



live passionately.. love unconditionally... swim fast.
www.kensleygrace.com



Inspiration

Inspiration comes in many forms. For the Kensley Grace Foundation, inspiration comes from the tragic loss of a beautiful child. On June 8th, 2011, Kensley Grace Kirby broke her arm and was taken to a local medical clinic. While being treated she received a lethal dose of a local anesthesia from a health care provider.

After this tragic loss Kensley's family received hundreds of sympathy cards. Most of the cards included money. The question for the family quickly became, "what do we do with these funds?" This universal tragic loss had inspired hundreds of people to blindly give their resources to help. Family and friends felt motivated to find a lasting tribute to Kensley and her love of family and community. The Kensley Grace Foundation was formed with the following passionate mission:

"Support children and families by strengthening our community through quality of life projects."

The Kensley Grace Foundation's marquee project is the Kensley Grace Aquatic Center.

It will be a world-class, competition aquatic facility with an outdoor family water park.

Please join us in our mission. *Thank you.*

Community

The Kensley Grace Aquatic Center will be located at 2020 Henry Parkway Connector in McDonough, Georgia. This central geographical location will allow the center to service all citizens of Henry County as well as other Atlanta area residents. Henry County boasts a population of over 200,000 residents and there are no community or municipal pools. Residents are forced to leave the county to seek year-round aquatic options.

The Kensley Grace Aquatic Center was designed for and will be ideally suited to host swimming competitions from local recreational leagues to national level competitions. The center will provide swimming and advanced aquatic training to children and adults. Students will have the opportunity to compete on swim teams and potentially earn scholarships or even an opportunity to compete in the Olympics. Active adults will enjoy the health benefits of year-round aquatic exercise. Seniors and rehabilitation patients will prosper from the heated low-impact environment created by the therapy and warm-up pool. And families and friends will flourish with access to the amazing outdoor family recreation area.

The Community will be stronger!

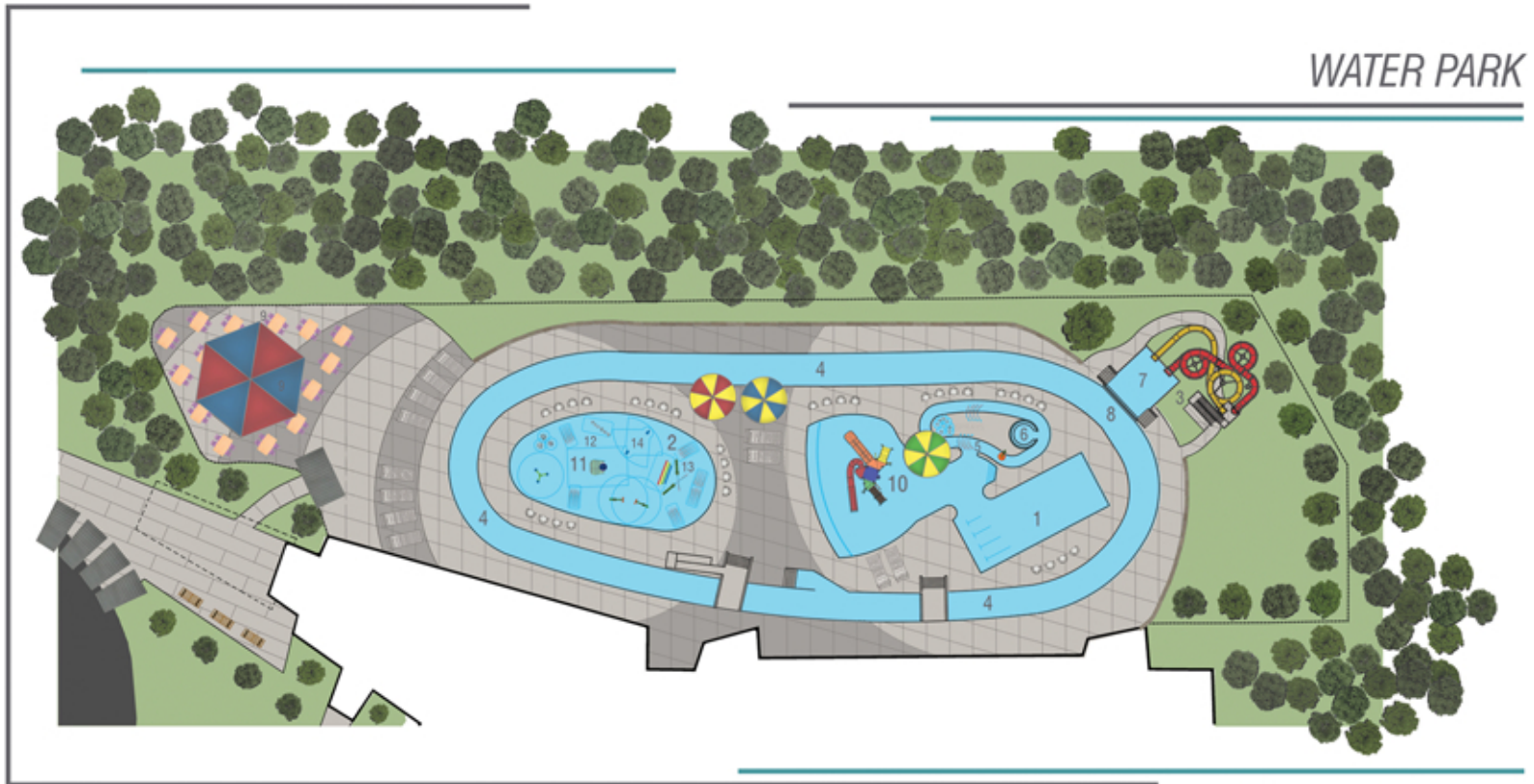


2020 Henry Parkway Connector McDonough, GA 30253



Family Water Park

The Kensley Grace Foundation's commitment to family and community shines in the design of the outdoor water park. The park features a wide array of aquatic elements that provide enjoyment for family members of all ages. There is even a 25 yard lap pool incorporated into the design. Families, friends and civic groups will celebrate the opportunity to come together in this playful, creative space.

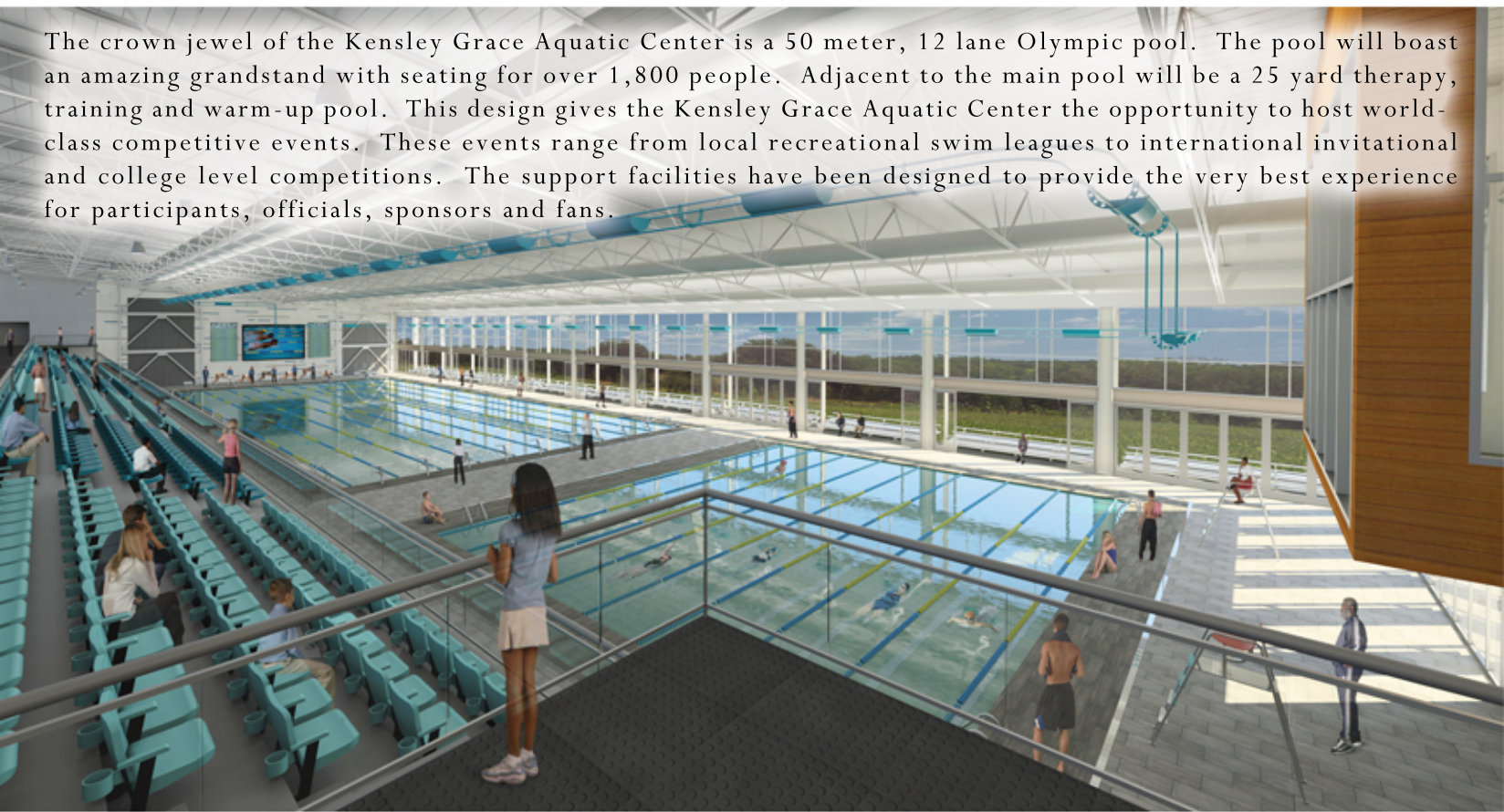


LEGEND

- | | |
|---------------------|--------------------------|
| 1 - LAP POOL | 8 - WATERFALL |
| 2 - SPLASH PAD | 9 - PICNIC/ SEATING AREA |
| 3 - WATER SLIDES | 10 - JUNIOR WATER SLIDE |
| 4 - LAZY RIVER | 11 - SUPERSPLASH BUCKET |
| 5 - CURRENT CHANNEL | 12 - GROUND GEYSER |
| 6 - BUBBLER POOL | 13 - ARCH JETS |
| 7 - PLUNGE POOL | 14 - LOOP WATER CANNON |

Indoor Aquatics

The crown jewel of the Kensley Grace Aquatic Center is a 50 meter, 12 lane Olympic pool. The pool will boast an amazing grandstand with seating for over 1,800 people. Adjacent to the main pool will be a 25 yard therapy, training and warm-up pool. This design gives the Kensley Grace Aquatic Center the opportunity to host world-class competitive events. These events range from local recreational swim leagues to international invitational and college level competitions. The support facilities have been designed to provide the very best experience for participants, officials, sponsors and fans.



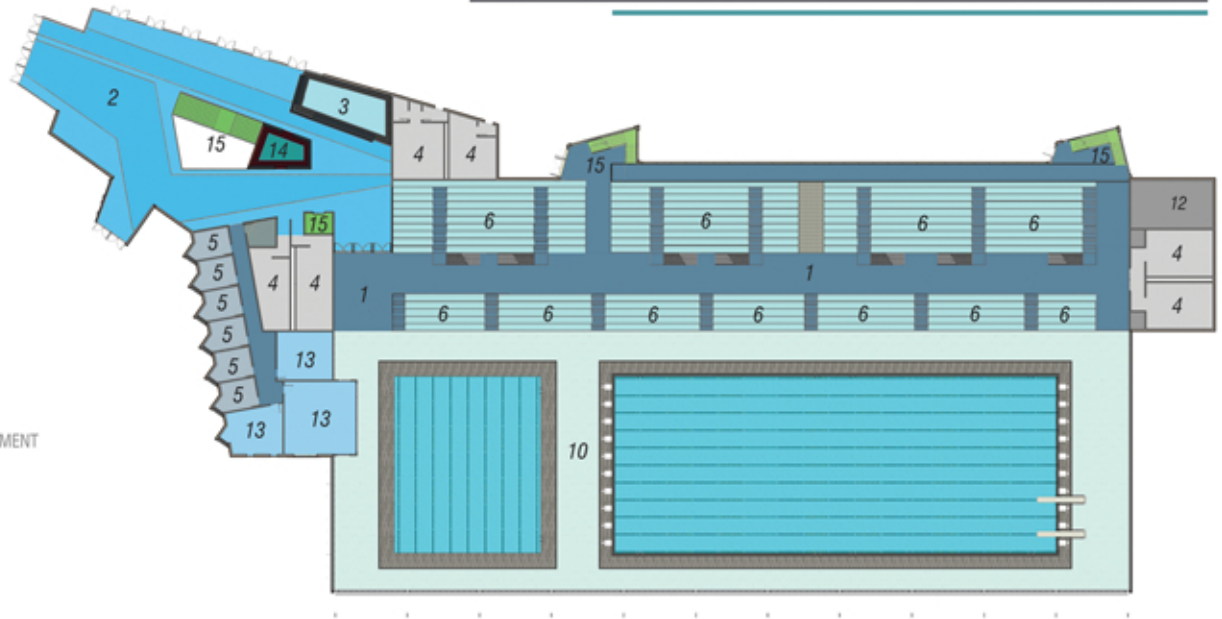
PLEASE SEE REVERSE SIDE

Indoor Aquatics

LEGEND

- 1 - CIRCULATION
- 2 - LOBBY
- 3 - CONCESSIONS
- 4 - RESTROOMS
- 5 - OFFICES
- 6 - BLEACHER SEATING
- 7 - LOCKER ROOMS
- 8 - SUITES & FITNESS
- 9 - MULTI-PURPOSE
- 10 - POOL DECK
- 11 - POOL STORAGE & EQUIPMENT
- 12 - MECHANICAL
- 13 - CONFERENCE
- 14 - CHECK-IN DESK
- 15 - VERTICAL CIRCULATION

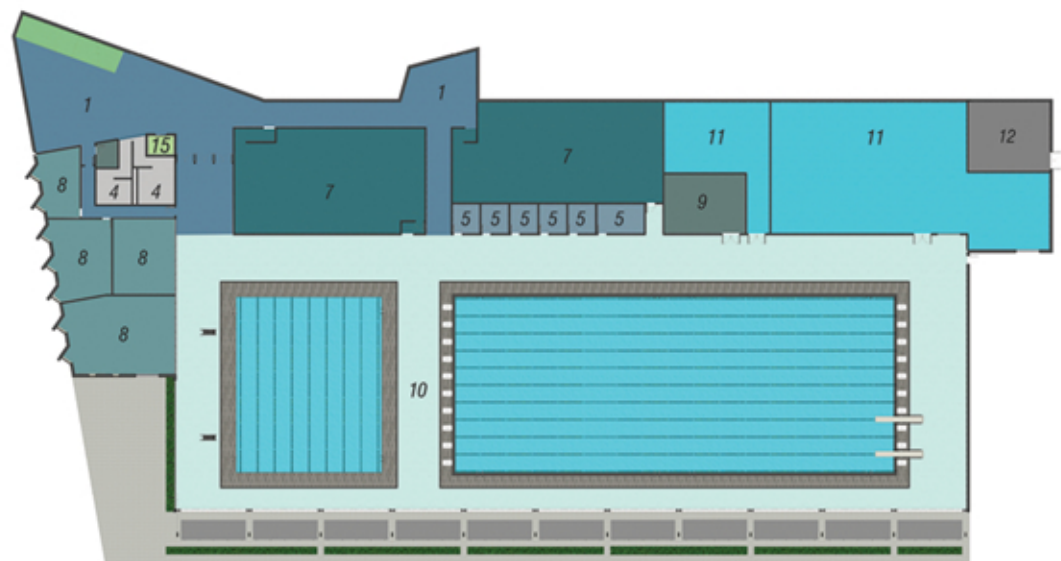
MAIN FLOOR



LEGEND

- 1 - CIRCULATION
- 2 - LOBBY
- 3 - CONCESSIONS
- 4 - RESTROOMS
- 5 - OFFICES
- 6 - BLEACHER SEATING
- 7 - LOCKER ROOMS
- 8 - SUITES & FITNESS
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- 15 - VERTICAL CIRCULATION

LOWER FLOOR



Naming Rights

KENSLEY GRACE AQUATIC CENTER NAMING RIGHTS OPPORTUNITIES

	Qty	Cost ea	Max Potential
Founder's Brick	1000	\$ 100.00	\$ 100,000.00
Bleacher Seats	1800	\$ 300.00	\$ 540,000.00
Wall of 100 (first 100 donations of \$2000)	100	\$ 2,000.00	\$ 200,000.00
Bronze Medal Founder's Club	50	\$ 10,000.00	\$ 500,000.00
Silver Medal Founder's Club	25	\$ 20,000.00	\$ 500,000.00
Gold Medal Founder's Club	20	\$ 40,000.00	\$ 800,000.00
Pool Lane	12	\$ 60,000.00	\$ 720,000.00

Competition Pool	1	\$ 6,500,000.00	\$ 6,500,000.00
Therapy / Training Pool	1	\$ 2,500,000.00	\$ 2,500,000.00
Men's Locker Room	1	\$ 150,000.00	\$ 150,000.00
Women's Locker Room	1	\$ 150,000.00	\$ 150,000.00
Scoreboard / Jumbotron	1	\$ 375,000.00	\$ 375,000.00
Atrium / Entrance	1	\$ 500,000.00	\$ 500,000.00
Concession	1	\$ 100,000.00	\$ 100,000.00
Wellness Center	1	\$ 350,000.00	\$ 350,000.00

Outdoor Leisure Pool	1	\$ 2,200,000.00	\$ 2,200,000.00
Splashpad	1	\$ 500,000.00	\$ 500,000.00
Lazy River	1	\$ 1,000,000.00	\$ 1,000,000.00
Slide and Plunge Pool	1	\$ 350,000.00	\$ 350,000.00
Outdoor Pavillion	1	\$ 200,000.00	\$ 200,000.00

Joint Naming Opportunity for Entire Facility	1	\$ 15,000,000.00	\$ 15,000,000.00
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NAMING RIGHTS ORDER

Please complete the reverse side of this form

	Qty	Cost ea
Founder's Brick		\$ 100.00
Bleacher Seats		\$ 300.00
Wall of 100 (first 100 donations of \$2000)		\$ 2,000.00
Bronze Medal Founder's Club		\$ 10,000.00
Silver Medal Founder's Club		\$ 20,000.00
Gold Medal Founder's Club		\$ 40,000.00
Pool Lane		\$ 60,000.00
Competition Pool		\$ 6,500,000.00
Therapy / Training Pool		\$ 2,500,000.00
Men's Locker Room		\$ 150,000.00
Women's Locker Room		\$ 150,000.00
Scoreboard / Jumbotron		\$ 375,000.00
Atrium / Entrance		\$ 500,000.00
Concession		\$ 100,000.00
Wellness Center		\$ 350,000.00
Outdoor Leisure Pool		\$ 2,200,000.00
Splashpad		\$ 500,000.00
Lazy River		\$ 1,000,000.00
Slide and Plunge Pool		\$ 350,000.00
Outdoor Pavillion		\$ 200,000.00
Joint Naming Opportunity for Entire Facility		\$ 15,000,000.00

The Kensley Grace Foundation is a 501 (c) (3) organization.

Our Federal Tax ID# is 45-4078539.

115 Westridge Blvd. • Suite 200 • McDonough, GA 30253



Total the naming rights selected on the reverse side and complete the form below.

Naming Rights purchase amount _____

Name _____

Address _____

City _____ State ____ Zip _____

Phone (H) _____ (W) _____

(Cell) _____ Email _____

___ Enclosed is my check payable to
The Kensley Grace Foundation, Inc.

___ Charge my credit card:

___ VISA ___ MC ___ AMEX ___ DISCOVER

Name on card: _____

Card Number _____

Expiration Date _____

Signature _____

*The Kensley Grace Foundation is a 501 (c) (3) organization.
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OFFICIAL PLEDGE CARD FORM

The Kensley Grace Foundation
115 Westridge Blvd.
Suite 200
McDonough, GA 30253



Please complete this Pledge Form to officially designate your gift to
The Kensley Grace Aquatic Center.

Name _____

Address _____

City State Zip _____

Phone (H) _____ (W) _____

(Cell) _____ Email _____

We/I hereby pledge our/my gift of \$ _____ to be
paid in installments of \$ _____ over a period of
_____ years on _____ (month/day/year).

___ Enclosed is my check payable to The Kensley Grace Foundation, Inc.

___ Charge my credit card: ___ VISA ___ MC ___ AMEX ___ DISCOVER

Name on card: _____

Card Number _____

Expiration Date _____ Signature _____

*The Kensley Grace Foundation is a 501 (c) (3) organization.
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115 Westridge Blvd. • Suite 200 • McDonough, GA 30253*



DONATION FORM

Yes! I want to give my support to The Kensley Grace Foundation, Inc.'s project to build The Kensley Grace Aquatic Center with my TAX-DEDUCTIBLE gift in the amount of \$ _____

Name _____

Address _____

City _____ State _____ Zip _____

Phone (H) _____ (W) _____

(Cell) _____ Email _____

___ Enclosed is my check payable to
The Kensley Grace Foundation, Inc.

___ Charge my credit card:

___ VISA ___ MC ___ AMEX ___ DISCOVER

Name on card: _____

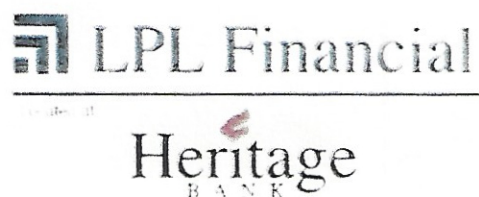
Card Number _____

Expiration Date _____

Signature _____

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Heritage Bank and LPL Financial located at Heritage Bank are pleased to announce that they will provide custodial services for donations made to The Kensley Grace Foundation and The Kensley Grace Aquatic Center.

Donations in excess of \$10,000 will be held in an escrow account with LPL Financial located at Heritage Bank until conditions set forth in the escrow agreement have been met. It is the objective of the Kensley Grace Foundation to raise seventy-five percent of the total construction cost before it begins construction. In the event that fundraising goals are not met, pledged funds will be refunded to the respective donors.

The Kensley Grace Aquatic Center is a 501(c)3 charitable organization dedicated to opening a world-class, family-oriented, competitive swimming facility in Henry County Georgia.

Heritage Bank, a state chartered commercial bank, has been serving metro Atlanta's Southern Crescent since 1955. The independent community bank has six full service offices, features a well-rounded offering of commercial and consumer products, and is an active, involved member of the community it serves.

LPL Financial, a wholly owned subsidiary of LPL Financial Holdings Inc. (Nasdaq: LPLA), is a leader in the financial advice market and serves \$475 billion in retail assets. The Company is the nation's largest independent broker/dealer serving over 14,000 independent financial advisors and over 700 banks and credit unions.

Securities offered through LPL Financial, Member FINRA/SIPC. Insurance products offered through LPL Financial or its licensed affiliates. The investment products sold through LPL Financial are not insured Heritage Bank deposits and are not FDIC insured. These products are not obligations of the Heritage bank and are not endorsed, recommended or guaranteed by Heritage Bank or any government agency. The value of the investment may fluctuate, the return on the investment is not guaranteed, and loss of principal is possible.



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Pro-forma Business Plan



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1.0 Executive Summary

The Kensley Grace Aquatic Center (KGAC) — a proposed 70,000 square foot indoor aquatic facility with over 16,000 square feet of pool deck space and an additional outdoor family pool, waterpark, and surrounding deck area — will serve Henry County families and provide an asset to the immediate surrounding community and Henry County as a whole. The center will add a new dimension of recreation opportunities; providing a full range of aquatic programming including competitive and recreational swimming opportunities, learn-to-swim programs, aqua therapy, an outdoor water park, aquatic exercise classes, and more.

The KGAC will include the following amenities:

- Indoor 50-meter competition pool with spectator seating for more than 1,800
- Indoor 25-yard recreational pool (therapy, exercise & instruction with warmer water)
- Indoor poolside classrooms / party rooms / therapy rooms / fitness rooms
- Spacious lobby and seating areas with pool overlook
- Outdoor family pool with multiple features, a large deck, and pavilions
- Concession stands serving both indoor and outdoor pools
- Generous locker rooms and family restrooms

This plan establishes a fee schedule, a marketing plan, the organizational structure and staffing plan for the center, as well as a financial plan. This plan is based on conservative estimates using comparisons from historical data received from similar public and private facilities in the surrounding metropolitan Atlanta area.

1.1 Mission Statement

The Kensley Grace Aquatic Center will provide Henry County citizens with quality indoor and outdoor aquatic and leisure opportunities in a safe and well-maintained facility that will enable the patrons to enhance their quality of life year-round.

1.2 Objectives

- Provide aquatic recreation and leisure opportunities through a variety of instructional programs, open swim opportunities, an outdoor family pool, therapeutic programs, facility rentals, water safety education, and services designed to meet the citizens' desires and needs.
- Provide a safe and well-maintained facility with a variety of state of the art aquatic structures and amenities to meet the citizens' desires and needs.
- Provide a competitive facility for the youth of Henry County to grow and excel as swimmers.
- Provide a conveniently located facility to host Division 1 and Division 2 conference championships.

1.3 Keys to Success

- A variety of leisure opportunities are offered and expected service delivery is met.

- Reasonable facility hours and fees.
- A clean and well maintained facility that is user friendly and aesthetically pleasing.
- An experienced staff who is well-trained and courteous.
- Building and construction costs that remain within budget.
- Henry County residents enjoying their time at the KGAC, thereby returning as regular patrons while telling others about the quality of the center.
- Promoting the facility as a destination for collegiate and state level swim competitions able to accommodate three to five day swim tournament.

2.0 Kensley Grace Aquatic Center Summary

2.1 Project Introduction

The KGAC will provide aquatic programs for citizens throughout Henry County and its surrounding communities year-round including aqua therapy programs, aquatic exercise classes, learn-to-swim classes as well as competitive swimming and recreational swimming opportunities. The Outdoor Waterpark will provide a fun, cost-effective alternative to other Atlanta area water parks. Local residents will not have to travel outside of Henry County to enjoy similar facilities. An aquatic center of the caliber of the Kensley Grace Aquatic Center will draw visitors from surrounding counties, swim tournaments from around the state and county, and attract new residents and businesses to Henry County.

Project Budget – (\$25 Million)

Site Acquisition	30 year lease with the Henry County Development Authority for \$1/year with the option of an additional 20 year extension
Project Design & Management	\$885,000
Building Construction	\$20,400,000
FF&E	\$300,00
Two Years of Operating Capital	\$1,915,000
Total Project Cost	\$23,500,000
Project Timeline	Fundraising to be completed with construction started by January 2018. 16 month construction timeline. Grand Opening May 1, 2019.



2.2 Facility Location

The Kensley Grace Aquatic Center will be located at 2020 Henry Parkway Connector McDonough, GA 30253 in the heart of Henry County, situated only 30 minutes from Atlanta. Henry County is "Comfortably South of Atlanta" at the gateway to Middle and South Georgia. Henry County encompasses more than 300 square miles and includes the cities of McDonough, Stockbridge, Locust Grove, and Hampton. According to the 2014 U.S. Census it is home to more than 213,000 residents. The population has nearly doubled since the 2000 U.S. Census and the Atlanta Regional Commission projects Henry County will grow to over 430,000 residents by 2040.

The first of its kind in the county, the KGAC is centrally located within Henry County on a twenty-two acre tract of land at the eastern end of Henry Parkway. The Aquatic Center is conveniently located near the Red Hawk baseball complex and Mercer University's Henry County campus. The Aquatic Center is easily accessed from either Hampton Road/Highway 81 (Exit 218) or McDonough Road/Highway 155 (Exit 216) off of Interstate 75.

2.3 Program Summary

The KGAC will consist of indoor and outdoor components. Both areas are supported by generous locker rooms, family restrooms and concession and vending areas.

Entrance to the indoor components of the facility is through the main lobby which will include the front desk area, concessions, and vending areas, as well as access to the spectator viewing area and stairs and an elevator down to the indoor pools and locker rooms. It will also lead to a unique aspect of this facility, the pool overlook. Accessed from the main lobby, this area will overlook the competition pool and provide a *skybox-like* feel to viewing swim events in the KGAC.

The facility will also include offices for full time staff, a life-guard locker room/office and therapy/treatment room, a mechanical room for the pools, and ample storage. The facility is served by a parking lot with space for more than 300 cars.

Indoor Aquatics

Competition Pool 10,240 square feet) —The main pool will be a 10 lane 50 meter long by 25 yards wide pool with two moveable bulkheads allowing the pool to be divided in two 25 yards pools, or as a single 50 meter pool. The building will feature stadium seating, accommodating more than 1,800 spectators, state of the art scoreboards, more than 16,000 square feet of deck space, and spacious locker rooms. The competition pool will be open year round. This versatility will allow The Kensley Grace Aquatic Center to host a wide array of swim meets including recreational leagues, middle and high school competitions, collegiate, national and Olympic caliber meets. In addition, the pool will be used for swim team practices, lap swimming by the general public, instructional classes, and recreational swimming. It is supported by an electronic timing room, life guard room, two wet classrooms/party rooms (available for rent), men's and women's locker rooms, and a hospitality room accessible to coaches and officials during meets. Directly

accessible from the main lobby there is seating for more than 1,800 spectators on the upper level overlooking the competition pool.

Recreational Pool (2,583 sq. ft.) — Separated from the competition pool by concrete columns and more than 25 feet of deck space, this 8 lane by 25 yard pool ranges in depth from 4 to 5 feet with a zero entry lane ramp for a teaching area. The ramp is ADA compliant in addition to stairs and pool ladders. This pool will be maintained at a slightly warmer temperature than the competition pool and used for aqua therapy, aquatic exercise, instructional programs, and recreational swimming. It is served by 2,400 square feet of deck space. It shares the life guard room, wet classrooms/party rooms, and locker rooms with the competition pool. It has two additional family restrooms in the immediate proximity. The room used for hospitality during meets will double as a family seating area during instructional classes.

Outdoor Aquatics

Outdoor Waterpark (**Name to be Determined*) — The nearly 100,000 square foot outdoor family pool is accessible through a separate outdoor gated entrance. This free-formed pool with multiple features is designed for the enjoyment of guests of all ages. Surrounded by over 10,000 square feet of deck space with chaise lounges, dining tables, chairs and umbrellas, the family pool includes many fun features for the enjoyment of our patrons such as a zero entry splash pool that connects to a play pool and a 25 yard lap pool. In addition, the play area will have geysers and deck sprays, an aquatic play structure, water cannons, a current channel/lazy river, and water slides. The outdoor pool is supported by an outdoor pavilion (available for rent), ten cabanas (available for rent), men's and women's locker rooms, two family restrooms, and a concession stand that will also serves the indoor spectator area for the competition pool. The outdoor pool will be open from May to September. This pool will be surrounded by ample seating and family pavilions. The family pavilions will be an ideal location for group swim events and birthday parties. The family pool reinforces the Aquatic Center's goal of being family-focused.

3.0 Market Analysis

The main customer base will be the citizens of Henry County and the surrounding counties who will benefit from the center's location, quality and amenities. These customers will be looking for a safe, easily accessible, high quality facility and programs that can foster an environment of fun, learning, development and improvement. The center will meet the needs of the customer through the various pool components, hours of operation, reasonable prices, proposed staff and programs.

3.1 Market Study

Fees for Other Area Facilities

The following chart lists the aquatic center fees of four, similar metro-Atlanta facilities including Cobb County, Gwinnett County, City of Gainesville, and the City of Cumming.

The chart tracks daily and seasonal admissions, lane rentals, facility rentals and swim lessons. These comparisons were utilized in determining the fees for the KGAC.

Type of Fees	South Cobb	Gwinnett	Gainesville	Cumming
<i>Daily Admission</i>				
Youth	\$3.50	\$4.25	\$6.00	\$4.00
Adult	\$4.50	\$5.00	\$6.00	\$5.00
Senior	\$2.12		\$4.00	
<i>1-Month</i>				
Youth	\$27.40		N/A	\$28.00
Adult	\$37.86		N/A	\$43.00
Senior	\$19.08		N/A	\$28.00
<i>3-Month Pass</i>				
Youth	\$60.28	\$295.00	\$75.00-\$100.00	\$56.00
Adult	\$103.03	\$295.00	\$75.00-\$100.00	\$81.00
Senior	\$42.40		\$75.00-\$100.00	\$56.00
Family of 4	\$146.28	\$397.00	\$175.00-\$235.00	\$207.00
<i>Annual Pass</i>				
Youth	\$186.83	\$425.00	\$175.00-\$235.00	\$162.00
Adult	\$272.00	\$425.00	\$175.00-\$235.00	\$237.00
Senior	\$131.44		\$175.00-\$235.00	\$162.00
Family of 4	N/A	\$1,025.00	\$275.00-\$370.00	N/A
<i>Lane Rental/Hour (approx.)</i>				
Swim Teams	\$6.00	\$10.00	\$7-9/member/month	\$10.00
Other	\$6.00	\$16.00	HS-\$7-9/lane/hour	\$10.00
<i>Facility Rental</i>				
Swim Meet ½ Day	\$500.00	\$600.00	\$600.00	\$600.00
Swim Meet Full Day	\$1,000.00	\$1,200.00	\$1,500.00	\$1,200.00
Leisure Pool 2 Hours	\$200.00	\$360.00	N/A	\$500.00
Instructional Pool 2 Hours	\$200.00	\$360.00	\$100.00	\$400.00
High School Swim Meets (4 hours)	\$250.00	\$320.00	\$600.00	\$600.00
<i>Swim Lessons</i>				
Youth/Adult 6 x 1 hour	\$80.00-\$105.00	\$60.00	\$45.00-\$60.00	\$76.00
Preschool 6 x ½ hour	\$40.00-\$65.00	\$50.00	\$45.00-\$60.00	\$76.00

3.2 Market Plan

Marketing Distribution Channels

- KGAC website
- Facebook page
- Email blasts
- Flyer distribution
- Local Media
- Press releases
- Public service announcements
- Area churches
- Henry County Board of Education



4.0 Service Description

4.1 Hours of Operation

Indoor Aquatic Center

School Year	Monday-Friday	6:00am to 9:00pm
	Saturday	8:00am to 6:00pm
	Sunday	12:00pm to 6:00pm
Summer	Monday-Friday	6:00am to 9:00pm
	Saturday	8:00am to 6:00pm
	Sunday	12:00pm to 6:00pm

Outdoor Waterpark

Monday-Saturday	10:00am to 8:00pm
Sunday	12:00pm to 8:00pm

The Outdoor Waterpark will open the second weekend of May operating on weekends *only* until Henry County Schools let out for the summer. It will open seven days/week during the summer returning to weekends *only* when school begins in August. During the fall school break it will again open for the full week and officially close for the season after the break.

Holiday Hours:

New Year's Day	Closed	Veterans Day	Normal
Martin Luther King	Normal	Thanksgiving Day	Closed
Easter	Closed	Christmas Eve	Closed
Memorial Day	Normal	Christmas Day	Closed
Independence Day	Normal	New Year's Eve	Closed
Labor Day	Normal		

4.2 Fee Schedule

Based on market research and the projected attendance figures the following fee schedule is necessary to recover the expected operational costs of the Kensley Grace Aquatic Center. Initial fee schedules and attendance projections, while more conservative, showed cost recovery between 77% and 89%. In order to increase cost recovery and shift the expense to the end user, admission fees were increased approximately 22%. Other fees for lane rentals, pool rentals and instructional classes were not raised because we believe they are currently at the level that the market will bear.

Indoor Aquatic Center Daily Entry Fees

Age Group	Fee
Youth (through 14 years)	\$9
Adult (15 - 59 years)	\$10
Senior (60+)	\$8

Outdoor Waterpark Daily Entry Fees

Age Group	Fee
Youth (through 14 years)	\$18
Adult (15 - 59 years)	\$20
Senior (60+)	\$16
Family of 4	\$65

Outdoor and Indoor Aquatic Center Combo Daily Entry Fees

Age Group	Fee
Youth (through 14 years)	\$20
Adult (15 - 59 years)	\$24
Senior (60+)	\$20
Family of 4	\$65

Indoor Aquatic Center Annual Passes

Age Group	Fee
Youth (through 14 years)	\$500
Adult (15 - 59 years)	\$525
Senior (60+)	\$475
Family	\$1350

Outdoor Waterpark Season Passes

Age Group	Fee
Youth (through 14 years)	\$125
Adult (15 - 59 years)	\$175
Senior (60+)	\$100
Family of 4	\$375

(continued on next page)

Lane Rentals (per hour)

Type	Fee
Swim Teams	\$14/hr
Other	\$18/hr

Facility Rental (includes use of all 12 lanes and warm-up pool)

Type	Fee
Swim Meet (1/2 day)	\$775
Swim Meet (all day)	\$1550
High School Swim Meet (4hrs)	\$600

Swim Lessons

Age Group	Fee
Youth & Adult (6 x 1hr)	\$125
Preschool (6 x .5hr)	\$100

5.0 Management Summary

The following information provides a recommended hiring plan, job synopses and organizational chart for the Kensley Grace Aquatic Center. The last two months of construction will include a commissioning period for the building during which our staff will need to be on-hand to learn about mechanical systems for the building and pools. Additionally, certain key staff will be involved in the pre-planning for the programming and operation of the facility, therefore, it will be necessary to bring on certain staff before the opening of the facility.

5.1 Employment Positions

Aquatics Manager/Coordinator

Pool Mechanic

Receptionist/Registrar

Maintenance Worker

Part Time Supervisor

Head Lifeguard

Part Time Year-Round & Seasonal

Position Synopses

Aquatics Manager/Coordinator: Responsible for the daily operations of the center including supervisory duties over staff. Plan and implement goals, objectives and strategies for the center. Responsible for administrative and budgetary duties such as developing and implementing center budget, training, scheduling, public relations, marketing, customer service and purchasing; prepares reports for financials, registration, and attendance. Accountable for daily monies collected. Maintain communication with user groups, other divisions and the general public to assure effective operations. Receive and deal with requests, complaints and concerns of the public. Must possess and maintain Aquatic Facility Operator and/or Certified Pool Operator and CPR/First Aid certifications. Prefer Lifeguard Instructor and/or Water Safety Instructor.

Pool Mechanic: Responsible for operation of all pools in the aquatic center including maintaining, servicing and cleaning pools; maintaining and servicing all related equipment and machinery. In addition, perform custodial duties as

necessary. Supervise full-time maintenance staff. Must possess and maintain Aquatic Facility Operator and/or Certified Pool Operator certification.

Receptionist/Registrar: Perform responsible and varied secretarial and administrative tasks for the facility; provide support for individuals in managerial positions; perform program registrations and facility reservations; handle routine complaints, inquiries and requests while performing front desk and reception responsibilities for incoming patrons. Supervise part-time front desk staff.

Maintenance Worker: Maintain and clean the aquatic center and all structures for public use by assuring necessary custodial and maintenance tasks are completed on a daily basis and in a timely manner.

Part Time Year-Round & Seasonal Staff: These positions will include the following roles.

Part Time Supervisor: Responsible for the safety and security of all staff, patrons, and aquatic facility functions in the absence of Aquatics Manager or Coordinator. Perform supervisory duties for lifeguards. Must possess and maintain current certification in Lifeguard Training, CPR and First Aid. Prefer Lifeguard Instructor and/or Water Safety Instructor.

Head Lifeguard: Assist in overseeing lifeguard staff, pool operations, safety and facility cleanliness. Ensure that all regulations and policies are enforced. Must possess and maintain current certification in Lifeguard Training, CPR and First Aid.

Lifeguards: Responsible for the safety and health of all patrons and enforcement of all facility and agency regulations and policies. Must possess and maintain current certification in Lifeguard Training, CPR and First Aid.

Water Safety Instructor: Responsible for instruction of learn to swim classes as assigned and in accordance with American Red Cross standards. Must possess and maintain Water Safety Instructor certification.

Front Desk: Responsible for providing a point of contact for walk-in traffic, incoming telephone calls, granting access to the facility, and supporting the highest levels of customer service for participants, staff and visitors. Performs program registrations and facility reservations; handles routine complaints, inquiries and requests while performing front desk, reception responsibilities for incoming patrons.

Part Time Concessionaire: Responsible for all aspects of concession operations to include preparation and sales of concession items to patrons, cleaning and collection of monies. Positive customer and staff relations are essential.

6.0 Financial Plan

KGAC will be self sustained, fully private aquatic center. KGAC has budgeted set-up costs so as to offset three years of operational costs, with the understanding that after the first three years of full-time operations, the aquatic center will support itself financially with surplus to be set aside in a general improvements fund for future use.

6.1 Start-up Facility Budget

The following items represent the initial equipment purchases and expenses needed for the operation of the several pools prior to opening the KGAC. In order to show a true operational cost in the first year of operations, these necessary costs are shown in a separate budget.

Safety Equipment <i>(Example: Life Jackets, AED's, Radios, etc.)</i>	\$27,500.00
Recreation Equipment <i>(Example: Kick Boards, Exercise Belts, Pace Clocks, etc.)</i>	\$13,200.00
Pool Cleaning Equipment <i>(Example: Brushes, Skimmers, Rakes, etc.)</i>	\$4,400.00
Janitorial Equipment <i>(Example: Janitor's Cart, Trash Cans, Mops & Brooms, etc.)</i>	\$3,300.00
Other Equipment <i>(Example: AV Cart, Utility Carts, etc.)</i>	\$3,300.00
Grand Opening / Marketing <i>(Example: Invitations, Hospitality, Tents, Promotional Items, etc.)</i>	\$6,500.00
Initial Lifeguard Training	\$3,500.00
Total Start Up Costs	\$61,700.00

6.2 Three Year Revenue & Expenditure Projections

The following is a projection of the first three years of revenues and expenses associated with operating the KGAC. With an anticipated opening date of May 2019, the first budget cycle impacted by the KGAC is FY2019. With some staff hired and expenses incurred prior to opening the facility, we anticipate approximately eleven months of expenses and seven months of revenue in the first fiscal year. We will be open for the entire summer season in FY2019 which will have a positive effect on revenue.

Expenses and revenues increase from the partial year in FY2019 to a full 12 month operation in FY2020. We anticipate growth in revenue during the second year with the facility reaching maturity and its full potential in the third year of operation. To offset

the difference between expenses and revenues, we have worked into our start-up budget approximately two years of operating costs.

	FY2019 Jan – Dec '19	FY2020 2nd Year	FY2021 3rd Year
Revenues:			
Admission Fees	\$275,090	\$410,985	\$ 485,650
Facility Rental Fees	31,500	50,000	65,000
Lane Rental Fees	189,000	285,000	315,000
Instructional Classes	94,500	150,000	155,000
Concessions/Resale	75,600	115,000	110,000
Total Revenue	\$665,690	\$1,010,980	\$1,130,650

	FY2019 Jan – Dec '19	FY2020 2nd Year	FY2021 3rd Year
Expenditures:			
Full Time Staff			
1 Aquatics Manager	\$ 47,600	\$ 52,000	\$ 53,560
1 Receptionist/Registrar	20,000	25,000	25,750
1 Pool Mechanic	32,000	38,000	38,760
1 Maintenance Worker	22,000	24,000	24,480
Retirement (6%)	7,296	8,340	8,553
Benefits & FICA (26%)	31,616	36,140	37,063
Worker's Compensation Insurance (FT & PT)	20,000	22,000	22,660
Full Time Staff Subtotal	\$ 180,512	\$ 205,480	\$ 210,826
Part Time Staff			
2 PT Supervisors	\$ 24,990	\$ 42,840	\$ 44,125
2 PT Head Lifeguards	20,825	35,700	36,770
23 PT Lifeguards	139,700	239,490	246,670
15 PT Seasonal Lifeguards	70,686	70,686	72,806
4 PT Concessionaires	12,566	12,566	12,944
FICA & Medicare (7.5%)	20,157	30,096	30,998
Part Time Staff Subtotal	\$ 288,924	\$ 431,378	\$ 444,313

Operations & Supplies

Liability Insurance	\$ 8,000	\$ 10,000	\$ 10,500
Marketing	3,500	5,000	5,000
Office Supplies	1,500	2,500	2,625
Computer Supplies	300	500	525
Janitorial Supplies	3,500	6,000	6,300
Recreational Supplies	9,500	16,000	16,800
Program Materials and Supplies	3,000	5,000	5,250
Uniforms	4,500	7,500	7,875
Safety Supplies	1,500	2,500	2,625
Chemicals	15,000	25,000	26,250
Small Equipment	2,500	4,000	4,200
Concession Inventory	40,000	50,000	60,000
Contracted Services	24,000	40,000	42,000
Travel/Training	1,200	2,000	2,100
General Printing	600	1,000	1,050
Repairs/Maintenance (Outside Warranty)	8,750	15,000	15,750
Operations & Supplies Subtotal	\$ 127,350	\$ 192,000	\$ 208,850

	FY2019 Jan – Dec '19	FY2020 2nd Year	FY2021 3rd Year
Utilities:			
Communications (Phone, Internet, Security)	\$5,355	\$8,925	\$9,370
Electricity	106,000	178,500	187,425
Natural Gas	21,420	35,700	37,485
Water/Sewer	14,280	23,800	24,990
Utilities Subtotal	\$148,055	\$246,925	\$259,270
Total Operating Expenditures	\$744,841	\$1,075,783	\$1,123,259
Start Up Expenses	\$61,700		
Total Expenditures	\$806,541	\$1,075,783	\$1,123,259
Net Income (Loss)	(\$140,851)	(\$64,798)	\$,391

6.3 Projected Revenue Breakdowns

By comparing historical data from established programs and facilities similar to the Kensley Grace Aquatic Center and applying the proposed fee schedule we projected revenues in each of the various categories. These figures represent a full year of a mature operation and are reflected in the third year after the opening date (FY2021).

Fees

Admission fees are the combined total of daily, 3-month, and annual passes to both the indoor pools for lap/open swim and the Outdoor Waterpark. Projections were based on conservative assumptions given the number of residents in and around Henry County as well as the number of high school swim teams and other competitive swim teams in the area with need for a more convenient aquatic center.

7.0 Economic Impact

The Kensley Grace Aquatic Center will have a healthy economic impact on Henry County with reasonable expectations totaling a nearly \$3 million annual increase to the businesses surrounding the aquatic center from just Atlanta area swim teams use of the center. Further estimates of the economic impact of the KGAC are set out in tables in the Appendix.

8.0 Conclusion

The Kensley Grace Aquatic Center will be a state of the art facility offering a new facet of recreation opportunities to Henry County citizens. The centralized location, quality program plan, unique features and amenities will meet the needs of our customers including families, competitive swimmers, recreational swimmers, learn-to-swim students, therapeutic patients, aqua exercisers and more.

In planning for the operation of this facility, our staff engaged an aquatics consultant with more than 30 years of experience in operating public pools. Working together, we studied the operations of similar public facilities in the metro area including their programs, fee schedules, revenues and expenses. We evaluated the many options with the intent to find a balance between cost recovery and service delivery. Based on these findings, the experience of our consultant and the proposed program for the KGAC we have recommended this plan because we feel it has the greatest potential to recover operational costs while providing competitive prices and quality services for our customers.

The Kensley Grace Aquatic Center will be a community asset and unique selling point that may attract potential residents and businesses to the county. Similar facilities have made significant economic impacts in other communities. The KGAC will become a crown jewel for our community and help Henry County continue to reach our goal of preserving the Beauty, Unique Character, and Desirability of the Community where we live, work and play, Comfortably South of Atlanta.

APPENDIX

Part 1- Kensley Grace Aquatic Center Economy Impact
tournament events

Income to Local Economy - Swim meets, Participants and Parents				Notes
	Minimum	Expected	Desired	
Visitors to the Center per MONTH	100	125	300	
Parents/Siblings	2	2.25	2.5	
Total Visitors per month	300	406.25	1050	
Stores - Merchants actually visited	2	4	5	
Avg customer visits	600	1,625	5,250	
Possible Dollars spent per person	\$40	\$50	\$75	* Dollars spent just to Merchants
Possible Dollars spent with the Merchants	\$24,000	\$81,250	\$393,750	
% who actually spend and close the sale	20%	32%	40%	* 32% is an exact figure. The others are estimations.
Income to Local Merchants	\$4,800	\$26,000	\$157,500	
Twelve Month Period	\$57,600	\$312,000	\$1,890,000	

Sundries Per Month				Notes
One trip to the QT (family)	\$50	\$50	\$50	from???
Gasoline	\$5,000	\$6,250	\$15,000	
Total	\$5,000	\$6,250	\$15,000	
12 Month Period	\$60,000	\$75,000	\$180,000	

New Income to Hotels and Restaurants				Notes
	Minimum	Expected	Desired	
Hotel Nights Parents	1	2	3	
Avg Hotel Costs	\$75	\$75	\$75	from???
Hotel Income	\$22,500	\$60,938	\$236,250	
Hotel Nights visitors, 2 per room	2	2	2	
Avg Hotel Costs	\$79	\$79	\$79	
Hotel Income	\$7,900	\$9,875	\$23,700	
Local Restaurants Visits	4	4	4	
Avg "extra" spent at restaurants	\$35	\$35	\$35	
Possible meals eaten out	200	281	750	
Percent of parents eating out	75%	75%	75%	
Total new restaurant income*	\$ 21,000.00	\$ 29,531.25	\$ 78,750.00	* Figures are the amounts made in excess to a standard day
Total New Income	\$51,400	\$100,344	\$338,700	
12 Month Period	\$616,800	\$1,204,125	\$4,064,400	

Subtotal - Visitors Potential Income to the area factored down:				Notes
Merchants	\$ 4,800.00	\$ 26,000.00	\$ 157,500.00	
Sundries	\$ 5,000.00	\$ 6,250.00	\$ 15,000.00	
Hotel and Restaurants	\$ 51,400.00	\$ 100,343.75	\$ 338,700.00	
Total	\$ 61,200.00	\$ 132,593.75	\$ 511,200.00	
12 Month Period	\$734,400	\$1,591,125	\$6,134,400	

Part 2- Kensley Grace Aquatic Center Economy Impact

local teams

Income to Economy- Area Swim Teams, Splashpad Usage & Participants/ Parents				Notes
	Minimum	Expected	Desired	
Total Teams, Membership	10	15	20	
Individuals Per Team	25	25	25	
Total Use Count	250	375	500	
Variant	2	4	5	
Total people uses	500	1,500	2,500	
Usage Fee per peson	\$40	\$45	\$50	* Estimated costs of the membership
Possible Dollars spent with the Facility	\$20,000	\$67,500	\$125,000	
% who actually spend and close the sale	100%	100%	100%	
Income to Local Merchants	\$20,000	\$67,500	\$125,000	* Merchant is the facility
Twelve Month Period	\$240,000	\$810,000	\$1,500,000	

Area Residents - Splashpad/Outdoor Pool Usage Per Month				Notes
				* Information model after Cape Splash; Cape Girardeau, MO: Splash-in-the-Boro; Statesboro, GA. And other public sector facilities; Provided by David N. Markey, PE; Markey and Associates, Inc..
Individuals	3,240.00	14,550.00	29,070.00	
Usage Fee per day	\$5	\$7	\$9	
Entry Fee	\$16,200	\$101,850	\$261,630	
Total	\$16,200	\$101,850	\$261,630	
3 Swimming Months Per Year	\$48,600	\$305,550	\$784,890	
Sundries Per Month				
One trip to the QT (family)	\$50	\$50	\$50	
Gasoline	\$25,000	\$75,000	\$125,000	
Total	\$25,000	\$75,000	\$125,000	
12 Month Period	\$300,000	\$900,000	\$1,500,000	

New Income to Hotels and Restaurants				Notes
	Minimum	Expected	Desired	
Hotel Nights Parents	0	1	2	* The Metro Area is 13 counties; Most will travel home but some will stay in the area for a meet.
Avg Hotel Costs	\$75	\$75	\$75	
Hotel Income	\$0	\$28,125	\$75,000	

Hotel Nights visitors, 2 per room	2	2	3
Avg Hotel Costs	\$79	\$79	\$79
Hotel Income	\$790	\$1,185	\$2,370
Local Restaurants Visits	1	2	3
Avg "extra" spent at restaurants	\$15	\$25	\$45
Possible meals eaten out	250	375	500
Percent of parents eating out	75%	75%	75%
Total new restaurant income*	\$ 2,812.50	\$ 14,062.50	\$ 50,625.00
Total New Income	\$3,603	\$43,373	\$127,995
12 Month Period	\$43,230	\$520,470	\$1,535,940

Subtotal - Atlanta Area Teams Potential Income to the area factored down:					Notes		
Team Fees	\$	20,000.00	\$	67,500.00	\$	125,000.00	
Sundries	\$	25,000.00	\$	75,000.00	\$	125,000.00	
Hotel and Restaurants	\$	3,602.50	\$	43,372.50	\$	127,995.00	
Subtotal	\$	48,602.50	\$	185,872.50	\$	377,995.00	
6 Month Splashpad Usage	\$	48,600.00	\$	305,550.00	\$	784,890.00	
12 Month Period	\$	631,830.00	\$	2,536,020.00	\$	5,320,830.00	

Totals - Kensley Grace Aquatic Center Economy Impact

Total - Income to the Area Factored Down:						
		Minimum		Expected		Desired
Merchants	\$	13,600.00	\$	69,200.00	\$	262,500.00
Sundries	\$	13,800.00	\$	54,250.00	\$	141,000.00
Hotel and Restaurants	\$	53,315.00	\$	131,326.25	\$	464,730.00
Subtotal	\$	80,715.00	\$	254,776.25	\$	868,230.00
3 Month Splashpad Usage	\$	48,600.00	\$	305,550.00	\$	784,890.00
12 Month Period	\$	1,017,180.00	\$	3,362,865.00	\$	11,203,650.00

* The above report is based upon volunteered information given by local owners. The accuracy of this model is solely dependent on the information supplied. Based on the above calculations, the Aquatic Centers has an enormous potential to be a positive effect on the local economy, even at the minimum performing levels.

WATER PARK

LEGEND

- 1 - LAP POOL
- 2 - SPLASH PAD
- 3 - WATER SLIDES
- 4 - LAZY RIVER
- 5 - CURRENT CHANNEL
- 6 - BUBBLER POOL
- 7 - PLUNGE POOL
- 8 - WATERFALL
- 9 - PICNIC/ SEATING AREA
- 10 - JUNIOR WATER SLIDE
- 11 - SUPERSPLASH BUCKET
- 12 - GROUND GEYSER
- 13 - ARCH JETS
- 14 - LOOP WATER CANNON



LEGEND

- 1 - CIRCULATION
- 2 - LOBBY
- 3 - CONCESSIONS
- 4 - RESTROOMS
- 5 - OFFICES
- 6 - BLEACHER SEATING
- 7 - LOCKER ROOMS
- 8 - SUITES & FITNESS
- 9 - MULTI-PURPOSE
- 10 - POOL DECK
- 11 - POOL STORAGE & EQUIPMENT
- 12 - MECHANICAL
- 13 - CONFERENCE
- 14 - CHECK-IN DESK
- 15 - VERTICAL CIRCULATION

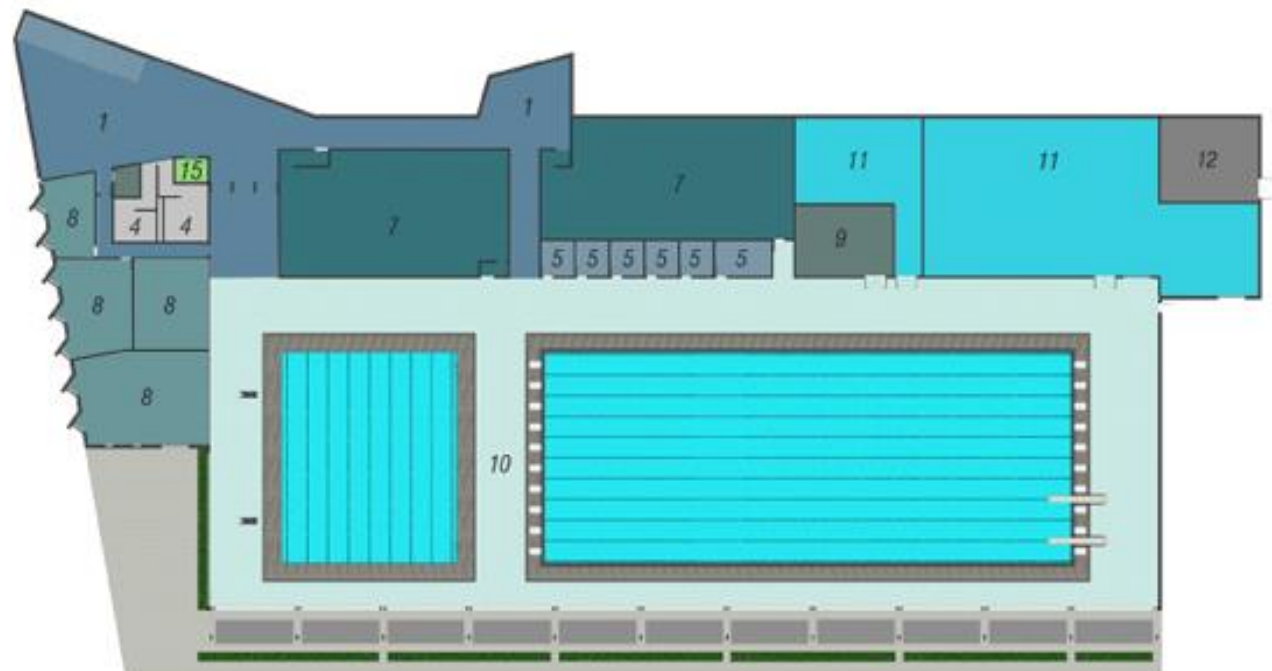
MAIN FLOOR



LEGEND

- 1 - CIRCULATION
- 2 - LOBBY
- 3 - CONCESSIONS
- 4 - RESTROOMS
- 5 - OFFICES
- 6 - BLEACHER SEATING
- 7 - LOCKER ROOMS
- 8 - SUITES & FITNESS
- 9 - MULTI-PURPOSE
- 10 - POOL DECK
- 11 - POOL STORAGE & EQUIPMENT
- 12 - MECHANICAL
- 13 - CONFERENCE
- 14 - CHECK-IN DESK
- 15 - VERTICAL CIRCULATION

LOWER FLOOR





Kensley Grace
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CENTER**

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love unconditionally...
swim fast.*

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