

February 26, 2016

Dear Innovation Lab Attendee:

On behalf of the Sports Facilities Advisory (SFA) and Sports Facilities Management (SFM) team, it is our pleasure to provide the enclosed sample financial forecasts as a representation of the work we produce to in support of project finance for parks, recreation and sports assets. The enclosed sample pro forma documents include two operating models commonly considered by the municipalities with which we work:

- The local recreation model is intended to enhance access to healthy activities for community members of all ages. In this case, the “Indoor Sports and Wellness Center” pro forma is based off of a model we produced for a community in the Pacific Northwest United States with a goal of creating a long-term, sustainable recreation asset that provides a safe, affordable destination for children, families, and adults to be active and improve their health.
- The sports tourism model is intended to generate overnight stays and direct spending by non-local visitors traveling for competitive sports tournaments. In this case, the “Outdoor Sports Tourism Facility” pro forma is based off of a model we produced for a community in the Southeast United States with a goal of creating economic impact via a complex capable of hosting weekend tournaments and events while fulfilling the community’s weekday and seasonal multi-purpose field sports needs.

While these documents represent our financial forecasts, it is important to remember that they are reflective of and based on a much larger community engagement, stakeholder interview, and market study process. To accurately project financial performance, our team performs in-depth analyses on demographics and socio-economics, accessibility to the site and market, local climate, existing service providers, trends in the market, trends in the industry, cost of living, etc. The comprehensive process we use has been developed in response to “Wall Street” requirements and therefore provides much greater detail than a typical feasibility study. The documents enclosed are the same documents used to secure project financing.

It was a pleasure spending time with you in San Diego. Please do not hesitate to contact Eric Sullivan or myself directly with questions. As always, we are here to help!

Sincerely,

A handwritten signature in black ink, appearing to read 'Dev K. Pathik'.

Dev Pathik

Founder & Chief Executive Officer

The Sports Facilities Advisory & The Sports Facilities Management

727.474.3845 | Dpathik@sportadvisory.com | www.sportadvisory.com



Indoor Sports and Wellness Center

Five-Year Operating Pro Forma

Produced by: Sports Facilities Advisory, LLC

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)

Space	Indoor Programming Product/Service	Count	Dimensions L (') W (')		Approx. SF each	Total SF	% of Footprint
Court	Hardwood Basketball Courts (actual courts 84' x 50')	2	72	116	8,352	16,704	21.2%
	<i>Total Court Sq. Ft.</i>					16,704	21.2%
Fitness	Fitness Center	1	70	70	4,900	4,900	6.2%
	Multi-Use Rooms (Dance, Cross training, boxing, aerobics)	2	35	35	1,225	2,450	3.1%
	<i>Total Fitness Sq. Ft.</i>					7,350	9.3%
Track	Walking track (Poured Synthetic)	1	520	10	5,200	5,200	6.6%
	<i>Total Track Sq. Ft.</i>					5,200	6.6%
Natatorium	25 yard / 6-lane Pool	1	75	45	3,375	3,375	4.3%
	Leisure Pool	1	Variable		6,000	6,000	7.6%
	Warm Water Spa	1	Variable		145	145	0.2%
	Deck Space	1	Variable		12,480	12,480	15.9%
	Multi-Purpose Classroom	1	40	20	800	800	1.0%
	Aquatics Offices	2	15	15	225	450	0.6%
	Storage	1	20	25	500	500	0.6%
	Pool Mechanical Room	1	50	30	1,500	1,500	1.9%
	<i>Total Aquatics Sq. Ft.</i>					25,250	32.1%
Flex Space	Locker Rooms w/showers	2	50	40	2,000	4,000	5.1%
	Family Changing Room	2	10	10	100	200	0.3%
	Lobby/Welcome Area	1	30	20	600	600	0.8%
	Manager Offices	2	10	10	100	200	0.3%
	Office Area	1	40	30	1,200	1,200	1.5%
	Concessions	1	40	20	800	800	1.0%
	Child Watch	1	30	20	600	600	0.8%
	Nursery	1	15	15	225	225	0.3%
	Multi-Purpose Classroom	1	60	25	1,500	1,500	1.9%
	Rec Room	1	40	40	1,600	1,600	2.0%
	<i>Total Admin/Flex Space Sq. Ft.</i>					10,925	13.9%
Adventure	Rock Wall	1	40	30	1,200	1,200	1.5%
	<i>Total Adventure Sq. Ft.</i>					1,200	1.5%
	Required SF for Products and Services					66,629	84.7%
	Mechanical, Electrical, Storage, etc.					8% of P&S SF 5,330	6.8%
	Common Area, Stairs, Circulation, etc.					10% of P&S SF 6,663	8.5%
	Total Estimated Building					78,622	100%
	Total Building Acreage					1.8	

Site Development (IAF)

Outdoor	Quantity	Dimensions L (') W (')		Approx. SF each	Total SF	% of Total
Parking Spaces Total (10'x18')	393	20	20	400	157,244	61.5%
Setbacks, Green Space, etc.				25% of Indoor SF	19,656	7.7%
	Total Estimated Complex SF				255,522	100%
	Total Complex Acreage				5.9	

Capital Costs and Start-up Expenses

Indoor Facility

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Building & Land Cost						
RE Acquisition	Estimated \$3.5M - \$3.75M	5.9	Acre	\$639,279	\$3,750,000	14.9%
Land Cost Total					\$3,750,000	14.9%
Hard Costs						
Building Construction - Full Facility Except for Natatorium	Warm Shell (Slab, Structure, Systems, High Efficiency LED Lighting Package-ASG Energy, Basic Finishes, Prevailing Wages etc.)	53,372	SF	\$75	\$4,002,917	15.9%
Building Construction - Natatorium	Erosion Resistant Warm Shell with Pools, Equipment, and Systems	22,000	SF	\$250	\$5,500,000	21.9%
Building Construction - Natatorium Support Spaces	Erosion Resistant Warm Shell with Systems, FF&E, and Finishes for Dry Portions of Natatorium	3,250	SF	\$160	\$520,000	2.1%
Solar Panels	Per State Statute-1.5% Total Project Cost	1	LS	\$270,008	\$270,008	1.1%
Site Development	Paving, Grading, Utilities, Landscaping, improvement allocation for indoor facility	5.9	Acre	\$150,000	\$879,897	3.5%
Adjustment for Prevailing Wages	41% increase on labor costs	1.0	LS	\$1,400,000	\$1,400,000	5.6%
Contingency				20.00%	\$2,234,564	8.9%
Hard Cost Total					\$14,807,386	58.9%
Court Area						
Wood Court Flooring		16,704	SF	\$9.25	\$154,512	0.6%
Basketball Net & Stanchion System	Mechanical Roll-down system	4	Ea.	\$6,000	\$24,000	0.1%
Volleyball Net System	Electronic System (Nets, Poles, Padding, etc.)	2	Ea.	\$10,000	\$20,000	0.1%
Scoreboards	With Controllers	2	Ea.	\$5,000	\$10,000	0.0%
Benches (Participants)		4	Ea.	\$550	\$2,200	0.0%
Bleachers (Spectators)	Tip and Roll	4	Ea.	\$2,500	\$10,000	0.0%
Curtains (Court)	Mechanical Roll Down	1	Ea.	\$13,500	\$13,500	0.1%
Netting	Separating Basketball Courts from Track - 1 3/16" Ceiling & Perimeter Netting. Includes Fire Retardant Treatment	1	Ea.	\$28,400	\$28,400	0.1%
Fitness						
Fitness Center Flooring		4,900	SF	\$5	\$24,500	0.1%
Fitness Equipment	Buildout & Equipment	4,900	SF	\$45	\$220,500	0.9%
Multi-Purpose Room Flooring		2,450	SF	\$12	\$29,400	0.1%
Track						
Track Surface	Poured Synthetic	5,200	SF	\$7	\$36,400	0.1%
Adventure						
Rock Wall	Purchased Equipment	1	Ea.	\$125,000	\$125,000	0.5%
Miscellaneous						
Athletic Equipment	Balls, Cones, & Training Equip.	1	LS	\$10,000	\$10,000	0.0%
Locker Rooms	Buildout	4,000	SF	\$65	\$260,000	1.0%
Tax and Shipping				9.00%	\$63,757	0.3%
Contingency				20.00%	\$206,434	0.8%
Field and Sport Equipment Cost Total					\$1,238,603	4.9%
FOOD & BEVERAGE						
Equipment		1	LS	\$90,000	\$90,000	0.4%
Finish Out		1	LS	\$30,000	\$30,000	0.1%
FURNISHINGS						
Furnishings	Offices, Meeting Rooms, Classrooms, Etc.	1	LS	\$75,000	\$75,000	0.3%
Hardware	IT systems, Computers, Etc.	1	LS	\$50,000	\$50,000	0.2%
Software		1	LS	\$20,000	\$20,000	0.1%
MISCELLANEOUS						
Signage & Banners		1	LS	\$50,000	\$50,000	0.2%
Maintenance Equipment	General Facility Maintenance Equipment (Tools, Plumbing/Electrical/Cleaning)	1	LS	\$10,000	\$10,000	0.0%
Tax & Shipping				9.00%	\$29,250	0.1%
Contingency				20.00%	\$70,850	0.3%
Furniture, Fixtures and Equipment Cost Total					\$425,100	1.7%
Soft Costs-Construction						
Design-Build Fee				7.0%	\$1,415,476	5.6%
Impact Fees	TBD				\$25,000	0.1%
SDC/Building Permit/Planning Fees					\$1,924,466	7.7%
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting				\$50,000	0.2%
Presentation Materials	Renderings, etc.				\$10,000	0.0%
Soft Costs-Operations						
Facility Development Consulting Fees	SFA Consulting Fee				\$174,000	0.7%
Consultant Travel	\$3,000/month				\$36,000	0.1%
Marketing Allowance	Pre-Opening Marketing Budget				\$129,891	0.5%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening				\$344,981	1.4%
Contingency				20.00%	\$821,963	3.3%
Soft Cost Total					\$4,931,776	19.6%
Total Construction Costs					\$25,152,865	100.0%
Working Capital Reserve					TBD	
Cost Per Square Foot (Building Only)					\$259.91	

Capital Costs and Start-up Expenses

SOURCES OF FUNDS		
Equity Financing	0%	\$0
Debt Financing	100%	\$25,152,865
Working Capital Reserve	<i>Owner Equity</i>	TBD
Total Sources of Funds		\$25,152,865
USES OF FUNDS		
Land Cost		\$3,750,000
Hard Cost		\$14,807,386
Field and Sport Equipment Cost		\$1,663,703
Soft Cost		\$4,931,776
Working Capital Reserve		TBD
Total Uses of Funds		\$25,152,865

Indoor Facility Revenue & Expenses

	Year 1	Year 2	Year 3	Year 4	Year 5
Local Usage Revenue					
IAF-Memberships	\$913,838	\$1,463,970	\$1,765,144	\$1,846,203	\$2,035,439
IAF- Fitness & Training	\$79,831	\$95,798	\$110,646	\$116,178	\$121,987
IAF-Basketball	\$74,432	\$89,319	\$112,988	\$124,287	\$137,026
IAF-Volleyball	\$33,750	\$40,500	\$51,233	\$56,356	\$62,132
IAF-Futsal	\$10,500	\$12,600	\$15,939	\$17,533	\$19,330
IAF-Court Rental	\$18,500	\$20,350	\$22,436	\$22,436	\$23,558
IAF-Aquatics	\$295,080	\$323,628	\$373,262	\$391,397	\$430,961
IAF-Rock Wall	\$22,310	\$24,541	\$28,345	\$29,762	\$32,813
IAF-Birthday Parties	\$19,200	\$23,040	\$26,611	\$27,942	\$30,806
IAF-Corporate and Group Events	\$8,800	\$9,680	\$12,778	\$14,055	\$16,234
IAF-Youth Programs	\$90,735	\$108,882	\$137,736	\$151,509	\$167,039
IAF-Secondary Areas	\$50,000	\$60,000	\$63,000	\$66,150	\$69,458
IAF-Food & Beverage	\$113,216	\$118,877	\$124,821	\$131,062	\$137,615
Total Revenue	\$1,730,192	\$2,391,184	\$2,844,938	\$2,994,870	\$3,284,397
Expenses					
IAF-Memberships	\$419,206	\$605,860	\$722,958	\$756,156	\$829,491
IAF- Fitness & Training	\$30,868	\$37,042	\$42,783	\$44,922	\$47,168
IAF-Basketball	\$31,607	\$33,239	\$38,871	\$42,348	\$45,372
IAF-Volleyball	\$13,553	\$14,643	\$18,242	\$20,066	\$21,960
IAF-Futsal	\$4,200	\$4,536	\$5,506	\$6,057	\$6,544
IAF-Court Rental	\$925	\$1,018	\$1,122	\$1,122	\$1,178
IAF-Aquatics	\$469,694	\$489,928	\$516,600	\$534,497	\$559,039
IAF-Rock Wall	\$6,486	\$6,153	\$7,106	\$7,462	\$8,226
IAF-Birthday Parties	\$8,448	\$10,138	\$11,346	\$11,913	\$12,934
IAF-Corporate and Group Events	\$3,520	\$3,810	\$4,767	\$5,178	\$5,861
IAF-Youth Programs	\$33,531	\$40,237	\$50,718	\$55,790	\$61,403
IAF-Secondary Areas	\$10,000	\$12,000	\$12,600	\$13,230	\$13,892
IAF-Food & Beverage	\$72,647	\$76,279	\$80,093	\$84,098	\$88,303
Total Cost of Goods Sold	\$1,104,684	\$1,334,881	\$1,512,712	\$1,582,839	\$1,701,371
Gross Margin	\$625,508	\$1,056,302	\$1,332,226	\$1,412,032	\$1,583,026
<i>% of Revenue</i>	36%	44%	47%	47%	48%
Facility Expenses	\$427,197	\$434,713	\$447,754	\$461,187	\$475,023
Operating Expense	\$433,977	\$431,638	\$428,467	\$431,753	\$438,019
Management Payroll	\$349,000	\$362,960	\$377,478	\$392,578	\$408,281
Payroll Taxes/Benefits/Bonus	\$199,259	\$225,246	\$245,796	\$255,727	\$270,640
Total Operating Expenses	\$1,409,433	\$1,454,557	\$1,499,496	\$1,541,245	\$1,591,962
EBITDA	(\$783,925)	(\$398,254)	(\$167,271)	(\$129,213)	(\$8,936)
<i>% of Revenue</i>	-45%	-17%	-6%	-4%	0%
<i>Debt Service - TBD</i>	\$0	\$0	\$0	\$0	\$0
Total Net Income	(\$783,925)	(\$398,254)	(\$167,271)	(\$129,213)	(\$8,936)

Annual Net Income Sensitivity Analysis					
Percent of Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
110%	(\$721,374)	(\$292,624)	(\$34,048)	\$11,990	\$149,367
90%	(\$846,476)	(\$503,885)	(\$300,493)	(\$270,416)	(\$167,239)
80%	(\$909,026)	(\$609,515)	(\$433,716)	(\$411,619)	(\$325,541)
70%	(\$971,577)	(\$715,145)	(\$566,938)	(\$552,823)	(\$483,844)
60%	(\$1,034,128)	(\$820,775)	(\$700,161)	(\$694,026)	(\$642,147)

Facility Expenses

Indoor Building

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Alarm System		\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Facility Maintenance & Cleaning Expense	\$1.15/SF	\$90,416	\$93,128	\$95,922	\$98,800	\$101,764
Facility/Medical Supplies		\$10,000	\$5,000	\$5,150	\$5,305	\$5,464
Lawn/Snow Care	\$1,000/Mo	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506
Maint. & Repairs	\$50/SF	\$74,166	\$76,391	\$78,683	\$81,043	\$83,474
Utility Expense - Aquatics	\$7.75/SF	\$170,500	\$175,615	\$180,883	\$186,310	\$191,899
Utility Expense - Dry Areas (ASG Lighting-Reduces by 25%)	\$1.15/SF	\$65,116	\$67,069	\$69,081	\$71,154	\$73,288
Total Facility Expense		\$427,197	\$434,713	\$447,754	\$461,187	\$475,023

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
Bank Service Charges	Misc Banking Fees		\$3,500	\$3,605	\$3,713	\$3,825	\$3,939
Communications	Phone/Cable		\$12,000	\$12,360	\$12,731	\$13,113	\$13,506
Consulting Fees	Full Time Management		\$174,000	\$168,000	\$162,000	\$156,000	\$150,000
Consultant Travel			\$36,000	\$24,000	\$12,000	\$12,360	\$12,731
Credit Card Expense	80% of Sales (2.5% fee)		\$34,604	\$47,824	\$56,899	\$59,897	\$65,688
Dues and Subscriptions	Magazines/Publications		\$2,500	\$2,575	\$2,652	\$2,732	\$2,814
Employee Uniforms			\$8,000	\$5,000	\$5,150	\$5,305	\$5,464
Exchange Expense			\$0	\$0	\$0	\$0	\$0
General Advertising			\$30,000	\$30,900	\$31,827	\$32,782	\$33,765
Insurance-Property	\$1,500/month		\$18,000	\$18,540	\$19,096	\$19,669	\$20,259
Insurance-Liability	\$2,000/month		\$24,000	\$24,720	\$25,462	\$26,225	\$27,012
Insurance-Workman's Comp	\$1.91 per \$100 of payroll		\$20,973	\$21,602	\$22,250	\$22,918	\$23,605
Interest Expense			\$0	\$0	\$0	\$0	\$0
Legal Fees			\$20,000	\$20,600	\$21,218	\$21,855	\$22,510
Licenses, Permits	Food Licenses, etc.		\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Office Supplies	office and cleaning		\$7,500	\$7,725	\$7,957	\$8,195	\$8,441
Photocopier Lease			\$2,400	\$2,472	\$2,546	\$2,623	\$2,701
Postage & Freight			\$4,500	\$4,635	\$4,774	\$4,917	\$5,065
Real Estate Tax	Tax Exempt		\$0	\$0	\$0	\$0	\$0
Software- Facility Management	Online Scheduling Software		\$18,000	\$18,540	\$19,096	\$19,669	\$20,259
Software- Office	MS Office		\$2,500	\$2,575	\$2,652	\$2,732	\$2,814
Travel and Entertainment			\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Total Operating Expenses			\$433,977	\$431,638	\$428,467	\$431,753	\$438,019

Management Payroll Summary

Management Position	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager/CEO		\$85,000	\$88,400	\$91,936	\$95,613	\$99,438
Director of Operations		\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Marketing & Business Development Director		\$52,000	\$54,080	\$56,243	\$58,493	\$60,833
Facility Manager		\$42,000	\$43,680	\$45,427	\$47,244	\$49,134
Office Manager/Bookkeeper		\$50,000	\$52,000	\$54,080	\$56,243	\$58,493
Admin	120 hours/wk at \$10	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Total Management Payroll		\$349,000	\$362,960	\$377,478	\$392,578	\$408,281

Payroll Summary

Total Payroll Summary		Mgmt. Assump	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	General Manager/CEO	12 months prior	\$85,000	\$85,000	\$88,400	\$91,936	\$95,613	\$99,438
Mgmt	Director of Operations	9 months prior	\$45,000	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Mgmt	Marketing & Business Development Director	12 months prior	\$52,000	\$52,000	\$54,080	\$56,243	\$58,493	\$60,833
Mgmt	Facility Manager	6 months prior	\$21,000	\$42,000	\$43,680	\$45,427	\$47,244	\$49,134
Mgmt	Office Manager/Bookkeeper	9 months prior	\$37,500	\$50,000	\$52,000	\$54,080	\$56,243	\$58,493
Mgmt	Admin	3 months prior	\$15,000	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Subtotal Management Payroll			\$255,500	\$349,000	\$362,960	\$377,478	\$392,578	\$408,281
Director	IAF-Membership Management	3 months prior	\$22,846	\$91,384	\$109,798	\$132,386	\$138,465	\$152,658
Director	IAF-Basketball Management Allotment	3 months prior	\$1,861	\$7,443	\$7,815	\$8,206	\$8,616	\$9,047
Director	IAF-Volleyball Management Allotment	3 months prior	\$844	\$3,375	\$4,050	\$5,123	\$5,636	\$6,213
Director	IAF-Futsal Management Allotment	3 months prior	\$263	\$1,050	\$1,260	\$1,594	\$1,753	\$1,933
Director	IAF-Aquatics Management Allotment	3 months prior	\$11,250	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648
Director	IAF-Rock Wall Management Allotment	3 months prior	\$558	\$2,231	\$2,454	\$2,834	\$2,976	\$3,281
Director	IAF-Birthday Party Management Allotment	3 months prior	\$480	\$1,920	\$2,304	\$2,661	\$2,794	\$3,081
Director	IAF-Corporate & Group Events Management Allotment	3 months prior	\$220	\$880	\$968	\$1,278	\$1,406	\$1,623
Director	IAF-Youth Programming Management Allotment	3 months prior	\$2,268	\$9,074	\$10,888	\$13,774	\$15,151	\$16,704
Subtotal Program Management			\$40,589	\$162,357	\$185,887	\$215,597	\$225,970	\$245,188
Staff	IAF-Membership Staff	1 month prior	\$10,661	\$127,937	\$204,956	\$247,120	\$258,468	\$284,961
Staff	IAF-Basketball Staff	1 month prior	\$310	\$3,722	\$4,466	\$5,649	\$6,214	\$6,851
Staff	IAF-Volleyball Staff	1 month prior	\$141	\$1,688	\$2,025	\$2,562	\$2,818	\$3,107
Staff	IAF-Futsal Staff	1 month prior	\$44	\$525	\$630	\$797	\$877	\$967
Staff	IAF-Court Rental Staff	1 month prior	\$77	\$925	\$1,018	\$1,122	\$1,122	\$1,178
Staff	IAF-Swimming Staff	1 month prior	\$26,691	\$320,295	\$329,904	\$339,801	\$349,995	\$360,495
Staff	IAF-Rock Wall Staff	1 month prior	\$93	\$1,116	\$1,227	\$1,417	\$1,488	\$1,641
Staff	IAF-Birthday Party Staff	1 month prior	\$240	\$2,880	\$3,456	\$3,629	\$3,810	\$4,001
Staff	IAF-Youth Programming Staff	1 month prior	\$1,134	\$13,610	\$16,332	\$20,660	\$22,726	\$25,056
Staff	IAF-Concessions Staff	1 month prior	\$1,966	\$23,587	\$24,766	\$26,004	\$27,305	\$28,670
Staff	Maintenance Staff	1 month prior	\$7,535	\$90,416	\$93,128	\$95,922	\$98,800	\$101,764
Subtotal Sport Admin Staff			\$48,892	\$586,699	\$681,907	\$744,683	\$773,623	\$818,689
Instructors	IAF-Fitness Instructors	Per Diem		\$70,972	\$103,534	\$123,295	\$129,100	\$140,401
Instructors	Basketball Instructors	Per Diem		\$2,903	\$3,484	\$4,407	\$4,847	\$5,344
Instructors	Volleyball Instructors	Per Diem		\$2,063	\$2,475	\$3,131	\$3,444	\$3,797
Instructors	Futsal Instructors	Per Diem		\$0	\$0	\$0	\$0	\$0
Instructors	Swimming Instructors	Per Diem		\$54,520	\$59,880	\$68,991	\$72,413	\$79,730
Instructors	Sports Performance Trainers	Per Diem		\$25,280	\$30,336	\$35,038	\$36,790	\$38,629
Instructors	Climbing Instructors	Per Diem		\$462	\$508	\$587	\$616	\$679
Instructors	Corporate & Group Events Instructors	Per Diem		\$1,320	\$1,452	\$1,917	\$2,108	\$2,435
Subtotal Instructors (COGS)				\$157,519	\$201,668	\$237,365	\$249,318	\$271,016
Referees	Basketball Officials	Per Diem		\$10,840	\$13,008	\$14,959	\$16,455	\$17,278
Referees	Volleyball Officials	Per Diem		\$2,040	\$2,448	\$2,815	\$3,097	\$3,252
Referees	Futsal Officials	Per Diem		\$1,680	\$2,016	\$2,318	\$2,550	\$2,678
Subtotal Referee/Trainers (COGS)				\$14,560	\$17,472	\$20,093	\$22,102	\$23,207
Payroll Subtotal			\$344,981	\$1,270,135	\$1,449,895	\$1,595,216	\$1,663,591	\$1,766,382
	Health Insurance	9 employees @ 500/month		\$54,000	\$55,620	\$57,289	\$59,007	\$60,777
	Bonus Pool			\$17,302	\$23,912	\$28,449	\$29,949	\$32,844
	Payroll Services			\$2,400	\$2,472	\$2,546	\$2,623	\$2,701
	Payroll Taxes	10.00% of payroll (excl refs)		\$125,557	\$143,242	\$157,512	\$164,149	\$174,317
Payroll Taxes/Benefits/Bonus Totals				\$199,259	\$225,246	\$245,796	\$255,727	\$270,640
Total Payroll				\$1,469,394	\$1,675,141	\$1,841,013	\$1,919,318	\$2,037,022

Appendix

Membership Revenue & Expenses																	
		Price per Session (8 weeks)					Number per Session (8 weeks)					No. 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		Year 1	Year 2	Year 3	Year 4	Year 5
Memberships																	
Youth (18 & Under)	\$/month	\$30	\$30	\$33	\$33	\$35	88	101	111	117	123	12	\$21,930	\$36,418	\$44,066	\$46,269	\$51,012
Adult (19-61)	\$/month	\$50	\$50	\$55	\$55	\$58	704	809	890	935	981	12	\$292,401	\$485,575	\$587,546	\$616,923	\$680,157
Senior (62+)	\$/month	\$40	\$40	\$44	\$44	\$46	264	303	334	351	368	12	\$87,720	\$145,672	\$176,264	\$185,077	\$204,047
Family	\$/month	\$75	\$75	\$83	\$83	\$87	704	809	890	935	981	12	\$438,601	\$728,362	\$881,318	\$925,384	\$1,020,236
Enrollment Fees																	
Youth (18 & Under)	One time fee	\$45	\$45	\$50	\$50	\$52	39	35	35	33	35	1	\$1,742	\$1,583	\$1,753	\$1,652	\$1,822
Adult (19-61)	One time fee	\$75	\$75	\$83	\$83	\$87	310	281	283	267	280	1	\$23,223	\$21,112	\$23,368	\$22,033	\$24,291
Senior (62+)	One time fee	\$60	\$60	\$66	\$66	\$69	118	106	106	100	105	1	\$7,087	\$6,334	\$7,010	\$6,610	\$7,287
Family	One time fee	\$113	\$113	\$124	\$124	\$130	310	281	283	267	280	1	\$34,835	\$31,668	\$35,052	\$33,049	\$36,437
Guest Passes																	
Youth (18 & Under)	\$/Day	\$5	\$5	\$6	\$6	\$6	180	207	228	239	251	1	\$900	\$1,035	\$1,252	\$1,315	\$1,450
Adult (19-61)	\$/Day	\$10	\$10	\$11	\$11	\$12	180	207	228	239	251	1	\$1,800	\$2,070	\$2,505	\$2,630	\$2,900
Senior	\$/Day	\$5	\$5	\$6	\$6	\$6	180	207	228	239	251	1	\$900	\$1,035	\$1,252	\$1,315	\$1,450
Family	\$/Day	\$15	\$15	\$17	\$17	\$17	180	207	228	239	251	1	\$2,700	\$3,105	\$3,757	\$3,945	\$4,349
Non-capacity growth rate			1.00	1.10	1.00	1.05		1.15	1.10	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													\$913,838	\$1,463,970	\$1,765,144	\$1,846,203	\$2,035,439
Expense																	
Mgmt Assump.													Year 1	Year 2	Year 3	Year 4	Year 5
Membership/Fitness Management	7.5% Gross Revenue (10% Year 1)												\$91,384	\$109,798	\$132,386	\$138,465	\$152,658
Membership Commissions/Incentives	5% of Enrollment Fee												\$2,990	\$2,718	\$3,009	\$2,837	\$3,128
Fitness Floor Staff	9% Gross Revenue												\$82,245	\$131,757	\$158,863	\$166,158	\$183,189
Free Group Ex. Class Instructors	5% Gross Revenue												\$45,692	\$73,198	\$88,257	\$92,310	\$101,772
Membership Discounts (Tax Payer Benefit)	Avg 10% of Membership Rev												\$91,384	\$146,397	\$176,514	\$184,620	\$203,544
Child Care/Nursery	5% Gross Revenue												\$45,692	\$73,198	\$88,257	\$92,310	\$101,772
Advertising	\$90 / New Member												\$57,477	\$66,099	\$72,709	\$76,344	\$80,161
Membership Cards	\$1 / Member Unit												\$2,342	\$2,694	\$2,963	\$3,111	\$3,267
Area Expense													\$419,206	\$605,860	\$722,958	\$756,156	\$829,491
Net Revenue													\$494,632	\$858,110	\$1,042,186	\$1,090,047	\$1,205,948



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						
Personal Training	\$/HR	*1	\$55	\$55	\$61	\$61	\$64	387	464	488	512	512	1	\$21,288	\$25,545	\$29,505	\$30,980	\$32,529
Group Personal Training	\$/HR		\$25	\$25	\$28	\$28	\$29	1,742	2,090	2,195	2,304	2,304	1	\$43,543	\$52,252	\$60,351	\$63,369	\$66,537
Adult Group Fitness Classes	\$/Class	*2	\$5	\$5	\$6	\$6	\$6	3,000	3,600	3,780	3,969	3,969	1	\$15,000	\$18,000	\$20,790	\$21,830	\$22,921
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														\$79,831	\$95,798	\$110,646	\$116,178	\$121,987
Expense	Mgmt Assump.													Year 1	Year 2	Year 3	Year 4	Year 5
Fitness Director	Included in membership management																	
Fitness Instructors	50% Personal Training, 25% Group Training													\$25,280	\$30,336	\$35,038	\$36,790	\$38,629
Advertising	5% Gross Revenue													\$3,992	\$4,790	\$5,532	\$5,809	\$6,099
Equipment and Supplies	2% area revenue													\$1,597	\$1,916	\$2,213	\$2,324	\$2,440
Area Expense														\$30,868	\$37,042	\$42,783	\$44,922	\$47,168
Net Revenue														\$48,963	\$58,756	\$67,863	\$71,256	\$74,819

PRICING NOTES

*1

\$75/ Session
\$432 - 6 Session Pack
\$828 - 6 Session Pack

12 Session Pack- \$60/Session
28 Session Pack- \$50/Session

*2

\$25 / Session
\$149/ Month - 2x/Week
\$199/ Month - Unlimited

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	*1	\$60	\$60	\$66	\$66	\$69	10	11	13	14	15	3	\$1,711	\$2,053	\$2,597	\$2,857	\$3,149
Instructional Camps	\$/Week (full days)	*2	\$150	\$150	\$165	\$165	\$173	14	17	20	22	23	3	\$6,480	\$7,776	\$9,837	\$10,820	\$11,929
Individual Instruction	\$/Hour		\$50	\$50	\$55	\$55	\$58	11	14	16	17	18	6	\$3,421	\$4,106	\$5,194	\$5,713	\$6,299
Drop-in/Other Income	\$/Session	*3	\$5	\$5	\$6	\$6	\$6	0	-	-	-	-	12	\$0	\$0	\$0	\$0	\$0
3 vs. 3 Leagues	\$/Team		\$200	\$200	\$220	\$220	\$231	6	7	8	9	10	3	\$3,600	\$4,320	\$5,465	\$6,011	\$6,627
Youth Leagues																		
Sept. - Oct. League	\$/Team	*4	\$630	\$630	\$693	\$693	\$728	9	11	12	14	14	1	\$5,670	\$6,804	\$8,607	\$9,468	\$10,438
Nov.- Dec. League	\$/Team		\$630	\$630	\$693	\$693	\$728	14	17	19	21	22	1	\$8,820	\$10,584	\$13,389	\$14,728	\$16,237
Jan. - Feb. League	\$/Team		\$630	\$630	\$693	\$693	\$728	19	23	26	29	30	1	\$11,970	\$14,364	\$18,170	\$19,988	\$22,036
Mar. - Apr. League	\$/Team		\$630	\$630	\$693	\$693	\$728	24	29	33	36	38	1	\$15,120	\$18,144	\$22,952	\$25,247	\$27,835
May - June League	\$/Team		\$630	\$630	\$693	\$693	\$728	14	17	19	21	22	1	\$8,820	\$10,584	\$13,389	\$14,728	\$16,237
July - Aug. League	\$/Team		\$630	\$630	\$693	\$693	\$728	14	17	19	21	22	1	\$8,820	\$10,584	\$13,389	\$14,728	\$16,237
Non-capacity growth rate			1.00	1.10	1.00	1.05		1.20	1.15	1.10	1.05							
Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
Area Revenue														\$74,432	\$89,319	\$112,988	\$124,287	\$137,026
Expense														Year 1	Year 2	Year 3	Year 4	Year 5
Basketball Director	10% gross revenue													\$7,443	\$7,815	\$8,206	\$8,616	\$9,047
Basketball Staff	5% of gross revenue													\$3,722	\$4,466	\$5,649	\$6,214	\$6,851
Referee Fees	Avg. \$25/game													\$10,840	\$13,008	\$14,959	\$16,455	\$17,278
Instructor Fees	\$10-\$25/Instructor (25% Instruct. Rev)													\$2,903	\$3,484	\$4,407	\$4,847	\$5,344
Advertising	2% gross revenue (6% year one)													\$4,466	\$1,786	\$2,260	\$2,486	\$2,741
Equipment and Supplies	1% of gross revenue													\$744	\$893	\$1,130	\$1,243	\$1,370
Awards	T-Shirts and Trophies (2% of Revenue)													\$1,489	\$1,786	\$2,260	\$2,486	\$2,741
Area Expense														\$31,607	\$33,239	\$38,871	\$42,348	\$45,372
Net Revenue														\$42,825	\$56,080	\$74,117	\$81,939	\$91,654

Pricing Notes

*1

\$27-\$33/class (Youth Clinics)

Basketball Skillz Class
\$34 /player (4 classes)

*2

Tiger Basketball Camp
\$147 /player

\$80 member / \$130 non-member
(1 Week)

*3

Youth Drop In:
\$3.50 / \$7 w/out OD Assessment
Adult Drop In:
\$4.50 / \$9 w/out OD Assessment
Seniors Drop In:
\$3.50 / \$4.50 w/paid assessment / \$9 w/out OD Assessment

*4

4-6 yrs - \$50 / player (8 games)
6th- 8th gd - \$31 / player (5 games)
High School - \$31 / player (8 games)

\$75/ ages 8-10 (6 Weeks)

\$629 (team) - 15 games (8 league games, 7 Tournament Games)
\$549 (team) - 13 games (6 league games, 7 Tournament Games)
\$469 (team) - 11 games (4 league games, 7 Tournament Games)

Adult Summer League
\$479 / Team
(12 weeks)

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		Year 1	Year 2	Year 3	Year 4	Year 5
Instructional Clinics	\$/Session *1	\$30	\$30	\$33	\$33	\$35	10	12	14	15	16	3	\$900	\$1,080	\$1,366	\$1,503	\$1,657
Instructional Camps	\$/Week (full days) *2	\$125	\$125	\$138	\$138	\$144	10	12	14	15	16	3	\$3,750	\$4,500	\$5,693	\$6,262	\$6,904
Individual Instruction	\$/Hour *3	\$60	\$60	\$66	\$66	\$69	10	12	14	15	16	6	\$3,600	\$4,320	\$5,465	\$6,011	\$6,627
Drop-in/Other Income	\$/Session	\$5	\$5	\$6	\$6	\$6	0	-	-	-	-	12	\$0	\$0	\$0	\$0	\$0
Youth Leagues																	
Sept. - Oct. League	\$/Team *4	\$750	\$750	\$825	\$825	\$866	7	8	10	11	11	1	\$5,250	\$6,300	\$7,970	\$8,766	\$9,665
Nov.- Dec. League	\$/Team	\$750	\$750	\$825	\$825	\$866	7	8	10	11	11	1	\$5,250	\$6,300	\$7,970	\$8,766	\$9,665
Jan. - Feb. League	\$/Team	\$750	\$750	\$825	\$825	\$866	10	12	14	15	16	1	\$7,500	\$9,000	\$11,385	\$12,524	\$13,807
Mar. - Apr. League	\$/Team	\$750	\$750	\$825	\$825	\$866	10	12	14	15	16	1	\$7,500	\$9,000	\$11,385	\$12,524	\$13,807
May - June League	\$/Team	\$750	\$750	\$825	\$825	\$866	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
July - Aug. League	\$/Team	\$750	\$750	\$825	\$825	\$866	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Non-capacity growth rate			1.00	1.10	1.00	1.05		1.20	1.15	1.10	1.05						
Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
Area Revenue													\$33,750	\$40,500	\$51,233	\$56,356	\$62,132
Expense		Management Assumption											Year 1	Year 2	Year 3	Year 4	Year 5
Volleyball Director		10% gross revenue											\$3,375	\$4,050	\$5,123	\$5,636	\$6,213
Volleyball Staff		5% of gross revenue											\$1,688	\$2,025	\$2,562	\$2,818	\$3,107
Referee Fees		Avg. \$15/ game											\$2,040	\$2,448	\$2,815	\$3,097	\$3,252
Instructor Fees		\$10-\$25/Instructor (25% Instruct. Rev)											\$2,063	\$2,475	\$3,131	\$3,444	\$3,797
Advertising		2% gross revenue (6% revenue year 1)											\$2,025	\$810	\$1,025	\$1,127	\$1,243
Equipment and Supplies		5% of gross revenue											\$1,688	\$2,025	\$2,562	\$2,818	\$3,107
Awards		T-Shirts and Trophies (2% of Revenue)											\$675	\$810	\$1,025	\$1,127	\$1,243
Area Expense													\$13,553	\$14,643	\$18,242	\$20,066	\$21,960
Net Revenue													\$20,198	\$25,857	\$32,991	\$36,290	\$40,172
Program Discounts/Scholarships		10% Net Revenue											\$2,020	\$2,586	\$3,299	\$3,629	\$4,017

Pricing Notes

*1
Volleyball Skills Clinic
\$10 Members/ \$15 Non-Member

*2
Volleyball Camp
\$90 /player

*4
Youth Summer League
\$22/ player
(6 Weeks)

Youth Fall/Winter League
\$89/ player
(8 Weeks)

*5
Adult League
\$270 / Team

Futsal 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	\$75	\$75	\$83	\$83	\$87	0	-	-	-	-	3	\$0	\$0	\$0	\$0	\$0
Instructional Camps	\$/Week (full days)	\$265	\$265	\$292	\$292	\$306	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Drop-in/Other Income	\$/Session	\$5	\$5	\$6	\$6	\$6	0	-	-	-	-	12	\$0	\$0	\$0	\$0	\$0
Indoor Tournaments	\$/Team	\$175	\$175	\$193	\$193	\$202	0	-	-	-	-	3	\$0	\$0	\$0	\$0	\$0
Sept. - Oct. League	\$/Team	\$500	\$500	\$550	\$550	\$578	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Nov. - Dec. League	\$/Team	\$500	\$500	\$550	\$550	\$578	6	7	8	9	10	1	\$3,000	\$3,600	\$4,554	\$5,009	\$5,523
Jan. - Feb. League	\$/Team	\$500	\$500	\$550	\$550	\$578	9	11	12	14	14	1	\$4,500	\$5,400	\$6,831	\$7,514	\$8,284
Mar. - Apr. League	\$/Team	\$500	\$500	\$550	\$550	\$578	6	7	8	9	10	1	\$3,000	\$3,600	\$4,554	\$5,009	\$5,523
May - June League	\$/Team	\$500	\$500	\$550	\$550	\$578	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
July - Aug. League	\$/Team	\$500	\$500	\$550	\$550	\$578	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Non-capacity growth rate		1.00	1.10	1.00	1.05		1.20	1.15	1.10	1.05							
Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
Area Revenue													\$10,500	\$12,600	\$15,939	\$17,533	\$19,330
Area Expense													\$4,200	\$4,536	\$5,506	\$6,057	\$6,544
Net Revenue													\$6,300	\$8,064	\$10,433	\$11,476	\$12,786

Pricing Notes

*1

\$135/ Player - 4 Day (Half Day)
\$225/ Player - 4 Day (Full Day)

\$160/ Player - 5 Day (Half Day)
\$265/ Player - 5 Day (Full Day)

*2

\$404 /Team - 6 Week 5v5 league
\$254 /Team - 6 Week 3v3 league
(Includes Ref Fees)

\$599 /Team - 5v5 league
\$325 /Team - 3v3 league
(Includes Ref Fees)

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															
Full Court Rentals																											
Sept. - Oct.	\$/Hour	*1	\$45	\$45	\$47	\$47	\$50	40	44	46	46	46	1	\$1,800	\$1,980	\$2,183	\$2,183	\$2,292									
Nov.- Dec.	\$/Hour		\$55	\$55	\$58	\$58	\$61	50	55	58	58	58	1	\$2,750	\$3,025	\$3,335	\$3,335	\$3,502									
Jan. - Feb.	\$/Hour		\$55	\$55	\$58	\$58	\$61	90	99	104	104	104	1	\$4,950	\$5,445	\$6,003	\$6,003	\$6,303									
Mar. - Apr.	\$/Hour		\$55	\$55	\$58	\$58	\$61	90	99	104	104	104	1	\$4,950	\$5,445	\$6,003	\$6,003	\$6,303									
May - June	\$/Hour		\$45	\$45	\$47	\$47	\$50	70	77	81	81	81	1	\$3,150	\$3,465	\$3,820	\$3,820	\$4,011									
July - Aug	\$/Hour		\$45	\$45	\$47	\$47	\$50	20	22	23	23	23	1	\$900	\$990	\$1,091	\$1,091	\$1,146									
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														\$18,500	\$20,350	\$22,436	\$22,436	\$23,558									
Expense		Mgmt Assump.												Year 1	Year 2	Year 3	Year 4	Year 5									
Supervision/Maintenance Staff		5% Rev												\$925	\$1,018	\$1,122	\$1,122	\$1,178									
Area Expense													\$925	\$1,018	\$1,122	\$1,122	\$1,178										
Net Revenue													\$17,575	\$19,333	\$21,314	\$21,314	\$22,380										

Pricing Notes

*1

\$17.75/Hr - THPD Member Team
 \$27.58/ Hr - Church/Non-Profit
 \$58/Hr - All others
 (Full Court Rentals)

\$90/Hr

\$ 50/Hr - Member
 \$ 65/Hr - Non-Member
 \$240-\$300/Day + Staffing

Aquatics-Recreation Revenue & Expenses

Revenue	Mgmt. Assump.	Price Per Session (\$)					Total Per Year					No. 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		Year 1	Year 2	Year 3	Year 4	Year 5
Aquatics Instruction																	
Swim Lessons	8 classes/session	\$60	\$60	\$66	\$66	\$69	1650	1,815	1,906	2,001	2,101	1	\$99,000	\$108,900	\$125,780	\$132,068	\$145,605
Water Fitness	\$/Session	\$5	\$5	\$6	\$6	\$6	700	770	809	849	891	12	\$42,000	\$46,200	\$53,361	\$56,029	\$61,772
Certifications																	
Lifeguard Certification	\$/Session	\$200	\$200	\$220	\$220	\$231	12	12	12	12	12	4	\$9,600	\$9,600	\$10,560	\$10,560	\$11,088
Advanced Swimming																	
Club Team	\$/Swimmer (Average)	\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	25	28	29	30	32	1	\$25,000	\$27,500	\$31,763	\$33,351	\$36,769
Summer League	\$/Swimmer (Average)	\$130	\$130	\$143	\$143	\$150	60	66	69	73	76	1	\$7,800	\$8,580	\$9,910	\$10,405	\$11,472
Training																	
Master's Swimming		\$150	\$150	\$165	\$165	\$173	10	11	12	12	13	4	\$6,000	\$6,600	\$7,623	\$8,004	\$8,825
Triathlete Training		\$150	\$150	\$165	\$165	\$173	10	11	12	12	13	4	\$6,000	\$6,600	\$7,623	\$8,004	\$8,825
Camps																	
Aquatics Camps	\$/Week	\$225	\$225	\$248	\$248	\$260	12	13	14	15	15	10	\$27,000	\$29,700	\$34,304	\$36,019	\$39,711
Rentals																	
Lane Rentals	\$10/lane hour	\$10	\$10	\$11	\$11	\$12	1300	1,430	1,502	1,577	1,655	1	\$13,000	\$14,300	\$16,517	\$17,342	\$19,120
Tournament Rentals	\$/Day	\$800	\$800	\$880	\$880	\$924	12	13	14	15	15	1	\$9,600	\$10,560	\$12,197	\$12,807	\$14,119
Birthday Party Rentals	\$ / 2 HRS of Party Room	\$200	\$200	\$220	\$220	\$231	175	193	202	212	223	1	\$35,000	\$38,500	\$44,468	\$46,691	\$51,477
Private (Full Pool) Rentals	\$/HR	\$145	\$145	\$160	\$160	\$167	52	57	60	63	66	2	\$15,080	\$16,588	\$19,159	\$20,117	\$22,179
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													\$295,080	\$323,628	\$373,262	\$391,397	\$430,961
Expense	Mgmt Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Aquatics Coordinator	\$45k base												\$45,000	\$46,350	\$47,741	\$49,173	\$50,648
Aquatics Instructors	25% Instruction, Advanced, Training, Camp Revenue												\$53,200	\$58,520	\$67,591	\$70,970	\$78,245
Certification Instructors	\$11/hr, 30 hrs/Session												\$1,320	\$1,360	\$1,400	\$1,442	\$1,486
Certification Fees	\$40/ attendee												\$1,920	\$1,920	\$1,920	\$1,920	\$1,920
Head Lifeguard	\$12/hr												\$70,080	\$72,182	\$74,348	\$76,578	\$78,876
Lifeguards - Daily	\$10.50/hr												\$250,215	\$257,721	\$265,453	\$273,417	\$281,619
Advertising	2% of gross revenue (6% year one)												\$17,705	\$19,418	\$22,396	\$23,484	\$25,858
Aquatics Supplies	5% of gross revenue												\$14,754	\$16,181	\$18,663	\$19,570	\$21,548
Pool Chemicals													\$15,500	\$16,275	\$17,089	\$17,943	\$18,840
Area Expense													\$469,694	\$489,928	\$516,600	\$534,497	\$559,039
Net Revenue													(\$174,614)	(\$166,300)	(\$143,338)	(\$143,100)	(\$128,078)

Pricing Notes

*1

Swimming Lessons

\$60 in district \$40/hr
\$75 out of district \$70-\$100/hr

Swimming Lessons

\$60 in district \$40/hr
\$75 out of district \$70-\$100/hr

Swimming Lessons

\$60/hr
\$52.50/Resident \$190/hr-\$460/hr
\$73.50/Non-Resident

Swimming Lessons

\$105/Members

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						
Instructional Clinics	\$/hr	*1	\$45	\$45	\$50	\$50	\$52	5	6	6	6	6	6	\$1,350	\$1,485	\$1,715	\$1,801	\$1,986
Group Climbing	Ave 4/group \$20 ea.	*2	\$80	\$80	\$88	\$88	\$92	2	2	2	2	3	6	\$960	\$1,056	\$1,220	\$1,281	\$1,412
Climbing punch cards	10 climbs for \$100	*3	\$100	\$100	\$110	\$110	\$116	100	110	116	121	127	1	\$10,000	\$11,000	\$12,705	\$13,340	\$14,708
Drop-in Climbing	\$/Session	*4	\$10	\$10	\$11	\$11	\$12	20	22	23	24	25	50	\$10,000	\$11,000	\$12,705	\$13,340	\$14,708
Non-capacity growth rate			1.00	1.10	1.00	1.00	1.05	1.10	1.05	1.05	1.05	1.05						
Capacity growth rate			1.10	1.10	1.10	1.10	1.10	1.00	1.00	1.00	1.00	1.00						
Area Revenue														\$22,310	\$24,541	\$28,345	\$29,762	\$32,813
Expense	Mgmt Assump.												Year 1	Year 2	Year 3	Year 4	Year 5	
Adventure Area Management	10% Revenue												\$2,231	\$2,454	\$2,834	\$2,976	\$3,281	
Rock Staff	5% Revenue												\$1,116	\$1,227	\$1,417	\$1,488	\$1,641	
Climbing Instructors	20% Instructional Revenue												\$462	\$508	\$587	\$616	\$679	
Birthday Party Staff	2 hrs/party plus set up and clean, 1 employee/party, \$10/hr/employee												\$0	\$0	\$0	\$0	\$0	
Birthday Party Supplies	4% COGS												\$0	\$0	\$0	\$0	\$0	
Birthday Party Food	15% COGS												\$0	\$0	\$0	\$0	\$0	
Advertising	2% Area Revenue (6% rev year 1)												\$1,339	\$491	\$567	\$595	\$656	
Maintenance	2% Area Revenue												\$446	\$491	\$567	\$595	\$656	
Equipment and Supplies	4% Area revenue												\$892	\$982	\$1,134	\$1,190	\$1,313	
Area Expense														\$6,486	\$6,153	\$7,106	\$7,462	\$8,226
Net Revenue														\$15,824	\$18,388	\$21,239	\$22,300	\$24,586

PRICING NOTES

*1	Guest Group Instruction \$45 / Session Plus \$9/day equipment rental	*4	\$16 -1 Day Pass \$5.50 / Climb
*2	Small Group Climb (Guest) \$35/ Session Plus \$9/day equipment rental		\$11 -1 Day Pass Plus \$6/day equipment rental
	Group climb up to 10 people \$150 / Session	*5	Birthday Parties (10 climbers) \$150 / Session \$12/each additional climber
*3	\$99 - 10 Punch Pass \$92 - 10 Punch Pass (includes gear rental)		

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						
Court Parties	\$/Party (avg 15 kids)	\$200	\$200	\$220	\$220	\$231	4	5	5	5	6	12	\$9,600	\$11,520	\$13,306	\$13,971	\$15,403
Rock Wall Birthday Parties	\$/Party (avg 15 kids)	\$200	\$200	\$220	\$220	\$231	4	5	5	5	6	12	\$9,600	\$11,520	\$13,306	\$13,971	\$15,403
	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													\$19,200	\$23,040	\$26,611	\$27,942	\$30,806
Expense	Mgmt Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Birthday Party Management	10% gross revenue												\$1,920	\$2,304	\$2,661	\$2,794	\$3,081
Birthday Party Staff	2 hrs/party plus set up and clean, 1 employee/party, \$10/hr/employee												\$2,880	\$3,456	\$3,629	\$3,810	\$4,001
Birthday Party Supplies	4% COGS												\$768	\$922	\$1,064	\$1,118	\$1,232
Birthday Party Food	15% COGS												\$2,880	\$3,456	\$3,992	\$4,191	\$4,621
Area Expense													\$8,448	\$10,138	\$11,346	\$11,913	\$12,934
Net Revenue													\$10,752	\$12,902	\$15,265	\$16,028	\$17,871

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		Year 1	Year 2	Year 3	Year 4	Year 5
Corporate Events and Parties	\$35	\$35	\$42	\$42	\$44	20	4	4	5	5	6	1	\$2,800	\$3,080	\$4,066	\$4,472	\$5,165
Facility Rentals	\$3,000	\$3,000	\$3,600	\$3,600	\$3,780	1	2	2	2	3	3	1	\$6,000	\$6,600	\$8,712	\$9,583	\$11,069
Non-capacity growth rate		1.00	1.20	1.00	1.05			1.10	1.10	1.10	1.10						
Capacity growth rate		1.10	1.20	1.10	1.10												
Area Revenue													\$8,800	\$9,680	\$12,778	\$14,055	\$16,234
Expense													Year 1	Year 2	Year 3	Year 4	Year 5
Corporate Events Director	10% Gross Sales												\$880	\$968	\$1,278	\$1,406	\$1,623
Group Event Instructors	15% of Gross												\$1,320	\$1,452	\$1,917	\$2,108	\$2,435
Advertising	10% Gross Sales												\$880	\$906	\$934	\$962	\$990
Equipment and Consumable Supplies	5% of gross												\$440	\$484	\$639	\$703	\$812
Area Expense													\$3,520	\$3,810	\$4,767	\$5,178	\$5,861
Net Revenue													\$5,280	\$5,870	\$8,011	\$8,877	\$10,373

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	\$100	\$100	\$110	\$110	\$116	11	13	15	17	18	10	\$11,000	\$13,200	\$16,698	\$18,368	\$20,250				
Full Day Camp	\$/week	\$200	\$200	\$220	\$220	\$231	22	26	30	33	35	10	\$44,000	\$52,800	\$66,792	\$73,471	\$81,002				
Single Day Camps	\$/day	\$45	\$45	\$50	\$50	\$52	16	19	22	24	26	12	\$8,640	\$10,368	\$13,116	\$14,427	\$15,906				
Camp Day-Care	\$/day	\$10	\$10	\$11	\$11	\$12	184	221	254	280	294	10	\$18,420	\$22,104	\$27,962	\$30,758	\$33,910				
Lock-Ins	\$/visit	\$25	\$25	\$28	\$28	\$29	20	24	28	30	32	12	\$6,000	\$7,200	\$9,108	\$10,019	\$11,046				
Graduation Parties	\$/attendee	\$40	\$40	\$44	\$44	\$46	50	60	69	76	80	1	\$2,000	\$2,400	\$3,036	\$3,340	\$3,682				
Field Trips	\$/visit	\$5	\$5	\$6	\$6	\$6	15	18	21	23	24	9	\$675	\$810	\$1,025	\$1,127	\$1,243				
Non-capacity growth rate		1.00 1.10 1.00 1.05					1.20 1.15 1.10 1.05														
Capacity growth rate		1.10 1.10 1.10 1.10					1.00 1.00 1.00 1.00														
Area Revenue													\$90,735	\$108,882	\$137,736	\$151,509	\$167,039				
Expense	Mgmt Assump.																Year 1	Year 2	Year 3	Year 4	Year 5
Youth Programming Management	10% Gross Revenue																\$9,074	\$10,888	\$13,774	\$15,151	\$16,704
Camp Payroll	15% Gross Revenue																\$13,610	\$16,332	\$20,660	\$22,726	\$25,056
Advertising	5% Gross Revenue																\$4,537	\$5,444	\$6,887	\$7,575	\$8,352
Equipment & Consumables	3% Gross Revenue																\$2,722	\$3,266	\$4,132	\$4,545	\$5,011
Camp Lunch	2.5% Gross Revenue																\$2,268	\$2,722	\$3,443	\$3,788	\$4,176
T-shirts	\$4 per shirt																\$1,320	\$1,584	\$1,822	\$2,004	\$2,104
Area Expense													\$33,531	\$40,237	\$50,718	\$55,790	\$61,403				
Net Revenue													\$57,204	\$68,645	\$87,018	\$95,720	\$105,636				

Secondary Revenue Areas

Revenue	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Advertisement/Sponsorship Income		\$50,000	\$60,000	\$63,000	\$66,150	\$69,458
Area Revenue		\$50,000	\$60,000	\$63,000	\$66,150	\$69,458
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.)	\$5,000	\$6,000	\$6,300	\$6,615	\$6,946
Sponsorship Commissions		\$5,000	\$6,000	\$6,300	\$6,615	\$6,946
Area Expense		\$10,000	\$12,000	\$12,600	\$13,230	\$13,892
Net Revenue		\$40,000	\$48,000	\$50,400	\$52,920	\$55,566

Food & Beverage Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$94,347	\$99,064	\$104,017	\$109,218	\$114,679
Vending Income		20% Concession sales	\$18,869	\$19,813	\$20,803	\$21,844	\$22,936
Area Revenue			\$113,216	\$118,877	\$124,821	\$131,062	\$137,615
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food		35% COGS	\$39,626	\$41,607	\$43,687	\$45,872	\$48,165
Concessions Non-food		10% Concession Sales	\$9,435	\$9,906	\$10,402	\$10,922	\$11,468
Concessions Wages		25% Concession Sales	\$23,587	\$24,766	\$26,004	\$27,305	\$28,670
Area Expense			\$72,647	\$76,279	\$80,093	\$84,098	\$88,303
Net Revenue			\$40,569	\$42,598	\$44,727	\$46,964	\$49,312



Outdoor Sports Tourism Facility

Five-Year Operating Pro Forma

Produced by: Sports Facilities Advisory, LLC

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

Outdoor Athletic Facilities

Space	Programming Product/Service	Count	Dimensions L (') W (')		Approx. SF each	Total SF	% of Footprint
Baseball/Softball Fields	Youth Flex Field (adjustable basepaths with dugouts, warm-up, and viewing area)	8	300' Fence		115,600	924,800	71.6%
	Multi-Purpose Field	8	249	165	Over 300' Fields		0.0%
	Total Youth Baseball/Softball Field Sq. Ft.					924,800	71.6%
Multi-Purpose Fields	Synthetic Turf Multi-Purpose Field - 120 yard (With 12' Apron)	4	360	249	89,640	358,560	27.8%
	Total Multi-Purpose Field Sq. Ft.					358,560	27.8%
Support Buildings	Stadium Support Building						
	Concessions	1	30	30	900	900	0.1%
	Restrooms	2	25	20	500	1,000	0.1%
	Team Locker Rooms	0	25	25	625	0	0.0%
	Training Room	1	12	12	144	144	0.0%
	Check-In/Ticketing Office	1	15	12	180	180	0.0%
	Ref Rooms	4	10	8	80	320	0.0%
	Offices/Admin	1	15	10	150	150	0.0%
	Secondary Support Buildings	2	35	35	1,225	2,450	0.2%
Total Support Building Sq. Ft					5,144	0.4%	
Other	Maintenance/First Aid Buildings	1	40	30	1,200	1,200	0.1%
	Children's Playground	1	40	40	1,600	1,600	0.1%
	Total Other Sq. Ft.					2,800	0.2%
Total Estimated Outdoor SF						1,291,304	100%
Total Outdoor Acreage						30	

Facility Program Continued

Outdoor Adventure Facilities

Space	Programming Product/Service	Count	Dimensions L (') W (')	Approx. SF each	Total SF	% of Footprint
Contained Play	Ballocity and Ropes Course	1	N/A N/A	7,500	7,500	100.0%
	Total Contained Play Area Sq. Ft.				7,500	100.0%
Total Estimated Outdoor SF					7,500	100%
Total Outdoor Adventure Facilities Acreage					0.2	

Site Development

		Quantity	Dimensions L (') W (')		Approx. SF each	Total SF	% of Total
Parking Spaces Total	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles)	940	20	20	400	376,000	12.9%
	Setbacks, Green Space, etc.					1,229,240	42.3%
	Total Estimated Complex SF					2,904,044	100%
Total Complex Acreage						66.7	

Capital Costs and Start-up Expenses - Outdoor Facility

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Building & Land Cost						
RE Acquisition		66.7	Acre	\$0	\$0	0.0%
Land Cost Total					\$0	0.0%
Hard Costs						
Support Buildings						
Support Buildings	Warm Shell Excluding Food Service Equipment	5,144	SF	\$125	\$643,000	2.2%
Maintenance Building	Finished Modular Building	1,200	SF	\$50	\$60,000	0.2%
Site Development						
Site Development - Clearing, Prep, Grading, Erosion Control, etc.	Estimate	66.7	Acre	\$150,000	\$10,000,150	34.2%
Fencing - Perimeter and Facility Control	Estimate	1	LS	\$175,000	\$175,000	0.6%
Contingency				10.00%	\$1,087,815	3.7%
Hard Cost Total					\$11,965,965	40.9%
Baseball/Softball Fields						
Synthetic Turf Infields	Turf with Full Installation	720,000	SF	\$7.00	\$5,040,000	17.23%
Field Lights	Material and Install	8	Ea.	\$200,000	\$1,600,000	5.47%
Scoreboard		8	Ea.	\$7,500	\$60,000	0.21%
Plate Bases and Anchors		8	Set	\$900	\$7,200	0.02%
Dugouts with Fountains		16	Ea.	\$12,000	\$192,000	0.66%
Foul Poles		8	Set	\$4,000	\$32,000	0.11%
Fencing and Backstop		8	Ea.	\$75,000	\$600,000	2.05%
L-Screens		8	Ea.	\$500	\$4,000	0.01%
Tri-Fold Screens		16	Ea.	\$400	\$6,400	0.02%
1B Screens		8	Ea.	\$475	\$3,800	0.01%
Ball Caddies		16	Ea.	\$350	\$5,600	0.02%
Bleachers		16	Ea.	\$4,000	\$64,000	0.22%
Shade Structures - Tension Fabric		16	Ea.	\$10,000	\$160,000	0.55%
Portable Fencing		8	Ea.	\$5,000	\$40,000	0.14%
Field and Sport Equipment	Signage, Helmets, Balls, Cages, etc.	8	Ea.	\$5,000	\$40,000	0.14%
Training Area Equipment	Bullpens, Batting Cages, Warm Up Areas, Etc.	1	LS	\$150,000	\$150,000	0.51%
Shipping				5.00%	\$400,250	1.37%
Contingency				10.00%	\$840,525	2.87%
Baseball/Softball Fields Cost Total					\$9,245,775	31.61%
Multi-Purpose Fields						
Synthetic Turf Fields	Turf with Full Installation	358,560	SF	\$7.00	\$2,509,920	8.58%
Field Lights	Material and Install	4	Ea.	\$160,000	\$640,000	2.19%
Scoreboards		4	Ea.	\$5,000	\$20,000	0.07%
Benches (Participants)		16	Ea.	\$600	\$9,600	0.03%
Bleachers (Spectators)	Tip and Roll	16	Ea.	\$4,000	\$64,000	0.22%
Goals	Soccer: 11 v 11	24	Ea.	\$3,000	\$72,000	0.25%
Goals	Soccer: 8v8	48	Ea.	\$1,200	\$57,600	0.20%
Goals	Soccer: 6v6	72	Ea.	\$1,050	\$75,600	0.26%
Goals	Lacrosse	48	Ea.	\$750	\$36,000	0.12%
Goals	Field Hockey	24	Ea.	\$2,000	\$48,000	0.16%
Field Equipment	Flags, Balls, Cones, & Training Equip.	12	Ea.	\$5,000	\$60,000	0.21%
Shipping				5.00%	\$179,636	0.61%
Contingency				10.00%	\$377,236	1.29%
Multi-Purpose Fields Cost Total					\$4,149,592	14.19%
Contained Play Area						
Ballicity	With Open Air Cover	1	LS	\$350,000	\$350,000	1.20%
Ropes Course	With Open Air Cover	1	LS	\$350,000	\$350,000	
Shipping				5.00%	\$17,500	0.06%
Contingency				10.00%	\$71,750	0.25%
Adventure Area Cost Total					\$789,250	2.70%
Furniture, Fixtures and Equipment Cost						
FOOD & BEVERAGE						
Equipment	Primary Concessions Equipment	1	LS	\$150,000	\$150,000	0.5%
Equipment	Equipment for Support Buildings	2	Ea.	\$40,000	\$80,000	0.3%
Finish Out		1	LS	\$75,000	\$75,000	0.3%
FURNISHINGS						
Furnishings	Support Buildings	3	LS	\$20,000	\$60,000	0.2%
Signage		1	LS	\$150,000	\$150,000	0.5%
Hardware	IT systems, Computers, Etc.	1	LS	\$20,000	\$20,000	0.1%
Software		1	LS	\$25,000	\$25,000	0.1%
FIELD MAINTENANCE EQUIPMENT						
Maintenance Vehicles	Turf Groomer	1	LS	\$10,000	\$10,000	0.0%
Utility Vehicle (Gator)		2	Ea.	\$12,500	\$25,000	0.1%
Utility Golf Cart		2	Ea.	\$10,000	\$20,000	0.1%
MISCELLANEOUS						
Children's Playground		1	Ea.	\$60,000	\$60,000	0.2%
Shipping				5.00%	\$33,750	0.1%
Contingency				10.00%	\$70,875	0.2%
Furniture, Fixtures and Equipment Cost Total					\$779,625	2.7%
Soft Costs Construction						
Professional Fees (Design Build)	% of Structure and Site work			8.0%	\$957,277	3.3%
Permits/Inspections				0.50%	\$59,830	0.2%
Soft Costs Operations						
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting				\$100,000	0.0%
Permits and Extensions					\$30,000	0.0%
Presentation Materials	Renderings, etc.				\$20,000	0.0%
Interest on Construction Loan					\$0	0.0%
Facility Development Consulting Fees					\$261,000	0.0%
Consultant Travel					\$36,000	0.0%
Management Deposit					\$87,000	0.0%
Marketing Allowance	Pre-Opening Marketing Budget				\$200,000	0.0%
Tournament Business Development					\$100,000	0.0%
Pre-Funded Operating Capital Account					\$109,156	0.0%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening				\$149,819	0.0%
Working Capital Reserve					TBD	0.0%
Contingency				10.00%	\$211,008	0.7%
Soft Costs Total					\$2,321,090	7.9%
Total Outdoor Facility Construction Costs					\$29,251,297	100.00%

Capital Costs and Start-up Expenses

SOURCES OF FUNDS - RE LLC		
Investment Capital	100%	\$29,251,297
Bank Lending	0%	\$0
Working Capital Reserve	Owner Equity	TBD
Total Sources of Funds		\$29,251,297

USES OF FUNDS	
Land Cost	\$0
Hard Cost	\$11,965,965
Field and Sport Equipment Cost	\$14,184,617
Furniture, Fixtures, and Equipment	\$779,625
Soft Costs	\$2,321,090
Working Capital Reserve	TBD
Total Uses of Funds	\$29,251,297

Total Revenue & Expenses

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Revenue					
Multi-Purpose Field Tournaments	\$0	\$33,480	\$88,880	\$205,128	\$215,384
Multi-Purpose Field Rental Tournaments	\$49,560	\$56,250	\$71,423	\$83,292	\$87,457
Baseball/Softball Tournaments	\$0	\$38,631	\$79,570	\$143,701	\$150,886
Baseball/Softball Rental Tournaments	\$36,575	\$48,575	\$73,957	\$101,377	\$106,446
Secondary Rev. Areas	\$30,000	\$40,000	\$42,000	\$44,100	\$46,305
Tournament Food & Beverage	\$129,060	\$154,500	\$206,400	\$307,425	\$307,425
Retail	\$5,921	\$12,832	\$20,649	\$35,398	\$35,398
Local Revenue					
Outdoor Field Rental	\$33,966	\$35,664	\$39,320	\$41,286	\$43,350
Contained Play (Ballocity & Ropes Course)	\$103,982	\$114,380	\$126,104	\$132,409	\$139,029
Local Food & Beverage	\$18,163	\$19,071	\$20,025	\$21,026	\$21,122
Total Revenue	\$407,227	\$553,384	\$768,328	\$1,115,142	\$1,152,803
Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Expenses					
Multi-Purpose Field Tournaments	\$0	\$19,300	\$45,890	\$101,493	\$104,390
Multi-Purpose Field Rental Tournaments	\$4,956	\$5,625	\$7,142	\$8,329	\$8,746
Baseball/Softball Tournaments	\$0	\$27,872	\$51,605	\$90,793	\$92,689
Baseball/Softball Rental Tournaments	\$3,658	\$4,858	\$7,396	\$10,138	\$10,645
Hotel Rebates	\$0	\$0	\$0	\$0	\$0
Secondary Rev. Areas	\$6,000	\$8,000	\$8,400	\$8,820	\$9,261
Tournament Food & Beverage	\$83,889	\$100,425	\$134,160	\$199,826	\$199,826
Retail	\$0	\$4,611	\$9,335	\$18,380	\$18,380
Local Expenses					
Outdoor Field Rental	\$1,698	\$1,783	\$1,966	\$2,064	\$2,168
Contained Play (Ballocity & Ropes Course)	\$22,876	\$21,732	\$23,960	\$25,158	\$26,416
Local Food & Beverage	\$11,311	\$11,876	\$12,470	\$13,094	\$13,127
Total Cost of Goods Sold	\$134,387	\$227,923	\$332,354	\$511,129	\$527,690
Gross Margin	\$272,839	\$325,461	\$435,974	\$604,014	\$625,113
<i>% of Revenue</i>	67%	59%	57%	54%	54%
Facility Expenses	\$126,144	\$137,993	\$167,260	\$173,737	\$179,005
Operating Expense	\$276,953	\$286,881	\$303,892	\$335,385	\$338,319
Management Payroll	\$180,000	\$187,200	\$194,688	\$202,476	\$210,575
Payroll Taxes/Benefits/Bonus	\$71,841	\$80,492	\$91,305	\$107,526	\$111,157
Total Operating Expenses	\$654,938	\$692,565	\$757,145	\$819,125	\$839,055
EBITDA	(\$382,099)	(\$367,104)	(\$321,171)	(\$215,111)	(\$213,943)
<i>% of Revenue</i>	-94%	-66%	-42%	-19%	-19%
<i>Debt Service</i>	\$0	\$0	\$0	\$0	\$0
Total Net Operational Income	(\$382,099)	(\$367,104)	(\$321,171)	(\$215,111)	(\$213,943)
Economic Impact Drivers	Year 1	Year 2	Year 3	Year 4	Year 5
Total Non-Local Days in Market	44,784	53,833	72,225	108,433	108,433
Total Room Nights	8,131	9,711	13,196	20,453	20,453
Economic Impact	\$4,429,568	\$5,324,611	\$7,143,826	\$10,725,136	\$10,725,136
Annual Net Income Sensitivity Analysis					
Percent of Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
110%	(\$354,815)	(\$334,558)	(\$277,574)	(\$154,710)	(\$151,431)
90%	(\$409,383)	(\$399,651)	(\$364,768)	(\$275,512)	(\$276,454)
80%	(\$436,667)	(\$432,197)	(\$408,366)	(\$335,914)	(\$338,965)
70%	(\$463,950)	(\$464,743)	(\$451,963)	(\$396,315)	(\$401,476)
60%	(\$491,234)	(\$497,289)	(\$495,561)	(\$456,716)	(\$463,988)

Economic Impact

Number of Events Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Multi-Purpose Field Tournaments	7	9	11	14	14
Baseball/Softball Tournaments	8	10	13	18	18
Total Events Per Year	15	19	24	32	32

Per Person Spending By Category - Regional

	Amount	% of Total
Lodging/Accommodations	\$24.29	24.6%
Dining/Groceries	\$37.50	37.9%
Transportation	\$6.38	6.4%
Entertainment/Attractions	\$3.00	3.0%
Retail	\$17.63	17.8%
Miscellaneous	\$10.13	10.2%
Total	\$98.91	100%

Economic Impact Drivers

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Non-Local Days in Market	44,784	53,833	72,225	108,433	108,433
Total Room Nights	8,131	9,711	13,196	20,453	20,453

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Direct Spending	\$4,429,568	\$5,324,611	\$7,143,826	\$10,725,136	\$10,725,136
Total Indirect Spending	\$0	\$0	\$0	\$0	\$0
Total Economic Impact	\$4,429,568	\$5,324,611	\$7,143,826	\$10,725,136	\$10,725,136

Facility Expenses

Indoor Building

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Alarm System		\$900	\$927	\$955	\$983	\$1,013
Hard Structure Facility Maint & Cleaning	\$1.00/SF + Paper Goods	\$10,144	\$11,158	\$12,274	\$12,888	\$13,275
Facility/Medical Supplies		\$3,000	\$2,500	\$2,625	\$2,756	\$2,894
Hard Structure Maint. & Repairs	\$0.50/SF	\$2,572	\$2,649	\$2,729	\$2,810	\$2,895
Hard Structure Utility Expense	\$1.20/SF	\$6,173	\$6,358	\$6,549	\$6,745	\$6,948
Total Indoor Facility Expense		\$22,789	\$23,593	\$25,131	\$26,183	\$27,024

Outdoor Facility

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Turf Field Maintenance and Labor		\$26,964	\$32,357	\$53,928	\$55,546	\$57,212
Grounds Maintenance and Labor	\$1,000/Acre	\$28,392	\$29,243	\$30,121	\$31,024	\$31,955
Utility Expense Lighting		\$48,000	\$52,800	\$58,080	\$60,984	\$62,814
Total Outdoor Facility Expense		\$103,356	\$114,400	\$142,129	\$147,554	\$151,981
Total Facility Expense		\$126,144	\$137,993	\$167,260	\$173,737	\$179,005

Operating Expenses

Expense	Mgmt. Assump	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees		\$0	\$0	\$0	\$0	\$0
Bank Service Charges	Misc. Banking Fees	\$1,200	\$1,236	\$1,273	\$1,311	\$1,351
Communications	Phone/Internet/Mobile	\$7,800	\$8,034	\$8,275	\$8,523	\$8,779
Management	Full Time Management	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Management Travel		\$18,000	\$12,000	\$9,000	\$9,450	\$9,923
Credit Card Expense	50% of Sales (3% fee)	\$6,108	\$8,301	\$11,525	\$16,727	\$17,292
Employee Uniforms		\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
General Advertising		\$8,145	\$8,389	\$8,641	\$8,900	\$9,167
Tournament Business Development		\$45,000	\$57,000	\$72,000	\$96,000	\$96,000
Insurance-Property	County Insurance	\$0	\$0	\$0	\$0	\$0
Insurance-Liability	\$1,000/month	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506
Interest Expense		\$0	\$0	\$0	\$0	\$0
Legal Fees		\$0	\$0	\$0	\$0	\$0
Licenses, Permits	Food Licenses, etc.	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814
Office Supplies		\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Photocopier Lease		\$3,600	\$3,708	\$3,819	\$3,934	\$4,052
Postage & Freight		\$1,000	\$1,030	\$1,061	\$1,093	\$1,126
Real Estate Tax		\$0	\$0	\$0	\$0	\$0
Rent- Building Lease		\$0	\$0	\$0	\$0	\$0
Software- Facility Management	Online Scheduling Software, Etc.	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255
Software- Office	IT Support	\$3,600	\$3,708	\$3,819	\$3,934	\$4,052
Travel and Education		\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Total Operating Expenses		\$276,953	\$286,881	\$303,892	\$335,385	\$338,319

Management Payroll Summary

Management Position	Mgmt. Assump	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager		\$65,000	\$67,600	\$70,304	\$73,116	\$76,041
Marketing & Business Development Director		\$42,000	\$43,680	\$45,427	\$47,244	\$49,134
Facility Manager		\$38,000	\$39,520	\$41,101	\$42,745	\$44,455
Office/Finance Manager		\$35,000	\$36,400	\$37,856	\$39,370	\$40,945
Total Management Payroll		\$180,000	\$187,200	\$194,688	\$202,476	\$210,575

Payroll Summary

	Total Payroll Summary	Mgmt. Assump	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	General Manager	12 months prior	\$65,000	\$65,000	\$67,600	\$70,304	\$73,116	\$76,041
Mgmt	Director of Operations	10 months prior	\$0	\$0	\$0	\$0	\$0	\$0
Mgmt	Marketing & Business Development Director	12 months prior	\$42,000	\$42,000	\$43,680	\$45,427	\$47,244	\$49,134
Mgmt	Food Service Manager	3 months prior	\$0	\$0	\$0	\$0	\$0	\$0
Mgmt	Facility Manager	3 months prior	\$9,500	\$38,000	\$39,520	\$41,101	\$42,745	\$44,455
Mgmt	Office/Finance Manager	10 months prior	\$29,167	\$35,000	\$36,400	\$37,856	\$39,370	\$40,945
Mgmt	Admin	3 months prior	\$0	\$0	\$0	\$0	\$0	\$0
	Subtotal Management Payroll		\$145,667	\$180,000	\$187,200	\$194,688	\$202,476	\$210,575
Director	Multi-Purpose Field Tournament Director	3 months prior	\$0	\$0	\$4,320	\$9,240	\$17,820	\$18,711
Director	Baseball/Softball Tournament Director	3 months prior	\$0	\$0	\$4,200	\$7,022	\$10,472	\$10,996
Director	Housing and Logistics Specialist	3 months prior	\$0	\$0	\$0	\$0	\$0	\$0
	Adventure Center Management Allotment	3 months prior	\$0	\$0	\$0	\$0	\$0	\$0
	Subtotal Program Management		\$0	\$0	\$12,720	\$23,285	\$38,764	\$40,702
Staff	Multi-Purpose Field Tournament Staff	1 month prior	\$0	\$0	\$2,880	\$7,700	\$17,820	\$18,711
Staff	Multi-Purpose Field Rental Tournament Staff	1 month prior	\$413	\$4,956	\$5,625	\$7,142	\$8,329	\$8,746
Staff	Baseball/Softball Tournament Staff	1 month prior	\$0	\$0	\$3,509	\$7,255	\$13,071	\$13,724
Staff	Baseball/Softball Rental Tournament Staff	1 month prior	\$305	\$3,658	\$4,858	\$7,396	\$10,138	\$10,645
Staff	Tournament Food & Beverage Staff	1 month prior	\$2,151	\$25,812	\$30,900	\$41,280	\$61,485	\$61,485
Staff	Retail Staff	1 month prior	0	\$0	\$988	\$2,000	\$3,939	\$3,939
Staff	Outdoor Field Rental Staff	1 month prior	\$142	\$1,698	\$1,783	\$1,966	\$2,064	\$2,168
	Adventure Center Staff	1 month prior	\$0	\$0	\$0	\$0	\$0	\$0
	Cocontained Play (Ballocity) Staff	1 month prior	\$867	\$10,398	\$11,438	\$12,610	\$13,241	\$13,903
Staff	Local Food & Beverage Staff	1 month prior	\$275	\$3,302	\$3,468	\$3,641	\$3,823	\$3,823
	Subtotal Sport Admin Staff		\$4,152	\$49,824	\$65,448	\$90,991	\$133,909	\$137,142
Referees	Multi-Purpose Field Tournament Referees	Per Diem	\$0	\$0	\$7,840	\$17,920	\$40,320	\$40,320
Referees	Baseball/Softball Tournament Officials	Per Diem	\$0	\$0	\$15,400	\$27,720	\$49,280	\$49,280
Trainers	Tournament Trainers	Per Diem	\$0	\$0	\$1,500	\$4,500	\$7,725	\$7,875
	Subtotal Referee/Trainers (COGS)		\$0	\$0	\$24,740	\$50,140	\$97,325	\$97,475
	Payroll Subtotal		\$149,819	\$229,824	\$290,108	\$359,104	\$472,474	\$485,894
	Health Insurance	4 employees @ \$500/month		\$24,000	\$24,720	\$25,462	\$26,225	\$27,012
	Bonus Pool			\$4,072	\$5,534	\$7,683	\$11,151	\$11,528
	Payroll Services			\$2,400	\$2,472	\$2,546	\$2,623	\$2,701
	Payroll Taxes & Insurance	18.00% of payroll (excl refs)		\$41,368	\$47,766	\$55,613	\$67,527	\$69,915
	Payroll Taxes/Benefits/Bonus Totals			\$71,841	\$80,492	\$91,305	\$107,526	\$111,157
	Total Payroll			\$301,665	\$370,600	\$450,408	\$580,000	\$597,051

Appendix

In-House Multi-Purpose Field Tournament Revenue & Expenses

Revenue	Mgmt Assump.	Amount per Activity					Number of Events					Ave. 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							
Medium Tournament - 6 Full Fields (2 Days)																		
Entry Fees												832						
6v6	16 teams/11 players per team	\$400	\$400	\$440	\$440	\$462	0	1	1	1	1	16	\$0	\$6,400	\$7,040	\$7,040	\$7,392	
8v8	16 teams/14 players per team	\$500	\$500	\$550	\$550	\$578	0	1	1	1	1	16	\$0	\$8,000	\$8,800	\$8,800	\$9,240	
11v11	24 teams/18 players per team	\$600	\$600	\$660	\$660	\$693	0	1	1	1	1	24	\$0	\$14,400	\$15,840	\$15,840	\$16,632	
Gate Fees	1.5 fans/player	\$5	\$5	\$6	\$6	\$6	0	1	1	1	1	1248	\$0	\$6,240	\$6,864	\$6,864	\$7,207	
Large Tournament - 8 Full Fields (2.5 Days)																		
Entry Fees												1088						
6v6	16 teams/11 players per team	\$450	\$450	\$495	\$495	\$520	0	0	1	2	2	16	\$0	\$0	\$7,920	\$15,840	\$16,632	
8v8	24 teams/14 players per team	\$550	\$550	\$605	\$605	\$635	0	0	1	2	2	24	\$0	\$0	\$14,520	\$29,040	\$30,492	
11v11	32 teams/18 players per team	\$650	\$650	\$715	\$715	\$751	0	0	1	2	2	32	\$0	\$0	\$22,880	\$45,760	\$48,048	
Gate Fees	1.5 fans/player	\$5	\$5	\$6	\$6	\$6	0	0	1	2	2	1632	\$0	\$0	\$8,976	\$17,952	\$18,850	
Extra Large Tournament - 10 Full Fields (2.5 Days)																		
Entry Fees												1344						
6v6	16 teams/11 players per team	\$450	\$450	\$495	\$495	\$520	0	0	0	1	1	16	\$0	\$0	\$0	\$7,920	\$8,316	
8v8	32 teams/14 players per team	\$550	\$550	\$605	\$605	\$635	0	0	0	1	1	32	\$0	\$0	\$0	\$19,360	\$20,328	
11v11	40 teams/18 players per team	\$650	\$650	\$715	\$715	\$751	0	0	0	1	1	40	\$0	\$0	\$0	\$28,600	\$30,030	
Gate Fees	1.5 fans/player	\$5	\$5	\$6	\$6	\$6	0	0	0	1	1	2016	\$0	\$0	\$0	\$11,088	\$11,642	
Child Gate Fee Discount	25% of Gate Fees													\$0	(\$1,560)	(\$3,960)	(\$8,976)	(\$9,425)
Non-capacity growth rate																		
Capacity growth rate			1.00	1.10	1.00	1.05	0	1	2	4	4							
			1.10	1.10	1.10	1.10	-	3	7	9	11							
Area Revenue													\$0	\$33,480	\$88,880	\$205,128	\$215,384	
Expense	Mgmt. Assump.																	
		Year 1	Year 2	Year 3	Year 4	Year 5												
Tournament Director	10% Entry Fees	\$0	\$4,320	\$9,240	\$17,820	\$18,711												
Tournament Staff	10% Entry Fees	\$0	\$2,880	\$7,700	\$17,820	\$18,711												
Gate Staff	5% Gate Fee Revenue	\$0	\$312	\$792	\$1,795	\$1,885												
Official Fees	Avg. \$80/game	\$0	\$7,840	\$17,920	\$40,320	\$40,320												
Trainer Fees	\$15/Hour	\$0	\$600	\$1,350	\$3,225	\$3,225												
Equip./Supplies	5% Gross Revenue	\$0	\$1,674	\$4,444	\$10,256	\$10,769												
Awards	5% Gross Revenue	\$0	\$1,674	\$4,444	\$10,256	\$10,769												
Area Expense													\$0	\$19,300	\$45,890	\$101,493	\$104,390	
Net Revenue													\$0	\$14,180	\$42,990	\$103,635	\$110,994	

In-House Baseball/Softball Tournament Revenue & Expenses

Revenue	Mgmt Assump.	Amount per Activity					Number of Participants per Year					Ave. Participants	Year 1	Year 2	Year 3	Year 4	Year 5
Small Tournament - 4 Fields 2 Days																	
Team Information												420					
Baseball Field (225'-300' Fence)	28 teams/15 players per team	\$400	\$400	\$440	\$440	\$462	0	1	1	1	1	28	\$0	\$11,200	\$12,320	\$12,320	\$12,936
Gate Fees - Day Pass	25% of fans (1.5 fans/ player)	\$6	\$6	\$7	\$7	\$7	0	1	1	1	1	158	\$0	\$945	\$1,040	\$1,040	\$1,091
Gate Fess - Tournament Pass	75% of fans (1.5 fans/ player)	\$10	\$10	\$11	\$11	\$12	0	1	1	1	1	473	\$0	\$4,725	\$5,198	\$5,198	\$5,457
Medium Tournament - 6 Fields, 2 Days																	
Team Information												630					
Baseball Field (225'-300' Fence)	42 teams/15 players per team	\$400	\$400	\$440	\$440	\$462	0	1	1	1	1	42	\$0	\$16,800	\$18,480	\$18,480	\$19,404
Gate Fees - Day Pass	25% of fans (1.5 fans/ player)	\$6	\$6	\$7	\$7	\$7	0	1	1	1	1	236	\$0	\$1,418	\$1,559	\$1,559	\$1,637
Gate Fess - Tournament Pass	75% of fans (1.5 fans/ player)	\$10	\$10	\$11	\$11	\$12	0	1	1	1	1	709	\$0	\$7,088	\$7,796	\$7,796	\$8,186
Large Tournament - 8 Fields, 2.5 Days																	
Team Information												840					
Baseball Field (225'-300' Fence)	56 teams/15 players per team	\$450	\$450	\$495	\$495	\$520	0	0	1	2	2	56	\$0	\$0	\$27,720	\$55,440	\$58,212
Gate Fees - Day Pass	25% of fans (1.5 fans/ player)	\$6	\$6	\$7	\$7	\$7	0	0	1	2	2	315	\$0	\$0	\$2,079	\$4,158	\$4,366
Gate Fess - Tournament Pass	75% of fans (1.5 fans/ player)	\$10	\$10	\$11	\$11	\$12	0	0	1	2	2	945	\$0	\$0	\$10,395	\$20,790	\$21,830
Medium Summer Tournament - 4 Fields, 4 Days																	
Team Information												420					
Baseball Field (225'-300' Fence)	42 teams/15 players per team	\$600	\$600	\$660	\$660	\$693	0	0	0	1	1	28	\$0	\$0	\$0	\$18,480	\$19,404
Gate Fees - Day Pass	25% of fans (1.5 fans/ player)	\$6	\$6	\$7	\$7	\$7	0	0	0	1	1	158	\$0	\$0	\$0	\$1,040	\$1,091
Gate Fess - Tournament Pass	75% of fans (1.5 fans/ player)	\$20	\$20	\$22	\$22	\$23	0	0	0	1	1	473	\$0	\$0	\$0	\$10,395	\$10,915
Child Gate Fee Discount	25% of Gate Fees												\$0	(\$3,544)	(\$7,017)	(\$12,994)	(\$13,643)
	Non-capacity growth rate		1.00	1.10	1.00	1.05	-	2	3	5	5						
	Capacity growth rate		1.10	1.10	1.10	1.10											
Area Revenue													\$0	\$38,631	\$79,570	\$143,701	\$150,886
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Director	10% Entry Fees												\$0	\$4,200	\$7,022	\$10,472	\$10,996
Tournament Staff	10% Entry Fees												\$0	\$2,800	\$5,852	\$10,472	\$10,996
Gate Staff	5% Gate Fee Revenue												\$0	\$709	\$1,403	\$2,599	\$2,729
Official Fees	Avg. \$110/ game												\$0	\$15,400	\$27,720	\$49,280	\$49,280
Trainer Fees	\$15/Hour												\$0	\$900	\$1,650	\$3,600	\$3,600
Equip./Supplies	5% Gross Revenue												\$0	\$1,932	\$3,978	\$7,185	\$7,544
Awards	5% Gross Revenue												\$0	\$1,932	\$3,978	\$7,185	\$7,544
Area Expense													\$0	\$27,872	\$51,605	\$90,793	\$92,689
Net Revenue													\$0	\$10,759	\$27,965	\$52,908	\$58,198

Baseball/Softball Rental Tournament Revenue & Expenses

Revenue	Mgmt Assump.	Amount per Activity					Number of Participants per Year					Ave. Participants	Year 1	Year 2	Year 3	Year 4	Year 5
Small Tournament - 4 Fields 2 Days		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
Team Information												420					
Baseball Field (225'-300' Fence)	28 teams/15 players per team											28					
Rental Fees	Daily Rental Rate	\$200	\$200	\$220	\$220	\$231	2	2	2	2	2	8	\$3,200	\$3,200	\$3,520	\$3,520	\$3,696
Gate Fees - Day Pass	25% of fans (1.5 fans/player)	\$6	\$6	\$7	\$7	\$7	2	2	2	2	2	158	\$1,890	\$1,890	\$2,079	\$2,079	\$2,183
Gate Fess - Tournament Pass	75% of fans (1.5 fans/player)	\$10	\$10	\$11	\$11	\$12	2	2	2	2	2	473	\$9,450	\$9,450	\$10,395	\$10,395	\$10,915
Medium Tournament - 6 Fields, 2 Days																	
Team Information												630					
Baseball Field (225'-300' Fence)	42 teams/15 players per team											42					
Rental Fees	Daily Rental Rate	\$200	\$200	\$220	\$220	\$231	3	3	4	5	5	12	\$7,200	\$19,200	\$28,160	\$35,200	\$36,960
Gate Fees - Day Pass	25% of fans (1.5 fans/player)	\$6	\$6	\$7	\$7	\$7	3	3	4	5	5	236	\$4,253	\$4,253	\$6,237	\$7,796	\$8,186
Gate Fess - Tournament Pass	75% of fans (1.5 fans/player)	\$10	\$10	\$11	\$11	\$12	3	3	4	5	5	709	\$21,263	\$21,263	\$31,185	\$38,981	\$40,930
Large Tournament - 8 Fields, 2.5 Days																	
Team Information												840					
Baseball Field (225'-300' Fence)	56 teams/15 players per team											56					
Rental Fees	Daily Rental Rate	\$200	\$200	\$220	\$220	\$231	3	3	3	4	4	20	\$12,000	\$12,000	\$13,200	\$17,600	\$18,480
Gate Fees - Day Pass	25% of fans (1.5 fans/player)	\$6	\$6	\$7	\$7	\$7	3	3	3	4	4	315	\$5,670	\$5,670	\$6,237	\$8,316	\$8,732
Gate Fess - Tournament Pass	75% of fans (1.5 fans/player)	\$10	\$10	\$11	\$11	\$12	3	3	3	4	4	945	\$28,350	\$28,350	\$31,185	\$41,580	\$43,659
Medium Summer Tournament - 4 Fields, 4 Days																	
Team Information												420					
Baseball Field (225'-300' Fence)	42 teams/15 players per team											28					
Rental Fees	Daily Rental Rate	\$200	\$200	\$220	\$220	\$231	0	0	1	1	1	16	\$0	\$0	\$7,040	\$7,040	\$7,392
Gate Fees - Day Pass	25% of fans (1.5 fans/player)	\$6	\$6	\$7	\$7	\$7	0	0	1	1	1	158	\$0	\$0	\$2,079	\$2,079	\$2,183
Gate Fess - Tournament Pass	75% of fans (1.5 fans/player)	\$20	\$20	\$22	\$22	\$23	0	0	1	1	1	473	\$0	\$0	\$20,790	\$20,790	\$21,830
Large Summer Tournament - 8 Fields, 4 Days																	
Team Information												840					
Baseball Field (225'-300' Fence)	56 teams/15 players per team											56					
Rental Fees	Daily Rental Rate	\$200	\$200	\$220	\$220	\$231	0	0	0	1	1	32	\$0	\$0	\$0	\$7,040	\$7,392
Gate Fees - Day Pass	25% of fans (1.5 fans/player)	\$6	\$6	\$7	\$7	\$7	0	0	0	1	1	315	\$0	\$0	\$0	\$2,079	\$2,183
Gate Fess - Tournament Pass	75% of fans (1.5 fans/player)	\$20	\$20	\$22	\$22	\$23	0	0	0	1	1	945	\$0	\$0	\$0	\$20,790	\$21,830
Gate Fee Rights Holder Split	80% of Gate Fees												(\$56,700)	(\$56,700)	(\$88,150)	(\$123,908)	(\$130,104)
Non-capacity growth rate			1.00	1.10	1.00	1.05	8	8	10	13	13						
Capacity growth rate			1.10	1.10	1.10	1.10	8	10	13	18	18						
Area Revenue													\$36,575	\$48,575	\$73,957	\$101,377	\$106,446
Expense																	
Mgmt. Assump.		Year 1	Year 2	Year 3	Year 4	Year 5											
Tournament Attendant Staff	10% Gross Revenue												\$3,658	\$4,858	\$7,396	\$10,138	\$10,645
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0
Area Expense													\$3,658	\$4,858	\$7,396	\$10,138	\$10,645
Net Revenue																	
													\$32,918	\$43,718	\$66,562	\$91,239	\$95,801

Tournament Food & Beverage Revenue & Expenses

Revenue	Event Days	Daily Expend. Per Attendee	Number of Events per Year					Total # of Entries	Number of Participants	Number of Fans	Year 1	Year 2	Year 3	Year 4	Year 5	
			Year 1	Year 2	Year 3	Year 4	Year 5									
Multi-Purpose Field - Small	2	\$1.50	0	0	0	0	0	40	576	864	\$0	\$0	\$0	\$0	\$0	
Multi-Purpose Field - Medium	2	\$1.50	0	1	1	1	1	56	832	1248	\$0	\$6,240	\$6,240	\$6,240	\$6,240	
Multi-Purpose Field - Large	2.5	\$1.50	0	0	1	2	2	72	1088	1632	\$0	\$0	\$10,200	\$20,400	\$20,400	
Multi-Purpose Field - Extra Large	2.5	\$1.50	0	0	0	1	1	88	1344	2016	\$0	\$0	\$0	\$12,600	\$12,600	
Multi-Purpose Field - Showcase	2.5	\$1.50	0	0	0	0	0	36	648	972	\$0	\$0	\$0	\$0	\$0	
Multi-Purpose Field Rental - Small	2	\$1.50	0	0	0	0	0	40	576	864	\$0	\$0	\$0	\$0	\$0	
Multi-Purpose Field Rental - Medium	2	\$1.50	4	4	4	4	4	56	832	1248	\$24,960	\$24,960	\$24,960	\$24,960	\$24,960	
Multi-Purpose Field Rental - Large	2.5	\$1.50	3	3	4	4	4	72	1088	1632	\$30,600	\$30,600	\$40,800	\$40,800	\$40,800	
Multi-Purpose Field Rental - Extra Large	2.5	\$1.50	0	0	0	1	1	88	1344	2016	\$0	\$0	\$0	\$12,600	\$12,600	
Multi-Purpose Field Rental - Showcase	2.5	\$1.50	0	1	1	1	1	36	648	972	\$0	\$6,075	\$6,075	\$6,075	\$6,075	
Baseball/Softball - Small	2	\$2.50	0	1	1	1	1	28	420	630	\$0	\$5,250	\$5,250	\$5,250	\$5,250	
Baseball/Softball - Medium	2	\$2.50	0	1	1	1	1	42	630	945	\$0	\$7,875	\$7,875	\$7,875	\$7,875	
Baseball/Softball - Large	2.5	\$2.50	0	0	1	2	2	56	840	1260	\$0	\$0	\$13,125	\$26,250	\$26,250	
Baseball/Softball - Medium Summer	4	\$2.50	0	0	0	1	1	28	420	630	\$0	\$0	\$0	\$10,500	\$10,500	
Baseball/Softball - Large Summer	4	\$2.50	0	0	0	0	0	56	840	1260	\$0	\$0	\$0	\$0	\$0	
Baseball/Softball Rental - Small	2	\$2.50	2	2	2	2	2	28	420	630	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	
Baseball/Softball Rental - Medium	2	\$2.50	3	3	4	5	5	42	630	945	\$23,625	\$23,625	\$31,500	\$39,375	\$39,375	
Baseball/Softball Rental - Large	2.5	\$2.50	3	3	3	4	4	56	840	1260	\$39,375	\$39,375	\$39,375	\$52,500	\$52,500	
Baseball/Softball Rental - Medium Summer	4	\$2.50	0	0	1	1	1	28	420	630	\$0	\$0	\$10,500	\$10,500	\$10,500	
Baseball/Softball Rental - Large Summer	4	\$2.50	0	0	0	1	1	56	840	1260	\$0	\$0	\$0	\$21,000	\$21,000	
Area Revenue			15	19	24	32	32	\$129,060 \$154,500 \$206,400 \$307,425 \$307,425								
											Year 1	Year 2	Year 3	Year 4	Year 5	
Expense	Mgmt. Assump.															
Food Cost	35% Concessions Sales	\$45,171 \$54,075 \$72,240 \$107,599 \$107,599														
Non-food Costs	10% Concession Sales	\$12,906 \$15,450 \$20,640 \$30,743 \$30,743														
Food and Beverage Wages	20% Concession Sales	\$25,812 \$30,900 \$41,280 \$61,485 \$61,485														
Area Expense			\$83,889 \$100,425 \$134,160 \$199,826 \$199,826													
											Year 1	Year 2	Year 3	Year 4	Year 5	
Net Revenue			\$45,171 \$54,075 \$72,240 \$107,599 \$107,599													

Retail Revenue & Expenses

Revenue	Mgmt. Assump.	Number of Events per Year					Number of Participants	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5						
Multi-Purpose Field - Small	\$3.50	0	0	0	0	0	576	\$0	\$0	\$0	\$0	\$0
Multi-Purpose Field - Medium	\$3.50	0	1	1	1	1	832	\$0	\$2,912	\$2,912	\$2,912	\$2,912
Multi-Purpose Field - Large	\$3.50	0	0	1	2	2	1088	\$0	\$0	\$3,808	\$7,616	\$7,616
Multi-Purpose Field - Extra Large	\$3.50	0	0	0	1	1	1344	\$0	\$0	\$0	\$4,704	\$4,704
Multi-Purpose Field - Showcase	\$3.50	0	0	0	0	0	648	\$0	\$0	\$0	\$0	\$0
Multi-Purpose Field Rental - Small	\$0.50	0	0	0	0	0	576	\$0	\$0	\$0	\$0	\$0
Multi-Purpose Field Rental - Medium	\$0.50	4	4	4	4	4	832	\$1,664	\$1,664	\$1,664	\$1,664	\$1,664
Multi-Purpose Field Rental - Large	\$0.50	3	3	4	4	4	1088	\$1,632	\$1,632	\$2,176	\$2,176	\$2,176
Multi-Purpose Field Rental - Extra Large	\$0.50	0	0	0	1	1	1344	\$0	\$0	\$0	\$672	\$672
Multi-Purpose Field Rental - Showcase	\$0.50	0	1	1	1	1	648	\$0	\$324	\$324	\$324	\$324
Baseball/Softball - Small	\$3.50	0	1	1	1	1	420	\$0	\$1,470	\$1,470	\$1,470	\$1,470
Baseball/Softball - Medium	\$3.50	0	1	1	1	1	630	\$0	\$2,205	\$2,205	\$2,205	\$2,205
Baseball/Softball - Large	\$3.50	0	0	1	2	2	840	\$0	\$0	\$2,940	\$5,880	\$5,880
Baseball/Softball - Medium Summer	\$3.50	0	0	0	1	1	420	\$0	\$0	\$0	\$1,470	\$1,470
Baseball/Softball - Large Summer	\$3.50	0	0	0	0	0	840	\$0	\$0	\$0	\$0	\$0
Baseball/Softball Rental - Small	\$0.50	2	2	2	2	2	420	\$420	\$420	\$420	\$420	\$420
Baseball/Softball Rental - Medium	\$0.50	3	3	4	5	5	630	\$945	\$945	\$1,260	\$1,575	\$1,575
Baseball/Softball Rental - Large	\$0.50	3	3	3	4	4	840	\$1,260	\$1,260	\$1,260	\$1,680	\$1,680
Baseball/Softball Rental - Medium Summer	\$0.50	0	0	1	1	1	420	\$0	\$0	\$210	\$210	\$210
Baseball/Softball Rental - Large Summer	\$0.50	0	0	0	1	1	840	\$0	\$0	\$0	\$420	\$420
Area Revenue								\$5,921	\$12,832	\$20,649	\$35,398	\$35,398
Expense								Year 1	Year 2	Year 3	Year 4	Year 5
Retail Product Cost	55% Gross Revenue							\$0	\$3,623	\$7,334	\$14,441	\$14,441
Retail Wages	15% Gross Revenue							\$0	\$988	\$2,000	\$3,939	\$3,939
Area Expense								\$0	\$4,611	\$9,335	\$18,380	\$18,380
Net Revenue								\$5,921	\$8,221	\$11,315	\$17,018	\$17,018

Secondary Revenue Areas

Revenue	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Advertisement/Sponsorship Income		\$30,000	\$40,000	\$42,000	\$44,100	\$46,305
Area Revenue		\$30,000	\$40,000	\$42,000	\$44,100	\$46,305
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.)	\$3,000	\$4,000	\$4,200	\$4,410	\$4,631
Sponsorship Commissions		\$3,000	\$4,000	\$4,200	\$4,410	\$4,631
Area Expense		\$6,000	\$8,000	\$8,400	\$8,820	\$9,261
Net Revenue		\$24,000	\$32,000	\$33,600	\$35,280	\$37,044

Field Rental 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						
Youth Baseball/Softball Field Rentals																	
Sept. - Oct.	\$/Hour	\$20	\$20	\$21	\$21	\$22	134	141	148	156	156	1	\$2,688	\$2,822	\$3,112	\$3,267	\$3,431
Nov.- Dec.	\$/Hour	\$20	\$20	\$21	\$21	\$22	48	50	53	56	56	1	\$960	\$1,008	\$1,111	\$1,167	\$1,225
Jan. - Feb.	\$/Hour	\$20	\$20	\$21	\$21	\$22	48	50	53	56	56	1	\$960	\$1,008	\$1,111	\$1,167	\$1,225
Mar. - Apr.	\$/Hour	\$20	\$20	\$21	\$21	\$22	269	282	296	311	311	1	\$5,376	\$5,645	\$6,223	\$6,535	\$6,861
May - June	\$/Hour	\$20	\$20	\$21	\$21	\$22	269	282	296	311	311	1	\$5,376	\$5,645	\$6,223	\$6,535	\$6,861
July - Aug	\$/Hour	\$20	\$20	\$21	\$21	\$22	134	141	148	156	156	1	\$2,688	\$2,822	\$3,112	\$3,267	\$3,431
Multi-Purpose Field Rentals																	
Sept. - Oct.	\$/Hour	\$20	\$20	\$21	\$21	\$22	149	156	164	172	172	1	\$2,976	\$3,125	\$3,445	\$3,617	\$3,798
Nov.- Dec.	\$/Hour	\$20	\$20	\$21	\$21	\$22	58	60	64	67	67	1	\$1,152	\$1,210	\$1,334	\$1,400	\$1,470
Jan. - Feb.	\$/Hour	\$20	\$20	\$21	\$21	\$22	14	15	16	17	17	1	\$288	\$302	\$333	\$350	\$368
Mar. - Apr.	\$/Hour	\$20	\$20	\$21	\$21	\$22	106	111	116	122	122	1	\$2,112	\$2,218	\$2,445	\$2,567	\$2,696
May - June	\$/Hour	\$20	\$20	\$21	\$21	\$22	91	96	101	106	106	1	\$1,824	\$1,915	\$2,112	\$2,217	\$2,328
July - Aug	\$/Hour	\$20	\$20	\$21	\$21	\$22	82	86	90	94	94	1	\$1,632	\$1,714	\$1,889	\$1,984	\$2,083
Field Light Usage Charge	\$/Hour	\$15	\$15	\$16	\$16	\$17	396	415	436	458	458	1	\$5,934	\$6,231	\$6,869	\$7,213	\$7,573
	Non-capacity growth rate		1.00	1.05	1.00	1.05		1.05	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													\$33,966	\$35,664	\$39,320	\$41,286	\$43,350
Expense													Year 1	Year 2	Year 3	Year 4	Year 5
Supervision/ Maintenance Staff	5% Rev												\$1,698	\$1,783	\$1,966	\$2,064	\$2,168
Area Expense													\$1,698	\$1,783	\$1,966	\$2,064	\$2,168
Net Revenue													\$32,268	\$33,881	\$37,354	\$39,222	\$41,183

Outdoor Contained Play Revenue & Ropes Course

Revenue	Mgmt. Assump.	Price per Sale					Sales					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		Year 1	Year 2	Year 3	Year 4	Year 5
Drop-In Play																	
Weekday	\$/hour	\$7	\$7	\$7	\$7	\$8	1,072	1,179	1,238	1,300	1,300	1	\$7,504	\$8,254	\$9,100	\$9,555	\$10,033
Weekend	\$/hour	\$10	\$10	\$11	\$11	\$11	9,648	10,613	11,143	11,700	11,700	1	\$96,478	\$106,126	\$117,003	\$122,854	\$128,996
	Non-capacity growth rate		1.00	1.05	1.00	1.05		1.10	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													\$103,982	\$114,380	\$126,104	\$132,409	\$139,029
Expense	Mgmt Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Contained Play Staff	10% Revenue												\$10,398	\$11,438	\$12,610	\$13,241	\$13,903
Contained Play Supplies	5% Revenue												\$5,199	\$5,719	\$6,305	\$6,620	\$6,951
Maintenance Expense	2% Revenue												\$2,080	\$2,288	\$2,522	\$2,648	\$2,781
Advertising	2% Area Revenue (5% rev year 1)												\$5,199	\$2,288	\$2,522	\$2,648	\$2,781
Area Expense													\$22,876	\$21,732	\$23,960	\$25,158	\$26,416
Net Revenue													\$81,106	\$92,648	\$102,144	\$107,251	\$112,614

Local/Weekday Food & Beverage Revenue & Expenses (Per Cap)

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$16,512	\$17,338	\$18,204	\$19,115	\$19,115
Vending Income		10% Concession sales	\$1,651	\$1,734	\$1,820	\$1,911	\$2,007
Area Revenue			\$18,163	\$19,071	\$20,025	\$21,026	\$21,122
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food		35% COGS	\$6,357	\$6,675	\$7,009	\$7,359	\$7,393
Concessions Non-food		10% COGS	\$1,651	\$1,734	\$1,820	\$1,911	\$1,911
Concessions Wages		20% COGS	\$3,302	\$3,468	\$3,641	\$3,823	\$3,823
Area Expense			\$11,311	\$11,876	\$12,470	\$13,094	\$13,127
Net Revenue			\$6,852	\$7,195	\$7,555	\$7,933	\$7,995