

# Old Town Hot Springs

Lodging Tax RFP

Past



Future





LODGING TAX PROPOSAL  
JANUARY 10, 2013

NAME: OLD TOWN HOT SPRINGS  
ADDRESS: 136 Lincoln Ave.  
Box 771211  
Steamboat Springs, CO 80477  
CONTACT INFO: Pat Carney  
Executive Director  
970-879-1828, ext. 308  
[pcarney@sshra.org](mailto:pcarney@sshra.org)

PROJECT NAME: OLD TOWN HOT SPRINGS RENOVATION AND EXPANSION

The Old Town Hot Springs (OTHS) has been a draw for visitors and a community asset since its incorporation in 1935 as a 501©3 non-profit named the Steamboat Health and Recreation Association. In the ensuing 77 years, the community has supported the Association in good times and bad. The last major community effort was in 1967 when the old bathhouse, built in 1909, was condemned and the community came together to fund the rebuilding of the facility. Thanks to small and large donors, a membership drive and a loan from the FHA, the effort was successful. A new bathhouse, sauna, covered hot pool, and renovated lap pool opened to the public in 1968 and quickly became one of the biggest tourist attractions in Steamboat.

The facility is so popular with visitors and locals because of the renovations and expansions that have taken place over the last 45 years and made it the iconic multi-use facility it is today. Each improvement has resulted in increased usage and a more robust bottom line. These improvements were funded in a variety of ways: bank loans, Industrial Revenue Bonds backed by the city, and small fundraising events. The loans and bonds were, and are, being repaid with the support of 50,000+ visitors and the Steamboat community. Now, in 2013, OTHS is coming to the community again by way of the accommodations tax, to support a much needed renovation and expansion of this premier Steamboat attraction.

The proposed addition and facelift to the existing facility will enhance and compliment a unique amenity for Steamboat Springs' visitors, a place where the entire family can come and find something to enjoy. Grandparents can soak in the hot springs, kids can ride the waterslide, dads can run on the treadmill and moms can take an exercise class. All of these activities can be followed by a relaxing massage.

With the help of the lodging tax dollars, OTHS will continue to be one of the most frequented attractions in Routt County. Steamboat maintains its unique brand and competes with other resorts by having world class amenities. Our planned improvements will showcase the east end of downtown as the library does for the west end. The uniqueness of OTHS will make the difference when families are planning and deciding on their vacation destination.

- a. Description of the project that enhances our RFI description:
  - Our proposal has changed to include only the building renovations and expansion. The lap pool area renovation will be a future phase.
  - Expansion:
    - 8000 sq. ft., two-story addition to the current 20,000 sq. ft. building, built out into the current west parking lot.
    - Lower floor:
      - Climbing wall area
      - New spa/massage area with expansion to four rooms
      - Multi-purpose room
      - Improved entrance and lobby area to enhance the visitor experience
    - Upper floor
      - Second exercise classroom which doubles the existing capacity
      - Expanded and improved cardio area
      - Upper part of climbing wall
      - Functional training space
  - Renovations:
    - Exterior facelift to the building, creating exciting new concepts for the gateway to downtown.
    - Renovations to the current fitness center.
    - Creation of an improved front entrance, positioning OTHS more in alignment with the recent new buildings in the downtown area.
- b. Entities involved:
  - Current volunteer Board of Directors, elected for three-year terms, responsible for financial oversight and staff management of the facility according to the By-laws and Articles of Incorporation:
    - Rich Lowe, President
    - Gary Cogswell, Vice-President
    - Stewart Beall, Secretary/Treasurer
    - Jill Leary

- Ralph Cantafio
    - Karen Connell
    - Donna Mae Hoots
    - Renee Gilbertson
  - Executive Director – Pat Carney
    - Management of the facility
    - All financial operations
    - Long-range planning with Board of Directors
  - Managing staff:
    - Stephanie Orozco, Operations Director
    - Matt Enochs, Facilities Director
    - Jill Ruppel, Aquatics Director
    - Simonne Oliver, Fitness Director
    - Andrew Henry, Front Desk Manager
    - Jeanne Gillaspie, Assistant to the Director
    - Shannon Lukens, Marketing Director
  - The Board will continue its excellent oversight and the staff will manage the new facilities as they do the current facility. The group has a proven track record over many years of fiscal prudence and effective management.
  - Architect: Steamboat Architectural - Bill Rangitsch has been the architect for all the expansions and renovations since 1983.
- c. Project location
- 136 Lincoln Ave., Steamboat Springs
  - Property is owned and operated by the Steamboat Springs Health and Recreation Association, DBA the Old Town Hot Springs.
  - Addition will be owned and managed as part of the existing facility.
- d. Overall cost of project, include detail of costs:
- \$3 million:
    - \$2.25 million, 8000 sq. ft. addition - \$280/sq. ft.
      - climbing wall/equipment
      - design fees/engineering
      - contingency
    - \$250,000 parking improvements
    - \$500,000 existing building facelift
  - Permitting, fees, etc. – included in sq. ft. price
- e. Timeline from inception to operation:
- Spring 2013 - Commitment of lodging monies at \$300,000 for 10 years – leveraged into bank loan
  - Fall 2013 - Plans drawn/permits
  - Construction – Spring-Fall 2014
  - Operations – Winter 2014/15
- f. Infrastructure needed to complete the project:
- Currently 143 parking spaces, with last planning requirement of 86 spaces.
  - Addition will result in loss of 17 spaces, leaving 126 spaces at the facility.

- As a result of a \$100,000 contribution from OTHS to the City, an underpass was built under Fish Creek Falls Road, linking the OTHS facility to the tennis court property. This allows access to approximately 80 more future parking spaces.
    - No utilities need to be relocated.
  - g. Future capital needs, replacement costs, method of funding, etc.:
    - This addition and renovation will be managed like the existing facility. Revenue and associated income will pay for operating expense and maintenance for the expansion.
  - h. Six-year operating revenue and costs projection:
    - See attached pro forma and methodology.
  - i. Number of elements:
    - Addition and renovations are stand-alone project.
    - Future renovations to the pool areas will be phased at a later date.
3. Maps/rendering: (see attached)
- Current conditions
  - Rendering
  - Floor plans
4. How project meets criteria of ballot question.
- This is a capital project and will not require any subsidies for maintenance and operating costs.
  - Promote tourism:
    - All visitors coming downtown pass this historic and iconic landmark. The proposed improvements will create the visual impression that guests have come to expect from Steamboat with projects such as the library, Victoria, Howelsen Place, Chieftain, and many others.
    - OTHS hosts 50,000 visitors annually. To continue to grow and effectively compete with other year-round destination resorts worldwide, improvements must be made to the facility. This investment in OTHS will provide solid returns for the many businesses that rely on tourism as their principal revenue stream. More visitors to OTHS = longer stays = more dollars in the community.
    - Steamboat Springs means skiing and hot springs to many visitors. Improving the look and amenities of this facility will attract more visitors.
    - Existing partnerships with the lodging community to provide discount admissions to properties without amenities would be enhanced by improvements. Mountain Resorts – eight units. Resort Group – 26 units downtown (Howelsen Place, Alpenglow, Victoria, Olympian). Rabbit Ears Motel – discount tickets.
    - Chamber and Ski Area use OTHS facility in many promotions. The planned improvements will make the facility even more popular.

- OTHS was the number one activity in “Things to do in Steamboat” for visitors in the winter 2012/13 Explore Steamboat magazine.
- Enhance vitality of Steamboat Springs as a destination resort:
  - Adding hot springs, fitness and fun to skiing, biking, hiking, fishing, etc. makes Steamboat stand out among mountain resorts. Stays are extended and improved.
  - When bad weather, bad snow, etc. interferes with vacation activities, the facility offers a fun alternative. Increasing exercise class and fitness space, adding an indoor climbing wall, improving the spa and improving the entrance area all give the visitor a better experience.
  - Having a downtown hot springs plus a multi-use facility is a unique experience not found at any other ski town in Colorado. Increasing our offerings and improving the look and access can only enhance the vitality of Steamboat.
- Enhance community identity of Steamboat Springs:
  - Founded in 1935, the hot springs tradition spans from the early settlers to the present day. Currently the facility needs more space and a more modern look. The proposed project will do this and keep the tradition going.
  - Wonderful amenity that provides healthy recreation along with being an historical icon. The planned improvements will allow OTHS to give visitors and locals the quality experience they expect.
  - 5000 members and 50,000 visitors enjoy the history, the western hospitality, the hot springs and the health and wellness that have become Steamboat’s reputation. These numbers will rise as the quality of their experience improves.
  - OTHS has always been a gathering place for the community. The improved facility will allow for more community partnering and activities for all age groups.
- Enhance environmental desirability of SS:
  - The facility is historic, family friendly, fun and healthy – all things that match and build upon the Steamboat brand. Improving on the dated, worn look inside and out will only improve this image.
  - Unique amenity that allows multi-generations to recreate together or separately at the same time, doing activities that appeal to their specific age group. This family and kid friendly emphasis is improved by the addition of more space for fitness and a climbing wall.
  - The improved downtown location allows for easy access by public transportation, walking, and biking.
  - Sustainable design and operations of the improvements fit in with the historic, small town atmosphere of downtown.

- Enhance economic health of SS:
  - Continued renovations and improvements to the facility make a statement as visitors arrive in the downtown area that Steamboat is a healthy, vibrant community.
  - Enhancing the facility will invite even more visitors to stop and enjoy a unique experience in the hot springs, waterslides, fitness center, indoor and outdoor climbing walls, and spa.
  - Per Chamber intercept surveys typical summer visitors stay approximately four nights and spend \$72-74 per day. Improvements to the facility will increase numbers, encourage guests to stay longer, and ripple more money throughout the community.
  - By improving the facilities, OTHS can continue to give visitors a fun and healthy alternative to skiing and summer activities, whether it is a bad weather day, a day when wind closes down the lifts, Mom doesn't want to go fishing, or kids don't want to shop. All ages can find something fun to do at OTHS.
  - The uniqueness of a hot springs downtown, open year-round, combined with slides, better fitness, more exercise classes, the only public climbing wall in town and a convenient, affordable, high quality spa all are a huge tourist draw . Sometimes this is the difference when deciding where to vacation.

5. Independent data to support financial projections.

- OTHS has a long history of creating and fulfilling financial projections for all past improvements. The financial history and tax returns are available for review if requested.
- The facility has run in the black since the late 70s. Any debt incurred has been re-paid on schedule, with differing amounts of money left over for small and large facility improvements. The current loan with Wells Fargo has 15 years left and a \$4 million balance. The \$400,500/year payment is made through income from operations.
- Attached is a current financial statement for the first nine months of our budget year and a full year from 2011/12. (Fiscal year is April 1-March 31.)

The Staff and Board of Directors of the Old Town Hot Springs feel strongly that improvements to the facility are a perfect fit for the accommodations/lodging tax revenues. The facility's long and successful history as a tourist and a community amenity, the emphasis on health, wellness and fun, a family friendly location and activities, all fit so well into the image that Steamboat projects to the world. The gateway location at the entrance to downtown makes Old Town Hot Springs' appearance and amenities a vital part of Steamboat's brand and success.

Thank you for your consideration.

Executive Director: \_\_\_\_\_  
Pat Carney

Board of Directors: \_\_\_\_\_  
Rich Lowe, President

\_\_\_\_\_  
Gary Cogswell, Vice-President

\_\_\_\_\_  
Stewart Beall, Secretary-Treasurer

## OLD TOWN HOT SPRINGS

### Six Year Revenue and Cost Proforma

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
Revenue Category	2014	2015	2016	2017	2018	2019
Daily Admissions	\$90,695	\$97,951	\$102,848	\$106,962	\$111,241	\$115,690
Memberships/Annual	\$82,500	\$89,100	\$93,555	\$97,297	\$101,189	\$105,237
Programs	\$140,000	\$151,200	\$158,760	\$165,110	\$171,715	\$178,583
Cardio, Fitness,	\$5,000					
Exer.Classes/spin, yoga	\$60,000					
Climb wall/admission,classes	\$40,000					
Spa	\$35,000					
<b>Total New Revenue</b>	<b>\$313,195</b>	<b>\$338,251</b>	<b>\$355,163</b>	<b>\$369,370</b>	<b>\$384,144</b>	<b>\$399,510</b>
Total Existing Facility Revenue	\$2,819,246	\$2,960,208	\$3,108,219	\$3,263,630	\$3,426,811	\$3,598,152
<b>Total Facility Revenue</b>	<b>\$3,132,441</b>	<b>\$3,298,459</b>	<b>\$3,463,382</b>	<b>\$3,632,999</b>	<b>\$3,810,956</b>	<b>\$3,997,662</b>
Cost Category						
Building utilities	\$20,000	\$21,000	\$22,050	\$23,153	\$24,310	\$25,525
Climbing wall operations	\$25,000	\$26,250	\$27,560	\$28,940	\$30,387	\$31,906
Spa operations	\$6,000	\$6,300	\$6,615	\$6,946	\$7,293	\$7,658
Exercise class operations	\$40,000	\$42,000	\$44,100	\$46,305	\$48,620	\$51,051
Cardio/Fitness operations	\$35,000	\$36,750	\$38,588	\$40,517	\$42,543	\$44,670
Maintenance	\$30,000	\$31,500	\$33,075	\$34,729	\$36,465	\$38,288
<b>Total New Expense</b>	<b>\$156,000</b>	<b>\$163,800</b>	<b>\$171,988</b>	<b>\$180,590</b>	<b>\$189,618</b>	<b>\$199,098</b>
Total Existing Facility Expense	\$2,412,779	\$2,533,418	\$2,660,089	\$2,793,093	\$2,932,748	\$3,079,385
<b>Total Facility Expense</b>	<b>\$2,568,779</b>	<b>\$2,697,218</b>	<b>\$2,832,077</b>	<b>\$2,973,683</b>	<b>\$3,122,366</b>	<b>\$3,278,483</b>
New Addition Net	\$157,195	\$174,451	\$183,175	\$188,780	\$194,526	\$200,412
Existing Facility Net	\$406,467	\$426,790	\$448,130	\$470,536	\$494,063	\$518,766
<b>Total Facility Net</b>	<b>\$563,662</b>	<b>\$601,241</b>	<b>\$631,305</b>	<b>\$659,316</b>	<b>\$688,590</b>	<b>\$719,179</b>

# OLD TOWN HOT SPRINGS

## Six Year Revenue and Cost Proforma

### METHODOLOGY

#### REVENUES

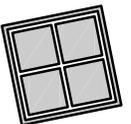
- Daily admissions formula = base of 164/day avg. X 12% growth = 183 avg. or 19 new visitors at \$13.15/day avg. X 363days = \$90,695. Growth starts at year 2: 8%, 5%, 4%, 4%, 4%. Base of 164/day average is existing facility.
- Memberships assume 165 new memberships sold year 1 at avg. of \$500. Years 2-6 grow at same rate as daily admissions: 8%, 5%, 4%, 4%, 4%. Includes both price and volume. Assumption of 165 new members based on existing market share of Routt County/Steamboat population projected on population growth over time (according to Community Indicators Project Report 2009-10).
- Programs take base projection of \$140,000 first year of new revenue. Will grow at same rate as daily admission starting year 2: 8%, 5%, 4%, 4%, 4%.
- Existing facility revenues – year 1 is 2014 and assumes a 5% increase from 2012 and continuing through year 6. Includes both price and volume.

#### COSTS

- Utilities based on current 20,000 sq ft building expenses per sq ft less 50% for no big energy use in new addition.
- Climbing wall is payroll for instructors and supervisors part-time – 15hrs/week +/-.
- Spa costs are for soap, oil, other amenities. Therapists are contract employees.
- Exercise class is payroll – amount based on average hourly paid now times 30 +/- classes/week average.
- Cardio/fitness is for equipment replacement and additional staff.
- Maintenance is additional staff.
- Increases for new expenses are 5%/year – years 2-6.
- Existing facility expenses – year 1 is 2014, assumes a 5% increase from 2012 continuing years 2-6.
- Existing loan payment is added to expense after 5% increase.

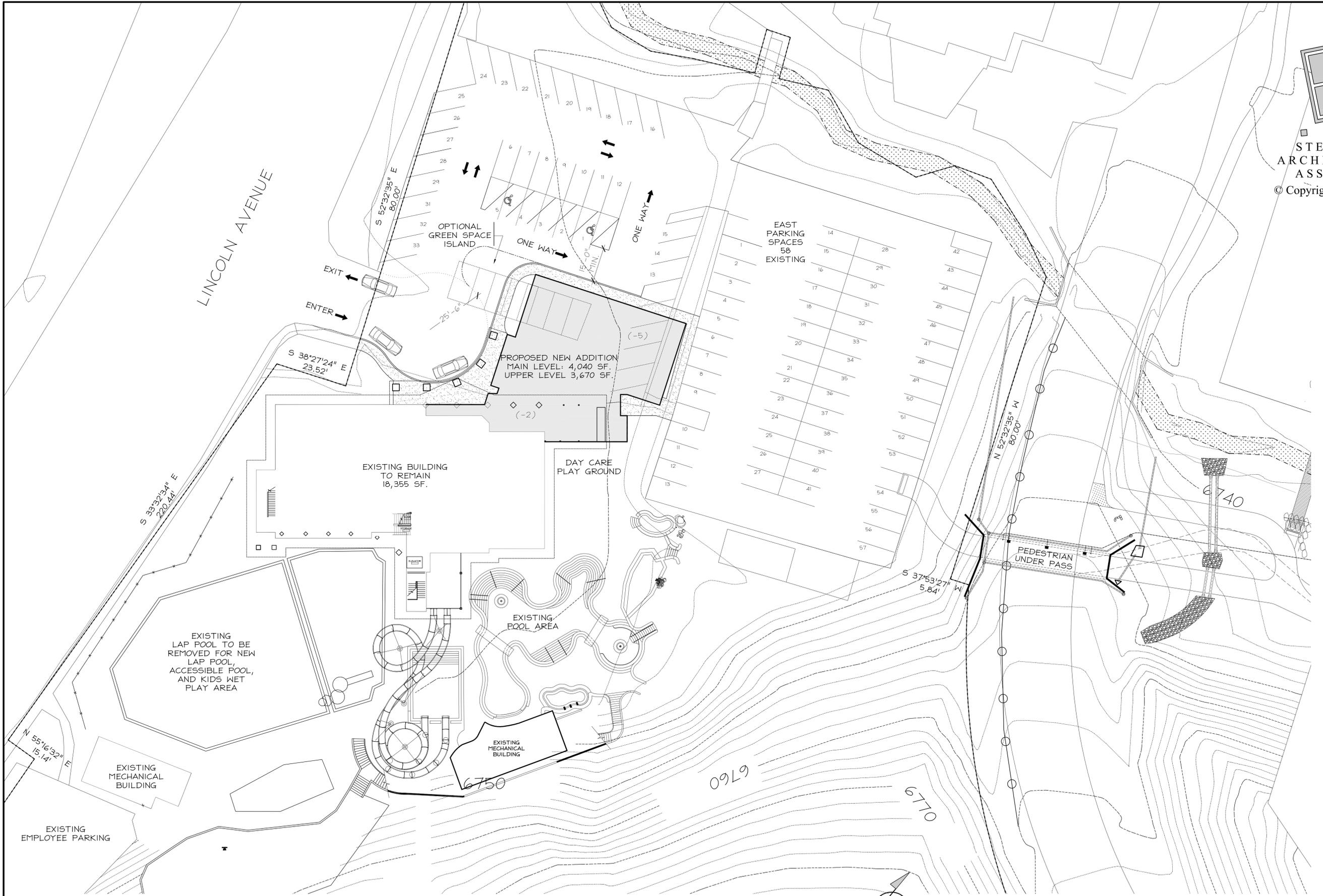


**1** CONCEPTUAL MODEL

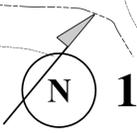


STEAMBOAT  
ARCHITECTURAL  
ASSOCIATES  
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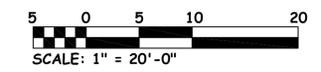
A New Addition For:  
**OLD TOWN HOT SPRINGS**



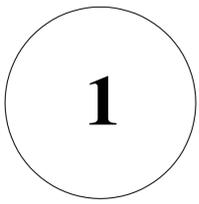
A NEW ADDITION FOR:  
OLD TOWN HOT SPRINGS



**1 SITE PLAN**

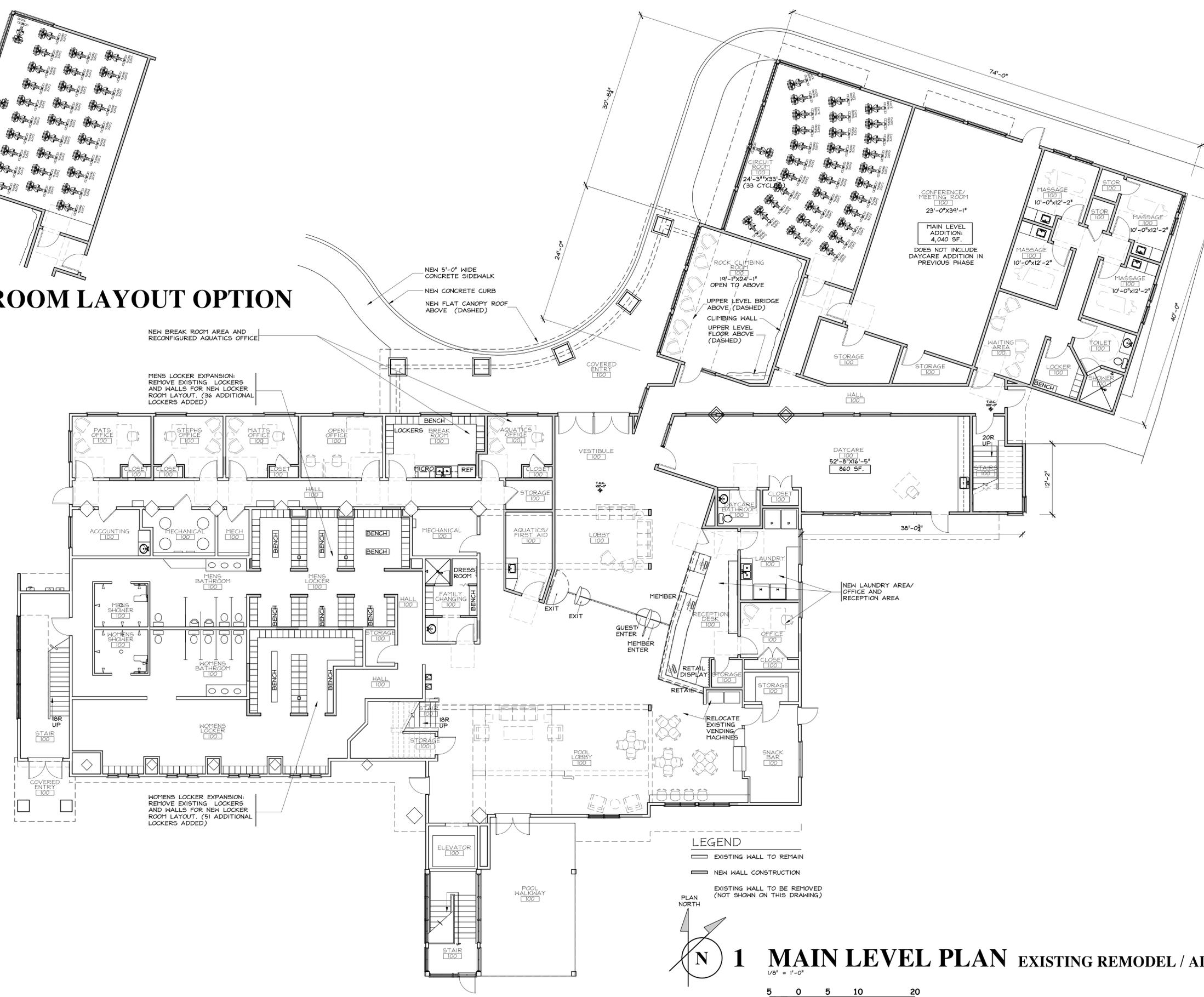


EXISTING BUILDING SF:	18,355 SF
PROPOSED ADDITION SF:	8,570 SF
TOTAL BUILDING SF:	26,925 SF



# CIRCUIT ROOM LAYOUT OPTION

1/8" = 1'-0"



NEW BREAK ROOM AREA AND RECONFIGURED AQUATICS OFFICE

MENS LOCKER EXPANSION: REMOVE EXISTING LOCKERS AND WALLS FOR NEW LOCKER ROOM LAYOUT. (36 ADDITIONAL LOCKERS ADDED)

WOMENS LOCKER EXPANSION: REMOVE EXISTING LOCKERS AND WALLS FOR NEW LOCKER ROOM LAYOUT. (51 ADDITIONAL LOCKERS ADDED)

NEW 5'-0" WIDE CONCRETE SIDEWALK  
NEW CONCRETE CURB  
NEW FLAT CANOPY ROOF ABOVE (DASHED)

CONFERENCE/MEETING ROOM  
100  
23'-0"X39'-1"  
MAIN LEVEL ADDITION: 4,040 SF.  
DOES NOT INCLUDE DAYCARE ADDITION IN PREVIOUS PHASE

ROCK CLIMBING ROOM  
100  
19'-1"X24'-1"  
OPEN TO ABOVE  
UPPER LEVEL BRIDGE ABOVE (DASHED)  
CLIMBING HALL  
UPPER LEVEL FLOOR ABOVE (DASHED)

STORAGE 100

STORAGE 100

WAITING AREA 100

LOCKER 100

TOILET 100

STOR 100

STOR 100

MASSAGE 100

MASSAGE 100

MASSAGE 100

MASSAGE 100

HALL 100

DAYCARE 100  
52'-8"X16'-5"  
860 SF.

38'-0"

NEW LAUNDRY AREA/  
OFFICE AND RECEPTION AREA

RECEPTION DESK 100

OFFICE 100

LAUNDRY 100

RELOCATE EXISTING VENDING MACHINES

STORAGE 100

STORAGE 100

RETAIL 100

RETAIL DISPLAY 100

MEMBER ENTER

GUEST ENTER

EXIT

EXIT

POOL LOBBY 100

POOL WALKWAY 100

STAIR 100

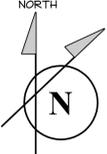
STAIR 100

STAIR 100

STAIR 100

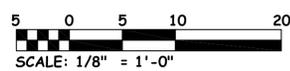
STAIR 100

LEGEND  
 — EXISTING WALL TO REMAIN  
 - - - NEW WALL CONSTRUCTION  
 . . . EXISTING WALL TO BE REMOVED (NOT SHOWN ON THIS DRAWING)

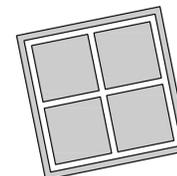


## 1 MAIN LEVEL PLAN EXISTING REMODEL / ADDITION

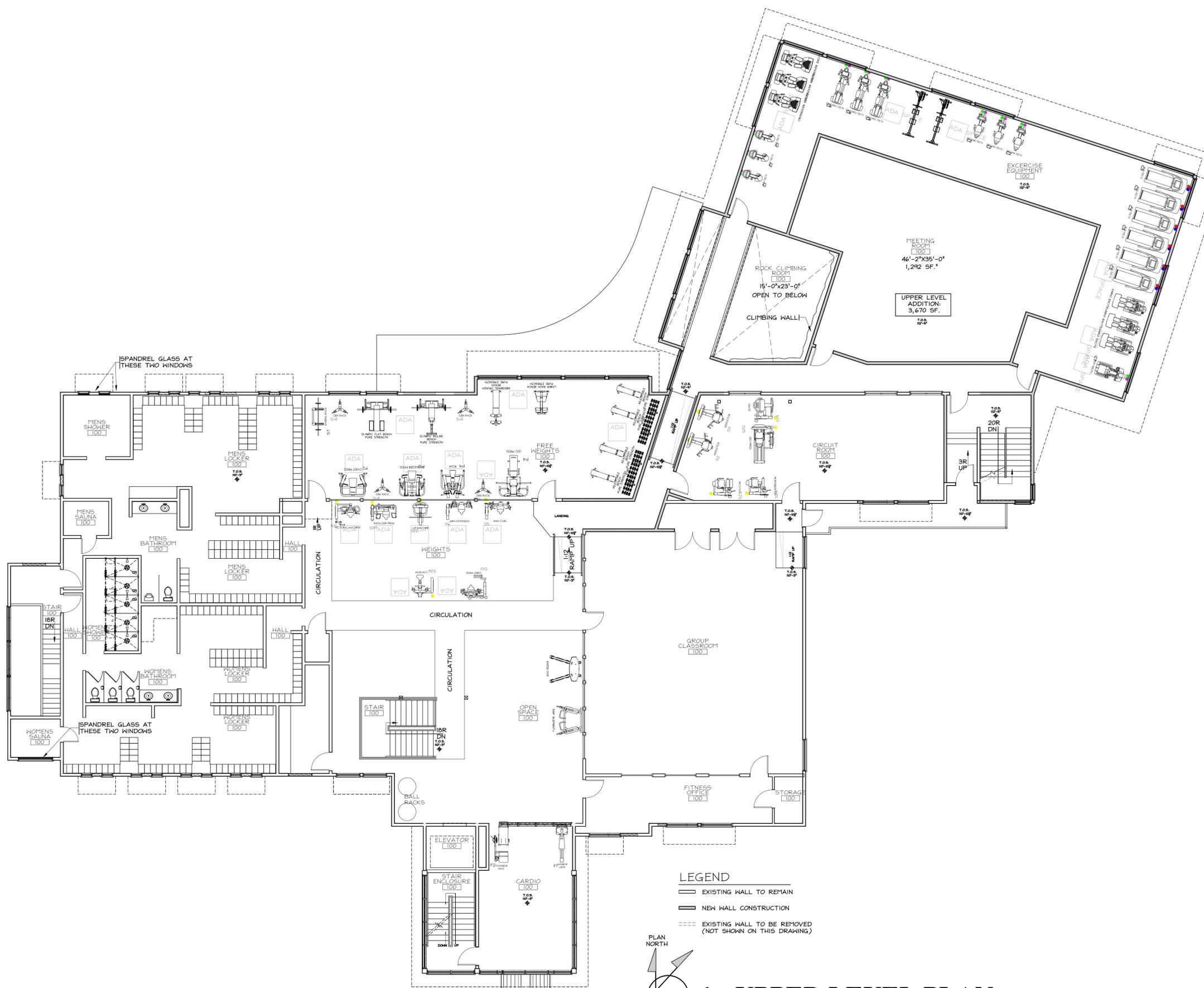
1/8" = 1'-0"



A NEW ADDITION FOR:  
OLD TOWN HOT SPRINGS



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ARCHITECTURAL  
ASSOCIATES  
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A NEW ADDITION FOR:  
OLD TOWN HOT SPRINGS

**LEGEND**  
 — EXISTING WALL TO REMAIN  
 — NEW WALL CONSTRUCTION  
 - - - EXISTING WALL TO BE REMOVED (NOT SHOWN ON THIS DRAWING)

PLAN NORTH

**1 UPPER LEVEL PLAN** EXISTING REMODEL / ADDITION

1/8" = 1'-0"  
 5 0 5 10 20  
 SCALE: 1/8" = 1'-0"

Steamboat Springs Health Rec. Assn.  
 Monthly Report - Income  
 For the Nine Months Ending December 31, 2012

	Current Month 11-12	Current Month 12-13	% Change	Year to Date 11-12	Year to Date 12-13	% Change	Budget '12 - '13	% Change
New Lifetime Memberships	\$ 600	\$ 0		\$ 15,600	\$ 6,988		19,200	
Family	22,472	20,121		221,200	221,055		312,000	
Membership - Adult	5,916	6,336		79,364	70,061		105,550	
Membership - Intermediate	20	0		1,478	1,594		1,920	
Membership - Youth	17	30		2,192	1,665		2,400	
Membership - Senior	2,025	3,376		21,063	24,486		36,460	
Member Assessments	110	280		1,565	1,903		2,200	
<b>Member Season Tickets</b>	<b>31,160</b>	<b>30,143</b>	<b>-3%</b>	<b>342,462</b>	<b>327,752</b>	<b>-4%</b>	<b>479,730</b>	<b>5%</b>
Family	22,378	25,436		321,769	388,310		445,170	
Non-member - Adult	24,726	19,928		260,047	256,008		294,100	
Non-member - Intermediate	50	0		3,514	4,016		8,170	
Non-member - Youth	138	796		3,639	4,319		4,100	
Non-member - Senior	4,787	3,864		38,392	42,760		65,350	
<b>Non-member Season Tickets</b>	<b>52,079</b>	<b>50,024</b>	<b>-4%</b>	<b>627,361</b>	<b>695,413</b>	<b>11%</b>	<b>816,890</b>	<b>5%</b>
<b>Total All Members</b>	<b>83,239</b>	<b>80,167</b>	<b>-4%</b>	<b>969,823</b>	<b>1,023,165</b>	<b>6%</b>	<b>1,296,620</b>	<b>5%</b>
Daily - Adult	22,604	20,194		165,567	176,412		252,615	
Daily - Intermediate	3,554	0		20,299	16,540		30,620	
Daily - Youth	5,376	5,122		42,086	46,591		61,240	
Daily - Senior	1,114	1,225		14,225	17,747		22,965	
Daily - Family	14,298	12,990		102,158	110,931		160,755	
Daily - Group Tickets	16,720	12,804		110,311	116,232		183,720	
Daily - Swim Tickets	3,260	5,020		37,008	41,663		53,585	
<b>Daily Admissions</b>	<b>66,926</b>	<b>57,355</b>	<b>-14%</b>	<b>491,654</b>	<b>526,116</b>	<b>7%</b>	<b>765,500</b>	<b>5%</b>
Rentals	2,345	1,812		9,779	10,723		18,000	
Rentals - Coin Lockers	875	714		2,043	4,163		6,450	
Rentals - Member lockers	1,180	1,050		33,745	31,858		46,000	
Rentals - Decks, etc.	0	0		580	2,400		0	
Resale	2,222	1,921		14,489	16,700		20,000	
Tennis	0	0		9,947	8,301		10,000	
Exercise program	8,015	7,427		53,600	51,340		85,000	
Weight Program	7,578	6,790		27,578	25,310		42,000	
Swim program	1,242	1,311		82,842	97,095		93,000	
Child Care	1,092	1,531		10,571	10,108		15,000	
Massage	1,428	2,033		20,841	21,864		31,000	
Parties & Events	0	0		4,662	4,562		5,000	
Restaurant Rental	115	266		11,117	14,086		13,000	
Miscellaneous income	0	3,665		37	3,665		50	
<b>Other Income</b>	<b>26,092</b>	<b>28,520</b>	<b>9%</b>	<b>281,831</b>	<b>302,175</b>	<b>7%</b>	<b>384,500</b>	<b>3%</b>
Slide tickets	7,808	4,891		58,324	76,620	<b>31%</b>	97,500	12%
Wibit Tickets	0	0		11,523	15,001		13,000	
<b>Total Operating Income</b>	<b>184,065</b>	<b>170,933</b>	<b>-7%</b>	<b>1,813,155</b>	<b>1,943,077</b>	<b>7%</b>	<b>2,557,120</b>	<b>5%</b>
Donations - Kakela Fund	700	500		700	500		4,500	
Donations - Capital Dev. Fund	0	200		0	2,200		0	
Interest income	43	46		466	466		500	
Grant income	0	0		4,000	0		0	
<b>Total All Income</b>	<b>\$ 184,808</b>	<b>\$ 171,679</b>		<b>\$ 1,818,321</b>	<b>\$ 1,946,243</b>		<b>2,562,120</b>	

Steamboat Springs Health Rec. Assn.  
Monthly Report - Expense  
For the Nine Months Ending December 31, 2012

	Current Month 11-12	Current Month 12-13	% Change	Year to Date 11-12	Year to Date 12-13	% Change	Budget '12 - '13	% Change
Salaries & Wages	\$ 65,662	\$ 71,450		\$ 695,392	\$ 752,649		998,300	
Health Insurance	5,314	5,551		48,478	49,228		75,500	
Payroll tax expense	5,533	6,170		60,852	67,762		89,847	
Other Labor Costs	4,734	3,292		28,317	33,131		50,300	
<b>Total employee expense</b>	<b>81,243</b>	<b>86,463</b>	<b>6%</b>	<b>833,039</b>	<b>902,770</b>	<b>8%</b>	<b>1,213,947</b>	<b>10%</b>
Electricity	3,804	3,581		27,887	23,467		42,000	
Gas	1,394	1,100		8,754	6,619		17,500	
Water & Sewer	1,733	1,381		16,944	19,285		23,000	
Utilities - Lap pool	436	186		1,418	1,130		0	
Telephone	450	465		4,094	4,206		6,500	
<b>Utilities</b>	<b>7,817</b>	<b>6,713</b>	<b>-14%</b>	<b>59,097</b>	<b>54,707</b>	<b>-7%</b>	<b>89,000</b>	<b>4%</b>
<b>Insurance - General</b>	<b>3,294</b>	<b>2,839</b>	<b>-14%</b>	<b>28,697</b>	<b>31,463</b>	<b>10%</b>	<b>40,000</b>	<b>4%</b>
<b>Repairs &amp; Maintenance</b>	<b>6,680</b>	<b>5,446</b>	<b>-18%</b>	<b>59,117</b>	<b>64,475</b>	<b>9%</b>	<b>80,000</b>	<b>11%</b>
Cleaning	7,715	0		70,405	7,795		0	
Payroll - Cleaning	0	3,393	-56%	0	27,981	-51%	47,000	-50%
Supplies - Child Care	0	0		0	111		0	
Supplies - Cleaning	1,641	654		8,203	7,574		9,500	
Supplies - Landscaping	171	10		1,202	2,113		5,500	
Supplies - Lifeguards	275	181		554	446		0	
Supplies - Locker Room	1,927	902		9,655	8,681		12,000	
Supplies - Office	887	927		8,410	6,055		11,000	
Supplies - Pool	2,362	3,612		68,198	84,648		85,000	
Supplies - Resale	602	428		9,753	10,071		10,500	
Supplies - Tennis	0	0		927	915		1,000	
Supplies - Misc.	2,511	889		7,906	9,990		11,000	
<b>Total Supplies</b>	<b>10,376</b>	<b>7,603</b>	<b>-27%</b>	<b>114,808</b>	<b>130,604</b>	<b>14%</b>	<b>145,500</b>	<b>1%</b>
Advertising	3,408	6,067		29,387	29,425		37,000	
Bad Debts	0	0		(21)	170		100	
Bank Charges	120	8		1,280	229		750	
Board Expense	103	63		1,080	612		1,700	
Cash short & over	(22)	13		1,028	155		1,200	
Computer expense	0	818		3,736	7,072		7,000	
Credit card commissions	3,097	3,099		32,288	35,306		46,250	
Dues & Subscriptions	1,058	100		1,268	880		1,600	
Exercise/Weight room expense	848	521		6,143	7,752		8,500	
Legal & Accounting	702	600		8,650	8,962		12,000	
Massage expense	0	0		1,000	(80)		0	
Miscellaneous expense	0	0		54	305		200	
Parties & Special Events	0	125		2,638	1,094		5,000	
Petty cash expense	25	0		25	22		0	
Postage & Freight	92	189		858	895		1,600	
Security	420	120		3,060	660		4,000	
Snow Removal	991	0		2,498	605		12,000	
Swim program expense	394	684		2,967	5,947		6,000	
Swim program exp - ARC	0	60		0	1,689		0	
Swim program exp - retail	0	0		0	1,817		0	
Swim lesson expense	0	0		885	1,589		0	
Swim lesson exp - ARC	0	363		0	587		0	
Taxes & Licenses	(186)	225		950	1,155		1,250	
Trash removal	1,129	483		5,571	5,458		6,900	
Travel & Entertainment	700	700		700	700		700	
<b>Other expense</b>	<b>12,879</b>	<b>14,238</b>	<b>11%</b>	<b>106,045</b>	<b>113,006</b>	<b>7%</b>	<b>153,750</b>	<b>9%</b>
Misc. slide expense	0	0		635	300		1,000	
Utilities - slide	5,588	5,206		34,808	36,092		55,000	
<b>Slide expense</b>	<b>5,588</b>	<b>5,206</b>	<b>-7%</b>	<b>35,443</b>	<b>36,392</b>	<b>3%</b>	<b>56,000</b>	<b>0%</b>
<b>Total Operating Expense</b>	<b>135,592</b>	<b>131,901</b>	<b>-3%</b>	<b>1,306,651</b>	<b>1,369,193</b>	<b>5%</b>	<b>1,825,197</b>	<b>6%</b>
Capital outlays	5,454	1,148		91,600	166,544		336,453	
Notes Payable - Wells Fargo	15,050	15,840		132,410	139,400		180,600	
Interest expense	16,937	17,372		167,484	161,666		219,900	
Fundraising expenses	0	0		16,874	400		0	
<b>Total All Expense</b>	<b>\$ 173,033</b>	<b>\$ 166,261</b>		<b>\$ 1,715,019</b>	<b>\$ 1,837,203</b>		<b>2,562,150</b>	