



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')	2	110	65	7,150	14,300	16.5%
	Volleyball Courts (Over Basketball Courts)	4	60	30	Over Courts		0.0%
	Coaches/Ref Rooms	4	15	15	225	900	1.0%
	Center Court Parents Lounge	1	20	20	400	400	0.5%
	Court Storage	1	100	15	1,500	1,500	1.7%
	<i>Total Court Sq. Feet</i>						17,100
Track	Fitness Track (Mezzanine)	1	480	14	6,720	6,720	7.7%
	<i>Total Track Sq. Feet</i>						6,720
Aquatics	25 Meter Pool	0	75	75	5,625	0	0.0%
	Rec Pool	1	80	70	5,600	5,600	6.4%
	Natorium build out and Deck Space	1	Additional Space		9,275	9,275	10.7%
	Seating (250 capacity)	0	150	30	4,500	0	0.0%
	Locker Rooms	2	60	40	2,400	4,800	5.5%
	Warm-Up Area	1	20	20	400	400	0.5%
	Pool Mech. Room	1	50	60	3,000	3,000	3.5%
	Pool Storage	1	30	30	900	900	1.0%
<i>Total Aquatics Sq. Feet</i>						23,975	27.6%
Fitness	Fitness/Strength Room	1	75	60	4,500	4,500	5.2%
	Multi-Use Rooms (Dance, Cross training, boxing, aerobics)	3	30	30	900	2,700	3.1%
	Fitness Locker Rooms	2	30	40	1,200	2,400	2.8%
	<i>Total Fitness Sq. Feet</i>						9,600
FEC	Laser Tag	1	80	60	4,800	4,800	5.5%
	Vesting & Briefing Area	1	40	30	1,200	1,200	1.4%
	Arcade Area	1	50	30	1,500	1,500	1.7%
	Party Area	4	25	20	500	2,000	2.3%
	Party Offices	1	15	15	225	225	0.3%
	Redemption Counter	1	40	30	1,200	1,200	1.4%
	Redemption Storage	1	30	30	900	900	1.0%
	Rock Climbing Wall	1	20	25	500	500	0.6%
	Soft Play Area	1	40	30	1,200	1,200	1.4%
<i>Total FEC Sq. Feet</i>						13,525	15.6%
Meeting Sp	Meeting Rooms	4	20	20	400	1,600	1.8%
	Banquet Area	1	100	100	10,000	10,000	11.5%
	Storage	1	15	15	225	225	0.3%
	<i>Total Meeting Space Sq. Feet</i>						11,825
Admin Area	Kitchen, & Storage	1	60	60	3,600	3,600	4.1%
	Child Area	1	30	30	900	900	1.0%
	Lobby/Welcome Area	1	40	30	1,200	1,200	1.4%
	Divisible Multi-Purpose Rooms	2	25	20	500	1,000	1.2%
	Managers Offices	2	15	15	225	450	0.5%
	Office Area	1	40	30	1,200	1,200	1.4%
	Restrooms	4	25	25	625	2,500	2.9%
<i>Total Admin Area Sq. Feet</i>						10,850	12.5%
Required SF for Products and Services						86,875	100.0%
Mechanical, Electrical, Storage, etc.					5% of P&S SF	1,738	
Common Area, Stairs, Circulation, etc.					10% of P&S SF	8,688	
Total Estimated Indoor Facility SF						97,300	



Capital Costs and Start-up Expenses

Indoor Facility

Details		Quantity	Unit	Cost/Unit	Budgeted Cost
Building & Land Cost					
RE Acquisition	Land Cost	1	LS	\$0	\$0
Selective Demolition	Existing Buildings	1	LS	\$250,000	\$250,000
Land Cost Total					\$250,000
Hard Costs					
Structure Cost	Warm Shell	97,300	SF	\$65	\$6,324,500
Renovations to existing buildings	Current Outlet Stores	147,000			\$2,000,000
Site Development	Paving, Grading, Utilities, Landscaping, Etc	2.23	Acre	\$200,000	\$446,740
Hard Cost Total					\$8,771,240
Field and Sport Equipment Costs					
<i>Gymnasium Area</i>					
Wood Court Flooring		14,300	SF	\$9.25	\$132,275
Basketball Nets	Mechanical Roll-down system	24	Ea.	\$3,500	\$84,000
Volleyball Net System	Nets, Poles, Padding, etc.	6	Ea.	\$5,000	\$30,000
Scoreboards	With Controllers	4	Ea.	\$4,000	\$16,000
Benches (Participants)		8	Ea.	\$400	\$3,200
Bleachers (Spectators)	Tip and Roll	8	Ea.	\$2,200	\$17,600
<i>Fitness Track</i>					
Track		6,720	Ea.	\$45	\$302,400
<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	12,275	SF	\$100	\$1,227,500
<i>Competition Aquatics</i>					
25 Yard by 25 Meter Pool	Pool, Pipes, Filters, Pumps, Equip, Etc.	0	LS	\$1,156,250	\$0
Natatorium Build-out	HVAC, Deck, Etc	0	SF	\$95	\$0
Springboard Diving		0	Ea.	\$13,500	\$0
Bleachers (Spectators)		0	Ea.	\$1,500	\$0
Natatorium FFE	Lifeguard Equip, Timing Equip, Scoreboards, Etc	0	LS	\$195,000	\$0
<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		7,200	SF	\$5	\$36,000
Fitness Equipment		4,500	SF	\$40	\$180,000
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
Tax & Shipping	City Tax Exempt Status	1	LS	\$200,000	\$200,000
Field and Sport Equipment Cost Total					\$4,743,475
FOOD & BEVERAGE					
Equipment		1	LS	\$50,000	\$50,000
Finish Out		1	LS	\$30,000	\$30,000
FURNISHINGS					
Furnishings	Offices, Meeting Rooms, Classrooms, Etc	1	LS	\$60,000	\$60,000
Hardware/Software	IT systems, Computers, Etc	1	LS	\$45,000	\$45,000
MISCELLANEOUS					
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
Tax & Shipping	City Tax Exempt Status	1	LS	\$20,000	\$20,000
Furniture, Fixtures & Equipment Cost Total					\$313,500
Soft Costs					
Architecture and Engineering	% of Structure and Sitework	Fee	%	6%	\$810,883
Construction Management Fee		Fee	%	2%	\$181,695
Developer Fee		Fee	%	1.5%	\$202,721
Impact Fees		1	LS	\$100,000	\$100,000
Performance Bond	.75% to 1.5%	Fee	%	0.75%	\$68,136
Permits/Inspections		Fee	%	0.0%	\$0
Contingency		Fee	%	5.0%	\$68,172
Soft Cost Total					\$1,431,606
Total Real Estate Construction Costs					\$15,509,821

Capital Costs and Start-up Expenses - OPS LLC

Indoor Facility

Details		Budgeted Cost
Operational Start-up Costs		
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	\$217,216
Contingency	5.00%	\$32,361
Soft Cost Total		\$679,577
Working Capital Reserve		\$500,000
Total Operations Start Up Costs		\$1,179,577
Total Start Up Costs		\$16,689,398



Total Capital Costs and Start-up Expenses		
SOURCES OF FUNDS		
Owner Equity Contribution	7%	\$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	93%	\$15,589,397.70
Total Sources of Funds		\$16,689,398
USES OF FUNDS		
Pre-Open Operating Costs and WCR		\$1,179,577
Land Cost		\$250,000
Hard Cost		\$8,771,240
Field & Sport Equipment Cost		\$4,743,475
FFE Cost		\$313,500
Soft Cost		\$1,431,606
Total Uses of Funds		\$16,689,398



Total Facility Revenue & Expenses- OPS LLC

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	\$0	\$0	\$0	\$0	\$0
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	\$73,380	\$79,968	\$87,177	\$95,068	\$103,707
Food & Beverage	\$63,451	\$68,210	\$73,326	\$78,825	\$84,737
Leased Space	\$500,000	\$515,000	\$530,450	\$546,364	\$562,754
Total Revenue	\$2,149,229	\$2,382,846	\$2,688,750	\$2,830,792	\$3,082,526
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	\$0	\$0	\$0	\$0	\$0
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	\$19,176	\$20,719	\$22,397	\$24,223	\$26,211
Food & Beverage	\$44,416	\$47,747	\$51,328	\$55,178	\$59,316
Leased Space	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
Total Cost of Goods Sold	\$875,331	\$935,632	\$1,028,631	\$1,076,294	\$1,153,150
Gross Margin	\$1,273,898	\$1,447,215	\$1,660,119	\$1,754,497	\$1,929,377
<i>% of Revenue</i>	59%	61%	62%	62%	63%
Facility Expenses	\$421,370	\$437,784	\$455,066	\$473,278	\$492,490
Operating Expense	\$329,638	\$309,290	\$304,685	\$297,706	\$304,459
Management Payroll	\$352,400	\$359,448	\$366,637	\$373,970	\$381,449
Payroll Taxes/Benefits/Bonus	\$120,493	\$128,522	\$137,908	\$145,420	\$142,857
Total Operating Expenses	\$1,223,902	\$1,235,044	\$1,264,295	\$1,290,374	\$1,321,255
Income From Operations	\$49,996	\$212,171	\$395,824	\$464,124	\$608,122
<i>% of Revenue</i>	2%	9%	15%	16%	20%
<i>Debt Service</i>	\$823,477	\$823,477	\$823,477	\$823,477	\$823,477
<i>Note: Debt service based on 3.3%. Gardnyr Michael Capital Inc. has provided potential for more favorable terms</i>					
Net Income	(\$773,481)	(\$611,306)	(\$427,653)	(\$359,353)	(\$215,356)
<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
Financial Impact	\$236,519	\$398,694	\$582,347	\$650,647	\$794,644
Potential Economic Impact	\$6mm-\$10mm	\$9mm-\$15mm	\$10mm-\$22mm	\$10.7mm-\$26mm	\$11.3mm-\$31mm



IAF Loan Calculator - Debt

Enter Values	
Loan Amount	\$15,668,975
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	\$68,623
Scheduled Number of Payments	360
Actual Number of Payments	365
Total Early Payments	\$0
Total Interest	\$9,035,338

Payment #	Payment Date	Beg. Balance	Scheduled Payment	Extra Payment	Total Payment	Principal	Interest	Ending Balance
1	2/1/2012	\$15,668,975	\$68,623	\$0	\$68,623	\$25,533	\$43,090	\$15,643,441
2	3/1/2012	\$15,643,441	\$68,623	\$0	\$68,623	\$25,604	\$43,019	\$15,617,838
3	4/1/2012	\$15,617,838	\$68,623	\$0	\$68,623	\$25,674	\$42,949	\$15,592,163
4	5/1/2012	\$15,592,163	\$68,623	\$0	\$68,623	\$25,745	\$42,878	\$15,566,419
5	6/1/2012	\$15,566,419	\$68,623	\$0	\$68,623	\$25,815	\$42,808	\$15,540,603
6	7/1/2012	\$15,540,603	\$68,623	\$0	\$68,623	\$25,886	\$42,737	\$15,514,717
7	8/1/2012	\$15,514,717	\$68,623	\$0	\$68,623	\$25,958	\$42,665	\$15,488,759
8	9/1/2012	\$15,488,759	\$68,623	\$0	\$68,623	\$26,029	\$42,594	\$15,462,730
9	10/1/2012	\$15,462,730	\$68,623	\$0	\$68,623	\$26,101	\$42,523	\$15,436,630
10	11/1/2012	\$15,436,630	\$68,623	\$0	\$68,623	\$26,172	\$42,451	\$15,410,457
11	12/1/2012	\$15,410,457	\$68,623	\$0	\$68,623	\$26,244	\$42,379	\$15,384,213
12	1/1/2013	\$15,384,213	\$68,623	\$0	\$68,623	\$26,317	\$42,307	\$15,357,897
Year 1 Total					\$823,477	\$311,078	\$512,399	
13	2/1/2013	\$15,357,897	\$68,623	\$0	\$68,623	\$26,389	\$42,234	\$15,331,508
14	3/1/2013	\$15,331,508	\$68,623	\$0	\$68,623	\$26,461	\$42,162	\$15,305,046
15	4/1/2013	\$15,305,046	\$68,623	\$0	\$68,623	\$26,534	\$42,089	\$15,278,512
16	5/1/2013	\$15,278,512	\$68,623	\$0	\$68,623	\$26,607	\$42,016	\$15,251,905
17	6/1/2013	\$15,251,905	\$68,623	\$0	\$68,623	\$26,680	\$41,943	\$15,225,225
18	7/1/2013	\$15,225,225	\$68,623	\$0	\$68,623	\$26,754	\$41,869	\$15,198,471
19	8/1/2013	\$15,198,471	\$68,623	\$0	\$68,623	\$26,827	\$41,796	\$15,171,643
20	9/1/2013	\$15,171,643	\$68,623	\$0	\$68,623	\$26,901	\$41,722	\$15,144,742
21	10/1/2013	\$15,144,742	\$68,623	\$0	\$68,623	\$26,975	\$41,648	\$15,117,767
22	11/1/2013	\$15,117,767	\$68,623	\$0	\$68,623	\$27,049	\$41,574	\$15,090,718
23	12/1/2013	\$15,090,718	\$68,623	\$0	\$68,623	\$27,124	\$41,499	\$15,063,595
24	1/1/2014	\$15,063,595	\$68,623	\$0	\$68,623	\$27,198	\$41,425	\$15,036,396
Year 2 Total					\$823,477	\$321,500	\$501,977	
25	2/1/2014	\$15,036,396	\$68,623	\$0	\$68,623	\$27,273	\$41,350	\$15,009,123
26	3/1/2014	\$15,009,123	\$68,623	\$0	\$68,623	\$27,348	\$41,275	\$14,981,775
27	4/1/2014	\$14,981,775	\$68,623	\$0	\$68,623	\$27,423	\$41,200	\$14,954,352
28	5/1/2014	\$14,954,352	\$68,623	\$0	\$68,623	\$27,499	\$41,124	\$14,926,853
29	6/1/2014	\$14,926,853	\$68,623	\$0	\$68,623	\$27,574	\$41,049	\$14,899,279
30	7/1/2014	\$14,899,279	\$68,623	\$0	\$68,623	\$27,650	\$40,973	\$14,871,629
31	8/1/2014	\$14,871,629	\$68,623	\$0	\$68,623	\$27,726	\$40,897	\$14,843,903
32	9/1/2014	\$14,843,903	\$68,623	\$0	\$68,623	\$27,802	\$40,821	\$14,816,101
33	10/1/2014	\$14,816,101	\$68,623	\$0	\$68,623	\$27,879	\$40,744	\$14,788,222
34	11/1/2014	\$14,788,222	\$68,623	\$0	\$68,623	\$27,955	\$40,668	\$14,760,266
35	12/1/2014	\$14,760,266	\$68,623	\$0	\$68,623	\$28,032	\$40,591	\$14,732,234
36	1/1/2015	\$14,732,234	\$68,623	\$0	\$68,623	\$28,109	\$40,514	\$14,704,125
Year 3 Total					\$823,477	\$332,272	\$491,205	
37	2/1/2015	\$14,704,125	\$68,623	\$0	\$68,623	\$28,187	\$40,436	\$14,675,938
38	3/1/2015	\$14,675,938	\$68,623	\$0	\$68,623	\$28,264	\$40,359	\$14,647,674
39	4/1/2015	\$14,647,674	\$68,623	\$0	\$68,623	\$28,342	\$40,281	\$14,619,332
40	5/1/2015	\$14,619,332	\$68,623	\$0	\$68,623	\$28,420	\$40,203	\$14,590,912
41	6/1/2015	\$14,590,912	\$68,623	\$0	\$68,623	\$28,498	\$40,125	\$14,562,414
42	7/1/2015	\$14,562,414	\$68,623	\$0	\$68,623	\$28,576	\$40,047	\$14,533,837
43	8/1/2015	\$14,533,837	\$68,623	\$0	\$68,623	\$28,655	\$39,968	\$14,505,182
44	9/1/2015	\$14,505,182	\$68,623	\$0	\$68,623	\$28,734	\$39,889	\$14,476,448
45	10/1/2015	\$14,476,448	\$68,623	\$0	\$68,623	\$28,813	\$39,810	\$14,447,635
46	11/1/2015	\$14,447,635	\$68,623	\$0	\$68,623	\$28,892	\$39,731	\$14,418,743
47	12/1/2015	\$14,418,743	\$68,623	\$0	\$68,623	\$28,972	\$39,652	\$14,389,772
48	1/1/2016	\$14,389,772	\$68,623	\$0	\$68,623	\$29,051	\$39,572	\$14,360,721
Year 4 Total					\$823,477	\$343,404	\$480,073	
49	2/1/2016	\$14,360,721	\$68,623	\$0	\$68,623	\$29,131	\$39,492	\$14,331,589
50	3/1/2016	\$14,331,589	\$68,623	\$0	\$68,623	\$29,211	\$39,412	\$14,302,378
51	4/1/2016	\$14,302,378	\$68,623	\$0	\$68,623	\$29,292	\$39,332	\$14,273,087
52	5/1/2016	\$14,273,087	\$68,623	\$0	\$68,623	\$29,372	\$39,251	\$14,243,715
53	6/1/2016	\$14,243,715	\$68,623	\$0	\$68,623	\$29,453	\$39,170	\$14,214,262
54	7/1/2016	\$14,214,262	\$68,623	\$0	\$68,623	\$29,534	\$39,089	\$14,184,728
55	8/1/2016	\$14,184,728	\$68,623	\$0	\$68,623	\$29,615	\$39,008	\$14,155,113
56	9/1/2016	\$14,155,113	\$68,623	\$0	\$68,623	\$29,697	\$38,927	\$14,125,416
57	10/1/2016	\$14,125,416	\$68,623	\$0	\$68,623	\$29,778	\$38,845	\$14,095,638
58	11/1/2016	\$14,095,638	\$68,623	\$0	\$68,623	\$29,860	\$38,763	\$14,065,778
59	12/1/2016	\$14,065,778	\$68,623	\$0	\$68,623	\$29,942	\$38,681	\$14,035,836
60	1/1/2017	\$14,035,836	\$68,623	\$0	\$68,623	\$30,025	\$38,599	\$14,005,811
Year 5 Total					\$823,477	\$354,909	\$468,568	



Total Cash Flow- OPS LLC

Cash Analysis	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenues	\$2,149,229	\$2,382,846	\$2,688,750	\$2,830,792	\$3,082,526
Total Cost of Goods Sold	\$875,331	\$935,632	\$1,028,631	\$1,076,294	\$1,153,150
Total Operating Expenses	\$1,223,902	\$1,235,044	\$1,264,295	\$1,290,374	\$1,321,255
Net Income Before Tax	\$49,996	\$212,171	\$395,824	\$464,124	\$608,122
Additions					
Increase in Payables/Credit Cards	\$0	\$0	\$0	\$0	\$0
Total Additional Revenue	-	-	-	-	-
Subtractions					
Deferred Income	\$0	\$0	\$0	\$0	\$0
Cash Distributions	\$5,000	\$21,217	\$39,582	\$46,412	\$60,812
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
Total Additional Subtractions	(\$5,000)	(\$21,217)	(\$39,582)	(\$46,412)	(\$60,812)
Annual Cash Flow	\$44,997	\$190,954	\$356,241	\$417,711	\$547,309
Opening Balance	\$500,000	\$544,997	\$735,950	\$1,092,192	\$1,509,903
Annual Cash Flow	\$44,997	\$190,954	\$356,241	\$417,711	\$547,309
Cash on Hand (eoy)	\$544,997	\$735,950	\$1,092,192	\$1,509,903	\$2,057,212

Cash on Hand Sensitivity Analysis					
Percent of Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
110%	\$672,386	\$1,008,062	\$1,530,315	\$2,123,476	\$2,863,723
90%	\$417,607	\$463,839	\$654,068	\$896,330	\$1,250,702
80%	\$290,217	\$191,728	\$215,945	\$282,757	\$444,191
70%	\$162,827	(\$80,383)	(\$222,178)	(\$330,816)	(\$362,319)
60%	\$35,437	(\$352,495)	(\$660,301)	(\$944,389)	(\$1,168,830)



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	\$34,055	\$35,077	\$36,129	\$37,213	\$38,329
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	\$29,190	\$32,109	\$35,320	\$38,852	\$42,737
Utility Expense	\$1.25/SF	\$121,625	\$125,274	\$129,032	\$132,903	\$136,890
Utility Expense Rec Pool		\$200,000	\$206,000	\$212,180	\$218,545	\$225,102
Utility Expense Comp Pool		\$0	\$0	\$0	\$0	\$0
Total Facility Expense		\$421,370	\$437,784	\$455,066	\$473,278	\$492,490



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)	\$32,238	\$35,743	\$40,331	\$42,462	\$46,238
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
Total Operating Expenses		\$329,638	\$309,290	\$304,685	\$297,706	\$304,459



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
Total Management Payroll		\$352,400	\$359,448	\$366,637	\$373,970	\$381,449



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
Subtotal Management Payroll			\$111,250	\$352,400	\$359,448	\$366,637	\$373,970	\$381,449
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	\$0	\$0	\$0	\$0	\$0	\$0
Staff	Rec Pool Staff	1 month prior	\$2,890	\$34,680	\$36,434	\$38,930	\$40,357	\$42,554
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
Subtotal Sport Admin Staff			\$73,772	\$370,146	\$398,913	\$432,378	\$448,462	\$407,448
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
Subtotal Instructors (COGS)				\$42,685	\$51,925	\$60,699	\$64,658	\$72,566
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 Lifegaurds	Per Diem		\$150,000	\$154,500	\$159,135	\$163,909	\$168,826
Subtotal Referee/Officials (COGS)				\$170,560	\$179,172	\$185,041	\$191,110	\$197,387
Payroll Subtotal				\$217,216	\$1,064,569	\$1,127,225	\$1,193,396	\$1,231,362
				50%	47%	44%	43%	38%
	Health Insurance	2 employees @ 300/month		\$7,200	\$7,416	\$7,638	\$10,464	\$10,464
	Bonus Pool			\$21,492	\$23,828	\$26,887	\$28,308	\$30,825
	Payroll Services			\$2,400	\$2,472	\$2,546	\$2,623	\$2,701
	Payroll Taxes	10.00% of payroll (excl refs)		\$89,401	\$94,805	\$100,836	\$104,025	\$98,866
Payroll Taxes/Benefits/Bonus Totals				\$120,493	\$128,522	\$137,908	\$145,420	\$142,857
Total Payroll				\$1,185,063	\$1,255,747	\$1,331,304	\$1,376,781	\$1,328,905

**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						
Memberships																	
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
	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		1.10	1.10	1.10	1.10						
Area Revenue												\$602,600	\$662,860	\$767,563	\$808,096	\$893,416	
Expense																	
	Mgmt Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
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
Area Expense												\$132,572	\$145,829	\$168,864	\$177,781	\$196,551	
Net Revenue												\$470,028	\$517,031	\$598,699	\$630,315	\$696,864	

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
Youth Leagues																	
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
Adult Leagues																	
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
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						
Area Revenue												\$146,160	\$175,392	\$195,452	\$205,225	\$222,333	
Expense Management Assumption																	
Expense	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
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
Area Expense												\$59,658	\$64,574	\$71,062	\$74,615	\$80,322	
Net Revenue												\$86,502	\$110,818	\$124,391	\$130,610	\$142,011	

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
Sept. - Oct. League	\$/Team	\$500	\$500	\$550	\$550	\$578	5	6	6	7	7	1	\$2,500	\$3,000	\$3,465	\$3,638	\$4,011
Nov.- Dec. League	\$/Team	\$500	\$500	\$550	\$550	\$578	10	12	13	13	14	1	\$5,000	\$6,000	\$6,930	\$7,277	\$8,022
Jan. - Feb. League	\$/Team	\$500	\$500	\$550	\$550	\$578	12	14	15	16	17	1	\$6,000	\$7,200	\$8,316	\$8,732	\$9,627
Mar. - Apr. League	\$/Team	\$500	\$500	\$550	\$550	\$578	10	12	13	13	14	1	\$5,000	\$6,000	\$6,930	\$7,277	\$8,022
May - June League	\$/Team	\$500	\$500	\$550	\$550	\$578	5	6	6	7	7	1	\$2,500	\$3,000	\$3,465	\$3,638	\$4,011
July - Aug. League	\$/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						
Area Revenue												\$47,180	\$56,616	\$65,391	\$68,661	\$75,699	
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	
Area Expense												\$20,313	\$22,111	\$25,045	\$26,297	\$28,720	
Net Revenue												\$26,867	\$34,505	\$40,347	\$42,364	\$46,979	



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	
Non-capacity growth rate				1.00	1.05	1.00	1.05		1.10	1.05	1.00	1.00							
Capacity growth rate				1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
Area Revenue													\$24,000	\$26,400	\$29,106	\$29,106	\$30,561		
LOI Closing Percentage													0%						
Expense	Mgmt Assump.		Year 1	Year 2	Year 3	Year 4	Year 5												
Supervision/Maintenance Staff	5% Rev		\$1,200	\$1,320	\$1,455	\$1,455	\$1,528												
Area Expense													\$1,200	\$1,320	\$1,455	\$1,455	\$1,528		
Net Revenue													\$22,800	\$25,080	\$27,651	\$27,651	\$29,033		



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						
Small Events																	
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
	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						
Area Revenue												\$57,600	\$69,120	\$79,834	\$83,825	\$92,417	
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
Area Expense												\$26,816	\$30,106	\$34,707	\$36,443	\$40,143	
Net Revenue												\$30,784	\$39,014	\$45,126	\$47,382	\$52,275	

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					
Area Revenue												\$59,767	\$66,843	\$77,204	\$81,064	\$89,373
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
Area Expense												\$226,763	\$234,558	\$245,165	\$253,179	\$263,286
Net Revenue												(\$166,996)	(\$167,715)	(\$167,961)	(\$172,115)	(\$173,912)

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

Aquatics-Recreation Revenue & Expenses																	
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
	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						
Area Revenue												\$207,138	\$227,852	\$263,169	\$276,327	\$304,651	
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	
Area Expense												\$328,812	\$343,529	\$363,368	\$376,031	\$394,017	
Net Revenue												(\$121,674)	(\$115,677)	(\$100,199)	(\$99,704)	(\$89,367)	



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
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.00						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
Area Revenue												\$86,400	\$103,680	\$119,750	\$125,738	\$132,025	
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						
Area Expense												\$47,208	\$56,650	\$65,430	\$68,702	\$72,137	
Net Revenue												\$39,192	\$47,030	\$54,320	\$57,036	\$59,888	

Pricing Notes

<u>Powerhouse Gym</u>	
\$45/Month	
<u>Levite Community Center</u>	
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						
Laser Tag																	
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
Arcade																	
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
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.20	1.10	1.10	1.10						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
Area Revenue												\$105,970	\$127,164	\$153,868	\$169,255	\$195,489	
Expense																	
	Mgmt Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
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
Area Expense												\$91,746	\$97,301	\$106,800	\$112,623	\$122,015	
Net Revenue												\$14,224	\$29,862	\$47,068	\$56,632	\$73,474	



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
	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						
Area Revenue												\$70,000	\$77,000	\$88,935	\$93,382	\$102,953	
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	
Area Expense												\$24,920	\$20,482	\$23,657	\$24,840	\$27,386	
Net Revenue												\$45,080	\$56,518	\$65,278	\$68,542	\$75,568	



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						
Area Revenue												\$36,000	\$43,200	\$49,896	\$52,391	\$57,761	
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	
Area Expense												\$17,640	\$21,168	\$23,542	\$24,719	\$26,753	
Net Revenue												\$18,360	\$22,032	\$26,354	\$27,672	\$31,008	



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
Non-capacity growth rate		1.00	1.20	1.00	1.05			1.25	1.10	1.10	1.10						
Capacity growth rate		1.10	1.20	1.10	1.10												
Area Revenue												\$54,000	\$67,500	\$89,100	\$98,010	\$113,202	
Expense												Year 1	Year 2	Year 3	Year 4	Year 5	
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	
Area Expense												\$16,200	\$19,062	\$23,549	\$25,503	\$28,718	
Net Revenue												\$37,800	\$48,438	\$65,551	\$72,507	\$84,483	



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
	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						
Area Revenue												\$75,350	\$82,885	\$95,732	\$100,519	\$110,822	
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	
Area Expense												\$20,214	\$22,236	\$25,567	\$26,845	\$29,533	
Net Revenue												\$55,136	\$60,649	\$70,165	\$73,674	\$81,289	



Secondary Revenue Areas

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Advertisement/Sponsorship Income			\$58,380	\$64,218	\$70,640	\$77,704	\$85,474
Retail Income			\$15,000	\$15,750	\$16,538	\$17,364	\$18,233
Area Revenue			\$73,380	\$79,968	\$87,177	\$95,068	\$103,707
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.)		\$5,838	\$6,422	\$7,064	\$7,770	\$8,547
Sponsorship Comissions			\$5,838	\$6,422	\$7,064	\$7,770	\$8,547
Retail COGS	50% of Retail Gross		\$7,500	\$7,875	\$8,269	\$8,682	\$9,116
Area Expense			\$19,176	\$20,719	\$22,397	\$24,223	\$26,211
Net Revenue			\$54,204	\$59,249	\$64,781	\$70,845	\$77,496



Food & Beverage Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$155,680	\$163,464	\$171,637	\$180,219	\$189,230
Vending Income	25% Concession sales		\$38,920	\$40,866	\$42,909	\$45,055	\$47,308
Area Revenue			\$194,600	\$204,330	\$214,547	\$225,274	\$236,538
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food	35% COGS		\$68,110	\$71,516	\$75,091	\$78,846	\$82,788
Concessions Non-food	10% Concession Sales		\$15,568	\$16,346	\$17,164	\$18,022	\$18,923
Concessions Wages	25% Concession Sales		\$38,920	\$40,866	\$42,909	\$45,055	\$47,308
Area Expense			\$122,598	\$128,728	\$135,164	\$141,923	\$149,019
Net Revenue			\$72,002	\$75,602	\$79,382	\$83,351	\$87,519

Leased Space

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