



TOWN OF NEWTOWN

COMMUNITY CENTER ADVISORY COMMITTEE

Meeting Notes, September 14, 2016 Meeting

Town Hall South

3 Main Street, Newtown

Present: John Boccuzzi, Bill Buchler, Andy Clure, Sean Dunn, Carla Kron, Amy Mangold, Ed Marks, Kinga Walsh

Absent: Brian Hartgraves, David Wheeler

Others in Attendance: Pat Llodra - First Selectman, GERALYN HOERAUF – STV|DPM, and eight members of the public

Discussion centered on the accuracy of revenue projections for the center, for both aquatics and recreational programming and for rentals and general membership fees. It was noted that the SFA revenue estimates varied significantly from the Community Center Commission's analysis and as significantly, impacted the Town subsidy that would be required to sustain operations.

Committee members felt that the revenue from aquatics memberships was significantly underestimated. One reason for the low estimates is the absence of a fitness component to compliment the pool membership. Successful recreation centers such as Ridgefield are able to offer additional benefits as part of a membership package by having a complete fitness center; lower membership numbers for the fitness center at the NYA were also discussed. The SFA study assumed that the limited membership benefits attributed to a stand-alone pool may be attractive to regular swimmers, but may not attract the number of family memberships necessary to justify larger revenue projections. They also noted that there would not likely be a difference in the number of memberships for a 25 yd vs. a 50 meter pool. It was recognized that the summer pool membership numbers through Parks & Rec were substantially higher than the indoor memberships predicted and this information would be taken back to SFA for a second analysis.

Also to be re-examined by SFA is their projected fee for drop-in use of the pool(s). It was pointed out that low drop-in fees could discourage memberships. SFA set the fees low to respond to Committee interest in keeping costs affordable and making the Center accessible to the entire community. Additionally, some program revenue line items were reduced in recognition of the benefits that come with Senior Center memberships already in place. The Committee discussed the complexity of balancing the affordability aspect of a community center with the need to generate revenue and reduce future tax burden. Fine tuning of the revenue and expense details would be required of the final SFA report.



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Discussion also centered on the programming delivery model currently in use by Parks & Rec and used by SFA to project the Center's potential revenue for "dry" spaces. Most P&R programming is delivered by outside contractors rather than Town staff; contractors pay \$25 per enrollee, per course to P&R and then set their own fees. The Committee discussed whether with the new Center, P&R would hire additional staff and move towards more in-house programming. It was thought that this model might produce higher income even as the operating costs would rise due to the increase in staff costs. The move to more hourly or full-time employees would be possible over time as the Center opens and increases P&R programming. SFA will be asked to consider this model and incorporate it into the later years of the analysis.

It was noted that decisions regarding management of the center as well as changes in program delivery will be able to be developed as the project is planned and constructed.

The Committee also revisited the discrepancies in the estimated cost of construction by the local project team and Counsilman-Hunsaker. It was noted that Caldwell Walsh and STV|DPM stand by the estimates provided in November 2015, even though the SFA estimates were in the range of 50% higher. The project team determined that the C-H comparables were of high-end university facilities located primarily in Massachusetts and that construction methods could be identified that would bring the cost within budget. It was pointed out that compromises would be required in the areas of finish quality and facility size, but the project team was confident that a project could be successfully completed for the \$15 million appropriation. Once a project scope has been finalized, the project team will return with a new construction cost estimate, and additional cost estimated will be developed as the design of the project progresses. Since the operating analyses indicated that a 25 yd pool would be most appropriate for this Community Center, further discussions with the project team will concentrate on that construction scope.

Committee members questioned what the responsibilities and deliverables are under the current SFA contract. Committee members were expecting to see more details on the market research underlying the draft report; committee members also expected to see Newtown-specific information as the rationale for revenue and expense projections. Examples include:

How many families currently utilize neighboring facilities and can be projected to use a Newtown-based aquatic center? What types of new, cutting-edge programming would the Center house that could increase usage? Where are the comparable facilities and how will the Newtown Community Center compete for users?

The Committee was also concerned about the lack of non-resident memberships, fees, rental rates included in the draft. SFA had been directed to consider the Community Center primarily for Newtown resident use, but the Committee felt that some increase in revenues would be attributed to non-residents and that that income should be reflected in the pro forma. There was also discussion regarding the use of Edmund Town Hall as a comparable facility for setting rental rates. Since the



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Community Center would be newer and perhaps include more features, that the rental rates could be higher.

In order to reconcile the views of the Advisory Committee that the correct revenue projections lay somewhere between the low estimates of SFA and the higher projections of the Community Center Commission, it was decided that the Committee required further analysis by SFA.. SFA will be encouraged to refine their assumptions regarding memberships and programming attendance, answer additional questions raised by the Committee at this meeting, and connect with Sean Dunn (as the former Commission member who developed the initial profit and loss projections) to review the different underlying assumptions in the two analyses.

SFA will also be reminded of their commitment to provide an additional pro forma analysis of a “stand-alone” Community Center and also provide copies of their sample programming schedules for both the aquatic facility and the flexible community spaces. The SFA will also be asked to provide the Committee with examples of other, comparable community centers with pools so that the Committee can understand the challenges and successes of other centers. Once all of the above data and deliverables can be gathered, the Advisory Committee will meet (projected by the end of the month) to determine the scope of the project and facility features.

Attached:

SFA Five Year Operating Pro Forma – Sept. 2016

SFA High-Level Ice Projections – Sept. 2016



Newtown Community Center (Newtown, CT)

Five-Year Operating Pro Forma

Date: September 2016

*Produced For: Newtown Community Center Planning
Committee*

Produced By: 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

Community Center

Space	Indoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint	
			L (')	W (')				
Aquatics	Natatorium and Systems							
	25 yard / 8-lane Pool	1	75	60	4,500	4,500	11.9%	
	Warm Water Instruction/Lessons Pool	1	70	40	2,800	2,800	7.4%	
	Deck and Viewing Space	1	Variable		6,200	6,200	16.5%	
	Storage	1	30	20	600	600	1.6%	
	Pool Mechanical Room	1	45	20	900	900	2.4%	
	Support Space							
	Management Office	1	10	10	100	100	0.3%	
	Admin Office	1	15	10	150	150	0.4%	
	Lifeguard Office	1	15	10	150	150	0.4%	
	Restrooms	2	20	15	300	600	1.6%	
	Locker Rooms	2	30	25	750	1,500	4.0%	
	Family Changing Rooms	4	10	10	100	400	1.1%	
	Wet Classroom/Party Room	1	30	20	600	600	1.6%	
	Efficiency, Circulation, Etc.	1	Variable		3,700	3,700	9.8%	
Total Aquatics Sq. Ft.						22,200	58.9%	
Recreation and Event Spaces	Great Room	1	70	40	2,800	2,800	7.4%	
	Staging/Green Room	1	15	15	225	225	0.6%	
	Multi-Purpose Room (Dividable)	1	60	25	1,500	1,500	4.0%	
	Classroom/Resource Room	1	30	20	600	600	1.6%	
	Teaching Kitchen/Cooking Center (Includes Dry and Cold Storage)	1	30	30	900	900	2.4%	
	Recreation Room (Includes Climbing Area, Open Recreation Space, and Youth Lounge)	1	60	60	3,600	3,600	9.6%	
	Total Recreation and Event Sq. Ft.						9,625	25.5%
Admin Space	Lobby/Welcome Area (Includes Community Lounge Area)	1	50	40	2,000	2,000	5.3%	
	Management/Admin Offices	4	10	10	100	400	1.1%	
	Concessions Counter	1	12	10	120	120	0.3%	
	Restrooms with Interior/Exterior Access	2	25	15	375	750	2.0%	
Total Admin Space Sq. Ft.						3,270	8.7%	
Required SF for Products and Services						35,095	93.2%	
Mechanical, Electrical, Storage, etc.						10% of Non-Aquatics SF	1,290	3.4%
Common Area, Stairs, Circulation, etc.						10% of Non-Aquatics SF	1,290	3.4%
Total Estimated Building						37,674	100%	
Total Building Acreage						0.9		

Site Development (IAF)

Outdoor	Quantity	Dimensions		Approx. SF each	Total SF	% of Total
		L (')	W (')			
Parking Spaces Total (10'x18')	151	20	20	400	60,278	56.1%
Setbacks, Green Space, etc.				25% of Indoor SF	9,419	8.8%
Total Estimated Complex SF					107,371	100%
Total Complex Acreage					2.5	



Construction and Start-Up Costs

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Land Cost						
RE Acquisition		2.5	Acre	\$0	\$0	0.0%
Land Cost Total					\$0	0.0%
Hard Cost						
Building Construction - Recreation/Event Space and Admin Space Area	Warm Shell (Slab, Structure, Systems, High Efficiency LED Lighting Package from ASG Energy, Basic Interior and Exterior Finishes, etc.)	15,474	SF	\$125	\$1,934,250	13.0%
Building Construction - Natatorium and Systems Area	Erosion Resistant Warm Shell (Slab, Structure, Systems, High Efficiency LED Lighting Package from ASG Energy, Basic Interior and Exterior Finishes, etc.) and Pools	15,000	SF	\$398	\$5,970,000	40.1%
Building Construction - Natatorium Support Space Area	Erosion Resistant Warm Shell (Slab, Structure, Systems, High Efficiency LED Lighting Package from ASG Energy, Basic Interior and Exterior Finishes, etc.)	7,200	SF	\$200	\$1,440,000	9.7%
Site Development	Excavation, Paving, Grading, Utilities, Landscaping, Etc.	1	LS	\$1,151,196	\$1,151,196	7.7%
Contingency				10%	\$1,049,545	7.0%
Hard Cost Total					\$11,544,991	77.5%
Furniture, Fixtures and Equipment Cost						
Interior Finishes and Furnishings		37,674	SF	\$10	\$376,740	2.5%
Hardware		37,674	SF	\$2	\$75,348	0.5%
Software		1	LS	\$25,000	\$25,000	0.2%
Kitchen & Concessions Equipment		1	LS	\$225,000	\$225,000	1.5%
Climbing Wall and Equipment		1	LS	\$175,000	\$175,000	1.2%
Aquatics and Recreation Equipment		1	LS	\$300,000	\$300,000	2.0%
Locker Rooms and Family Changing Rooms		1	LS	\$125,000	\$125,000	0.8%
Signage & Banners		1	LS	\$100,000	\$100,000	0.7%
Audio/Video/Lighting and Acoustic Treatment		1	LS	\$275,000	\$275,000	1.8%
Maintenance Equipment		1	LS	\$25,000	\$25,000	0.2%
Contingency				10%	\$170,209	1.1%
Furniture, Fixtures and Equipment Cost Total					\$1,872,297	12.6%
Soft Cost - Construction						
Indirect Cost of Construction		Design, Construction Management, Impact Fees, Etc.		10%	\$1,341,729	9.0%
Contingency				10%	\$134,173	0.9%
Soft Cost Total					\$1,475,902	9.9%
Total Construction and Start-Up Costs					\$14,893,189	100.0%



Operational Start-Up Costs

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Soft Costs-Operations						
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting, Etc.				\$100,000	18.5%
Permits and Extensions					\$30,000	5.5%
Presentation Materials	Site Plans, Floor Plans, Renderings, Etc.				\$20,000	3.7%
Facility Development Consulting Fees	Pre-Opening Consulting Fee				TBD	0.0%
Consultant Travel					TBD	0.0%
Marketing Allowance	Pre-Opening Marketing Budget				\$75,000	13.8%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening				\$267,451	49.4%
Contingency				10%	\$49,245	9.1%
Soft Cost Total					\$541,696	100.0%
Total Operational Start-Up Costs					\$541,696	100.0%



Capital Costs and Start-up Expenses

SOURCES OF FUNDS		
Public Funding	32%	\$4,893,189
Private Contribution - Construction	65%	\$10,000,000
Private Contribution - Operations	4%	\$541,696
Total Sources of Funds		\$15,434,885
USES OF FUNDS		
Land Cost		\$0
Hard Cost		\$11,544,991
Furniture, Fixtures and Equipment Cost		\$1,872,297
Soft Cost - Construction		\$1,475,902
Soft Cost - Operations		\$541,696
Total Uses of Funds		\$15,434,885

Total Revenue & Expenses

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Membership and Daily Attendance	\$158,910	\$163,677	\$193,388	\$199,190	\$231,477
Aquatics	\$376,750	\$417,488	\$501,448	\$544,327	\$617,301
Art and Arts & Crafts	\$5,040	\$5,544	\$5,821	\$6,112	\$6,418
Camp, Childcare, and School-Age	\$91,200	\$100,320	\$115,685	\$121,469	\$133,818
Cooking	\$5,160	\$5,580	\$5,811	\$6,054	\$6,308
Dance	\$1,880	\$2,068	\$2,171	\$2,280	\$2,394
Education	\$2,900	\$3,190	\$3,350	\$3,517	\$3,693
Wellness	\$43,200	\$47,520	\$54,886	\$57,630	\$63,537
Martial Arts	\$2,840	\$3,124	\$3,280	\$3,444	\$3,616
Performing Arts	\$4,950	\$5,409	\$5,661	\$5,927	\$6,205
Climbing	\$63,510	\$69,861	\$80,689	\$84,724	\$93,408
Special Events	\$21,250	\$23,375	\$26,998	\$28,348	\$31,254
Sports and Recreation	\$36,250	\$43,115	\$53,362	\$59,396	\$64,652
Facility Rentals	\$58,400	\$58,400	\$64,240	\$64,240	\$67,452
Concessions and Vending	\$33,907	\$35,602	\$37,382	\$39,251	\$41,214
Total Revenue	\$906,147	\$984,273	\$1,154,173	\$1,225,908	\$1,372,746
Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Membership and Daily Attendance	\$1,344	\$1,384	\$1,446	\$1,489	\$1,555
Aquatics	\$215,070	\$237,688	\$284,172	\$308,115	\$348,442
Art and Arts & Crafts	\$0	\$0	\$0	\$0	\$0
Camp, Childcare, and School-Age	\$58,240	\$64,064	\$73,994	\$77,694	\$85,657
Cooking	\$0	\$0	\$0	\$0	\$0
Dance	\$0	\$0	\$0	\$0	\$0
Education	\$0	\$0	\$0	\$0	\$0
Wellness	\$25,920	\$28,512	\$32,931	\$34,578	\$38,122
Martial Arts	\$0	\$0	\$0	\$0	\$0
Performing Arts	\$0	\$0	\$0	\$0	\$0
Climbing	\$29,449	\$32,394	\$37,415	\$39,286	\$43,313
Special Events	\$11,738	\$12,911	\$14,912	\$15,658	\$17,263
Sports and Recreation	\$12,688	\$15,090	\$18,677	\$20,789	\$22,628
Facility Rentals	\$2,920	\$2,920	\$3,212	\$3,212	\$3,373
Concessions and Vending	\$25,430	\$26,701	\$28,037	\$29,438	\$30,910
Total Cost of Goods Sold	\$382,798	\$421,665	\$494,796	\$530,259	\$591,263
Gross Margin	\$523,348	\$562,608	\$659,377	\$695,649	\$781,483
<i>% of Revenue</i>	58%	57%	57%	57%	57%
Facility Expenses	\$267,122	\$273,800	\$280,645	\$287,661	\$294,853
Operating Expense	\$171,684	\$138,499	\$145,932	\$149,864	\$156,533
Mgmt., Lifeguards, and Admin. Payrol	\$509,320	\$526,108	\$543,477	\$561,450	\$580,047
Payroll Taxes/Benefits/Bonus	\$178,912	\$186,719	\$196,487	\$203,804	\$212,843
Total Operating Expenses	\$1,127,039	\$1,125,125	\$1,166,542	\$1,202,779	\$1,244,276
EBITDA	(\$603,690)	(\$562,518)	(\$507,165)	(\$507,130)	(\$462,794)
<i>Capital Replacement Fund</i>	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Total Net Income	(\$678,690)	(\$637,518)	(\$582,165)	(\$582,130)	(\$537,794)
Annual Net Income Sensitivity Analysis					
Percent of Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
110%	(\$626,355)	(\$581,257)	(\$516,227)	(\$512,565)	(\$459,645)
90%	(\$731,025)	(\$693,778)	(\$648,103)	(\$651,695)	(\$615,942)
80%	(\$783,360)	(\$750,039)	(\$714,040)	(\$721,260)	(\$694,090)
70%	(\$835,695)	(\$806,300)	(\$779,978)	(\$790,825)	(\$772,238)
60%	(\$888,030)	(\$862,561)	(\$845,916)	(\$860,390)	(\$850,387)



Facility Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Alarm System		\$5,000	\$5,125	\$5,253	\$5,384	\$5,519
Janitorial, Maintenance, and Repairs		\$54,074	\$55,426	\$56,811	\$58,232	\$59,688
Lawn/Snow Care	Town Services	\$0	\$0	\$0	\$0	\$0
Pool Chemicals		\$25,125	\$25,753	\$26,397	\$27,057	\$27,733
Utility Expense		\$182,923	\$187,496	\$192,183	\$196,988	\$201,913
Total Facility Expense		\$267,122	\$273,800	\$280,645	\$287,661	\$294,853



Operating Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees	Town Services	\$0	\$0	\$0	\$0	\$0
Bank Service Charges	Misc. Banking Fees; Partially Covered by Town Serv	\$9,061	\$9,288	\$9,520	\$9,758	\$10,002
Communications		\$7,535	\$7,723	\$7,916	\$8,114	\$8,317
Dues and Subscriptions		\$500	\$513	\$525	\$538	\$552
Employee Uniforms		\$2,500	\$1,500	\$1,538	\$1,576	\$1,615
General Advertising		\$54,369	\$19,685	\$23,083	\$24,518	\$27,455
Insurance	Efficiencies Due to Town Services	\$64,898	\$66,148	\$68,867	\$70,015	\$72,364
Interest Expense		\$0	\$0	\$0	\$0	\$0
Legal Fees	Town Services	\$0	\$0	\$0	\$0	\$0
Licenses, Permits		\$2,500	\$2,563	\$2,627	\$2,692	\$2,760
Office Supplies		\$4,521	\$4,634	\$4,750	\$4,868	\$4,990
Real Estate Tax	Tax Exempt	\$0	\$0	\$0	\$0	\$0
Software- Facility Management & Operations	Online Scheduling Software	\$10,800	\$11,070	\$11,347	\$11,630	\$11,921
Travel, Training, and Education		\$15,000	\$15,375	\$15,759	\$16,153	\$16,557
Total Operating Expenses		\$171,684	\$138,499	\$145,932	\$149,864	\$156,533



Management, Lifeguard, and Admin. Payroll Summary

Position	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager		\$74,400	\$77,376	\$80,471	\$83,690	\$87,037
Marketing and Event Coordinator		\$44,640	\$46,426	\$48,283	\$50,214	\$52,222
Program Coordinator		\$39,680	\$41,267	\$42,918	\$44,635	\$46,420
Aquatics Supervisor		\$49,600	\$51,584	\$53,647	\$55,793	\$58,025
Aquatics Coordinator	Part Time	\$19,840	\$20,634	\$21,459	\$22,317	\$23,210
Facility Director		\$42,160	\$43,846	\$45,600	\$47,424	\$49,321
Lifeguards		\$179,000	\$183,475	\$188,062	\$192,763	\$197,583
Front Desk Staff	Part Time	\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
Total Management and Admin. Payroll		\$509,320	\$526,108	\$543,477	\$561,450	\$580,047



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	\$74,400	\$74,400	\$77,376	\$80,471	\$83,690	\$87,037
Mgmt	Marketing and Event Coordinator	9 months prior	\$33,480	\$44,640	\$46,426	\$48,283	\$50,214	\$52,222
Mgmt	Program Coordinator	6 months prior	\$19,840	\$39,680	\$41,267	\$42,918	\$44,635	\$46,420
Mgmt	Aquatics Supervisor	6 Months Prior	\$24,800	\$49,600	\$51,584	\$53,647	\$55,793	\$58,025
Mgmt	Aquatics Coordinator	3 months prior	\$4,960	\$19,840	\$20,634	\$21,459	\$22,317	\$23,210
Mgmt	Facility Director	6 months prior	\$21,080	\$42,160	\$43,846	\$45,600	\$47,424	\$49,321
Guards	Lifeguards	1 month prior	\$14,917	\$179,000	\$183,475	\$188,062	\$192,763	\$197,583
Admin	Front Desk Staff	1 month prior	\$5,000	\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
Subtotal Management Payroll			\$198,477	\$509,320	\$526,108	\$543,477	\$561,450	\$580,047
Director	Climbing Manager	1 month prior	\$529	\$6,351	\$6,986	\$8,069	\$8,472	\$9,341
Subtotal Program Management			\$529	\$6,351	\$6,986	\$8,069	\$8,472	\$9,341
Staff	Camp, Childcare, and School-Age Program Staff	1 month prior	\$3,733	\$44,800	\$49,280	\$56,918	\$59,764	\$65,890
Staff	Climbing Staff	1 month prior	\$1,323	\$15,878	\$17,465	\$20,172	\$21,181	\$23,352
Staff	Special Events Staff	1 month prior	\$443	\$5,313	\$5,844	\$6,750	\$7,087	\$7,813
Staff	Sports and Recreation Staff	1 month prior	\$755	\$9,063	\$10,779	\$13,340	\$14,849	\$16,163
Staff	Concessions Staff	1 month prior	\$471	\$5,651	\$5,934	\$6,230	\$6,542	\$6,869
Subtotal Staff			\$6,725	\$80,704	\$89,301	\$103,411	\$109,423	\$120,088
Instructors	Swim Meet Officials	Per Diem		\$9,600	\$9,600	\$10,560	\$10,560	\$11,088
Instructors	Swim Team Coaches and Swim Instructors	Per Diem		\$156,275	\$176,184	\$214,630	\$235,777	\$270,122
Instructors	Fitness Instructors	Per Diem		\$21,600	\$23,760	\$27,443	\$28,815	\$31,768
Subtotal In-House Program Instructors				\$187,475	\$209,544	\$252,633	\$275,152	\$312,979
Payroll Subtotal				\$205,731	\$783,850	\$831,939	\$907,590	\$954,497
Payroll Services/Taxes/Benefits (Not Inc. Per Diem Instructors)			\$61,719	\$178,912	\$186,719	\$196,487	\$203,804	\$212,843
Payroll Taxes/Benefits/Bonus Totals			\$61,719	\$178,912	\$186,719	\$196,487	\$203,804	\$212,843
Total Payroll				\$962,762	\$1,018,658	\$1,104,077	\$1,158,301	\$1,235,298

Appendix



Membership and Daily Attendance 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																	
Youth (Age 2-17)	\$/Month	\$10.00	\$10.00	\$10.50	\$10.50	\$11.00	38	39	40	42	43	12	\$4,560	\$4,697	\$5,080	\$5,232	\$5,646
Adult (Age 19-59)	\$/Month	\$25.00	\$25.00	\$26.25	\$26.25	\$27.50	159	164	169	174	179	12	\$47,700	\$49,131	\$53,135	\$54,729	\$59,055
Senior (Age 60+)	\$/Month	\$12.50	\$12.50	\$13.25	\$13.25	\$14.00	68	70	72	74	77	12	\$10,200	\$10,506	\$11,470	\$11,815	\$12,858
Family	\$/Month	\$37.50	\$37.50	\$39.50	\$39.50	\$41.50	23	24	24	25	26	12	\$10,350	\$10,661	\$11,566	\$11,913	\$12,892
Drop-In																	
Youth (Age 2-17)	\$/Day	\$3.00	\$3.00	\$4.00	\$4.00	\$5.00	10	10	11	11	11	350	\$10,500	\$10,815	\$14,853	\$15,298	\$19,696
Adult (Age 19-59)	\$/Day	\$5.00	\$5.00	\$6.00	\$6.00	\$7.00	39	40	41	43	44	350	\$68,250	\$70,298	\$86,888	\$89,494	\$107,542
Senior (Age 60+)	\$/Day	\$3.00	\$3.00	\$4.00	\$4.00	\$5.00	7	7	7	8	8	350	\$7,350	\$7,571	\$10,397	\$10,709	\$13,787
Non-capacity growth rate			1.00	1.05	1.00	1.05		1.03	1.03	1.03	1.03						
Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
Area Revenue												\$158,910	\$163,677	\$193,388	\$199,190	\$231,477	
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Membership Administration	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Membership Cards	0.5% Gross Membership Revenue												\$364	\$375	\$406	\$418	\$452
Drop-In Wristbands	\$0.05 per Drop-In Sale												\$980	\$1,009	\$1,040	\$1,071	\$1,103
Area Expense												\$1,344	\$1,384	\$1,446	\$1,489	\$1,555	
Net Revenue												\$157,566	\$162,293	\$191,942	\$197,701	\$229,921	



Aquatics 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						
Swim Team Revenue																	
Swim Meet Income	Total \$/Meet	\$12,000	\$12,000	\$13,200	\$13,200	\$13,860	4	4	4	4	4	1	\$48,000	\$48,000	\$52,800	\$52,800	\$55,440
USA Swimming Team	\$/Swimmer (Ave.)	\$1,750	\$1,750	\$1,925	\$1,925	\$2,021	45	60	75	90	105	1	\$78,750	\$105,000	\$144,375	\$173,250	\$212,231
HS Team Rental	\$/Lane Hour	\$14	\$14	\$15	\$15	\$16	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Swim Club Lane Rental	\$/Lane Hour	\$14	\$14	\$15	\$15	\$16	500	500	500	500	500	1	\$7,000	\$7,000	\$7,700	\$7,700	\$8,085
Master's Swimming	\$/Swimmer (Ave.)	\$50	\$50	\$55	\$55	\$58	35	39	40	42	45	12	\$21,000	\$23,100	\$26,681	\$28,015	\$30,886
Summer League	\$/Swimmer (Ave.)	\$130	\$130	\$143	\$143	\$150	35	39	40	42	45	1	\$4,550	\$5,005	\$5,781	\$6,070	\$6,692
Aquatics Instruction Revenue																	
Swim Lessons	\$/Session	\$95	\$95	\$105	\$105	\$110	1,750	1,838	1,929	2,026	2,127	1	\$166,250	\$174,563	\$201,620	\$211,701	\$233,400
Water Fitness	\$/Session	\$45	\$45	\$50	\$50	\$52	50	55	58	61	64	12	\$27,000	\$29,700	\$34,304	\$36,019	\$39,711
Lifeguard Certification	\$/Session	\$250	\$250	\$275	\$275	\$289	15	15	15	15	15	4	\$15,000	\$15,000	\$16,500	\$16,500	\$17,325
Rentals																	
Birthday Parties	\$/Party	\$200	\$200	\$220	\$220	\$231	26	29	30	32	33	1	\$5,200	\$5,720	\$6,607	\$6,937	\$7,648
Private (Full Pool)	\$/Hr.	\$200	\$200	\$220	\$220	\$231	20	22	23	24	25	1	\$4,000	\$4,400	\$5,082	\$5,336	\$5,883
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												\$376,750	\$417,488	\$501,448	\$544,327	\$617,301	
Expense																	
Expense	Mgmt. Assump.											Year 1	Year 2	Year 3	Year 4	Year 5	
Aquatics Administration	Responsibility of Management Team																
Swim Meet Officials	20% of Gross Meet Revenue											\$9,600	\$9,600	\$10,560	\$10,560	\$11,088	
Swim Team Coaches and Swim Instructors	50% of Team and Instruction Program Revenue											\$156,275	\$176,184	\$214,630	\$235,777	\$270,122	
Swim Meet Supplies, Hosp., and Awards	40% of Gross Meet Revenue											\$19,200	\$19,200	\$21,120	\$21,120	\$22,176	
Swim Meet Sanctioning Fees	15% of Gross Meet Revenue											\$7,200	\$7,200	\$7,920	\$7,920	\$8,316	
Program Supplies	4% of Gross Revenue											\$15,070	\$16,700	\$20,058	\$21,773	\$24,692	
Lifeguard Class Materials	\$60/Participant											\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	
ARC LTS Facility Fee	1,500 Cards; 3% Annual Increase											\$975	\$1,004	\$1,034	\$1,065	\$1,097	
USA Swimming Registration	\$70/Swimmer											\$3,150	\$4,200	\$5,250	\$6,300	\$7,350	
Area Expense												\$215,070	\$237,688	\$284,172	\$308,115	\$348,442	
Net Revenue												\$161,680	\$179,800	\$217,276	\$236,211	\$268,859	



Art and Arts & Crafts Programs 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							
Contractor Programs																		
Adult Art Program	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764	
Adult Art Party	Net Revenue for Center	\$5	\$5	\$5	\$5	\$5	12	13	14	15	15	4	\$240	\$264	\$277	\$291	\$306	
Ceramics and Pottery	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764	
Filmmaking	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764	
Illustration	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764	
Photography	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764	
Quilting	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764	
Sewing	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764	
Weaving	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764	
	Non-capacity growth rate		1.00	1.00	1.00	1.00		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													\$5,040	\$5,544	\$5,821	\$6,112	\$6,418	
Expense													Year 1	Year 2	Year 3	Year 4	Year 5	
Art Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
Equipment, Supplies, and Consumables	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
Area Expense													\$0	\$0	\$0	\$0	\$0	
Net Revenue													\$5,040	\$5,544	\$5,821	\$6,112	\$6,418	



Camp, Childcare, and School-Age Programs 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						
In-House Programs																	
Home School P.E.	\$/Month	\$65	\$65	\$72	\$72	\$75	20	22	23	24	25	8	\$10,400	\$11,440	\$13,213	\$13,874	\$15,296
Parent and Infant/Toddler Class	\$/Class	\$12	\$12	\$13	\$13	\$14	12	13	14	15	15	40	\$5,760	\$6,336	\$7,318	\$7,684	\$8,472
Parents' Morning Out	\$/Day	\$20	\$20	\$22	\$22	\$23	12	13	14	15	15	16	\$3,840	\$4,224	\$4,879	\$5,123	\$5,648
Pre-School Enrichment Classes	\$/Session	\$125	\$125	\$138	\$138	\$144	12	13	14	15	15	8	\$12,000	\$13,200	\$15,246	\$16,008	\$17,649
Single-Day Camp	\$/Day	\$40	\$40	\$44	\$44	\$46	20	22	23	24	25	12	\$9,600	\$10,560	\$12,197	\$12,807	\$14,119
Summer Day Camp	\$/Week	\$200	\$200	\$220	\$220	\$231	30	33	35	36	38	8	\$48,000	\$52,800	\$60,984	\$64,033	\$70,597
Contractor Programs																	
Specialty Camp	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	8	9	9	10	10	8	\$1,600	\$1,760	\$1,848	\$1,940	\$2,037
	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												\$91,200	\$100,320	\$115,685	\$121,469	\$133,818	
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Camp, Child, School-Age Program Administration	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Camp, Child, School-Age Program Staff	50% Gross Revenue from In-House Programs												\$44,800	\$49,280	\$56,918	\$59,764	\$65,890
Equipment, Supplies, and Consumables	15% Gross Revenue from In-House Programs												\$13,440	\$14,784	\$17,076	\$17,929	\$19,767
Area Expense												\$58,240	\$64,064	\$73,994	\$77,694	\$85,657	
Net Revenue												\$32,960	\$36,256	\$41,691	\$43,775	\$48,161	



Cooking Programs 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						
Contractor Programs																	
Youth Cooking Classes	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	6	\$900	\$990	\$1,040	\$1,091	\$1,146
Adult Cooking Classes	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	6	\$900	\$990	\$1,040	\$1,091	\$1,146
Family Cooking/Nutrition Classes	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	12	13	14	15	15	6	\$1,800	\$1,980	\$2,079	\$2,183	\$2,292
Local Chef Demonstrations	Net Revenue for Center	\$5	\$5	\$5	\$5	\$5	20	22	23	24	25	6	\$600	\$660	\$693	\$728	\$764
Cooking Competitions/Parties	Net Revenue for Center	\$10	\$10	\$10	\$10	\$10	8	8	8	8	8	12	\$960	\$960	\$960	\$960	\$960
	Non-capacity growth rate		1.00	1.00	1.00	1.00		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												\$5,160	\$5,580	\$5,811	\$6,054	\$6,308	
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Cooking Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Equipment, Supplies, and Consumables	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Area Expense												\$0	\$0	\$0	\$0	\$0	
Net Revenue												\$5,160	\$5,580	\$5,811	\$6,054	\$6,308	



Dance Programs 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						
Contractor Programs																	
Youth Ballet	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	4	4	5	5	5	2	\$200	\$220	\$231	\$243	\$255
Youth Jazz	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	4	4	5	5	5	2	\$200	\$220	\$231	\$243	\$255
Youth Tap	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	4	4	5	5	5	2	\$200	\$220	\$231	\$243	\$255
Youth Hip Hop	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	4	4	5	5	5	2	\$200	\$220	\$231	\$243	\$255
Preschool Intro/Medley	Net Revenue for Center	\$15	\$15	\$15	\$15	\$15	8	9	9	10	10	4	\$480	\$528	\$554	\$582	\$611
Line Dancing	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	4	4	5	5	5	2	\$200	\$220	\$231	\$243	\$255
Salsa	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	4	4	5	5	5	2	\$200	\$220	\$231	\$243	\$255
Ballroom	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	4	4	5	5	5	2	\$200	\$220	\$231	\$243	\$255
	Non-capacity growth rate		1.00	1.00	1.00	1.00		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												\$1,880	\$2,068	\$2,171	\$2,280	\$2,394	
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Dance Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Equipment and Supplies	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Area Expense												\$0	\$0	\$0	\$0	\$0	
Net Revenue												\$1,880	\$2,068	\$2,171	\$2,280	\$2,394	



Education Programs 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						
Contractor Programs																	
Babysitting/Safe Sitter Certification	Net Revenue for Center	\$5	\$5	\$5	\$5	\$5	6	7	7	7	8	4	\$120	\$132	\$139	\$146	\$153
Language	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	6	\$900	\$990	\$1,040	\$1,091	\$1,146
Safety	Net Revenue for Center	\$5	\$5	\$5	\$5	\$5	4	4	5	5	5	4	\$80	\$88	\$92	\$97	\$102
First Aid/CPR	Net Revenue for Center	\$5	\$5	\$5	\$5	\$5	12	13	14	15	15	4	\$240	\$264	\$277	\$291	\$306
Technology	Net Revenue for Center	\$5	\$5	\$5	\$5	\$5	4	4	5	5	5	6	\$120	\$132	\$139	\$146	\$153
Homework/Tutoring	Net Revenue for Center	\$15	\$15	\$15	\$15	\$15	12	13	14	15	15	8	\$1,440	\$1,584	\$1,663	\$1,746	\$1,834
	Non-capacity growth rate		1.00	1.00	1.00	1.00		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												\$2,900	\$3,190	\$3,350	\$3,517	\$3,693	
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Education Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Equipment and Supplies	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Area Expense												\$0	\$0	\$0	\$0	\$0	
Net Revenue												\$2,900	\$3,190	\$3,350	\$3,517	\$3,693	



Wellness Programs 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						
In-House Programs																	
Adaptive Fitness	\$/Session	\$75	\$75	\$83	\$83	\$87	12	13	14	15	15	6	\$5,400	\$5,940	\$6,861	\$7,204	\$7,942
Meditation	\$/Session	\$75	\$75	\$83	\$83	\$87	6	7	7	7	8	6	\$2,700	\$2,970	\$3,430	\$3,602	\$3,971
Youth Intro to Fitness	\$/Session	\$75	\$75	\$83	\$83	\$87	8	9	9	10	10	6	\$3,600	\$3,960	\$4,574	\$4,802	\$5,295
Intro to Running	\$/Session	\$75	\$75	\$83	\$83	\$87	12	13	14	15	15	6	\$5,400	\$5,940	\$6,861	\$7,204	\$7,942
Intro to Cycling	\$/Session	\$75	\$75	\$83	\$83	\$87	8	9	9	10	10	6	\$3,600	\$3,960	\$4,574	\$4,802	\$5,295
Triathlon Club	\$/Session	\$150	\$150	\$165	\$165	\$173	25	28	29	30	32	6	\$22,500	\$24,750	\$28,586	\$30,016	\$33,092
	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												\$43,200	\$47,520	\$54,886	\$57,630	\$63,537	
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Fitness Administration	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Fitness Instructors	50% Gross Revenue												\$21,600	\$23,760	\$27,443	\$28,815	\$31,768
Equipment and Supplies	10% Gross Revenue												\$4,320	\$4,752	\$5,489	\$5,763	\$6,354
Area Expense												\$25,920	\$28,512	\$32,931	\$34,578	\$38,122	
Net Revenue												\$17,280	\$19,008	\$21,954	\$23,052	\$25,415	



Martial Arts Programs 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						
Contractor Programs																	
Karate	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764
Judo	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764
Aikido	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	6	7	7	7	8	4	\$600	\$660	\$693	\$728	\$764
Mixed Martial Arts	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	8	9	9	10	10	4	\$800	\$880	\$924	\$970	\$1,019
Women's Self Defense	Net Revenue for Center	\$15	\$15	\$15	\$15	\$15	4	4	5	5	5	4	\$240	\$264	\$277	\$291	\$306
	Non-capacity growth rate		1.00	1.00	1.00	1.00		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												\$2,840	\$3,124	\$3,280	\$3,444	\$3,616	
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Martial Arts Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Equipment and Supplies	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Area Expense												\$0	\$0	\$0	\$0	\$0	
Net Revenue												\$2,840	\$3,124	\$3,280	\$3,444	\$3,616	



Performing Arts Programs 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						
Contractor Programs																	
Learn to Play	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	4	4	5	5	5	6	\$600	\$660	\$693	\$728	\$764
Learn to Sing	Net Revenue for Center	\$15	\$15	\$15	\$15	\$15	1	1	1	1	1	24	\$360	\$360	\$360	\$360	\$360
Learn to Act	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	12	13	14	15	15	4	\$1,200	\$1,320	\$1,386	\$1,455	\$1,528
Toddler Music and Movement	Net Revenue for Center	\$15	\$15	\$15	\$15	\$15	6	7	7	7	8	6	\$540	\$594	\$624	\$655	\$688
Improv	Net Revenue for Center	\$25	\$25	\$25	\$25	\$25	15	17	17	18	19	6	\$2,250	\$2,475	\$2,599	\$2,729	\$2,865
	Non-capacity growth rate		1.00	1.00	1.00	1.00		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												\$4,950	\$5,409	\$5,661	\$5,927	\$6,205	
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Performing Arts Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Equipment and Supplies	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Area Expense												\$0	\$0	\$0	\$0	\$0	
Net Revenue												\$4,950	\$5,409	\$5,661	\$5,927	\$6,205	



Climbing Area 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						
In-House Programs																	
Instructional Clinics	\$/Class	\$15	\$15	\$17	\$17	\$17	6	7	7	7	8	24	\$2,160	\$2,376	\$2,744	\$2,881	\$3,177
Climbing Punch Cards	10 Sessions	\$90	\$90	\$99	\$99	\$104	20	22	23	24	25	12	\$21,600	\$23,760	\$27,443	\$28,815	\$31,768
Single Climb Drop-In	\$/Hour	\$10	\$10	\$11	\$11	\$12	100	110	116	121	127	12	\$12,000	\$13,200	\$15,246	\$16,008	\$17,649
Climbing Camps	\$/Week	\$300	\$300	\$330	\$330	\$347	20	22	23	24	25	2	\$12,000	\$13,200	\$15,246	\$16,008	\$17,649
Group Events	\$/Climber	\$15	\$15	\$17	\$17	\$17	15	17	17	18	19	6	\$1,350	\$1,485	\$1,715	\$1,801	\$1,986
Birthday Parties	\$/Party (Up to 15)	\$300	\$300	\$330	\$330	\$347	4	4	5	5	5	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												\$63,510	\$69,861	\$80,689	\$84,724	\$93,408	
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Climbing Manager	10% Gross Revenue												\$6,351	\$6,986	\$8,069	\$8,472	\$9,341
Climbing Staff	25% Gross Revenue												\$15,878	\$17,465	\$20,172	\$21,181	\$23,352
Equipment Maintenance/ Inspections	5% Gross Revenue												\$3,176	\$3,493	\$4,034	\$4,236	\$4,670
Camp, Party, and Event Consumables	10% Party and Event Revenue												\$2,775	\$3,053	\$3,526	\$3,702	\$4,081
Equipment and Supplies	2% Gross Revenue												\$1,270	\$1,397	\$1,614	\$1,694	\$1,868
Area Expense												\$29,449	\$32,394	\$37,415	\$39,286	\$43,313	
Net Revenue												\$34,061	\$37,467	\$43,274	\$45,438	\$50,095	



Special Events 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						
In-House Programs																	
One-Off Events																	
Parents' Night Out	\$/ Child	\$10	\$10	\$11	\$11	\$12	40	44	46	49	51	12	\$4,800	\$5,280	\$6,098	\$6,403	\$7,060
Family Fun Night	\$/Family	\$20	\$20	\$22	\$22	\$23	25	28	29	30	32	12	\$6,000	\$6,600	\$7,623	\$8,004	\$8,825
Senior Fun Night	\$/Person	\$5	\$5	\$6	\$6	\$6	20	22	23	24	25	12	\$1,200	\$1,320	\$1,525	\$1,601	\$1,765
Recurring Events																	
Battle of the Bands	\$/Person	\$5	\$5	\$6	\$6	\$6	200	220	231	243	255	2	\$2,000	\$2,200	\$2,541	\$2,668	\$2,942
Dance	\$/Person	\$10	\$10	\$11	\$11	\$12	100	110	116	121	127	3	\$3,000	\$3,300	\$3,812	\$4,002	\$4,412
Holiday Party	\$/Person	\$5	\$5	\$6	\$6	\$6	50	55	58	61	64	3	\$750	\$825	\$953	\$1,001	\$1,103
Breakfast with Bunny/Santa	\$/ Child	\$5	\$5	\$6	\$6	\$6	250	275	289	303	318	2	\$2,500	\$2,750	\$3,176	\$3,335	\$3,677
Talent Show	\$/Person	\$5	\$5	\$6	\$6	\$6	100	110	116	121	127	2	\$1,000	\$1,100	\$1,271	\$1,334	\$1,471
Share the Music	Free Event	\$0	\$0	\$0	\$0	\$0	20	22	23	24	25	12	\$0	\$0	\$0	\$0	\$0
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												\$21,250	\$23,375	\$26,998	\$28,348	\$31,254	
Expense																	
Mgmt. Assump.													Year 1	Year 2	Year 3	Year 4	Year 5
Special Events Administration	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Special Events Staff	25% Gross Revenue												\$5,313	\$5,844	\$6,750	\$7,087	\$7,813
Equipment, Supplies, and Consumables	15% Gross Revenue from Recurring Events, 50% Gross Revenue from One-Off Events												\$6,425	\$7,068	\$8,163	\$8,571	\$9,450
Area Expense												\$11,738	\$12,911	\$14,912	\$15,658	\$17,263	
Net Revenue												\$9,513	\$10,464	\$12,086	\$12,690	\$13,991	



Sports and Recreation 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						
In-House Programs																	
Adaptive Recreation	\$/Session	\$35	\$35	\$39	\$39	\$40	35	39	40	42	45	4	\$4,900	\$5,390	\$6,225	\$6,537	\$7,207
Archery	\$/Session	\$150	\$150	\$165	\$165	\$173	12	13	14	15	15	4	\$7,200	\$7,920	\$9,148	\$9,605	\$10,589
Broomball	\$/Session	\$125	\$125	\$138	\$138	\$144	25	28	29	30	32	3	\$9,375	\$10,313	\$11,911	\$12,506	\$13,788
Cycling	\$/Session	\$75	\$75	\$83	\$83	\$87	6	7	7	7	8	4	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647
Floor Hockey	\$/Session	\$125	\$125	\$138	\$138	\$144	25	28	29	30	32	3	\$9,375	\$10,313	\$11,911	\$12,506	\$13,788
Knockerball	\$/Session	\$75	\$75	\$83	\$83	\$87	12	24	36	48	48	4	\$3,600	\$7,200	\$11,880	\$15,840	\$16,632
	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												\$36,250	\$43,115	\$53,362	\$59,396	\$64,652	
Expense																	
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Sports and Recreation Director	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Sports and Recreation Staff	25% Gross Revenue												\$9,063	\$10,779	\$13,340	\$14,849	\$16,163
Equipment and Supplies	6% Gross Revenue												\$2,175	\$2,587	\$3,202	\$3,564	\$3,879
Awards	4% Gross Revenue												\$1,450	\$1,725	\$2,134	\$2,376	\$2,586
Area Expense												\$12,688	\$15,090	\$18,677	\$20,789	\$22,628	
Net Revenue												\$23,563	\$28,025	\$34,685	\$38,607	\$42,024	



Facility 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						
Great Room	\$/Hour	\$100	\$100	\$110	\$110	\$116	120	120	120	120	120	1	\$12,000	\$12,000	\$13,200	\$13,200	\$13,860
Great Room	\$/Day	\$600	\$600	\$660	\$660	\$693	12	12	12	12	12	1	\$7,200	\$7,200	\$7,920	\$7,920	\$8,316
Great Room	\$/Weekend	\$1,100	\$1,100	\$1,210	\$1,210	\$1,271	4	4	4	4	4	1	\$4,400	\$4,400	\$4,840	\$4,840	\$5,082
Multi-Purpose Room - Small	\$/Hour	\$20	\$20	\$22	\$22	\$23	240	240	240	240	240	1	\$4,800	\$4,800	\$5,280	\$5,280	\$5,544
Multi-Purpose Room - Medium	\$/Hour	\$30	\$30	\$33	\$33	\$35	120	120	120	120	120	1	\$3,600	\$3,600	\$3,960	\$3,960	\$4,158
Multi-Purpose Room - Large	\$/Hour	\$50	\$50	\$55	\$55	\$58	60	60	60	60	60	1	\$3,000	\$3,000	\$3,300	\$3,300	\$3,465
Classroom/Resource Room	\$/Hour	\$20	\$20	\$22	\$22	\$23	240	240	240	240	240	1	\$4,800	\$4,800	\$5,280	\$5,280	\$5,544
Teaching Kitchen	\$/Hour	\$25	\$25	\$28	\$28	\$29	48	48	48	48	48	1	\$1,200	\$1,200	\$1,320	\$1,320	\$1,386
Rec. Room (Not Inc. Climbing Area)	\$/Hour	\$50	\$50	\$55	\$55	\$58	48	48	48	48	48	1	\$2,400	\$2,400	\$2,640	\$2,640	\$2,772
Full Facility (Not Inc. Aquatics)	\$/4 Hours	\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	12	12	12	12	12	1	\$12,000	\$12,000	\$13,200	\$13,200	\$13,860
Full Facility (Not Inc. Aquatics)	\$/Day	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	2	2	2	2	2	1	\$3,000	\$3,000	\$3,300	\$3,300	\$3,465
Non-capacity growth rate			1.00	1.10	1.00	1.05		1.00	1.00	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																	
												\$58,400	\$58,400	\$64,240	\$64,240	\$67,452	
Area Revenue																	
Expense	Mgmt. Assump.											Year 1	Year 2	Year 3	Year 4	Year 5	
Facility Rental Monitoring and Maint.	5% Gross Revenue											\$2,920	\$2,920	\$3,212	\$3,212	\$3,373	
Area Expense																	
												\$2,920	\$2,920	\$3,212	\$3,212	\$3,373	
Net Revenue																	
												\$55,480	\$55,480	\$61,028	\$61,028	\$64,079	



Concessions & Vending Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$22,604	\$23,735	\$24,921	\$26,167	\$27,476
Vending Income			\$11,302	\$11,867	\$12,461	\$13,084	\$13,738
Area Revenue			\$33,907	\$35,602	\$37,382	\$39,251	\$41,214
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food	35% COGS		\$11,867	\$12,461	\$13,084	\$13,738	\$14,425
Concessions Non-food	10% Concession Sales		\$2,260	\$2,373	\$2,492	\$2,617	\$2,748
Concessions Wages	25% Concession Sales		\$5,651	\$5,934	\$6,230	\$6,542	\$6,869
Vending Expenses	50% Vending Income		\$5,651	\$5,934	\$6,230	\$6,542	\$6,869
Area Expense			\$25,430	\$26,701	\$28,037	\$29,438	\$30,910
Net Revenue			\$8,477	\$8,900	\$9,346	\$9,813	\$10,303



Newtown Community Center (Ice Sheet) (Newtown, CT)

High-Level Ice Projections

Date: September 2016

Produced For: Newtown Community Center Planning Committee

Produced By: 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.

High-Level Ice Projections

Single Sheet Facility as Part of Community Center

FACILITY SPECS	
Ice Surface	1
Team Locker Rooms	4
Referee Locker Room	1
Seating	500
Office/Front Desk/Lobby	1
Pro Shop with Skate Rental	1
Total Size (SF)	28,000

COST OF CONSTRUCTION	
Low	\$5,650,000
High	\$6,210,000



High-Level Ice Projections

Single Sheet Facility as Part of Community Center

REVENUES	Low	High
Ice Rental	\$272,160	\$302,400
Youth & Adult In house Hockey Leagues	\$187,920	\$208,800
Public Skating & Skate Rental	\$72,580	\$80,640
Hockey Camps, Clinics & Drop In Hockey	\$59,990	\$66,650
Figure Skating/Learn to Skate/Daycamps	\$119,000	\$132,220
Other Revenues (Tournament, Proshop, Misc.)	\$49,070	\$54,520
TOTAL REVENUES	\$760,720	\$845,230

EXPENSES	Low	High
Direct Costs	\$29,160	\$32,080
Management Wages	\$135,000	\$148,500
Part-time Wages	\$80,640	\$88,700
Payroll Tax & Benefits	\$32,350	\$3,580
Electric	\$142,000	\$156,200
Gas/Water/Sewer	\$36,000	\$39,600
Repairs and Maintenance	\$42,000	\$46,200
Janitorial/Cleaning	\$12,000	\$13,200
Building & Liability Insurance	\$26,400	\$29,040
Telephone, Internet, Cable	\$4,800	\$5,280
Office Supplies	\$4,800	\$5,280
Accounting/Legal Services	\$12,000	\$13,200
Marketing/Advertising	\$30,000	\$33,000
Micellaneous	\$6,000	\$6,600
TOTAL EXPENSES	\$593,150	\$652,465

EBITDA - Low (Low Rev - High Expense)	\$108,255
EBITDA - High (High Rev - Low Expense)	\$252,080