are from the Task Force revised fee structure in Exhibit 2. Non-resident rates are 25% greater than USC rates.

Property Tax based on property value of \$200,000 at an increased millage rate of .7349 per the analysis prepared by Augie Stache.

Important Notes

1. If USC rates decrease and the 25% rate differential is maintained, the dollar amount differential for non-residents will also decrease. In turn, this increases the probability that the Total USC amounts will approach or exceed the non-resident rates.

2. If USC rates remain the same and the rate differential increases, the higher the probability that non-resident memberships could decline. In turn, this could decrease revenue and increase the probability that USC rates will have to increase to offset the revenue loss.

EXHIBIT 7

ALTERNATIVE FEES BASED ON UPDATED EXPENSES, LOWER RATES AND REVISED DIFFERENTIALS

INCOME STATEMENT

Estimated Revenue		Ballard King	Task Force
1	Fees	\$1,971,790	\$1,728,246
2	Corporate/Group/Rentals	\$98,700	\$98,700
3	Programs	\$272,500	\$272,500
4	Auxilliary	\$161,000	\$161,000
5		\$2,503,990	<i>Subtotal</i> \$2,260,446
Estimated Expenses		Ballard King	Task Force
6	Personnel	\$1,474,685	\$1,393,446
7	Commodities	\$218,000	\$251,200
8	Contractural	\$583,500	\$479,400
9	Capital Replacement Fund	\$30,000	\$30,000
10		\$2,306,185	<i>Subtotal</i> \$2,154,046
11			<i>Surplus</i> \$106,399

**ALTERNATIVE FEE STRUCTURE -- USC 3-Month and Annual Indoor rates 33% less than BK rates.
(Note: non-resident rates are 50% higher than USC Resident rates.)**

Indoor Recreation	BK Proposed Rates		Alternative Rates		Revised Participation			Projected Revenue	
<i>Daily Admissions</i>	<i>USC</i>	<i>NR</i>	<i>USC</i>	<i>NR</i>	<i>USC</i>	<i>NR</i>	<i>Total</i>		
12	Youth	\$6.00	\$7.50	\$6.00	\$9.00	12	16	28	\$76,788
13	Adult	\$8.00	\$10.00	\$8.00	\$12.00	14	19	33	\$121,968
14	Senior	\$7.00	\$8.75	\$7.00	\$10.50	4	5	9	\$30,492
15					30	40	70	\$229,248	
	<i>3-Month Passes</i>	<i>USC</i>	<i>NR</i>	<i>USC</i>	<i>NR</i>	<i>USC</i>	<i>NR</i>	<i>Total</i>	
16	Youth	\$55	\$69	\$37	\$55	5	7	12	\$555
17	Adult	\$185	\$231	\$123	\$184	31	44	75	\$12,030
18	Family	\$335	\$419	\$223	\$335	72	103	175	\$50,476
19	Senior	\$130	\$163	\$86	\$129	12	17	29	\$3,239
20						120	171	291	\$66,301
	<i>Annual Passes</i>	<i>USC</i>	<i>NR</i>	<i>USC</i>	<i>NR</i>	<i>USC</i>	<i>NR</i>	<i>Total</i>	
21	Youth	\$150	\$188	\$99	\$149	12	17	29	\$3,727
22	Adult	\$500	\$625	\$330	\$495	238	339	577	\$246,005
23	Family	\$900	\$1,125	\$600	\$900	281	400	681	\$528,606
24	Senior	\$350	\$438	\$231	\$347	91	130	221	\$66,098
25						622	886	1,508	\$844,437
Outdoor Aquatic	BK Proposed Rates		Alternative Rates		Revised Participation			Projected Revenue	
<i>Daily Admissions</i>	<i>USC</i>	<i>NR</i>	<i>USC*</i>	<i>NR</i>	<i>USC</i>	<i>NR</i>	<i>Total</i>		
26	Youth	\$5.00	\$6.25	\$5.00	\$7.50	80	108	188	\$108,900
27	Adult	\$6.00	\$7.50	\$6.00	\$9.00	32	43	75	\$52,272
28	Senior	\$5.50	\$6.88	\$5.50	\$8.25	8	11	19	\$11,979
29						120	162	282	\$173,151
						<i>*same as Exhibit 2</i>			
	<i>Season Pass</i>	<i>USC</i>	<i>NR</i>	<i>USC*</i>	<i>NR</i>	<i>USC</i>	<i>NR</i>	<i>Total</i>	
30	Youth	\$95	\$119	\$84	\$125	60	86	146	\$15,738
31	Adult	\$125	\$156	\$110	\$165	8	11	19	\$2,761
32	Family	\$200	\$250	\$176	\$264	128	182	310	\$70,682
33	Senior	\$105	\$131	\$92	\$139	16	23	39	\$4,638
34						212	302	514	\$93,819
						<i>*same as Exhibit 2</i>			
Combined Member (Indoor + 1/2 Outdoor)			Alternative Rates		Revised Participation			Projected Revenue	
<i>Annual Passes</i>			<i>USC</i>	<i>NR</i>	<i>USC</i>	<i>NR</i>	<i>Total</i>		
35	Adult		\$385	\$578	26	31	57	\$28,269	
36	Family		\$688	\$1,032	151	180	331	\$289,321	
37	Senior		\$277	\$416	5	6	11	\$3,701	
38					182	217	399	\$321,290	
39	GRAND TOTAL				1286	1777	3063	\$1,728,246	