



# **City of Boaz Regional Sports Complex (Boaz, Alabama)**

## *Five-Year Operating Pro Forma*

**Date: March 2013**

*Developed for: The City of Boaz*

*Developed by: The Sports Facilities Advisory*

*Note: SFA has no responsibility to update this financial forecast for events and circumstances that occur after the date of these deliverables. The findings presented herein reflect analysis of primary and secondary sources of information. SFA utilized sources deemed to be reliable but cannot guarantee their accuracy. Moreover, estimates and analysis presented in this financial forecast are based on trends and assumptions, which usually result in differences between the projected results and actual results. Because events and circumstances frequently do not occur as expected, those differences may be material.*



## Facility Program

### Indoor Athletic Facility (IAF)

	Indoor Programming Product/Service	Quantity	Dimensions		Approx. SF each	Total SF	% of Total
			L (')	W (')			
Court	Basketball Courts - Wood (94' x 50')	3	124	78	9,672	29,016	22.1%
	Volleyball Courts (Over Basketball Courts)	6	60	30	Over Courts		0.0%
	Court Storage	1	100	15	1,500	1,500	1.1%
	<i>Total Court Sq. Feet</i>						30,516
Track	Fitness Track (Mezzanine)	1	716	14	10,024	10,024	7.6%
	<i>Total Track Sq Feet</i>						10,024
Aquatics	25 Meter Pool	1	82	60	4,920	4,920	3.3%
	Rec Pool	1			7,500	7,500	5.1%
	Natorium build out and Deck Space	1	Additio		12,000	12,000	8.2%
	Seating (250 capacity)	1	150	30	4,500	4,500	3.1%
	Locker Rooms	2	60	40	2,400	4,800	3.3%
	Warm-Up Area	1	20	20	400	400	0.3%
	Pool Mech. Room	1	50	60	3,000	3,000	2.0%
	Pool Storage	1	30	30	900	900	0.6%
<i>Total Aquatics Sq. Feet</i>						38,020	29.0%
Fitness	Fitness/Strength Room	1			3,800	3,800	2.9%
	Fitness Center	1	85	100	8,500	8,500	6.5%
	Large Multi-Use Room	1	50	60	3,000	3,000	2.3%
	Medium Multi-Use Rooms (Dance, Cross training, boxing, aerobics)	2	40	50	2,000	4,000	3.0%
	Fitness Locker Rooms	2			1,900	3,800	2.9%
<i>Total Fitness Sq. Feet</i>						23,100	17.6%
FEC	Laser Tag	1	80	60	4,800	4,800	3.7%
	Vesting & Briefing Area	1	40	30	1,200	1,200	0.9%
	Arcade Area	1	50	30	1,500	1,500	1.1%
	Party Area	4	25	20	500	2,000	1.5%
	Party Offices	1	15	15	225	225	0.2%
	Redemption Counter	1	40	30	1,200	1,200	0.9%
	Redemption Storage	1	25	32	800	800	0.6%
	Rock Climbing Wall	1	23	35	805	805	0.6%
	Rock Climbing Observatory	1	30	50	1,500	1,500	1.1%
	Soft Play Area	1	40	30	1,200	1,200	0.9%
<i>Total FEC Sq. Feet</i>						15,230	11.6%
Meeting Sp.	Banquet Space (divides into two rooms)	1	0	0	6,500	6,500	4.9%
	Meeting Rooms	3	30	40	1,200	3,600	2.7%
	Banquet Area Kitchen	1	24	36	864	864	0.7%
	Storage	1	12	24	288	288	0.2%
<i>Total Meeting Space Sq. Feet</i>						11,252	8.6%
	Child Area	1	40	30	1,200	1,200	0.9%
	Lobby/Welcome Area w/ seating	1	50	100	5,000	5,000	3.8%
	Information Desk	1	50	50	2,500	2,500	1.9%
	Office Area	1	40	50	2,000	2,000	1.5%
	Restrooms	4	25	25	625	2,500	1.9%
<i>Total Admin Area Sq. Feet</i>						13,200	10.1%
Required SF for Products and Services						131,318	100.0%
Mechanical, Electrical, Storage, etc.						5% of P&S SF	2,626
Common Area, Stairs, Circulation, etc.						10% of P&S SF	13,132
<b>Total Estimated Indoor Facility SF</b>						<b>147,076</b>	



## Capital Costs and Start-up Expenses

### Indoor Facility

Details		Quantity	Unit	Cost/Unit	Budgeted Cost
<b>Building &amp; Land Cost</b>					
RE Acquisition	Land Cost	1	LS	\$0	\$0
Selective Demolition	Existing Buildings	1	LS	\$250,000	\$250,000
<b>Land Cost Total</b>					<b>\$250,000</b>
<b>Hard Costs</b>					
Structure Cost	Warm Shell	147,076	SF	\$65	\$9,559,950
Renovations to existing buildings	Current Outlet Stores	147,000			\$2,000,000
Site Development	Paving, Grading, Utilities, Landscaping, Etc	3.38	Acre	\$200,000	\$675,281
<b>Hard Cost Total</b>					<b>\$12,235,231</b>
<b>Field and Sport Equipment Costs</b>					
<i>Gymnasium Area</i>					
Wood Court Flooring		29,016	SF	\$9.25	\$268,398
Basketball Nets	Mechanical Roll-down system	6	Ea.	\$3,500	\$21,000
Volleyball Net System	Nets, Poles, Padding, etc.	6	Ea.	\$5,000	\$30,000
Scoreboards	With Controllers	3	Ea.	\$4,000	\$12,000
Benches (Participants)		8	Ea.	\$400	\$3,200
Bleachers (Spectators)	Tip and Roll	8	Ea.	\$2,200	\$17,600
<i>Fitness Track</i>					
Track		10,024	Ea.	\$45	\$451,080
<i>Recreational Aquatics</i>					
Leisure Pool		1	LS	\$1,140,000	\$1,140,000
Play Feature	Allowance	1	LS	\$105,000	\$105,000
Current Channel		1	LS	\$195,000	\$195,000
Waterslide		1	LS	\$15,000	\$15,000
Leisure Pool Natatorium Build-out	HVAC, Deck, Etc	15,000	SF	\$100	\$1,500,000
<i>Competition Aquatics</i>					
25 Yard by 25 Meter Pool	Pool, Pipes, Filters, Pumps, Equip, Etc.	1	LS	\$1,156,250	\$1,156,250
Natorium Build-out	HVAC, Deck, Etc	0	SF	\$95	\$0
Springboard Diving		2	Ea.	\$13,500	\$27,000
Bleachers (Spectators)		200	Ea.	\$1,500	\$300,000
Natorium FFE	lifeguard Equip, Timing Equip, Scoreboards, Et	1	LS	\$195,000	\$195,000
<i>FEC Area</i>					
Laser Tag	Arena Buildout and Equipment	4,800	SF	\$75	\$360,000
Arcade and Party Area	purchased equipment	3,500	SF	\$75	\$262,500
Redemption Area	Additional Décor / Buildout	1,200	SF	\$10	\$12,000
<i>Fitness Area</i>					
Fitness Flooring		7,800	SF	\$5	\$39,000
Fitness Equipment		3,800	SF	\$40	\$152,000
Speed and Agility Equipment		1	Ea.	\$15,000	\$15,000
<i>Movie Theatre</i>					
Digital Upgrade		1	LS	\$400,000	\$400,000
<i>Miscellaneous</i>					
Athletic Equipment	Balls, Cones, & Training Equip.	1	LS	\$10,000	\$10,000
<b>Tax &amp; Shipping</b>	City Tax Exempt Status	1	LS	\$200,000	\$200,000
<b>Field and Sport Equipment Cost Total</b>					<b>\$6,887,028</b>
<b>FOOD &amp; BEVERAGE</b>					
Equipment		1	LS	\$50,000	\$50,000
Finish Out		1	LS	\$30,000	\$30,000
<b>FURNISHINGS</b>					
Furnishings	Offices, Meeting Rooms, Classrooms, Etc	1	LS	\$60,000	\$60,000
Hardware/Software	IT systems, Computers, Etc	1	LS	\$45,000	\$45,000
<b>MISCELLANEOUS</b>					
Signage & Banners	Interior and Exterior	1	LS	\$30,000	\$30,000
Sound/Video	Interior	1	LS	\$15,000	\$15,000
Maintenance Equipment		1	LS	\$3,500	\$3,500
Elevator		1	Ea.	\$60,000	\$60,000
<b>Tax &amp; Shipping</b>	City Tax Exempt Status	1	LS	\$20,000	\$20,000
<b>Furniture, Fixtures &amp; Equipment Cost Total</b>					<b>\$313,500</b>
<b>Soft Costs</b>					
Architecture and Engineering	% of Structure and Sitework	Fee	%	6%	\$1,147,336
Construction Management Fee		Fee	%	2%	\$250,975
Developer Fee		Fee	%	1.5%	\$286,834
Impact Fees		1	LS	\$100,000	\$100,000
Performance Bond	.75% to 1.5%	Fee	%	1.50%	\$188,231
Permits/Inspections		Fee	%	0.00%	\$0
Contingency		Fee	%	5.00%	\$98,669
<b>Soft Cost Total</b>					<b>\$2,072,044</b>
<b>Total Real Estate Construction Costs</b>					<b>\$21,757,803</b>

## Capital Costs and Start-up Expenses - OPS LLC

### Indoor Facility

Details		Budgeted Cost
<b>Operational Start-up Costs</b>		
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting	\$100,000
Permits/Inspections		\$45,000
Presentation Materials	Renderings, Etc.	\$10,000
Facility Development Consulting Fees	Pre-opening management	\$200,000
Marketing Allowance	Pre-Opening Marketing Costs	\$75,000
Staffing	Pre-Opening Staffing Compensation	\$216,864
Contingency	5.00%	\$32,343
<b>Soft Cost Total</b>		<b>\$679,207</b>
<b>Working Capital Reserve</b>		<b>\$500,000</b>
<b>Total Operations Start Up Costs</b>		<b>\$1,179,207</b>
<b>Total Start Up Costs</b>		<b>\$22,937,010</b>



<b>Total Capital Costs and Start-up Expenses</b>		
<b>SOURCES OF FUNDS</b>		
Owner Equity Contribution	5%	\$1,100,000
<i>Income over the next 7 months</i>		\$320,000
<i>General Fund Revenue</i>		\$120,000
<i>Agency support, grants, fund raising</i>		\$660,000
Financing	95%	\$21,837,010
<b>Total Sources of Funds</b>		<b>\$22,937,010</b>
<b>USES OF FUNDS</b>		
Pre-Open Operating Costs and WCR		\$1,179,207
Land Cost		\$250,000
Hard Cost		\$12,235,231
Field & Sport Equipment Cost		\$6,887,028
FFE Cost		\$313,500
Soft Cost		\$2,072,044
<b>Total Uses of Funds</b>		<b>\$22,937,010</b>



## Total Facility Revenue & Expenses

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Memberships	\$602,600	\$662,860	\$767,563	\$808,096	\$893,416
Basketball	\$146,160	\$175,392	\$195,452	\$205,225	\$222,333
Volleyball	\$47,180	\$56,616	\$65,391	\$68,661	\$75,699
Court Rental	\$24,000	\$26,400	\$29,106	\$29,106	\$30,561
Court Events	\$57,600	\$69,120	\$79,834	\$83,825	\$92,417
Competitive Pool	\$59,767	\$66,843	\$77,204	\$81,064	\$89,373
Rec Pool	\$207,138	\$227,852	\$263,169	\$276,327	\$304,651
Fitness and Training	\$86,400	\$103,680	\$119,750	\$125,738	\$132,025
FEC	\$105,970	\$127,164	\$153,868	\$169,255	\$195,489
Rock Wall	\$70,000	\$77,000	\$88,935	\$93,382	\$102,953
Birthday Parties	\$36,000	\$43,200	\$49,896	\$52,391	\$57,761
Corporate and Group	\$54,000	\$67,500	\$89,100	\$98,010	\$113,202
Youth Programming	\$75,350	\$82,885	\$95,732	\$100,519	\$110,822
Secondary Revenue	\$103,246	\$112,820	\$123,315	\$134,819	\$147,433
Food & Beverage	\$63,451	\$68,210	\$73,326	\$78,825	\$84,737
Leased Space	\$500,000	\$515,000	\$530,450	\$546,364	\$562,754
<b>Total Revenue</b>	<b>\$2,238,861</b>	<b>\$2,482,542</b>	<b>\$2,802,091</b>	<b>\$2,951,607</b>	<b>\$3,215,626</b>
Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Memberships	\$132,572	\$145,829	\$168,864	\$177,781	\$196,551
Basketball	\$59,658	\$64,574	\$71,062	\$74,615	\$80,322
Volleyball	\$20,313	\$22,111	\$25,045	\$26,297	\$28,720
Court Rental	\$24,000	\$26,400	\$29,106	\$29,106	\$30,561
Court Events	\$3,456	\$2,074	\$2,395	\$2,515	\$2,773
Competitive Pool	\$226,763	\$234,558	\$245,165	\$253,179	\$263,286
Rec Pool	\$328,812	\$343,529	\$363,368	\$376,031	\$394,017
Fitness and Training	\$47,208	\$56,650	\$65,430	\$68,702	\$72,137
FEC	\$91,746	\$97,301	\$106,800	\$112,623	\$122,015
Rock Wall	\$24,920	\$20,482	\$23,657	\$24,840	\$27,386
Birthday Parties	\$17,640	\$21,168	\$23,542	\$24,719	\$26,753
Corporate and Group	\$16,200	\$19,062	\$23,549	\$25,503	\$28,718
Youth Programming	\$20,214	\$22,236	\$25,567	\$26,845	\$29,533
Secondary Revenue	\$25,149	\$27,289	\$29,624	\$32,173	\$34,956
Food & Beverage	\$44,416	\$47,747	\$51,328	\$55,178	\$59,316
Leased Space	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
<b>Total Cost of Goods Sold</b>	<b>\$1,108,067</b>	<b>\$1,176,760</b>	<b>\$1,281,023</b>	<b>\$1,337,424</b>	<b>\$1,425,181</b>
<b>Gross Margin</b>	<b>\$1,130,794</b>	<b>\$1,305,781</b>	<b>\$1,521,068</b>	<b>\$1,614,183</b>	<b>\$1,790,445</b>
<i>% of Revenue</i>	51%	53%	54%	55%	56%
Facility Expenses	\$650,945	\$675,292	\$700,848	\$727,699	\$755,935
Operating Expense	\$330,983	\$310,785	\$306,385	\$299,518	\$306,456
Management Payroll	\$352,400	\$359,448	\$366,637	\$373,970	\$381,449
Payroll Taxes/Benefits/Bonus	\$122,557	\$130,814	\$140,537	\$148,199	\$145,920
<b>Total Operating Expenses</b>	<b>\$1,456,885</b>	<b>\$1,476,339</b>	<b>\$1,514,407</b>	<b>\$1,549,386</b>	<b>\$1,589,759</b>
<b>Income From Operations</b>	<b>(\$326,091)</b>	<b>(\$170,557)</b>	<b>\$6,661</b>	<b>\$64,798</b>	<b>\$200,686</b>
<i>% of Revenue</i>	-15%	-7%	0%	2%	6%
<i>Debt Service</i>	\$1,151,799	\$1,151,799	\$1,151,799	\$1,151,799	\$1,151,799
<i>Note: Debt service based on 3.3%. Gardnyr Michael Capital Inc. has provided potential for more favorable terms</i>					
<b>Net Income</b>	<b>(\$1,477,889)</b>	<b>(\$1,322,356)</b>	<b>(\$1,145,138)</b>	<b>(\$1,087,001)</b>	<b>(\$951,112)</b>
<i>Current Gym and Pool</i>	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000
<i>Alcohol Sales Revenue</i>	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000
<i>Surplus</i>	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
<i>Vacant Space Lease Revenue</i>	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
<i>Theatre/Bowling Surcharge</i>	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
<i>Job Creation</i>	TBD	TBD	TBD	TBD	TBD
<i>Business and Industry Recruitment</i>	TBD	TBD	TBD	TBD	TBD
<i>Increased Property Values</i>	TBD	TBD	TBD	TBD	TBD
<b>Financial Impact</b>	<b>(\$467,889)</b>	<b>(\$312,356)</b>	<b>(\$135,138)</b>	<b>(\$77,001)</b>	<b>\$58,888</b>
<b>Potential Economic Impact</b>	<b>\$6mm-\$10mm</b>	<b>\$9mm-\$15mm</b>	<b>\$10mm-\$22mm</b>	<b>\$10.7mm-\$26mm</b>	<b>\$11.3mm-\$31mm</b>



## IAF Loan Calculator - Debt

Enter Values	
Loan Amount	\$21,916,218
Annual Interest Rate*	3.30%
Loan Period in Years	30.0
Number of Payments Per Year	12
Start Date of Loan	1/1/2012
Optional Extra Payments	

Loan Summary	
Scheduled Payment	\$95,983
Scheduled Number of Payments	360
Actual Number of Payments	365
Total Early Payments	\$0
Total Interest	\$12,637,741

Payment #	Payment Date	Beg. Balance	Scheduled Payment	Extra Payment	Total Payment	Principal	Interest	Ending Balance
1	2/1/2012	\$21,916,218	\$95,983	\$0	\$95,983	\$35,714	\$60,270	\$21,880,504
2	3/1/2012	\$21,880,504	\$95,983	\$0	\$95,983	\$35,812	\$60,171	\$21,844,692
3	4/1/2012	\$21,844,692	\$95,983	\$0	\$95,983	\$35,910	\$60,073	\$21,808,782
4	5/1/2012	\$21,808,782	\$95,983	\$0	\$95,983	\$36,009	\$59,974	\$21,772,773
5	6/1/2012	\$21,772,773	\$95,983	\$0	\$95,983	\$36,108	\$59,875	\$21,736,665
6	7/1/2012	\$21,736,665	\$95,983	\$0	\$95,983	\$36,207	\$59,776	\$21,700,457
7	8/1/2012	\$21,700,457	\$95,983	\$0	\$95,983	\$36,307	\$59,676	\$21,664,150
8	9/1/2012	\$21,664,150	\$95,983	\$0	\$95,983	\$36,407	\$59,576	\$21,627,744
9	10/1/2012	\$21,627,744	\$95,983	\$0	\$95,983	\$36,507	\$59,476	\$21,591,237
10	11/1/2012	\$21,591,237	\$95,983	\$0	\$95,983	\$36,607	\$59,376	\$21,554,629
11	12/1/2012	\$21,554,629	\$95,983	\$0	\$95,983	\$36,708	\$59,275	\$21,517,921
12	1/1/2013	\$21,517,921	\$95,983	\$0	\$95,983	\$36,809	\$59,174	\$21,481,112
<b>Year 1 Total</b>					<b>\$1,151,799</b>	<b>\$435,105</b>	<b>\$716,693</b>	
13	2/1/2013	\$21,481,112	\$95,983	\$0	\$95,983	\$36,910	\$59,073	\$21,444,202
14	3/1/2013	\$21,444,202	\$95,983	\$0	\$95,983	\$37,012	\$58,972	\$21,407,191
15	4/1/2013	\$21,407,191	\$95,983	\$0	\$95,983	\$37,113	\$58,870	\$21,370,077
16	5/1/2013	\$21,370,077	\$95,983	\$0	\$95,983	\$37,216	\$58,768	\$21,332,862
17	6/1/2013	\$21,332,862	\$95,983	\$0	\$95,983	\$37,318	\$58,665	\$21,295,544
18	7/1/2013	\$21,295,544	\$95,983	\$0	\$95,983	\$37,420	\$58,563	\$21,258,123
19	8/1/2013	\$21,258,123	\$95,983	\$0	\$95,983	\$37,523	\$58,460	\$21,220,600
20	9/1/2013	\$21,220,600	\$95,983	\$0	\$95,983	\$37,627	\$58,357	\$21,182,973
21	10/1/2013	\$21,182,973	\$95,983	\$0	\$95,983	\$37,730	\$58,253	\$21,145,243
22	11/1/2013	\$21,145,243	\$95,983	\$0	\$95,983	\$37,834	\$58,149	\$21,107,410
23	12/1/2013	\$21,107,410	\$95,983	\$0	\$95,983	\$37,938	\$58,045	\$21,069,472
24	1/1/2014	\$21,069,472	\$95,983	\$0	\$95,983	\$38,042	\$57,941	\$21,031,430
<b>Year 2 Total</b>					<b>\$1,151,799</b>	<b>\$449,683</b>	<b>\$702,116</b>	
25	2/1/2014	\$21,031,430	\$95,983	\$0	\$95,983	\$38,147	\$57,836	\$20,993,283
26	3/1/2014	\$20,993,283	\$95,983	\$0	\$95,983	\$38,252	\$57,732	\$20,955,031
27	4/1/2014	\$20,955,031	\$95,983	\$0	\$95,983	\$38,357	\$57,626	\$20,916,674
28	5/1/2014	\$20,916,674	\$95,983	\$0	\$95,983	\$38,462	\$57,521	\$20,878,212
29	6/1/2014	\$20,878,212	\$95,983	\$0	\$95,983	\$38,568	\$57,415	\$20,839,644
30	7/1/2014	\$20,839,644	\$95,983	\$0	\$95,983	\$38,674	\$57,309	\$20,800,969
31	8/1/2014	\$20,800,969	\$95,983	\$0	\$95,983	\$38,781	\$57,203	\$20,762,189
32	9/1/2014	\$20,762,189	\$95,983	\$0	\$95,983	\$38,887	\$57,096	\$20,723,302
33	10/1/2014	\$20,723,302	\$95,983	\$0	\$95,983	\$38,994	\$56,989	\$20,684,308
34	11/1/2014	\$20,684,308	\$95,983	\$0	\$95,983	\$39,101	\$56,882	\$20,645,206
35	12/1/2014	\$20,645,206	\$95,983	\$0	\$95,983	\$39,209	\$56,774	\$20,605,997
36	1/1/2015	\$20,605,997	\$95,983	\$0	\$95,983	\$39,317	\$56,666	\$20,566,681
<b>Year 3 Total</b>					<b>\$1,151,799</b>	<b>\$464,749</b>	<b>\$687,050</b>	
37	2/1/2015	\$20,566,681	\$95,983	\$0	\$95,983	\$39,425	\$56,558	\$20,527,256
38	3/1/2015	\$20,527,256	\$95,983	\$0	\$95,983	\$39,533	\$56,450	\$20,487,722
39	4/1/2015	\$20,487,722	\$95,983	\$0	\$95,983	\$39,642	\$56,341	\$20,448,080
40	5/1/2015	\$20,448,080	\$95,983	\$0	\$95,983	\$39,751	\$56,232	\$20,408,329
41	6/1/2015	\$20,408,329	\$95,983	\$0	\$95,983	\$39,860	\$56,123	\$20,368,469
42	7/1/2015	\$20,368,469	\$95,983	\$0	\$95,983	\$39,970	\$56,013	\$20,328,499
43	8/1/2015	\$20,328,499	\$95,983	\$0	\$95,983	\$40,080	\$55,903	\$20,288,419
44	9/1/2015	\$20,288,419	\$95,983	\$0	\$95,983	\$40,190	\$55,793	\$20,248,229
45	10/1/2015	\$20,248,229	\$95,983	\$0	\$95,983	\$40,301	\$55,683	\$20,207,929
46	11/1/2015	\$20,207,929	\$95,983	\$0	\$95,983	\$40,411	\$55,572	\$20,167,517
47	12/1/2015	\$20,167,517	\$95,983	\$0	\$95,983	\$40,523	\$55,461	\$20,126,995
48	1/1/2016	\$20,126,995	\$95,983	\$0	\$95,983	\$40,634	\$55,349	\$20,086,361
<b>Year 4 Total</b>					<b>\$1,151,799</b>	<b>\$480,320</b>	<b>\$671,479</b>	
49	2/1/2016	\$20,086,361	\$95,983	\$0	\$95,983	\$40,746	\$55,237	\$20,045,615
50	3/1/2016	\$20,045,615	\$95,983	\$0	\$95,983	\$40,858	\$55,125	\$20,004,757
51	4/1/2016	\$20,004,757	\$95,983	\$0	\$95,983	\$40,970	\$55,013	\$19,963,787
52	5/1/2016	\$19,963,787	\$95,983	\$0	\$95,983	\$41,083	\$54,900	\$19,922,704
53	6/1/2016	\$19,922,704	\$95,983	\$0	\$95,983	\$41,196	\$54,787	\$19,881,509
54	7/1/2016	\$19,881,509	\$95,983	\$0	\$95,983	\$41,309	\$54,674	\$19,840,199
55	8/1/2016	\$19,840,199	\$95,983	\$0	\$95,983	\$41,423	\$54,561	\$19,798,777
56	9/1/2016	\$19,798,777	\$95,983	\$0	\$95,983	\$41,537	\$54,447	\$19,757,240
57	10/1/2016	\$19,757,240	\$95,983	\$0	\$95,983	\$41,651	\$54,332	\$19,715,589
58	11/1/2016	\$19,715,589	\$95,983	\$0	\$95,983	\$41,765	\$54,218	\$19,673,824
59	12/1/2016	\$19,673,824	\$95,983	\$0	\$95,983	\$41,880	\$54,103	\$19,631,944
60	1/1/2017	\$19,631,944	\$95,983	\$0	\$95,983	\$41,995	\$53,988	\$19,589,949
<b>Year 5 Total</b>					<b>\$1,151,799</b>	<b>\$496,412</b>	<b>\$655,386</b>	



## Total Cash Flow- OPS LLC

Cash Analysis	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenues	\$2,238,861	\$2,482,542	\$2,802,091	\$2,951,607	\$3,215,626
Total Cost of Goods Sold	\$1,108,067	\$1,176,760	\$1,281,023	\$1,337,424	\$1,425,181
Total Operating Expenses	\$1,456,885	\$1,476,339	\$1,514,407	\$1,549,386	\$1,589,759
<b>Net Income Before Tax</b>	<b>(\$326,091)</b>	<b>(\$170,557)</b>	<b>\$6,661</b>	<b>\$64,798</b>	<b>\$200,686</b>
<b>Additions</b>					
Increase in Payables/Credit Cards	\$0	\$0	\$0	\$0	\$0
<b>Total Additional Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Subtractions</b>					
Deferred Income	\$0	\$0	\$0	\$0	\$0
Cash Distributions	(\$32,609)	(\$17,056)	\$666	\$6,480	\$20,069
Decrease in Payables/Credit Cards	\$0	\$0	\$0	\$0	\$0
Prepaid Expenses	\$0	\$0	\$0	\$0	\$0
Capital Improvement Budget	\$0	\$0	\$0	\$0	\$0
<b>Total Additional Subtractions</b>	<b>\$32,609</b>	<b>\$17,056</b>	<b>(\$666)</b>	<b>(\$6,480)</b>	<b>(\$20,069)</b>
<b>Annual Cash Flow</b>	<b>(\$293,482)</b>	<b>(\$153,502)</b>	<b>\$5,995</b>	<b>\$58,318</b>	<b>\$180,618</b>
Opening Balance	\$500,000	\$206,518	\$53,017	\$59,012	\$117,329
Annual Cash Flow	(\$293,482)	(\$153,502)	\$5,995	\$58,318	\$180,618
<b>Cash on Hand (eoy)</b>	<b>\$206,518</b>	<b>\$53,017</b>	<b>\$59,012</b>	<b>\$117,329</b>	<b>\$297,947</b>

<b>Cash on Hand Sensitivity Analysis</b>					
Percent of Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
110%	\$319,598	\$296,674	\$454,776	\$674,512	\$1,034,174
90%	\$93,439	(\$190,641)	(\$336,753)	(\$439,853)	(\$438,280)
80%	(\$19,640)	(\$434,298)	(\$732,517)	(\$997,036)	(\$1,174,507)
70%	(\$132,720)	(\$677,956)	(\$1,128,282)	(\$1,554,219)	(\$1,910,735)
60%	(\$245,799)	(\$921,614)	(\$1,524,046)	(\$2,111,401)	(\$2,646,962)



## Facility Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Alarm System Maintenance		\$2,500	\$2,625	\$2,756	\$2,894	\$3,039
Facility Cleaning/ Janitorial Expense	\$.35/SF	\$51,477	\$53,021	\$54,612	\$56,250	\$57,937
Facility/ Medical Supplies		\$10,000	\$10,300	\$10,609	\$10,927	\$11,255
Lawn/Snow Care	2000/Mo	\$24,000	\$26,400	\$29,040	\$31,944	\$35,138
Maint. & Repairs	\$.30/SF	\$44,123	\$48,535	\$53,389	\$58,728	\$64,600
Utility Expense	\$1.25/SF	\$183,845	\$189,361	\$195,041	\$200,893	\$206,919
Utility Expense Rec Pool		\$200,000	\$206,000	\$212,180	\$218,545	\$225,102
Utility Expense Comp Pool		\$135,000	\$139,050	\$143,222	\$147,518	\$151,944
<b>Total Facility Expense</b>		<b>\$650,945</b>	<b>\$675,292</b>	<b>\$700,848</b>	<b>\$727,699</b>	<b>\$755,935</b>



## Operating Expenses

Expense	Mgmt. Assump	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees		\$7,500	\$7,725	\$7,957	\$8,195	\$8,441
Amortization						
Bank Service Charges	Misc Banking Fees	\$2,400	\$2,472	\$2,546	\$2,623	\$2,701
Communications	Phone/Cable	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Management Fees	Management Fees	\$200,000	\$180,000	\$168,000	\$156,000	\$156,000
Credit Card Expense	50% of Sales (3% fee)	\$33,583	\$37,238	\$42,031	\$44,274	\$48,234
Dues and Subscriptions	Magazines/Publications	\$500	\$515	\$530	\$546	\$563
Employee Uniforms		\$2,500	\$1,250	\$1,288	\$1,326	\$1,366
General Advertising		\$15,000	\$10,000	\$10,300	\$10,609	\$10,927
Insurance-Property	\$750/month	\$9,000	\$9,270	\$9,548	\$9,835	\$10,130
Insurance-Liability	\$1500/month	\$18,000	\$18,540	\$19,096	\$19,669	\$20,259
Insurance-Workman's Comp	\$500/month	\$6,000	\$6,180	\$6,365	\$6,556	\$6,753
Legal Fees		\$4,500	\$4,635	\$4,774	\$4,917	\$5,065
Licenses, Permits	Food Licenses, etc	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Office Supplies	office and cleaning	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Photocopier Lease		\$3,500	\$3,605	\$3,713	\$3,825	\$3,939
Postage & Freight		\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Real Estate Tax		\$0	\$0	\$0	\$0	\$0
Rent- Facility Lease	Debt Service Separate	\$0	\$0	\$0	\$0	\$0
Software- Facility Management	Online Scheduling Software	\$9,000	\$9,270	\$9,548	\$9,835	\$10,130
Software- Office	MS Office	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Travel and Entertainment		\$3,500	\$3,605	\$3,713	\$3,825	\$3,939
<b>Total Operating Expenses</b>		<b>\$330,983</b>	<b>\$310,785</b>	<b>\$306,385</b>	<b>\$299,518</b>	<b>\$306,456</b>



## Management Payroll Summary

Management Position	Mgmt. Assump	Year 1	Year 2	Year 3	Year 4	Year 5
COO		\$85,000	\$86,700	\$88,434	\$90,203	\$92,007
AGM/Director of Operations		\$70,000	\$71,400	\$72,828	\$74,285	\$75,770
Sport Program Director		\$45,000	\$45,900	\$46,818	\$47,754	\$48,709
Facility Manager	Shadow Lawn	\$40,000	\$40,800	\$41,616	\$42,448	\$43,297
Controller		\$50,000	\$51,000	\$52,020	\$53,060	\$54,122
Admin Positions	120 hours/wk. at \$10	\$62,400	\$63,648	\$64,921	\$66,219	\$67,544
<b>Total Management Payroll</b>		<b>\$352,400</b>	<b>\$359,448</b>	<b>\$366,637</b>	<b>\$373,970</b>	<b>\$381,449</b>



## Payroll Summary

Total Payroll Summary		Mgmt. Assump	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	COO	6 months prior	\$42,500	\$85,000	\$86,700	\$88,434	\$90,203	\$92,007
Mgmt	AGM/Director of Operations	6 months prior	\$35,000	\$70,000	\$71,400	\$72,828	\$74,285	\$75,770
Mgmt	Sport Program Director	3 months prior	\$11,250	\$45,000	\$45,900	\$46,818	\$47,754	\$48,709
Mgmt	Facility Manager	3 months prior	\$10,000	\$40,000	\$40,800	\$41,616	\$42,448	\$43,297
Mgmt	Controller	3 months prior	\$12,500	\$50,000	\$51,000	\$52,020	\$53,060	\$54,122
Mgmt	Admin Positions	120 hrs at \$10		\$62,400	\$63,648	\$64,921	\$66,219	\$67,544
<b>Subtotal Management Payroll</b>			<b>\$111,250</b>	<b>\$352,400</b>	<b>\$359,448</b>	<b>\$366,637</b>	<b>\$373,970</b>	<b>\$381,449</b>
Director	Membership Management Allotment	3 months prior	\$7,533	\$30,130	\$33,143	\$38,378	\$40,405	\$44,671
Director	Basketball Mangement Allotment	3 months prior	\$3,654	\$14,616	\$17,539	\$19,545	\$20,523	\$22,233
Director	Volleyball Management Allotment	3 months prior	\$1,180	\$4,718	\$5,662	\$6,539	\$6,866	\$7,570
Director	Aquatics Management Allotment	3 months prior	\$8,750	\$35,000	\$35,000	\$35,000	\$35,000	\$0
Director	FEC Management Allotment	3 months prior	\$8,295	\$33,179	\$33,815	\$34,616	\$35,078	\$35,865
Director	Birthday Party Management Allotment	3 months prior	\$900	\$3,600	\$4,320	\$4,990	\$5,239	\$5,776
Staff	Basketball Staff	1 month prior	\$609	\$7,308	\$8,770	\$9,773	\$10,261	\$11,117
Staff	Volleyball Staff	1 month prior	\$197	\$2,359	\$2,831	\$3,270	\$3,433	\$3,785
Staff	Competitive Pool Staff	1 month prior	\$498	\$5,977	\$6,684	\$7,720	\$8,106	\$8,937
Staff	Rec Pool Staff	1 month prior	\$2,040	\$24,480	\$25,214	\$25,971	\$26,750	\$27,552
Staff	FEC Staff	1 month prior	\$1,325	\$15,895	\$19,075	\$23,080	\$25,388	\$29,323
Staff	Game and Laser Tech	1 month prior	\$2,083	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
Staff	Birthday Party Staff	1 month prior	\$600	\$7,200	\$8,640	\$9,072	\$9,526	\$10,002
Staff	Indoor Concessions Staff	1 month prior	\$529	\$6,345	\$6,821	\$7,333	\$7,883	\$8,474
Staff	Summer Camps	1 month prior	\$942	\$11,303	\$12,433	\$14,360	\$15,078	\$16,623
<b>Subtotal Sport Admin Staff</b>			<b>\$73,420</b>	<b>\$365,923</b>	<b>\$394,377</b>	<b>\$427,140</b>	<b>\$442,961</b>	<b>\$401,384</b>
Instructors	Basketball Camp/Clinic: Instructor	Per Diem		\$7,940	\$9,528	\$11,005	\$11,555	\$12,739
Instructors	Volleyball Camp/Clinic: Instructor	Per Diem		\$5,070	\$9,105	\$11,241	\$12,728	\$15,313
Instructors	Baseball Instructors	Per Diem		\$6,500	\$7,800	\$9,009	\$9,459	\$10,429
Instructors	Rec Pool Instructors	Per Diem		\$23,175	\$25,493	\$29,444	\$30,916	\$34,085
Instructors	Comp Pool Instructors/Coach	Per Diem		\$15,900	\$17,490	\$20,201	\$21,211	\$23,385
<b>Subtotal Instructors (COGS)</b>				<b>\$58,585</b>	<b>\$69,415</b>	<b>\$80,900</b>	<b>\$85,869</b>	<b>\$95,952</b>
Referees	Basketball Referees	Per Diem		\$16,640	\$19,968	\$20,966	\$22,015	\$23,115
Referees	Volleyball Referees	Per Diem		\$3,920	\$4,704	\$4,939	\$5,186	\$5,445
Referees	Rec Pool Referees	Per Diem		\$150,000	\$154,500	\$159,135	\$163,909	\$168,826
Referees	Comp Pool Referees	Per Diem		\$125,000	\$128,750	\$132,613	\$136,591	\$140,689
<b>Subtotal Referee/Officials (COGS)</b>				<b>\$295,560</b>	<b>\$307,922</b>	<b>\$317,653</b>	<b>\$327,701</b>	<b>\$338,076</b>
<b>Payroll Subtotal</b>				<b>\$216,864</b>	<b>\$1,201,246</b>	<b>\$1,268,929</b>	<b>\$1,340,971</b>	<b>\$1,383,663</b>
				54%	51%	48%	47%	42%
	Health Insurance	2 employees @ 300/month		\$7,200	\$7,416	\$7,638	\$10,464	\$10,464
	Bonus Pool			\$22,389	\$24,825	\$28,021	\$29,516	\$32,156
	Payroll Services			\$2,400	\$2,472	\$2,546	\$2,623	\$2,701
	Payroll Taxes	10.00% of payroll (excl refs)		\$90,569	\$96,101	\$102,332	\$105,596	\$100,598
<b>Payroll Taxes/Benefits/Bonus Totals</b>				<b>\$122,557</b>	<b>\$130,814</b>	<b>\$140,537</b>	<b>\$148,199</b>	<b>\$145,920</b>
<b>Total Payroll</b>				<b>\$1,323,803</b>	<b>\$1,399,743</b>	<b>\$1,481,508</b>	<b>\$1,531,862</b>	<b>\$1,489,977</b>

\*\*Notes: Colors indicate shared positions  
Multiple Management Allotments can be shared among single positions  
Management Allotments are a percentage of revenue per associated business unit

# Appendix



### Membership Revenue & Expenses

Revenue	Mgmt. Assump.	Price Per Session					Total Per Year					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
<b>Memberships</b>																	
Individual Facility Memberships	Pool and Fitness *1	\$550	\$550	\$605	\$605	\$635	567	624	655	688	722	1	\$311,983	\$343,181	\$396,375	\$416,193	\$458,853
Family Facility Memberships	Pool and Fitness	\$950	\$950	\$1,045	\$1,045	\$1,097	195	214	225	236	248	1	\$184,951	\$203,446	\$234,981	\$246,730	\$272,019
Pool Memberships	Individual Summer Season	\$65	\$65	\$72	\$72	\$75	244	269	295	325	358	1	\$15,873	\$17,460	\$21,127	\$23,240	\$26,842
Pool Memberships	Family Summer Season	\$180	\$180	\$198	\$198	\$208	92	101	111	122	134	1	\$16,513	\$18,165	\$21,979	\$24,177	\$27,924
Program Membership	\$/Year	\$24	\$24	\$26	\$26	\$28	3,053	3,359	3,527	3,703	3,888	1	\$73,280	\$80,608	\$93,102	\$97,757	\$107,777
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.10	1.10	1.10	1.10						
<b>Area Revenue</b>												<b>\$602,600</b>	<b>\$662,860</b>	<b>\$767,563</b>	<b>\$808,096</b>	<b>\$893,416</b>	
<b>Expense</b>																	
	<b>Mgmt Assump.</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Membership Director	5% Gross Revenue												\$30,130	\$33,143	\$38,378	\$40,405	\$44,671
Membership Sales Staff	5% Gross Revenue												\$30,130	\$33,143	\$38,378	\$40,405	\$44,671
Advertising	2% Area Revenue (4% rev year 1)												\$12,052	\$13,257	\$15,351	\$16,162	\$17,868
Fitness Class Instructors (Free)	Avg 5 classes per wk day, 3 per wkend day (\$25 per instructor)												\$0	\$0	\$0	\$0	\$0
Membership Discounts	Avg 10% of Rev												\$60,260	\$66,286	\$76,756	\$80,810	\$89,342
Membership Cards	\$1 per unit												\$0	\$0	\$0	\$0	\$0
<b>Area Expense</b>												<b>\$132,572</b>	<b>\$145,829</b>	<b>\$168,864</b>	<b>\$177,781</b>	<b>\$196,551</b>	
<b>Net Revenue</b>												<b>\$470,028</b>	<b>\$517,031</b>	<b>\$598,699</b>	<b>\$630,315</b>	<b>\$696,864</b>	

**Pricing Notes**

Powerhouse Gym  
\$45/Month



### Basketball Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session (8 weeks)					Number per Session (8 weeks)					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Instructional Clinics	\$/Session	\$160	\$160	\$176	\$176	\$185	12	14	15	16	17	6	\$11,520	\$13,824	\$15,967	\$16,765	\$18,483
Instructional Camps	\$/Week (full days)	\$350	\$350	\$385	\$385	\$404	8	10	10	11	11	5	\$14,000	\$16,800	\$19,404	\$20,374	\$22,463
Individual Instruction	\$/Hour	\$65	\$65	\$72	\$72	\$75	8	10	10	11	11	12	\$6,240	\$7,488	\$8,649	\$9,081	\$10,012
Drop-in/Other Income	\$/Session	\$5	\$5	\$6	\$6	\$6	100	120	126	132	139	12	\$6,000	\$7,200	\$8,316	\$8,732	\$9,627
3 vs. 3 Leagues	\$/Team	\$150	\$150	\$165	\$165	\$173	15	18	19	20	21	6	\$13,500	\$16,200	\$18,711	\$19,647	\$21,660
<b>Youth Leagues</b>																	
Sept. - Oct. League	\$/Team	\$650	\$650	\$715	\$715	\$751	6	7	8	8	8	1	\$3,900	\$4,680	\$5,405	\$5,676	\$6,257
Nov.- Dec. League	\$/Team	\$650	\$650	\$715	\$715	\$751	9	11	11	12	13	1	\$5,850	\$7,020	\$8,108	\$8,514	\$9,386
Jan. - Feb. League	\$/Team	\$650	\$650	\$715	\$715	\$751	12	14	15	16	17	1	\$7,800	\$9,360	\$10,811	\$11,351	\$12,515
Mar. - Apr. League	\$/Team	\$650	\$650	\$715	\$715	\$751	14	17	18	19	19	1	\$9,100	\$10,920	\$12,613	\$13,243	\$14,601
May - June League	\$/Team	\$650	\$650	\$715	\$715	\$751	9	11	11	12	13	1	\$5,850	\$7,020	\$8,108	\$8,514	\$9,386
July - Aug. League	\$/Team	\$650	\$650	\$715	\$715	\$751	9	11	11	12	13	1	\$5,850	\$7,020	\$8,108	\$8,514	\$9,386
<b>Adult Leagues</b>																	
Sept. - Oct. League	\$/Team	\$650	\$450	\$495	\$495	\$520	9	11	11	12	13	1	\$5,850	\$7,020	\$7,371	\$7,740	\$8,127
Nov.- Dec. League	\$/Team	\$650	\$450	\$495	\$495	\$520	13	16	16	17	18	1	\$8,450	\$10,140	\$10,647	\$11,179	\$11,738
Jan. - Feb. League	\$/Team	\$650	\$450	\$495	\$495	\$520	17	20	21	22	24	1	\$11,050	\$13,260	\$13,923	\$14,619	\$15,350
Mar. - Apr. League	\$/Team	\$650	\$450	\$495	\$495	\$520	22	26	28	29	31	1	\$14,300	\$17,160	\$18,018	\$18,919	\$19,865
May - June League	\$/Team	\$650	\$450	\$495	\$495	\$520	13	16	16	17	18	1	\$8,450	\$10,140	\$10,647	\$11,179	\$11,738
July - Aug. League	\$/Team	\$650	\$450	\$495	\$495	\$520	13	16	16	17	18	1	\$8,450	\$10,140	\$10,647	\$11,179	\$11,738
<b>Non-capacity growth rate</b>			1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.05						
<b>Capacity growth rate</b>			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$146,160</b>	<b>\$175,392</b>	<b>\$195,452</b>	<b>\$205,225</b>	<b>\$222,333</b>	
<b>Expense</b>																	
<b>Management Assumption</b>													<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Basketball Director	10% gross revenue												\$14,616	\$17,539	\$19,545	\$20,523	\$22,233
Basketball Staff	5% of gross revenue												\$7,308	\$8,770	\$9,773	\$10,261	\$11,117
Referee Fees	Avg. \$40/game												\$16,640	\$19,968	\$20,966	\$22,015	\$23,115
Instructor Fees	\$10-\$25/Instructor (25% Instruct. Rev)												\$7,940	\$9,528	\$11,005	\$11,555	\$12,739
Advertising	2% gross revenue (6% year one)												\$8,770	\$3,508	\$3,909	\$4,105	\$4,447
Equipment and Supplies	1% of gross revenue												\$1,462	\$1,754	\$1,955	\$2,052	\$2,223
Awards	T-Shirts and Trophies (2% of Revenue)												\$2,923	\$3,508	\$3,909	\$4,105	\$4,447
<b>Area Expense</b>												<b>\$59,658</b>	<b>\$64,574</b>	<b>\$71,062</b>	<b>\$74,615</b>	<b>\$80,322</b>	
<b>Net Revenue</b>												<b>\$86,502</b>	<b>\$110,818</b>	<b>\$124,391</b>	<b>\$130,610</b>	<b>\$142,011</b>	

**Pricing Notes** Levite Community Center  
 Youth \$125-\$168  
 Adult \$75  
Boaz Parks and Rec  
 Youth \$500/Team



### Volleyball Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session (8 weeks)					Number per Session (8 weeks)					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Instructional Clinics	\$/Session	\$144	\$144	\$158	\$158	\$166	12	14	15	16	17	5	\$8,640	\$10,368	\$11,975	\$12,574	\$13,863
Instructional Camps	\$/Week (full days)	\$120	\$120	\$132	\$132	\$139	15	18	19	20	21	3	\$5,400	\$6,480	\$7,484	\$7,859	\$8,664
Individual Instruction	\$/Hour	\$65	\$65	\$72	\$72	\$75	8	10	10	11	11	12	\$6,240	\$7,488	\$8,649	\$9,081	\$10,012
Drop-in/Other Income	\$/Session	\$5	\$5	\$6	\$6	\$6	40	48	50	53	56	12	\$2,400	\$2,880	\$3,326	\$3,493	\$3,851
<b>Sept. - Oct. League</b>	\$/Team	\$500	\$500	\$550	\$550	\$578	5	6	6	7	7	1	\$2,500	\$3,000	\$3,465	\$3,638	\$4,011
<b>Nov.- Dec. League</b>	\$/Team	\$500	\$500	\$550	\$550	\$578	10	12	13	13	14	1	\$5,000	\$6,000	\$6,930	\$7,277	\$8,022
<b>Jan. - Feb. League</b>	\$/Team	\$500	\$500	\$550	\$550	\$578	12	14	15	16	17	1	\$6,000	\$7,200	\$8,316	\$8,732	\$9,627
<b>Mar. - Apr. League</b>	\$/Team	\$500	\$500	\$550	\$550	\$578	10	12	13	13	14	1	\$5,000	\$6,000	\$6,930	\$7,277	\$8,022
<b>May - June League</b>	\$/Team	\$500	\$500	\$550	\$550	\$578	5	6	6	7	7	1	\$2,500	\$3,000	\$3,465	\$3,638	\$4,011
<b>July - Aug. League</b>	\$/Team	\$500	\$500	\$550	\$550	\$578	7	8	9	9	10	1	\$3,500	\$4,200	\$4,851	\$5,094	\$5,616
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.05						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$47,180</b>	<b>\$56,616</b>	<b>\$65,391</b>	<b>\$68,661</b>	<b>\$75,699</b>	
Expense	Management Assumption											Year 1	Year 2	Year 3	Year 4	Year 5	
Volleyball Director	10% gross revenue											\$4,718	\$5,662	\$6,539	\$6,866	\$7,570	
Volleyball Staff	5% of gross revenue											\$2,359	\$2,831	\$3,270	\$3,433	\$3,785	
Referee Fees	Avg. \$20/game											\$3,920	\$4,704	\$4,939	\$5,186	\$5,445	
Instructor Fees	\$10-\$25/Instructor (25% Instruct. Rev)											\$5,070	\$6,084	\$7,027	\$7,378	\$8,135	
Advertising	2% gross revenue (6% revenue year 1)											\$2,831	\$1,132	\$1,308	\$1,373	\$1,514	
Equipment and Supplies	1% of gross revenue											\$472	\$566	\$654	\$687	\$757	
Awards	T-Shirts and Trophies (2% of Revenue)											\$944	\$1,132	\$1,308	\$1,373	\$1,514	
<b>Area Expense</b>												<b>\$20,313</b>	<b>\$22,111</b>	<b>\$25,045</b>	<b>\$26,297</b>	<b>\$28,720</b>	
<b>Net Revenue</b>												<b>\$26,867</b>	<b>\$34,505</b>	<b>\$40,347</b>	<b>\$42,364</b>	<b>\$46,979</b>	



### Indoor Court Rental Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session (Hour)					Number per Session (8 weeks)					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5		
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5								
<i>half court</i>																			
Sept. - Oct.	\$/Hour	*1	\$50	\$50	\$53	\$53	\$55	20	22	23	23	23	1	\$1,000	\$1,100	\$1,213	\$1,213	\$1,273	
Nov.- Dec.	\$/Hour		\$50	\$50	\$53	\$53	\$55	25	28	29	29	29	1	\$1,250	\$1,375	\$1,516	\$1,516	\$1,592	
Jan. - Feb.	\$/Hour		\$60	\$60	\$63	\$63	\$66	30	33	35	35	35	1	\$1,800	\$1,980	\$2,183	\$2,183	\$2,292	
Mar. - Apr.	\$/Hour		\$60	\$60	\$63	\$63	\$66	25	28	29	29	29	1	\$1,500	\$1,650	\$1,819	\$1,819	\$1,910	
May - June	\$/Hour		\$50	\$50	\$53	\$53	\$55	20	22	23	23	23	1	\$1,000	\$1,100	\$1,213	\$1,213	\$1,273	
July - Aug	\$/Hour		\$50	\$50	\$53	\$53	\$55	15	17	17	17	17	1	\$750	\$825	\$910	\$910	\$955	
<i>Large Court Rentals</i>																			
Sept. - Oct.	\$/Hour	*1	\$80	\$80	\$84	\$84	\$88	-	30	33	35	35	35	1	\$2,400	\$2,640	\$2,911	\$2,911	\$3,056
Nov.- Dec.	\$/Hour		\$80	\$80	\$84	\$84	\$88	35	39	40	40	40	1	\$2,800	\$3,080	\$3,396	\$3,396	\$3,565	
Jan. - Feb.	\$/Hour		\$100	\$100	\$105	\$105	\$110	40	44	46	46	46	1	\$4,000	\$4,400	\$4,851	\$4,851	\$5,094	
Mar. - Apr.	\$/Hour		\$100	\$100	\$105	\$105	\$110	35	39	40	40	40	1	\$3,500	\$3,850	\$4,245	\$4,245	\$4,457	
May - June	\$/Hour		\$80	\$80	\$84	\$84	\$88	30	33	35	35	35	1	\$2,400	\$2,640	\$2,911	\$2,911	\$3,056	
July - Aug	\$/Hour		\$80	\$80	\$84	\$84	\$88	20	22	23	23	23	1	\$1,600	\$1,760	\$1,940	\$1,940	\$2,037	
<i>LOI Court Rentals</i>																			
Sept. - Oct.	\$/Hour	*1		\$0	\$0	\$0	\$0	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Nov.- Dec.	\$/Hour			\$0	\$0	\$0	\$0	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Jan. - Feb.	\$/Hour			\$0	\$0	\$0	\$0	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
Mar. - Apr.	\$/Hour			\$0	\$0	\$0	\$0	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
May - June	\$/Hour			\$0	\$0	\$0	\$0	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
July - Aug	\$/Hour			\$0	\$0	\$0	\$0	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
<b>Non-capacity growth rate</b>				1.00	1.05	1.00	1.05		1.10	1.05	1.00	1.00							
<b>Capacity growth rate</b>				1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
<b>Area Revenue</b>													<b>\$24,000</b>	<b>\$26,400</b>	<b>\$29,106</b>	<b>\$29,106</b>	<b>\$30,561</b>		
<b>Expense</b>																			
<b>Expense</b>		<b>Mgmt Assump.</b>											<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>		
Supervision/Maintenance Staff		5% Rev											\$1,200	\$1,320	\$1,455	\$1,455	\$1,528		
<b>Area Expense</b>													<b>\$1,200</b>	<b>\$1,320</b>	<b>\$1,455</b>	<b>\$1,455</b>	<b>\$1,528</b>		
<b>Net Revenue</b>													<b>\$22,800</b>	<b>\$25,080</b>	<b>\$27,651</b>	<b>\$27,651</b>	<b>\$29,033</b>		



### Indoor Court Event Revenue & Expenses

Revenue	Mgmt Assmp.	Amount per Activity					Number of Activities per Year					Participants	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
<b>Small Events</b>																	
Entry Fees	12 players/teams	\$300	\$300	\$330	\$330	\$347	4	5	5	5	6	32	\$38,400	\$46,080	\$53,222	\$55,884	\$61,612
Gate Fees	spectators (1.5/participant)	\$5	\$5	\$6	\$6	\$6	4	5	5	5	6	576	\$11,520	\$13,824	\$15,967	\$16,765	\$18,483
Tournament/Event Shirts	6 per team	\$60	\$60	\$66	\$66	\$69	4	5	5	5	6	32	\$7,680	\$9,216	\$10,644	\$11,177	\$12,322
Hotel Rebate		\$0	\$0	\$0	\$0	\$0	-	-	-	-	-	-	\$0	\$0	\$0	\$0	\$0
Sponsorship		\$0	\$0	\$0	\$0	\$0	-	-	-	-	-	-	\$0	\$0	\$0	\$0	\$0
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$57,600</b>	<b>\$69,120</b>	<b>\$79,834</b>	<b>\$83,825</b>	<b>\$92,417</b>	
<b>Expense</b>																	
Expense	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Court Tournament Director	5% of entry fees												\$1,920	\$2,304	\$2,661	\$2,794	\$3,081
Court Event Staff	10% of entry fees												\$3,840	\$4,608	\$5,322	\$5,588	\$6,161
Officiating Fees	40% Entry Fees												\$15,360	\$18,432	\$21,289	\$22,353	\$24,645
Advertising	6% of gross revenue in yr 1 - 3% thereafter												\$3,456	\$2,074	\$2,395	\$2,515	\$2,773
Equip./Supplies	1% of Total Revenue												\$576	\$691	\$798	\$838	\$924
Awards	T-Shirts and Trophies (2% of Revenue)												\$1,152	\$1,382	\$1,597	\$1,677	\$1,848
Shirt Cost	\$4 per shirt												\$512	\$614	\$645	\$677	\$711
<b>Area Expense</b>												<b>\$26,816</b>	<b>\$30,106</b>	<b>\$34,707</b>	<b>\$36,443</b>	<b>\$40,143</b>	
<b>Net Revenue</b>												<b>\$30,784</b>	<b>\$39,014</b>	<b>\$45,126</b>	<b>\$47,382</b>	<b>\$52,275</b>	

Revenue	Mgmt. Assump.	Price Per Session (\$)					Total Per Year					Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5					
Rec Swim Team		\$200	\$200	\$220	\$220	\$231	150	165	173	182	191	\$30,000	\$33,000	\$38,115	\$40,021	\$44,123
USA Swim Team		\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	15	17	17	18	19	\$15,000	\$16,500	\$19,058	\$20,010	\$22,061
Swim Clinics		\$60	\$60	\$66	\$66	\$69	60	66	69	73	76	\$3,600	\$3,960	\$4,574	\$4,802	\$5,295
Meets		\$0	\$0	\$0	\$0	\$0	3	9	9	10	10	\$0	\$0	\$0	\$0	\$0
Meet Gate Fees		\$2	\$2	\$2	\$2	\$2	500	1,100	1,155	1,213	1,273	\$1,000	\$2,200	\$2,541	\$2,668	\$2,942
Tournament Rentals	\$/day	\$800	\$800	\$880	\$880	\$924	3	4	4	4	4	\$2,667	\$2,933	\$3,388	\$3,557	\$3,922
Pool Rentals	\$/hr per lane	\$15	\$15	\$17	\$17	\$17	500	550	578	606	637	\$7,500	\$8,250	\$9,529	\$10,005	\$11,031
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05					
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00					
<b>Area Revenue</b>												<b>\$59,767</b>	<b>\$66,843</b>	<b>\$77,204</b>	<b>\$81,064</b>	<b>\$89,373</b>
Expense	Mgmt Assump.											Year 1	Year 2	Year 3	Year 4	Year 5
Aquatics Director	Salary											\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Aquatics- Comp Staff	10% of gross revenue											\$5,977	\$6,684	\$7,720	\$8,106	\$8,937
Swim Team Coach												\$15,000	\$16,500	\$19,058	\$20,010	\$22,061
Lifeguards- Competition												\$125,000	\$128,750	\$132,613	\$136,591	\$140,689
Aquatics Instructors	25% Instruction Revenue											\$900	\$990	\$1,143	\$1,201	\$1,324
Advertising	2% of gross revenue (3% year one)											\$1,793	\$1,337	\$1,544	\$1,621	\$1,787
Aquatics Maintenance												\$30,000	\$30,900	\$31,827	\$32,782	\$33,765
Aquatics Supplies & Chemicals												\$45,000	\$46,350	\$47,741	\$49,173	\$50,648
<b>Area Expense</b>												<b>\$226,763</b>	<b>\$234,558</b>	<b>\$245,165</b>	<b>\$253,179</b>	<b>\$263,286</b>
<b>Net Revenue</b>												<b>(\$166,996)</b>	<b>(\$167,715)</b>	<b>(\$167,961)</b>	<b>(\$172,115)</b>	<b>(\$173,912)</b>

**Pricing Notes**

Registration fee (this fee does not go to the department. It stays with swim team association) – \$45 (\$90 for two and \$100 for 3 or more from family).

Daily admission fee is \$3 per person. Age 6 & Under is free. Individual season passes are \$40. Family season passes are \$100

<b>Aquatics-Recreation Revenue &amp; Expenses</b>																	
Revenue	Mgmt. Assump.	Price Per Session (8)					Total Per Year					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Walk up	Average for kids and adults	\$7	\$7	\$8	\$8	\$8	672	739	776	815	856	12	\$56,438	\$62,082	\$71,704	\$75,290	\$83,007
Youth Swim Lessons	For Members	\$10	\$10	\$11	\$11	\$12	600	660	693	728	764	1	\$6,000	\$6,600	\$7,623	\$8,004	\$8,825
Adult Swim Lessons	For Members	\$15	\$15	\$17	\$17	\$17	180	198	208	218	229	1	\$2,700	\$2,970	\$3,430	\$3,602	\$3,971
Youth Swim Lessons	\$/Session	\$30	\$30	\$33	\$33	\$35	600	660	693	728	764	1	\$18,000	\$19,800	\$22,869	\$24,012	\$26,474
Adult Swim Lessons	\$/Session	\$40	\$40	\$44	\$44	\$46	180	198	208	218	229	1	\$7,200	\$7,920	\$9,148	\$9,605	\$10,589
Instructor/Life Guard Training Class	\$/Session	\$140	\$140	\$154	\$154	\$162	240	264	277	291	306	1	\$33,600	\$36,960	\$42,689	\$44,823	\$49,418
Water Fitness	\$/Session	\$35	\$35	\$39	\$39	\$40	720	792	832	873	917	1	\$25,200	\$27,720	\$32,017	\$33,617	\$37,063
Birthday Parties	\$/Session	\$200	\$200	\$220	\$220	\$231	170	187	196	206	216	1	\$34,000	\$37,400	\$43,197	\$45,357	\$50,006
Full Pool Rentals	\$/Hr	\$200	\$200	\$220	\$220	\$231	120	132	139	146	153	1	\$24,000	\$26,400	\$30,492	\$32,017	\$35,298
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05	1.10	1.05	1.05	1.05							
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10	1.00	1.00	1.00	1.00							
<b>Area Revenue</b>												<b>\$207,138</b>	<b>\$227,852</b>	<b>\$263,169</b>	<b>\$276,327</b>	<b>\$304,651</b>	
Expense	Mgmt Assump.											Year 1	Year 2	Year 3	Year 4	Year 5	
Aquatics- Rec Staff	10% of gross revenue																\$20,714
Head Life Guard	40 hrs per week @ \$12/hr											\$24,480	\$25,214	\$25,971	\$26,750	\$27,552	
Lifeguards- Recreation												\$150,000	\$154,500	\$159,135	\$163,909	\$168,826	
Aquatics Instructors	25% Instruction Revenue											\$23,175	\$25,493	\$29,444	\$30,916	\$34,085	
Aquatics Birthday Party Staff	30% party rev											\$10,200	\$11,220	\$12,959	\$13,607	\$15,002	
Birthday Party Supplies	10% party rev											\$3,400	\$3,740	\$4,320	\$4,536	\$5,001	
Advertising	2% of gross revenue											\$4,143	\$4,557	\$5,263	\$5,527	\$6,093	
Program Materials and Supplies												\$7,700	\$8,470	\$9,783	\$10,272	\$11,325	
Aquatics Maintenance												\$35,000	\$36,050	\$37,132	\$38,245	\$39,393	
Aquatics Supplies and Chemicals												\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	
<b>Area Expense</b>												<b>\$328,812</b>	<b>\$343,529</b>	<b>\$363,368</b>	<b>\$376,031</b>	<b>\$394,017</b>	
<b>Net Revenue</b>												<b>(\$121,674)</b>	<b>(\$115,677)</b>	<b>(\$100,199)</b>	<b>(\$99,704)</b>	<b>(\$89,367)</b>	



**Performance Fitness & Training Revenue & Expenses**

Revenue	Mgmt. Assump.	Price per Sale					Sales per Month					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Performance Training	\$/HR	\$220	\$220	\$242	\$242	\$254	20	24	25	26	26	6	\$26,400	\$31,680	\$36,590	\$38,420	\$40,341
Group Training Classes	\$/HR	\$500	\$500	\$550	\$550	\$578	2	2	3	3	3	12	\$12,000	\$14,400	\$16,632	\$17,464	\$18,337
Adult Group Fitness Classes	\$/Class	\$160	\$160	\$176	\$176	\$185	25	30	32	33	33	12	\$48,000	\$57,600	\$66,528	\$69,854	\$73,347
<b>Non-capacity growth rate</b>			1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.00						
<b>Capacity growth rate</b>			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$86,400</b>	<b>\$103,680</b>	<b>\$119,750</b>	<b>\$125,738</b>	<b>\$132,025</b>	
Expense	Mgmt Assump.						Year 1	Year 2	Year 3	Year 4	Year 5						
Fitness Management	10% Gross Revenue						\$8,640	\$10,368	\$11,975	\$12,574	\$13,202						
Trainers	50% Personal Training, 25% Group Training						\$28,200	\$33,840	\$39,085	\$41,039	\$43,091						
Advertising	5% Gross Revenue						\$4,320	\$5,184	\$5,988	\$6,287	\$6,601						
Equipment and Supplies	2% area revenue						\$1,728	\$2,074	\$2,395	\$2,515	\$2,640						
Discounts	5% Gross Revenue						\$4,320	\$5,184	\$5,988	\$6,287	\$6,601						
<b>Area Expense</b>												<b>\$47,208</b>	<b>\$56,650</b>	<b>\$65,430</b>	<b>\$68,702</b>	<b>\$72,137</b>	
<b>Net Revenue</b>												<b>\$39,192</b>	<b>\$47,030</b>	<b>\$54,320</b>	<b>\$57,036</b>	<b>\$59,888</b>	

**Pricing Notes**

- Powerhouse Gym
- \$45/Month
- Levite Community Center
- Personal Training \$50
- 8 Week Classes \$175
- Membership \$70
- Family Membership \$90



**FEC Revenue & Expenses**

Revenue	Mgmt. Assump.	Price per Sale					Sales per Month					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
<b>Laser Tag</b>																	
Games	\$/round	\$7	\$7	\$8	\$8	\$8	162	195	214	236	259	12	\$13,626	\$16,352	\$19,785	\$21,764	\$25,137
Group Games	\$/hour	\$150	\$150	\$165	\$165	\$173	9	10	11	13	14	12	\$15,617	\$18,740	\$22,675	\$24,943	\$28,809
Parties	\$/Party (15 Kids)	\$250	\$250	\$275	\$275	\$289	5	6	6	7	8	12	\$14,458	\$17,349	\$20,993	\$23,092	\$26,671
<b>Arcade</b>																	
Arcade-Redemption	\$/Per Cap	\$12	\$12	\$13	\$13	\$14	227	273	300	330	363	12	\$32,703	\$39,244	\$47,485	\$52,233	\$60,329
Arcade Parties		\$150	\$150	\$165	\$165	\$173	1	1	2	2	2	12	\$2,169	\$2,602	\$3,149	\$3,464	\$4,001
Top Party		\$100	\$100	\$110	\$110	\$116	1	1	2	2	2	12	\$1,446	\$1,735	\$2,099	\$2,309	\$2,667
Mini Bowling		\$4	\$4	\$4	\$4	\$5	341	409	450	495	544	12	\$16,352	\$19,622	\$23,742	\$26,117	\$30,165
Bounce Passes		\$10	\$10	\$11	\$11	\$12	80	96	106	116	128	12	\$9,600	\$11,520	\$13,939	\$15,333	\$17,710
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.20	1.10	1.10	1.10						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$105,970</b>	<b>\$127,164</b>	<b>\$153,868</b>	<b>\$169,255</b>	<b>\$195,489</b>	
<b>Expense</b>																	
	<b>Mgmt Assump.</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
FEC/Party Director	Salary (\$30k + 3% Gross)												\$33,179	\$33,815	\$34,616	\$35,078	\$35,865
FEC/Party Staff	15% Revenue												\$15,895	\$19,075	\$23,080	\$25,388	\$29,323
Game & Laser Tech	Salary (\$25k)												\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
Party Food and Supplies	15% Party Revenue												\$2,169	\$2,602	\$3,149	\$3,464	\$4,001
Arcade Prizes and Supplies	15% Arcade Revenue												\$4,905	\$5,887	\$7,123	\$7,835	\$9,049
Advertising	3% Area Revenue (5% rev year 1)												\$5,298	\$3,815	\$4,616	\$5,078	\$5,865
Maintenance & Equipment	5% Area Revenue												\$5,298	\$6,358	\$7,693	\$8,463	\$9,774
<b>Area Expense</b>												<b>\$91,746</b>	<b>\$97,301</b>	<b>\$106,800</b>	<b>\$112,623</b>	<b>\$122,015</b>	
<b>Net Revenue</b>												<b>\$14,224</b>	<b>\$29,862</b>	<b>\$47,068</b>	<b>\$56,632</b>	<b>\$73,474</b>	



### Rock Wall Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Sale					Sales per Month					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Memberships	\$/hr	\$25	\$25	\$28	\$28	\$29	20	22	23	24	25	12	\$6,000	\$6,600	\$7,623	\$8,004	\$8,825
Instructional Clinics	\$/hr	\$25	\$25	\$28	\$28	\$29	20	22	23	24	25	12	\$6,000	\$6,600	\$7,623	\$8,004	\$8,825
Group Climbing	Ave 4/group \$25 ea.	\$100	\$100	\$110	\$110	\$116	4	4	5	5	5	12	\$4,800	\$5,280	\$6,098	\$6,403	\$7,060
Climbing punch cards	10 climbs for \$100	\$100	\$100	\$110	\$110	\$116	100	110	116	121	127	1	\$10,000	\$11,000	\$12,705	\$13,340	\$14,708
Drop-in Adventure Challenge	Ropes Course	\$15	\$15	\$17	\$17	\$17	160	176	185	194	204	12	\$28,800	\$31,680	\$36,590	\$38,420	\$42,358
Drop-in Climbing		\$15	\$15	\$17	\$17	\$17	80	88	92	97	102	12	\$14,400	\$15,840	\$18,295	\$19,210	\$21,179
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$70,000</b>	<b>\$77,000</b>	<b>\$88,935</b>	<b>\$93,382</b>	<b>\$102,953</b>	
Expense	Mgmt Assump.											Year 1	Year 2	Year 3	Year 4	Year 5	
Adventure Area Management	10% Revenue											\$7,000	\$3,850	\$4,447	\$4,669	\$5,148	
Rock Staff	10% Revenue											\$7,000	\$7,700	\$8,894	\$9,338	\$10,295	
Climbing Instructors	15% Instructional Revenue											\$2,520	\$2,772	\$3,202	\$3,362	\$3,706	
Advertising	2% Area Revenue (6% rev year 1)											\$4,200	\$1,540	\$1,779	\$1,868	\$2,059	
Maintenance	2% Area Revenue											\$1,400	\$1,540	\$1,779	\$1,868	\$2,059	
Equipment and Supplies	4% area revenue											\$2,800	\$3,080	\$3,557	\$3,735	\$4,118	
<b>Area Expense</b>												<b>\$24,920</b>	<b>\$20,482</b>	<b>\$23,657</b>	<b>\$24,840</b>	<b>\$27,386</b>	
<b>Net Revenue</b>												<b>\$45,080</b>	<b>\$56,518</b>	<b>\$65,278</b>	<b>\$68,542</b>	<b>\$75,568</b>	



### Birthday Parties Rental Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session (Month)					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Birthday Parties	\$/Party (avg 15 kids) *1	\$150	\$150	\$165	\$165	\$173	20	24	25	26	28	12	\$36,000	\$43,200	\$49,896	\$52,391	\$57,761
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.05						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$36,000</b>	<b>\$43,200</b>	<b>\$49,896</b>	<b>\$52,391</b>	<b>\$57,761</b>	
Expense	Mgmt Assump.											Year 1	Year 2	Year 3	Year 4	Year 5	
Birthday Party Management	10% gross revenue											\$3,600	\$4,320	\$4,990	\$5,239	\$5,776	
Birthday Party Staff	2 hrs/party plus set up and clean, 1 employee/party, \$10/hr/employee											\$7,200	\$8,640	\$9,072	\$9,526	\$10,002	
Birthday Party Supplies	4% COGS											\$1,440	\$1,728	\$1,996	\$2,096	\$2,310	
Birthday Party Food	15% COGS											\$5,400	\$6,480	\$7,484	\$7,859	\$8,664	
<b>Area Expense</b>												<b>\$17,640</b>	<b>\$21,168</b>	<b>\$23,542</b>	<b>\$24,719</b>	<b>\$26,753</b>	
<b>Net Revenue</b>												<b>\$18,360</b>	<b>\$22,032</b>	<b>\$26,354</b>	<b>\$27,672</b>	<b>\$31,008</b>	



**Corporate & Group Events Revenue & Expenses**

Revenue	Price per Session					Ave # Attending	Number per Session					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5	
	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5							
Corporate Events and Parties	\$35	\$35	\$42	\$42	\$44	20	20	25	28	30	33	3	\$42,000	\$52,500	\$69,300	\$76,230	\$88,046	
Facility Rentals	\$6,000	\$6,000	\$7,200	\$7,200	\$7,560	1	2	3	3	3	3	1	\$12,000	\$15,000	\$19,800	\$21,780	\$25,156	
<b>Non-capacity growth rate</b>		1.00	1.20	1.00	1.05			1.25	1.10	1.10	1.10							
<b>Capacity growth rate</b>		1.10	1.20	1.10	1.10													
<b>Area Revenue</b>												<b>\$54,000</b>	<b>\$67,500</b>	<b>\$89,100</b>	<b>\$98,010</b>	<b>\$113,202</b>		
<b>Expense</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>		
Corporate Events Director	Salary plus Commission (\$20,000 plus 10% Gross Sales)											\$0	\$0	\$0	\$0	\$0		
Group Event Instructors	15% of Gross											\$8,100	\$10,125	\$13,365	\$14,702	\$16,980		
Advertising	10% Gross Sales											\$5,400	\$5,562	\$5,729	\$5,901	\$6,078		
Equipment and Consumable Supplies	5% of gross											\$2,700	\$3,375	\$4,455	\$4,901	\$5,660		
<b>Area Expense</b>												<b>\$16,200</b>	<b>\$19,062</b>	<b>\$23,549</b>	<b>\$25,503</b>	<b>\$28,718</b>		
<b>Net Revenue</b>												<b>\$37,800</b>	<b>\$48,438</b>	<b>\$65,551</b>	<b>\$72,507</b>	<b>\$84,483</b>		



### Youth Programming Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Half-Day Camp	\$/week	\$150	\$150	\$165	\$165	\$173	10	11	12	12	13	10	\$15,000	\$16,500	\$19,058	\$20,010	\$22,061
Full Day Camp	\$/week	\$250	\$250	\$275	\$275	\$289	15	17	17	18	19	10	\$37,500	\$41,250	\$47,644	\$50,026	\$55,154
Single Day Camps	\$/day	\$20	\$20	\$22	\$22	\$23	15	17	17	18	19	12	\$3,600	\$3,960	\$4,574	\$4,802	\$5,295
Camp Day-Care	\$/day	\$10	\$10	\$11	\$11	\$12	143	157	165	173	182	10	\$14,300	\$15,730	\$18,168	\$19,077	\$21,032
Lock-Ins	\$/visit	\$20	\$20	\$22	\$22	\$23	15	17	17	18	19	9	\$2,700	\$2,970	\$3,430	\$3,602	\$3,971
Field Trips	\$/visit	\$5	\$5	\$6	\$6	\$6	50	55	58	61	64	9	\$2,250	\$2,475	\$2,859	\$3,002	\$3,309
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$75,350</b>	<b>\$82,885</b>	<b>\$95,732</b>	<b>\$100,519</b>	<b>\$110,822</b>	
Expense	Mgmt Assump.											Year 1	Year 2	Year 3	Year 4	Year 5	
Youth Programming Management	10% Gross Revenue											\$7,535	\$8,289	\$9,573	\$10,052	\$11,082	
Camp Payroll	15% Gross Revenue											\$11,303	\$12,433	\$14,360	\$15,078	\$16,623	
Advertising	5% Gross Revenue											\$3,768	\$4,144	\$4,787	\$5,026	\$5,541	
Equipment & Consumables	3% Gross Revenue											\$2,261	\$2,487	\$2,872	\$3,016	\$3,325	
Camp Lunch	2.5% Gross Revenue											\$1,884	\$2,072	\$2,393	\$2,513	\$2,771	
T-shirts	\$4 per shirt											\$1,000	\$1,100	\$1,155	\$1,213	\$1,273	
<b>Area Expense</b>												<b>\$20,214</b>	<b>\$22,236</b>	<b>\$25,567</b>	<b>\$26,845</b>	<b>\$29,533</b>	
<b>Net Revenue</b>												<b>\$55,136</b>	<b>\$60,649</b>	<b>\$70,165</b>	<b>\$73,674</b>	<b>\$81,289</b>	



## Secondary Revenue Areas

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Advertisement/Sponsorship Income			\$88,246	\$97,070	\$106,777	\$117,455	\$129,201
Retail Income			\$15,000	\$15,750	\$16,538	\$17,364	\$18,233
<b>Area Revenue</b>			<b>\$103,246</b>	<b>\$112,820</b>	<b>\$123,315</b>	<b>\$134,819</b>	<b>\$147,433</b>
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Advertisement hard cost	Printing of Ad/Sponsors within facility(10% of Ad Inc.)		\$8,825	\$9,707	\$10,678	\$11,746	\$12,920
Sponsorship Commissions			\$8,825	\$9,707	\$10,678	\$11,746	\$12,920
Retail COGS	50% of Retail Gross		\$7,500	\$7,875	\$8,269	\$8,682	\$9,116
<b>Area Expense</b>			<b>\$25,149</b>	<b>\$27,289</b>	<b>\$29,624</b>	<b>\$32,173</b>	<b>\$34,956</b>
<b>Net Revenue</b>			<b>\$78,097</b>	<b>\$85,531</b>	<b>\$93,691</b>	<b>\$102,646</b>	<b>\$112,477</b>



## Food & Beverage Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$235,322	\$247,088	\$259,442	\$272,414	\$286,035
Vending Income	25% Concession sales		\$58,830	\$61,772	\$64,861	\$68,104	\$71,509
<b>Area Revenue</b>			<b>\$294,152</b>	<b>\$308,860</b>	<b>\$324,303</b>	<b>\$340,518</b>	<b>\$357,544</b>
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food	35% COGS		\$102,953	\$108,101	\$113,506	\$119,181	\$125,140
Concessions Non-food	10% Concession Sales		\$23,532	\$24,709	\$25,944	\$27,241	\$28,604
Concessions Wages	25% Concession Sales		\$58,830	\$61,772	\$64,861	\$68,104	\$71,509
<b>Area Expense</b>			<b>\$185,316</b>	<b>\$194,582</b>	<b>\$204,311</b>	<b>\$214,526</b>	<b>\$225,253</b>
<b>Net Revenue</b>			<b>\$108,836</b>	<b>\$114,278</b>	<b>\$119,992</b>	<b>\$125,992</b>	<b>\$132,291</b>

**Leased Space**

Revenue	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Movie Theatre/Bowling Alley	Leased Space	\$340,000	\$350,200	\$360,706	\$371,527	\$382,673
Other Leased Space	Leased Space	\$160,000	\$164,800	\$169,744	\$174,836	\$180,081
<b>Area Revenue</b>		<b>\$500,000</b>	<b>\$515,000</b>	<b>\$530,450</b>	<b>\$546,364</b>	<b>\$562,754</b>
Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Common Area Maintenance	5% of revenue	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
<b>Area Expense</b>		<b>\$25,000</b>	<b>\$25,750</b>	<b>\$26,523</b>	<b>\$27,318</b>	<b>\$28,138</b>
<b>Net Revenue</b>		<b>\$475,000</b>	<b>\$489,250</b>	<b>\$503,928</b>	<b>\$519,045</b>	<b>\$534,617</b>