



# TOWN OF NEWTOWN

## *COMMUNITY CENTER ADVISORY COMMITTEE*

*Meeting Notes, September 28, 2016 Meeting*

*Town Hall South*

*3 Main Street, Newtown*

**Present:** John Boccuzzi, Maureen Crick Owen, Sean Dunn, Carla Kron, Amy Mangold, Kinga Walsh

**Absent:** Bill Buchler, Andy Clure, Brian Hartgraves, David Wheeler

**Others in Attendance:** Pat Llodra - First Selectman, Geralyn Hoerauf – STV|DPM, one member of the press and one member of the public

The meeting began with a review of the revised pro forma developed by SFA in response to committee member questions/comments at the September 14<sup>th</sup> meeting. The final pro forma incorporated the following revisions based on further consultation with Parks & Rec staff and Advisory Committee members:

- For contractor-provided programming, the revenue share fees charged to contract partners were increased significantly, reflecting an escalating revenue share fee s and increased fees ranging from \$5-25 more per participant, depending on the program
- A non-resident fee structure was added for all activities, memberships, programming and rental rates. Non-resident fees in most cases were set at a 20% premium over resident rates
- The anticipated number of registrations for programming activities was increased to reflect a more significant sales and programming expectation
- Overall membership projections were also increased

After committee review of the revised pro forma, some members still felt that membership projections were set too low and therefore were contributing to a larger than expected subsidy requirement by the Town. Discussion focused on the cost and the revenue generation for the competitive lap pool. The original recommendation to include the 50 meter pool was made under the assumption that revenues generated by the pool would offset both aquatics operating costs and community space operating costs. Based on the professional analysis by SFA, this assumption is not supported. The question was raised, “if the inclusion of a competitive pool is not cost-neutral, then why are we doing it?”. The committee reviewed the revenue and expenses associated with the competitive swimming activities and determined that hosting and sponsoring competitive swim activities actually cost the center more money than they generated. Even though committee members recognized that there was value in competitive swim activities beyond revenue generation, the committee began to discuss alternatives to the two separate pools.

The First Selectman suggested that more than one option be presented to the Board of Selectmen for their consideration and approval. While all of the committee work to date has been in support of a



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facility that includes a 25yd, 8-lane lap pool, a separate zero-entry activity pool and 13,000+sf of community spaces, alternative community center proposals should be developed in an effort to further reduce the expected annual deficit in revenues/operating costs.

Option 2 was presented: the aquatics component would be composed of one “recreational” pool with a zero-entry area, activity features, limited lanes for lap swimming and a larger footprint than the activity pool contemplated under the original scenario. Total pool area would be less than under Option 1, increasing safety and usability and reducing costs associated with operating the pool, conditioning the aquatics space and providing staff to manage two pool areas. All competitive programming would be accommodated at the high school and Treadwell pools (summer) while all recreational programming including swim lessons would be held at the community center. This would allow for expanded competitive opportunities including additional swim team training for all ability levels. It was pointed out that the Town recently purchased an electronic scoreboard to be installed at the high school pool in support of competitive swim team activities.

An Option 3 was briefly discussed and rejected. This alternative would be to eliminate all aquatics features and build a community center consisting of only flexible assembly and classroom spaces. This option was determined not to include the “wow” factor prioritized by the original Commission and unnecessarily reduced the cost of the project without providing features desired by the community.

The committee discussed the advantages of Option 2, including reduced construction and operating costs and the ability of Parks & Rec departmental staff to manage the smaller community center. Additional outdoor features were presented, including enhanced exterior gathering spaces, performance amphitheater, and/or interactive fountains. Option 2 also was felt to better address the core values of the original need for a community center: provide recreational aquatics activities along with community use spaces for expanded educational, recreational, artistic, and creative opportunities for individuals of every age and ability. It was pointed out that a more recreational/less competitive pool would be more inviting to all members of the community and provide better multi-generational opportunities for use.

The committee also discussed the challenges associated with Option 2 including the potential difficulty of maintaining warmer water temperature in a single pool as well as potential down-time when maintenance issues require closing the pool. The provision of some lap lanes was felt to be a priority to meet the needs of fitness swimmers and also provide some back-up for competitive swim activities hosted elsewhere. Option 2 is only supported if both construction and operating costs are less than Option 1. Overall the consensus was that Option 2 was a viable alternative as it is projected to close the revenue gap while still providing a “wow” factor along with the ability to expanded exterior community spaces within the project budget.

Both Option 1 and Option 2 will be presented to the Board of Selectmen for discussion at their October 17<sup>th</sup> regular meeting. The First Selectman will provide a package of documentation that includes the SFA



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final pro forma for Option 1, the SFA pro forma for Option 3 (dry space only), and a description of Options 1 and 2 comprised of a narrative description and illustrative photos of possible community center features.

Attached:

SFA Five Year Operating Pro Forma – Final -- September 2016

SFA Five Year Operating Pro Forma – Dry Facility Only -- September 2016



# **Newtown Community Center (Newtown, CT)**

## *Five-Year Operating Pro Forma*

**Date: September 2016**

*Produced For: Newtown Community Center Planning  
Committee*

*Produced By: The Sports Facilities Advisory*

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

## Facility Program

### Community Center

Space	Indoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint	
			L (')	W (')				
Aquatics	<b>Natatorium and Systems</b>							
	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%	
	<b>Support Space</b>							
	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%	
<b>Total Aquatics Sq. Ft.</b>						<b>22,200</b>	<b>58.9%</b>	
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%	
	<b>Total Recreation and Event Sq. Ft.</b>						<b>9,625</b>	<b>25.5%</b>
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%	
<b>Total Admin Space Sq. Ft.</b>						<b>3,270</b>	<b>8.7%</b>	
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%
<b>Total Estimated Building</b>						<b>37,674</b>	<b>100%</b>	
<b>Total Building Acreage</b>						<b>0.9</b>		

### 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%
<b>Total Estimated Complex SF</b>					<b>107,371</b>	<b>100%</b>
<b>Total Complex Acreage</b>					<b>2.5</b>	



### Construction and Start-Up Costs

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
<b>Land Cost</b>						
RE Acquisition		2.5	Acre	\$0	\$0	0.0%
<b>Land Cost Total</b>					<b>\$0</b>	<b>0.0%</b>
<b>Hard Cost</b>						
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%
<b>Contingency</b>				10%	\$1,049,545	7.0%
<b>Hard Cost Total</b>					<b>\$11,544,991</b>	<b>77.5%</b>
<b>Furniture, Fixtures and Equipment Cost</b>						
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%
<b>Contingency</b>				10%	\$170,209	1.1%
<b>Furniture, Fixtures and Equipment Cost Total</b>					<b>\$1,872,297</b>	<b>12.6%</b>
<b>Soft Cost - Construction</b>						
Indirect Cost of Construction		Design, Construction Management, Impact Fees, Etc.		10%	\$1,341,729	9.0%
<b>Contingency</b>				10%	\$134,173	0.9%
<b>Soft Cost Total</b>					<b>\$1,475,902</b>	<b>9.9%</b>
<b>Total Construction and Start-Up Costs</b>					<b>\$14,893,189</b>	<b>100.0%</b>



### Operational Start-Up Costs

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
<b>Soft Costs-Operations</b>						
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting, Etc.				\$100,000	18.3%
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	13.7%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening				\$272,101	49.8%
<b>Contingency</b>				10%	\$49,710	9.1%
<b>Soft Cost Total</b>					<b>\$546,811</b>	<b>100.0%</b>
<b>Total Operational Start-Up Costs</b>					<b>\$546,811</b>	<b>100.0%</b>

## Capital Costs and Start-up Expenses

<b>SOURCES OF FUNDS</b>		
Public Funding	32%	\$4,893,189
Private Contribution - Construction	65%	\$10,000,000
Private Contribution - Operations	4%	\$546,811
<b>Total Sources of Funds</b>		<b>\$15,440,000</b>
<b>USES OF FUNDS</b>		
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		\$546,811
<b>Total Uses of Funds</b>		<b>\$15,440,000</b>





## Total Revenue & Expenses

	Year 1	Year 2	Year 3	Year 4	Year 5
Membership and Daily Attendance	\$215,668	\$222,138	\$214,306	\$220,735	\$234,786
Aquatics	\$387,893	\$438,322	\$526,005	\$570,950	\$647,069
Art and Arts & Crafts	\$14,144	\$17,706	\$20,439	\$21,461	\$22,534
Camp, Childcare, and School-Age	\$127,144	\$140,914	\$162,183	\$170,292	\$187,432
Cooking	\$16,932	\$20,704	\$23,709	\$24,894	\$26,556
Dance	\$4,340	\$5,456	\$6,214	\$6,525	\$6,851
Education	\$15,054	\$17,703	\$20,167	\$21,175	\$23,023
Wellness	\$58,500	\$64,350	\$74,324	\$78,040	\$86,040
Martial Arts	\$7,080	\$8,712	\$10,118	\$10,624	\$11,155
Performing Arts	\$14,540	\$17,886	\$20,767	\$21,805	\$22,896
Climbing	\$83,834	\$92,218	\$106,512	\$111,837	\$123,300
Special Events	\$38,388	\$47,837	\$50,229	\$52,740	\$55,377
Sports and Recreation	\$61,040	\$86,104	\$106,182	\$109,907	\$119,510
Facility Rentals	\$64,325	\$67,541	\$78,010	\$81,911	\$90,306
Concessions and Vending	\$39,558	\$41,536	\$43,612	\$45,793	\$48,083
<b>Total Revenue</b>	<b>\$1,148,440</b>	<b>\$1,289,127</b>	<b>\$1,462,776</b>	<b>\$1,548,690</b>	<b>\$1,704,915</b>
<b>Expenses</b>					
Membership and Daily Attendance	\$1,329	\$1,368	\$1,443	\$1,486	\$1,568
Aquatics	\$220,197	\$248,006	\$296,372	\$321,393	\$363,326
Art and Arts & Crafts	\$0	\$0	\$0	\$0	\$0
Camp, Childcare, and School-Age	\$80,044	\$88,048	\$101,695	\$106,780	\$117,725
Cooking	\$3,571	\$3,928	\$4,537	\$4,764	\$5,252
Dance	\$0	\$0	\$0	\$0	\$0
Education	\$3,379	\$3,717	\$4,293	\$4,508	\$4,970
Wellness	\$35,100	\$38,610	\$44,595	\$46,824	\$51,624
Martial Arts	\$0	\$0	\$0	\$0	\$0
Performing Arts	\$0	\$0	\$0	\$0	\$0
Climbing	\$39,256	\$43,181	\$49,874	\$52,368	\$57,736
Special Events	\$23,230	\$29,761	\$31,249	\$32,811	\$34,452
Sports and Recreation	\$21,364	\$30,136	\$37,164	\$38,468	\$41,828
Facility Rentals	\$3,216	\$3,377	\$3,901	\$4,096	\$4,515
Concessions and Vending	\$29,668	\$31,152	\$32,709	\$34,345	\$36,062
<b>Total Cost of Goods Sold</b>	<b>\$460,354</b>	<b>\$521,285</b>	<b>\$607,832</b>	<b>\$647,842</b>	<b>\$719,058</b>
<b>Gross Margin</b>	<b>\$688,086</b>	<b>\$767,842</b>	<b>\$854,944</b>	<b>\$900,847</b>	<b>\$985,857</b>
<i>% of Revenue</i>	<i>60%</i>	<i>60%</i>	<i>58%</i>	<i>58%</i>	<i>58%</i>
Facility Expenses	\$267,122	\$273,800	\$280,645	\$287,661	\$294,853
Operating Expense	\$187,522	\$164,589	\$172,785	\$177,504	\$185,067
Mgmt., Lifeguards, and Admin. Payrol	\$509,320	\$526,108	\$543,477	\$561,450	\$580,047
Payroll Taxes/Benefits/Bonus	\$191,790	\$202,470	\$214,509	\$222,356	\$233,009
<b>Total Operating Expenses</b>	<b>\$1,155,754</b>	<b>\$1,166,966</b>	<b>\$1,211,417</b>	<b>\$1,248,971</b>	<b>\$1,292,976</b>
<b>EBITDA</b>	<b>(\$467,668)</b>	<b>(\$399,124)</b>	<b>(\$356,473)</b>	<b>(\$348,123)</b>	<b>(\$307,119)</b>
<i>Capital Replacement Fund</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>
<b>Total Net Income</b>	<b>(\$542,668)</b>	<b>(\$474,124)</b>	<b>(\$431,473)</b>	<b>(\$423,123)</b>	<b>(\$382,119)</b>
<b>Annual Net Income Sensitivity Analysis</b>					
<b>Percent of Baseline</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
110%	(\$473,859)	(\$397,339)	(\$345,979)	(\$333,038)	(\$283,533)
90%	(\$611,476)	(\$550,908)	(\$516,968)	(\$513,208)	(\$480,704)
80%	(\$680,285)	(\$627,692)	(\$602,462)	(\$603,293)	(\$579,290)
70%	(\$749,093)	(\$704,476)	(\$687,956)	(\$693,377)	(\$677,876)
60%	(\$817,902)	(\$781,261)	(\$773,451)	(\$783,462)	(\$776,461)



### 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	Assumes Town Shared Service	\$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
<b>Total Facility Expense</b>		<b>\$267,122</b>	<b>\$273,800</b>	<b>\$280,645</b>	<b>\$287,661</b>	<b>\$294,853</b>



## Operating Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees	Assumes Town Shared Services	\$0	\$0	\$0	\$0	\$0
Bank Service Charges	Misc. Banking Fees	\$11,484	\$11,772	\$12,066	\$12,367	\$12,677
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		\$68,906	\$25,783	\$29,256	\$30,974	\$34,098
Insurance	Assumes Town Shared Services	\$68,775	\$88,783	\$92,256	\$93,974	\$97,098
Interest Expense		\$0	\$0	\$0	\$0	\$0
Legal Fees	Assumes Town Shared 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		\$10,000	\$10,250	\$10,506	\$10,769	\$11,038
<b>Total Operating Expenses</b>		<b>\$187,522</b>	<b>\$164,589</b>	<b>\$172,785</b>	<b>\$177,504</b>	<b>\$185,067</b>



### 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		\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
<b>Total Management and Admin. Payroll</b>		<b>\$509,320</b>	<b>\$526,108</b>	<b>\$543,477</b>	<b>\$561,450</b>	<b>\$580,047</b>



**Payroll Summary**

<b>Total Payroll Summary</b>		<b>Mgmt. Assump</b>	<b>Pre-Open</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
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
<b>Subtotal Management Payroll</b>			<b>\$198,477</b>	<b>\$509,320</b>	<b>\$526,108</b>	<b>\$543,477</b>	<b>\$561,450</b>	<b>\$580,047</b>
Director	Climbing Manager	1 month prior	\$699	\$8,383	\$9,222	\$10,651	\$11,184	\$12,330
<b>Subtotal Program Management</b>			<b>\$699</b>	<b>\$8,383</b>	<b>\$9,222</b>	<b>\$10,651</b>	<b>\$11,184</b>	<b>\$12,330</b>
Staff	Camp, Childcare, and School-Age Program Staff	1 month prior	\$5,131	\$61,572	\$67,729	\$78,227	\$82,139	\$90,558
Staff	Cooking Staff	1 month prior	\$400	\$4,800	\$5,280	\$6,098	\$6,403	\$7,060
Staff	Education Staff	1 month prior	\$235	\$2,816	\$3,098	\$3,578	\$3,757	\$4,142
Staff	Climbing Staff	1 month prior	\$1,747	\$20,959	\$23,054	\$26,628	\$27,959	\$30,825
Staff	Special Events Staff	1 month prior	\$800	\$9,597	\$11,959	\$12,557	\$13,185	\$13,844
Staff	Sports and Recreation Staff	1 month prior	\$1,272	\$15,260	\$21,526	\$26,546	\$27,477	\$29,877
Staff	Concessions Staff	1 month prior	\$549	\$6,593	\$6,923	\$7,269	\$7,632	\$8,014
<b>Subtotal Staff</b>			<b>\$10,133</b>	<b>\$121,597</b>	<b>\$139,569</b>	<b>\$160,903</b>	<b>\$168,552</b>	<b>\$184,320</b>
Instructors	Swim Meet Officials	Per Diem	\$9,600	\$9,600	\$9,600	\$10,560	\$10,560	\$11,088
Instructors	Swim Team Coaches and Swim Instructors	Per Diem		\$160,957	\$185,697	\$225,905	\$248,077	\$283,934
Instructors	Fitness Instructors	Per Diem		\$29,250	\$32,175	\$37,162	\$39,020	\$43,020
<b>Subtotal In-House Program Instructors</b>				<b>\$199,807</b>	<b>\$227,472</b>	<b>\$273,627</b>	<b>\$297,657</b>	<b>\$338,042</b>
<b>Payroll Subtotal</b>				<b>\$209,308</b>	<b>\$839,106</b>	<b>\$902,371</b>	<b>\$988,659</b>	<b>\$1,114,739</b>
Payroll Services/Taxes/Benefits (Not Inc. Per Diem Instructors)				\$62,792	\$191,790	\$202,470	\$214,509	\$222,356
<b>Payroll Taxes/Benefits/Bonus Totals</b>				<b>\$62,792</b>	<b>\$191,790</b>	<b>\$202,470</b>	<b>\$214,509</b>	<b>\$222,356</b>
<b>Total Payroll</b>				<b>\$1,030,896</b>	<b>\$1,104,840</b>	<b>\$1,203,168</b>	<b>\$1,261,198</b>	<b>\$1,347,748</b>

# 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																				
<b>Memberships</b>																															
Youth (Age 2-17)	\$/Month	\$10.00	\$10.00	\$10.50	\$10.50	\$11.03	39	40	41	43	44	12	\$4,680	\$4,820	\$5,213	\$5,370	\$5,807														
Youth (Age 2-17) - Non-Resident	\$/Month	\$12.00	\$12.00	\$12.60	\$12.60	\$13.23	7	7	7	8	8	12	\$1,008	\$1,038	\$1,123	\$1,157	\$1,251														
Adult (Age 19-59)	\$/Month	\$25.00	\$25.00	\$26.25	\$26.25	\$27.56	243	250	258	266	273	12	\$72,900	\$75,087	\$81,207	\$83,643	\$90,460														
Adult (Age 19-59) - Non-Resident	\$/Month	\$30.00	\$30.00	\$31.50	\$31.50	\$33.08	43	44	46	47	48	12	\$15,480	\$15,944	\$17,244	\$17,761	\$19,209														
Senior (Age 60+)	\$/Month	\$12.50	\$12.50	\$13.13	\$13.13	\$13.78	70	72	74	76	79	12	\$10,500	\$10,815	\$11,696	\$12,047	\$13,029														
Senior (Age 60+) - Non-Resident	\$/Month	\$15.00	\$15.00	\$15.75	\$15.75	\$16.54	12	12	13	13	14	12	\$2,160	\$2,225	\$2,406	\$2,478	\$2,680														
Family	\$/Month	\$37.50	\$37.50	\$39.38	\$39.38	\$41.34	35	36	37	38	39	12	\$15,750	\$16,223	\$17,545	\$18,071	\$19,544														
Family - Non-Resident	\$/Month	\$45.00	\$45.00	\$47.25	\$47.25	\$49.61	6	6	6	7	7	12	\$3,240	\$3,337	\$3,609	\$3,717	\$4,020														
<b>Drop-In</b>																															
Youth (Age 2-17)	\$/Day	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	8	8	8	9	9	350	\$14,000	\$14,420	\$14,853	\$15,298	\$15,757														
Youth (Age 2-17) - Non-Resident	\$/Day	\$6.00	\$6.00	\$5.00	\$5.00	\$5.00	1	1	1	1	1	350	\$2,100	\$2,163	\$1,857	\$1,912	\$1,970														
Adult (Age 19-59)	\$/Day	\$7.00	\$7.00	\$5.00	\$5.00	\$5.00	20	21	21	22	23	350	\$49,000	\$50,470	\$37,132	\$38,245	\$39,393														
Adult (Age 19-59) - Non-Resident	\$/Day	\$8.00	\$8.00	\$5.00	\$5.00	\$5.00	5	5	5	5	6	350	\$14,000	\$14,420	\$9,283	\$9,561	\$9,848														
Senior (Age 60+)	\$/Day	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	5	5	5	5	6	350	\$8,750	\$9,013	\$9,283	\$9,561	\$9,848														
Senior (Age 60+) - Non-Resident	\$/Day	\$6.00	\$6.00	\$5.00	\$5.00	\$5.00	1	1	1	1	1	350	\$2,100	\$2,163	\$1,857	\$1,912	\$1,970														
<b>Non-capacity growth rate</b>		1.00					1.03					1.03																			
<b>Capacity growth rate</b>		1.10					1.00					1.00																			
<b>Area Revenue</b>												<b>\$215,668</b>	<b>\$222,138</b>	<b>\$214,306</b>	<b>\$220,735</b>	<b>\$234,786</b>															
<b>Expense</b>																															
<b>Expense</b>		<b>Mgmt. Assump.</b>					<b>Year 1</b>					<b>Year 2</b>					<b>Year 3</b>					<b>Year 4</b>					<b>Year 5</b>				
Membership Administration	Responsibility of Management Team					\$0					\$0					\$0					\$0					\$0					
Membership Cards	0.5% Gross Membership Revenue					\$629					\$647					\$700					\$721					\$780					
Drop-In Wristbands	\$0.05 per Drop-In Sale					\$700					\$721					\$743					\$765					\$788					
<b>Area Expense</b>												<b>\$1,329</b>	<b>\$1,368</b>	<b>\$1,443</b>	<b>\$1,486</b>	<b>\$1,568</b>															
<b>Net Revenue</b>												<b>\$214,339</b>	<b>\$220,770</b>	<b>\$212,863</b>	<b>\$219,249</b>	<b>\$233,218</b>															



**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						
<b>Swim Team Revenue</b>																	
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	38	51	64	76	89	1	\$66,500	\$89,250	\$123,200	\$146,300	\$179,891
USA Swimming Team - Non-Resident	\$/Swimmer (Ave.)	\$2,100	\$2,100	\$2,310	\$2,310	\$2,426	7	9	11	14	16	1	\$14,700	\$18,900	\$25,410	\$32,340	\$38,808
HS Team Rental	\$/Lane Hour	\$17	\$17	\$19	\$19	\$20	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Swim Club Lane Rental	\$/Lane Hour	\$17	\$17	\$19	\$19	\$20	500	500	500	500	500	1	\$8,500	\$8,500	\$9,350	\$9,350	\$9,818
Master's Swimming	\$/Swimmer (Ave.)	\$50	\$50	\$55	\$55	\$58	30	33	35	36	38	12	\$18,000	\$19,800	\$22,869	\$24,012	\$26,474
Master's Swimming - Non-Resident	\$/Swimmer (Ave.)	\$60	\$60	\$66	\$66	\$69	5	6	6	6	6	12	\$3,600	\$3,960	\$4,574	\$4,802	\$5,295
Summer League	\$/Swimmer (Ave.)	\$130	\$130	\$143	\$143	\$150	30	33	35	36	38	1	\$3,900	\$4,290	\$4,955	\$5,203	\$5,736
Summer League - Non-Resident	\$/Swimmer (Ave.)	\$156	\$156	\$172	\$172	\$180	5	5	5	5	6	1	\$702	\$772	\$892	\$936	\$1,032
<b>Aquatics Instruction Revenue</b>																	
Swim Lessons	\$/Session	\$95	\$95	\$105	\$105	\$110	1,487	1,636	1,717	1,803	1,894	1	\$141,265	\$155,392	\$179,477	\$188,451	\$207,767
Swim Lessons - Non-Resident	\$/Session	\$114	\$114	\$125	\$125	\$132	263	289	304	319	335	1	\$29,982	\$32,980	\$38,092	\$39,997	\$44,096
Water Fitness	\$/Session	\$45	\$45	\$50	\$50	\$52	42	46	49	51	53	12	\$22,680	\$24,948	\$28,815	\$30,256	\$33,357
Water Fitness - Non-Resident	\$/Session	\$54	\$54	\$59	\$59	\$62	8	9	9	10	10	12	\$5,184	\$5,702	\$6,586	\$6,916	\$7,624
Lifeguard Certification	\$/Session	\$250	\$250	\$275	\$275	\$289	13	13	13	13	13	4	\$13,000	\$13,000	\$14,300	\$14,300	\$15,015
Lifeguard Certification - Non-Resident	\$/Session	\$300	\$300	\$330	\$330	\$347	2	2	2	2	2	4	\$2,400	\$2,400	\$2,640	\$2,640	\$2,772
<b>Rentals</b>																	
Birthday Parties	\$/Party	\$200	\$200	\$220	\$220	\$231	22	24	25	27	28	1	\$4,400	\$4,840	\$5,590	\$5,870	\$6,471
Birthday Parties - Non-Resident	\$/Party	\$240	\$240	\$264	\$264	\$277	4	4	5	5	5	1	\$960	\$1,056	\$1,220	\$1,281	\$1,412
Private (Full Pool)	\$/Hr.	\$200	\$200	\$220	\$220	\$231	17	19	20	21	22	1	\$3,400	\$3,740	\$4,320	\$4,536	\$5,001
Private (Full Pool) - Non-Resident	\$/Hr.	\$240	\$240	\$264	\$264	\$277	3	3	3	4	4	1	\$720	\$792	\$915	\$960	\$1,059
<b>Non-capacity growth rate</b>			1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
<b>Capacity growth rate</b>			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$387,893</b>	<b>\$438,322</b>	<b>\$526,005</b>	<b>\$570,950</b>	<b>\$647,069</b>	
<b>Expense</b>																	
<b>Management Assumption</b>													<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Aquatics Administration	Responsibility of Management Team												\$0	\$1	\$2	\$3	\$4
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												\$160,957	\$185,697	\$225,905	\$248,077	\$283,934
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												\$15,516	\$17,533	\$21,040	\$22,838	\$25,883
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	\$975	\$975	\$975	\$975
USA Swimming Registration	\$70/Swimmer												\$3,150	\$4,200	\$5,250	\$6,300	\$7,350
<b>Area Expense</b>												<b>\$220,197</b>	<b>\$248,006</b>	<b>\$296,372</b>	<b>\$321,393</b>	<b>\$363,326</b>	
<b>Net Revenue</b>												<b>\$167,696</b>	<b>\$190,316</b>	<b>\$229,632</b>	<b>\$249,557</b>	<b>\$283,743</b>	





**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							
<b>Contractor Programs</b>																		
Adult Art Program	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037	
Adult Art Program - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Adult Art Party	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	14	15	16	17	18	4	\$560	\$924	\$970	\$1,019	\$1,070	
Adult Art Party - Non-Resident	Net Revenue for Center	\$12	\$18	\$18	\$18	\$18	3	3	3	4	4	4	\$144	\$238	\$249	\$262	\$275	
Ceramics and Pottery	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037	
Ceramics and Pottery - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Filmmaking	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037	
Filmmaking - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Illustration	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037	
Illustration - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Photography	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037	
Photography - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Quilting	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037	
Quilting - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Sewing	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037	
Sewing - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Weaving	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037	
Weaving - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
	<b>Non-capacity growth rate</b>		1.00	1.00	1.00	1.00		1.10	1.05	1.05	1.05							
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
<b>Area Revenue</b>												<b>\$14,144</b>	<b>\$17,706</b>	<b>\$20,439</b>	<b>\$21,461</b>	<b>\$22,534</b>		
<b>Expense</b>																		
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Art Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
Equipment, Supplies, and Consumables	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
<b>Area Expense</b>												<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		
<b>Net Revenue</b>												<b>\$14,144</b>	<b>\$17,706</b>	<b>\$20,439</b>	<b>\$21,461</b>	<b>\$22,534</b>		



**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							
<b>In-House Programs</b>																		
Home School P.E.	\$/Month	\$65	\$65	\$72	\$72	\$75	22	24	25	27	28	8	\$11,440	\$12,584	\$14,535	\$15,261	\$16,826	
Home School P.E. - Non-Resident	\$/Month	\$75	\$75	\$83	\$83	\$87	4	4	5	5	5	8	\$2,400	\$2,640	\$3,049	\$3,202	\$3,530	
Parent and Infant/Toddler Class	\$/Class	\$12	\$12	\$13	\$13	\$14	14	15	16	17	18	40	\$6,720	\$7,392	\$8,538	\$8,965	\$9,884	
Parent and Infant/Toddler Class - Non-Resident	\$/Class	\$15	\$15	\$17	\$17	\$17	3	3	3	4	4	40	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647	
Parents' Morning Out	\$/Day	\$20	\$20	\$22	\$22	\$23	14	15	16	17	18	16	\$4,480	\$4,928	\$5,692	\$5,976	\$6,589	
Parents' Morning Out - Non-Resident	\$/Day	\$25	\$25	\$28	\$28	\$29	3	3	3	4	4	16	\$1,200	\$1,320	\$1,525	\$1,601	\$1,765	
Pre-School Enrichment Classes	\$/Session	\$125	\$125	\$138	\$138	\$144	14	15	16	17	18	8	\$14,000	\$15,400	\$17,787	\$18,676	\$20,591	
Pre-School Enrichment Classes - Non-Resident	\$/Session	\$150	\$150	\$165	\$165	\$173	3	3	3	4	4	8	\$3,600	\$3,960	\$4,574	\$4,802	\$5,295	
Single-Day Camp	\$/Day	\$40	\$40	\$44	\$44	\$46	22	24	25	27	28	12	\$10,560	\$11,616	\$13,416	\$14,087	\$15,531	
Single-Day Camp - Non-Resident	\$/Day	\$48	\$48	\$53	\$53	\$55	4	4	5	5	5	12	\$2,304	\$2,534	\$2,927	\$3,074	\$3,389	
Summer Day Camp	\$/Week	\$200	\$200	\$220	\$220	\$231	32	35	37	39	41	8	\$51,200	\$56,320	\$65,050	\$68,302	\$75,303	
Summer Day Camp - Non-Resident	\$/Week	\$240	\$240	\$264	\$264	\$277	7	8	8	8	9	8	\$13,440	\$14,784	\$17,076	\$17,929	\$19,767	
<b>Contractor Programs</b>																		
Specialty Camp	Net Revenue for Center	\$40	\$50	\$50	\$50	\$50	10	11	12	12	13	8	\$3,200	\$4,400	\$4,620	\$4,851	\$5,094	
Specialty Camp - Non-Resident	Net Revenue for Center	\$50	\$60	\$60	\$60	\$60	2	2	2	2	3	8	\$800	\$1,056	\$1,109	\$1,164	\$1,222	
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05							
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
<b>Area Revenue</b>												<b>\$127,144</b>	<b>\$140,914</b>	<b>\$162,183</b>	<b>\$170,292</b>	<b>\$187,432</b>		
<b>Expense</b>																		
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
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												\$61,572	\$67,729	\$78,227	\$82,139	\$90,558	
Equipment, Supplies, and Consumables	15% Gross Revenue from In-House Programs												\$18,472	\$20,319	\$23,468	\$24,642	\$27,167	
<b>Area Expense</b>												<b>\$80,044</b>	<b>\$88,048</b>	<b>\$101,695</b>	<b>\$106,780</b>	<b>\$117,725</b>		
<b>Net Revenue</b>												<b>\$47,100</b>	<b>\$52,866</b>	<b>\$60,488</b>	<b>\$63,512</b>	<b>\$69,706</b>		



**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						
<b>Contractor Programs</b>																	
Youth Cooking Classes	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	6	\$1,920	\$2,376	\$2,772	\$2,911	\$3,056
Youth Cooking Classes - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	6	\$600	\$726	\$832	\$873	\$917
Adult Cooking Classes	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	6	\$1,920	\$2,376	\$2,772	\$2,911	\$3,056
Adult Cooking Classes - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	6	\$600	\$726	\$832	\$873	\$917
Family Cooking/Nutrition Classes	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	14	15	16	17	18	6	\$3,360	\$4,158	\$4,851	\$5,094	\$5,348
Family Cooking/Nutrition Classes - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	3	3	3	4	4	6	\$900	\$1,089	\$1,247	\$1,310	\$1,375
Local Chef Demonstrations	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	22	24	25	27	28	6	\$1,320	\$2,178	\$2,287	\$2,401	\$2,521
Local Chef Demonstrations - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	4	4	5	5	5	6	\$360	\$528	\$554	\$582	\$611
<b>In-House Programs</b>																	
Cooking Competitions/Parties	\$/Person	\$40	\$40	\$44	\$44	\$46	10	11	12	12	13	12	\$4,800	\$5,280	\$6,098	\$6,403	\$7,060
Cooking Competitions/Parties - Non-Resident	\$/Person	\$48	\$48	\$53	\$53	\$55	2	2	2	2	3	12	\$1,152	\$1,267	\$1,464	\$1,537	\$1,694
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$16,932</b>	<b>\$20,704</b>	<b>\$23,709</b>	<b>\$24,894</b>	<b>\$26,556</b>	
<b>Expense</b>																	
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Cooking Instructors	25% Gross Revenue from In-House Programs												\$1,488	\$1,637	\$1,891	\$1,985	\$2,188
Equipment, Supplies, and Consumables	35% Gross Revenue from In-House Programs												\$2,083	\$2,292	\$2,647	\$2,779	\$3,064
<b>Area Expense</b>												<b>\$3,571</b>	<b>\$3,928</b>	<b>\$4,537</b>	<b>\$4,764</b>	<b>\$5,252</b>	
<b>Net Revenue</b>												<b>\$13,361</b>	<b>\$16,776</b>	<b>\$19,172</b>	<b>\$20,130</b>	<b>\$21,304</b>	



**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							
<b>Contractor Programs</b>																		
Youth Ballet	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Youth Ballet - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Youth Jazz	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Youth Jazz - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Youth Tap	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Youth Tap - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Youth Hip Hop	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Youth Hip Hop - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Preschool Intro/Medley	Net Revenue for Center	\$20	\$25	\$25	\$25	\$25	8	9	9	10	10	4	\$640	\$880	\$924	\$970	\$1,019	
Preschool Intro/Medley - Non-Resident	Net Revenue for Center	\$25	\$30	\$30	\$30	\$30	2	2	2	2	3	4	\$200	\$264	\$277	\$291	\$306	
Line Dancing	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Line Dancing - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Salsa	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Salsa - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Ballroom	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Ballroom - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
	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							
<b>Area Revenue</b>													<b>\$4,340</b>	<b>\$5,456</b>	<b>\$6,214</b>	<b>\$6,525</b>	<b>\$6,851</b>	
<b>Expense</b>																		
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Dance Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
Equipment and Supplies	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
<b>Area Expense</b>													<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net Revenue</b>													<b>\$4,340</b>	<b>\$5,456</b>	<b>\$6,214</b>	<b>\$6,525</b>	<b>\$6,851</b>	



**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							
<b>Contractor Programs</b>																		
Babysitting/Safe Sitter Certification	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	6	7	7	7	8	4	\$240	\$396	\$416	\$437	\$458	
Babysitting/Safe Sitter Certification - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	2	2	2	2	3	4	\$120	\$176	\$185	\$194	\$204	
Language	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	7	7	7	8	6	\$1,440	\$1,782	\$2,079	\$2,183	\$2,292	
Language - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	6	\$600	\$726	\$832	\$873	\$917	
Safety	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	5	6	6	6	6	4	\$200	\$330	\$347	\$364	\$382	
Safety - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	1	1	1	1	1	4	\$60	\$88	\$92	\$97	\$102	
First Aid/CPR	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	14	15	16	17	18	4	\$560	\$924	\$970	\$1,019	\$1,070	
First Aid/CPR - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	3	3	3	4	4	4	\$180	\$264	\$277	\$291	\$306	
Technology	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	5	6	6	6	6	6	\$300	\$495	\$520	\$546	\$573	
Technology - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	1	1	1	1	1	6	\$90	\$132	\$139	\$146	\$153	
<b>In-House Programs</b>																		
Homework/Tutoring	\$/Session	\$80	\$80	\$88	\$88	\$92	14	15	16	17	18	8	\$8,960	\$9,856	\$11,384	\$11,953	\$13,178	
Homework/Tutoring - Non-Resident	\$/Session	\$96	\$96	\$106	\$106	\$111	3	3	3	4	4	8	\$2,304	\$2,534	\$2,927	\$3,074	\$3,389	
Non-capacity growth rate			1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05							
Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
<b>Area Revenue</b>												<b>\$15,054</b>	<b>\$17,703</b>	<b>\$20,167</b>	<b>\$21,175</b>	<b>\$23,023</b>		
<b>Expense</b>																		
<b>Management Assumption</b>													<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Education Instructors	25% Gross Revenue from In-House Programs												\$2,816	\$3,098	\$3,578	\$3,757	\$4,142	
Equipment and Supplies	5% Gross Revenue from In-House Programs												\$563	\$620	\$716	\$751	\$828	
<b>Area Expense</b>												<b>\$3,379</b>	<b>\$3,717</b>	<b>\$4,293</b>	<b>\$4,508</b>	<b>\$4,970</b>		
<b>Net Revenue</b>												<b>\$11,675</b>	<b>\$13,986</b>	<b>\$15,873</b>	<b>\$16,667</b>	<b>\$18,053</b>		



**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						
<b>In-House Programs</b>																	
Adaptive Fitness	\$/Session	\$75	\$75	\$83	\$83	\$87	14	15	16	17	18	6	\$6,300	\$6,930	\$8,004	\$8,404	\$9,266
Adaptive Fitness - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	3	3	3	4	4	6	\$1,620	\$1,782	\$2,058	\$2,161	\$2,383
Meditation	\$/Session	\$75	\$75	\$83	\$83	\$87	6	7	7	7	8	6	\$2,700	\$2,970	\$3,430	\$3,602	\$3,971
Meditation - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	2	2	2	2	3	6	\$1,080	\$1,188	\$1,372	\$1,441	\$1,588
Youth Intro to Fitness	\$/Session	\$75	\$75	\$83	\$83	\$87	10	11	12	12	13	6	\$4,500	\$4,950	\$5,717	\$6,003	\$6,618
Youth Intro to Fitness - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	2	2	2	2	3	6	\$1,080	\$1,188	\$1,372	\$1,441	\$1,588
Intro to Running	\$/Session	\$75	\$75	\$83	\$83	\$87	14	15	16	17	18	6	\$6,300	\$6,930	\$8,004	\$8,404	\$9,266
Intro to Running - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	3	3	3	4	4	6	\$1,620	\$1,782	\$2,058	\$2,161	\$2,383
Intro to Cycling	\$/Session	\$75	\$75	\$83	\$83	\$87	10	11	12	12	13	6	\$4,500	\$4,950	\$5,717	\$6,003	\$6,618
Intro to Cycling - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	2	2	2	2	3	6	\$1,080	\$1,188	\$1,372	\$1,441	\$1,588
Triathlon Club	\$/Session	\$150	\$150	\$165	\$165	\$173	26	29	30	32	33	6	\$23,400	\$25,740	\$29,730	\$31,216	\$34,416
Triathlon Club - Non-Resident	\$/Session	\$180	\$180	\$198	\$198	\$208	4	4	5	5	5	6	\$4,320	\$4,752	\$5,489	\$5,763	\$6,354
<b>Non-capacity growth rate</b>			1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
<b>Capacity growth rate</b>			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$58,500</b>	<b>\$64,350</b>	<b>\$74,324</b>	<b>\$78,040</b>	<b>\$86,040</b>	
<b>Expense</b>																	
<b>Management Assumption</b>													<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Fitness Administration	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Fitness Instructors	50% Gross Revenue												\$29,250	\$32,175	\$37,162	\$39,020	\$43,020
Equipment and Supplies	10% Gross Revenue												\$5,850	\$6,435	\$7,432	\$7,804	\$8,604
<b>Area Expense</b>												<b>\$35,100</b>	<b>\$38,610</b>	<b>\$44,595</b>	<b>\$46,824</b>	<b>\$51,624</b>	
<b>Net Revenue</b>												<b>\$23,400</b>	<b>\$25,740</b>	<b>\$29,730</b>	<b>\$31,216</b>	<b>\$34,416</b>	



**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							
<b>Contractor Programs</b>																		
Karate	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	7	7	7	8	4	\$960	\$1,188	\$1,386	\$1,455	\$1,528	
Karate - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Judo	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	7	7	7	8	4	\$960	\$1,188	\$1,386	\$1,455	\$1,528	
Judo - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Aikido	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	7	7	7	8	4	\$960	\$1,188	\$1,386	\$1,455	\$1,528	
Aikido - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Mixed Martial Arts	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	10	11	12	12	13	4	\$1,600	\$1,980	\$2,310	\$2,426	\$2,547	
Mixed Martial Arts - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611	
Women's Self Defense	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	4	\$800	\$990	\$1,155	\$1,213	\$1,273	
Women's Self Defense - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	4	\$200	\$242	\$277	\$291	\$306	
	<b>Non-capacity growth rate</b>		1.00	1.00	1.00	1.00		1.10	1.05	1.05	1.05							
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
<b>Area Revenue</b>												<b>\$7,080</b>	<b>\$8,712</b>	<b>\$10,118</b>	<b>\$10,624</b>	<b>\$11,155</b>		
<b>Expense</b>																		
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Martial Arts Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
Equipment and Supplies	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
<b>Area Expense</b>												<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		
<b>Net Revenue</b>												<b>\$7,080</b>	<b>\$8,712</b>	<b>\$10,118</b>	<b>\$10,624</b>	<b>\$11,155</b>		



**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						
<b>Contractor Programs</b>																	
Learn to Play	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	6	\$1,200	\$1,485	\$1,733	\$1,819	\$1,910
Learn to Play - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	6	\$300	\$363	\$416	\$437	\$458
Learn to Sing	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	2	2	2	2	3	24	\$1,920	\$2,376	\$2,772	\$2,911	\$3,056
Learn to Sing - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	24	\$1,200	\$1,452	\$1,663	\$1,746	\$1,834
Learn to Act	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	14	15	16	17	18	4	\$2,240	\$2,772	\$3,234	\$3,396	\$3,565
Learn to Act - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	3	3	3	4	4	4	\$600	\$726	\$832	\$873	\$917
Toddler Music and Movement	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	7	7	7	8	6	\$1,440	\$1,782	\$2,079	\$2,183	\$2,292
Toddler Music and Movement - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	6	\$600	\$726	\$832	\$873	\$917
Improv	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	16	18	18	19	20	6	\$3,840	\$4,752	\$5,544	\$5,821	\$6,112
Improv - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	4	4	5	5	5	6	\$1,200	\$1,452	\$1,663	\$1,746	\$1,834
	<b>Non-capacity growth rate</b>		1.00	1.00	1.00	1.00		1.10	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$14,540</b>	<b>\$17,886</b>	<b>\$20,767</b>	<b>\$21,805</b>	<b>\$22,896</b>	
<b>Expense</b>																	
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Performing Arts Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Equipment and Supplies	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
<b>Area Expense</b>												<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net Revenue</b>												<b>\$14,540</b>	<b>\$17,886</b>	<b>\$20,767</b>	<b>\$21,805</b>	<b>\$22,896</b>	





**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						
<b>In-House Programs</b>																	
Instructional Clinics	\$/Class	\$15	\$15	\$17	\$17	\$17	6	7	7	7	8	24	\$2,160	\$2,376	\$2,744	\$2,881	\$3,177
Instructional Clinics - Non-Resident	\$/Class	\$18	\$18	\$20	\$20	\$21	2	2	2	2	3	24	\$864	\$950	\$1,098	\$1,153	\$1,271
Climbing Punch Cards	10 Sessions	\$90	\$90	\$99	\$99	\$104	22	24	25	27	28	12	\$23,760	\$26,136	\$30,187	\$31,696	\$34,945
Climbing Punch Cards - Non-Resident	10 Sessions	\$11	\$11	\$12	\$12	\$12	4	4	5	5	5	12	\$518	\$570	\$659	\$692	\$762
Single Climb Drop-In	\$/Hour	\$10	\$10	\$11	\$11	\$12	110	121	127	133	140	12	\$13,200	\$14,520	\$16,771	\$17,609	\$19,414
Single Climb Drop-In - Non-Resident	\$/Hour	\$12	\$12	\$13	\$13	\$14	20	22	23	24	25	12	\$2,880	\$3,168	\$3,659	\$3,842	\$4,236
Climbing Camps	\$/Week	\$300	\$300	\$330	\$330	\$347	22	24	25	27	28	2	\$13,200	\$14,520	\$16,771	\$17,609	\$19,414
Climbing Camps - Non-Resident	\$/Week	\$360	\$360	\$396	\$396	\$416	4	4	5	5	5	2	\$2,880	\$3,168	\$3,659	\$3,842	\$4,236
Group Events	\$/Climber	\$15	\$15	\$17	\$17	\$17	18	20	21	22	23	6	\$1,620	\$1,782	\$2,058	\$2,161	\$2,383
Group Events - Non-Resident	\$/Climber	\$18	\$18	\$20	\$20	\$21	4	4	5	5	5	6	\$432	\$475	\$549	\$576	\$635
Birthday Parties	\$/Party (Up to 15)	\$300	\$300	\$330	\$330	\$347	5	6	6	6	6	12	\$18,000	\$19,800	\$22,869	\$24,012	\$26,474
Birthday Parties - Non-Resident	\$/Party (Up to 15)	\$360	\$360	\$396	\$396	\$416	1	1	1	1	1	12	\$4,320	\$4,752	\$5,489	\$5,763	\$6,354
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$83,834</b>	<b>\$92,218</b>	<b>\$106,512</b>	<b>\$111,837</b>	<b>\$123,300</b>	
<b>Expense</b>																	
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Climbing Manager	10% Gross Revenue												\$8,383	\$9,222	\$10,651	\$11,184	\$12,330
Climbing Staff	25% Gross Revenue												\$20,959	\$23,054	\$26,628	\$27,959	\$30,825
Equipment Maintenance/Inspections	5% Gross Revenue												\$4,192	\$4,611	\$5,326	\$5,592	\$6,165
Camp, Party, and Event Consumables	10% Party and Event Revenue												\$4,045	\$4,450	\$5,139	\$5,396	\$5,950
Equipment and Supplies	2% Gross Revenue												\$1,677	\$1,844	\$2,130	\$2,237	\$2,466
<b>Area Expense</b>												<b>\$39,256</b>	<b>\$43,181</b>	<b>\$49,874</b>	<b>\$52,368</b>	<b>\$57,736</b>	
<b>Net Revenue</b>												<b>\$44,579</b>	<b>\$49,037</b>	<b>\$56,637</b>	<b>\$59,469</b>	<b>\$65,565</b>	



**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							
<b>In-House Programs</b>																		
<b>One-Off Events</b>																		
Parents' Night Out	\$/Child	\$10	\$10	\$10	\$10	\$10	44	48	51	53	56	12	\$5,280	\$5,808	\$6,098	\$6,403	\$6,723	
Parents' Night Out - Non-Resident	\$/Child	\$15	\$15	\$15	\$15	\$15	6	7	7	7	8	12	\$1,080	\$1,188	\$1,247	\$1,310	\$1,375	
Family Fun Night	\$/Family	\$20	\$20	\$20	\$20	\$20	28	31	32	34	36	12	\$6,720	\$7,392	\$7,762	\$8,150	\$8,557	
Family Fun Night - Non-Resident	\$/Family	\$25	\$25	\$25	\$25	\$25	4	4	5	5	5	12	\$1,200	\$1,320	\$1,386	\$1,455	\$1,528	
Senior Fun Night	\$/Person	\$5	\$5	\$5	\$5	\$5	22	24	25	27	28	12	\$1,320	\$1,452	\$1,525	\$1,601	\$1,681	
Senior Fun Night - Non-Resident	\$/Person	\$6	\$6	\$6	\$6	\$6	4	4	5	5	5	12	\$288	\$317	\$333	\$349	\$367	
<b>Recurring Events</b>																		
Battle of the Bands	\$/Person	\$10	\$15	\$15	\$15	\$15	180	198	208	218	229	2	\$3,600	\$5,940	\$6,237	\$6,549	\$6,876	
Battle of the Bands - Non-Resident	\$/Person	\$15	\$20	\$20	\$20	\$20	60	66	69	73	76	2	\$1,800	\$2,640	\$2,772	\$2,911	\$3,056	
Dance	\$/Person	\$15	\$20	\$20	\$20	\$20	80	88	92	97	102	3	\$3,600	\$5,280	\$5,544	\$5,821	\$6,112	
Dance - Non-Resident	\$/Person	\$20	\$25	\$25	\$25	\$25	40	44	46	49	51	3	\$2,400	\$3,300	\$3,465	\$3,638	\$3,820	
Holiday Party	\$/Person	\$10	\$15	\$15	\$15	\$15	40	44	46	49	51	3	\$1,200	\$1,980	\$2,079	\$2,183	\$2,292	
Holiday Party - Non-Resident	\$/Person	\$15	\$20	\$20	\$20	\$20	20	22	23	24	25	3	\$900	\$1,320	\$1,386	\$1,455	\$1,528	
Breakfast with Bunny/Santa	\$/Child	\$10	\$10	\$10	\$10	\$10	220	242	254	267	280	2	\$4,400	\$4,840	\$5,082	\$5,336	\$5,603	
Breakfast with Bunny/Santa - Non-Resident	\$/Child	\$15	\$15	\$15	\$15	\$15	60	66	69	73	76	2	\$1,800	\$1,980	\$2,079	\$2,183	\$2,292	
Talent Show	\$/Person	\$10	\$10	\$10	\$10	\$10	80	88	92	97	102	2	\$1,600	\$1,760	\$1,848	\$1,940	\$2,037	
Talent Show - Non-Resident	\$/Person	\$15	\$15	\$15	\$15	\$15	40	44	46	49	51	2	\$1,200	\$1,320	\$1,386	\$1,455	\$1,528	
Share the Music	Free Event	\$0	\$0	\$0	\$0	\$0	22	24	25	27	28	12	\$0	\$0	\$0	\$0	\$0	
Share the Music - Non-Resident	Free Event	\$0	\$0	\$0	\$0	\$0	4	4	5	5	5	12	\$0	\$0	\$0	\$0	\$0	
<b>Non-capacity growth rate</b>			1.00	1.00	1.00	1.00		1.10	1.05	1.05	1.05							
<b>Capacity growth rate</b>			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
<b>Area Revenue</b>												<b>\$38,388</b>	<b>\$47,837</b>	<b>\$50,229</b>	<b>\$52,740</b>	<b>\$55,377</b>		
<b>Expense</b>																		
<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>		
Special Events Administration	Responsibility of Management Team											\$0	\$0	\$0	\$0	\$0		
Special Events Staff	25% Gross Revenue											\$9,597	\$11,959	\$12,557	\$13,185	\$13,844		
Equipment, Supplies, and Consumables	15% Gross Revenue from Recurring Events, 50% Gross Revenue from One-Off Events											\$13,633	\$17,802	\$18,692	\$19,626	\$20,607		
<b>Area Expense</b>												<b>\$23,230</b>	<b>\$29,761</b>	<b>\$31,249</b>	<b>\$32,811</b>	<b>\$34,452</b>		
<b>Net Revenue</b>												<b>\$15,158</b>	<b>\$18,076</b>	<b>\$18,980</b>	<b>\$19,929</b>	<b>\$20,925</b>		



**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						
<b>In-House Programs</b>																	
Adaptive Recreation	\$/Session	\$35	\$35	\$39	\$39	\$40	30	33	35	36	38	4	\$4,200	\$4,620	\$5,336	\$5,603	\$6,177
Adaptive Recreation - Non-Resident	\$/Session	\$42	\$42	\$46	\$46	\$49	5	6	6	6	6	4	\$840	\$924	\$1,067	\$1,121	\$1,235
Archery	\$/Session	\$150	\$150	\$165	\$165	\$173	16	18	18	19	20	4	\$9,600	\$10,560	\$12,197	\$12,807	\$14,119
Archery - Non-Resident	\$/Session	\$180	\$180	\$198	\$198	\$208	4	4	5	5	5	4	\$2,880	\$3,168	\$3,659	\$3,842	\$4,236
Broomball	\$/Session	\$125	\$125	\$138	\$138	\$144	28	31	32	34	36	3	\$10,500	\$11,550	\$13,340	\$14,007	\$15,443
Broomball - Non-Resident	\$/Session	\$150	\$150	\$165	\$165	\$173	4	4	5	5	5	3	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647
Cycling	\$/Session	\$75	\$75	\$83	\$83	\$87	6	7	7	7	8	4	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647
Cycling - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	2	2	2	2	3	4	\$720	\$792	\$915	\$960	\$1,059
Floor Hockey	\$/Session	\$125	\$125	\$138	\$138	\$144	28	31	32	34	36	3	\$10,500	\$11,550	\$13,340	\$14,007	\$15,443
Floor Hockey - Non-Resident	\$/Session	\$150	\$150	\$165	\$165	\$173	4	4	5	5	5	3	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647
Knockerball	\$/Session	\$125	\$125	\$138	\$138	\$144	28	31	32	34	36	4	\$14,000	\$15,400	\$17,787	\$18,676	\$20,591
Knockerball - Non-Resident	\$/Session	\$150	\$150	\$165	\$165	\$173	4	36	48	48	48	4	\$2,400	\$21,600	\$31,680	\$31,680	\$33,264
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$61,040</b>	<b>\$86,104</b>	<b>\$106,182</b>	<b>\$109,907</b>	<b>\$119,510</b>	
<b>Expense</b>																	
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Sports and Recreation Director	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Sports and Recreation Staff	25% Gross Revenue												\$15,260	\$21,526	\$26,546	\$27,477	\$29,877
Equipment and Supplies	6% Gross Revenue												\$3,662	\$5,166	\$6,371	\$6,594	\$7,171
Awards	4% Gross Revenue												\$2,442	\$3,444	\$4,247	\$4,396	\$4,780
<b>Area Expense</b>												<b>\$21,364</b>	<b>\$30,136</b>	<b>\$37,164</b>	<b>\$38,468</b>	<b>\$41,828</b>	
<b>Net Revenue</b>												<b>\$39,676</b>	<b>\$55,968</b>	<b>\$69,018</b>	<b>\$71,440</b>	<b>\$77,681</b>	



**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	105	110	116	122	128	1	\$10,500	\$11,025	\$12,734	\$13,371	\$14,741
Great Room - Non-Resident	\$/Hour	\$120	\$120	\$132	\$132	\$139	15	16	17	17	18	1	\$1,800	\$1,890	\$2,183	\$2,292	\$2,527
Great Room	\$/Day	\$600	\$600	\$660	\$660	\$693	17	18	19	20	21	1	\$10,200	\$10,710	\$12,370	\$12,989	\$14,320
Great Room - Non-Resident	\$/Day	\$720	\$720	\$792	\$792	\$832	3	3	3	3	4	1	\$2,160	\$2,268	\$2,620	\$2,751	\$3,032
Great Room	\$/Weekend	\$1,100	\$1,100	\$1,210	\$1,210	\$1,271	3	3	3	3	4	1	\$3,300	\$3,465	\$4,002	\$4,202	\$4,633
Great Room - Non-Resident	\$/Weekend	\$320	\$320	\$352	\$352	\$370	1	1	1	1	1	1	\$320	\$336	\$388	\$407	\$449
Multi-Purpose Room - Small	\$/Hour	\$20	\$20	\$22	\$22	\$23	210	221	232	243	255	1	\$4,200	\$4,410	\$5,094	\$5,348	\$5,896
Multi-Purpose Room - Small - Non-Resident	\$/Hour	\$25	\$25	\$28	\$28	\$29	30	32	33	35	36	1	\$750	\$788	\$910	\$955	\$1,053
Multi-Purpose Room - Medium	\$/Hour	\$30	\$30	\$33	\$33	\$35	105	110	116	122	128	1	\$3,150	\$3,308	\$3,820	\$4,011	\$4,422
Multi-Purpose Room - Medium - Non-Resident	\$/Hour	\$35	\$35	\$39	\$39	\$40	15	16	17	17	18	1	\$525	\$551	\$637	\$669	\$737
Multi-Purpose Room - Large	\$/Hour	\$50	\$50	\$55	\$55	\$58	52	55	57	60	63	1	\$2,600	\$2,730	\$3,153	\$3,311	\$3,650
Multi-Purpose Room - Large - Non-Resident	\$/Hour	\$60	\$60	\$66	\$66	\$69	8	8	9	9	10	1	\$480	\$504	\$582	\$611	\$674
Classroom/Resource Room	\$/Hour	\$20	\$20	\$22	\$22	\$23	210	221	232	243	255	1	\$4,200	\$4,410	\$5,094	\$5,348	\$5,896
Classroom/Resource Room - Non-Resident	\$/Hour	\$25	\$25	\$28	\$28	\$29	30	32	33	35	36	1	\$750	\$788	\$910	\$955	\$1,053
Teaching Kitchen	\$/Hour	\$25	\$25	\$28	\$28	\$29	42	44	46	49	51	1	\$1,050	\$1,103	\$1,273	\$1,337	\$1,474
Teaching Kitchen - Non-Resident	\$/Hour	\$30	\$30	\$33	\$33	\$35	6	6	7	7	7	1	\$180	\$189	\$218	\$229	\$253
Rec. Room (Not Inc. Climbing Area)	\$/Hour	\$50	\$50	\$55	\$55	\$58	42	44	46	49	51	1	\$2,100	\$2,205	\$2,547	\$2,674	\$2,948
Rec. Room (Not Inc. Climbing Area) - Non-Resident	\$/Hour	\$60	\$60	\$66	\$66	\$69	6	6	7	7	7	1	\$360	\$378	\$437	\$458	\$505
Full Facility (Not Inc. Aquatics)	\$/4 Hours	\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	10	11	11	12	12	1	\$10,000	\$10,500	\$12,128	\$12,734	\$14,039
Full Facility (Not Inc. Aquatics) - Non-Resident	\$/4 Hours	\$1,200	\$1,200	\$1,320	\$1,320	\$1,386	2	2	2	2	2	1	\$2,400	\$2,520	\$2,911	\$3,056	\$3,369
Full Facility (Not Inc. Aquatics)	\$/Day	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	1	1	1	1	1	1	\$1,500	\$1,575	\$1,819	\$1,910	\$2,106
Full Facility (Not Inc. Aquatics) - Non-Resident	\$/Day	\$1,800	\$1,800	\$1,980	\$1,980	\$2,079	1	1	1	1	1	1	\$1,800	\$1,890	\$2,183	\$2,292	\$2,527
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.05	1.05	1.05	1.05						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$64,325</b>	<b>\$67,541</b>	<b>\$78,010</b>	<b>\$81,911</b>	<b>\$90,306</b>	
<b>Expense</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Facility Rental Monitoring and Maint.	Management Assumption	5% Gross Revenue										\$3,216	\$3,377	\$3,901	\$4,096	\$4,515	
<b>Area Expense</b>												<b>\$3,216</b>	<b>\$3,377</b>	<b>\$3,901</b>	<b>\$4,096</b>	<b>\$4,515</b>	
<b>Net Revenue</b>												<b>\$61,109</b>	<b>\$64,164</b>	<b>\$74,110</b>	<b>\$77,815</b>	<b>\$85,791</b>	



## Concessions & Vending Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$26,372	\$27,690	\$29,075	\$30,529	\$32,055
Vending Income			\$13,186	\$13,845	\$14,537	\$15,264	\$16,028
<b>Area Revenue</b>			<b>\$39,558</b>	<b>\$41,536</b>	<b>\$43,612</b>	<b>\$45,793</b>	<b>\$48,083</b>
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food	35% COGS		\$13,845	\$14,537	\$15,264	\$16,028	\$16,829
Concessions Non-food	10% Concession Sales		\$2,637	\$2,769	\$2,907	\$3,053	\$3,206
Concessions Wages	25% Concession Sales		\$6,593	\$6,923	\$7,269	\$7,632	\$8,014
Vending Expenses	50% Vending Income		\$6,593	\$6,923	\$7,269	\$7,632	\$8,014
<b>Area Expense</b>			<b>\$29,668</b>	<b>\$31,152</b>	<b>\$32,709</b>	<b>\$34,345</b>	<b>\$36,062</b>
<b>Net Revenue</b>			<b>\$9,889</b>	<b>\$10,384</b>	<b>\$10,903</b>	<b>\$11,448</b>	<b>\$12,021</b>



# **Newtown Community Center**

## **Dry Facility Only**

### **(Newtown, CT)**

#### *Five-Year Operating Pro Forma*

**Date: September 2016**

*Produced For: Newtown Community Center Planning  
Committee*

*Produced By: The Sports Facilities Advisory*

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

## Facility Program

### Community Center

Space	Indoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
Aquatics	<b>Natatorium and Systems</b>						
	25 yard / 8-lane Pool	0	75	60	4,500	0	0.0%
	Warm Water Instruction/Lessons Pool	0	70	40	2,800	0	0.0%
	Deck and Viewing Space	0	Variable		6,200	0	0.0%
	Storage	0	30	20	600	0	0.0%
	Pool Mechanical Room	0	45	20	900	0	0.0%
	<b>Support Space</b>						
	Management Office	0	10	10	100	0	0.0%
	Admin Office	0	15	10	150	0	0.0%
	Lifeguard Office	0	15	10	150	0	0.0%
	Restrooms	0	20	15	300	0	0.0%
	Locker Rooms	0	30	25	750	0	0.0%
	Family Changing Rooms	0	10	10	100	0	0.0%
	Wet Classroom/Party Room	0	30	20	600	0	0.0%
	Efficiency, Circulation, Etc.	0	Variable		3,700	0	0.0%
<b>Total Aquatics Sq. Ft.</b>						<b>0</b>	<b>0.0%</b>
Recreation and Event Spaces	Great Room	1	70	40	2,800	2,800	18.1%
	Staging/Green Room	1	15	15	225	225	1.5%
	Multi-Purpose Room (Dividable)	1	60	25	1,500	1,500	9.7%
	Classroom/Resource Room	1	30	20	600	600	3.9%
	Teaching Kitchen/Cooking Center (Includes Dry and Cold Storage)	1	30	30	900	900	5.8%
	Recreation Room (Includes Climbing Area, Open Recreation Space, and Youth Lounge)	1	60	60	3,600	3,600	23.3%
	<b>Total Recreation and Event Sq. Ft.</b>						<b>9,625</b>
Admin Space	Lobby/Welcome Area (Includes Community Lounge Area)	1	50	40	2,000	2,000	12.9%
	Management/Admin Offices	4	10	10	100	400	2.6%
	Concessions Counter	1	12	10	120	120	0.8%
	Restrooms with Interior/Exterior Access	2	25	15	375	750	4.8%
	<b>Total Admin Space Sq. Ft.</b>						<b>3,270</b>
Required SF for Products and Services						12,895	83.3%
Mechanical, Electrical, Storage, etc.				10% of Non-Aquatics SF		1,290	8.3%
Common Area, Stairs, Circulation, etc.				10% of Non-Aquatics SF		1,290	8.3%
<b>Total Estimated Building</b>						<b>15,474</b>	<b>100%</b>
<b>Total Building Acreage</b>						<b>0.4</b>	

### Site Development (IAF)

Outdoor	Quantity	Dimensions		Approx. SF each	Total SF	% of Total
		L (')	W (')			
Parking Spaces Total (10'x18')	62	20	20	400	24,758	56.1%
Setbacks, Green Space, etc.				25% of Indoor SF	3,869	8.8%
<b>Total Estimated Complex SF</b>					<b>44,101</b>	<b>100%</b>
<b>Total Complex Acreage</b>					<b>1.0</b>	



### Construction and Start-Up Costs

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
<b>Land Cost</b>						
RE Acquisition		1.0	Acre	\$0	\$0	0.0%
<b>Land Cost Total</b>					<b>\$0</b>	<b>0.0%</b>
<b>Hard Cost</b>						
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	48.5%
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	0	SF	\$398	\$0	0.0%
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.)	0	SF	\$200	\$0	0.0%
Site Development	Excavation, Paving, Grading, Utilities, Landscaping, Etc.	1	LS	\$308,706	\$308,706	7.7%
<b>Contingency</b>				10%	\$224,296	5.6%
<b>Hard Cost Total</b>					<b>\$2,467,252</b>	<b>61.8%</b>
<b>Furniture, Fixtures and Equipment Cost</b>						
Interior Finishes and Furnishings		15,474	SF	\$10	\$154,740	3.9%
Hardware		15,474	SF	\$2	\$30,948	0.8%
Software		1	LS	\$25,000	\$25,000	0.6%
Kitchen & Concessions Equipment		1	LS	\$225,000	\$225,000	5.6%
Climbing Wall and Equipment		1	LS	\$175,000	\$175,000	4.4%
Recreation Equipment		1	LS	\$50,000	\$50,000	1.3%
Locker Rooms and Family Changing Rooms		0	LS	\$125,000	\$0	0.0%
Signage & Banners		1	LS	\$80,000	\$80,000	2.0%
Audio/Video/Lighting and Acoustic Treatment		1	LS	\$275,000	\$275,000	6.9%
Maintenance Equipment		1	LS	\$10,000	\$10,000	0.3%
<b>Contingency</b>				10%	\$102,569	2.6%
<b>Furniture, Fixtures and Equipment Cost Total</b>					<b>\$1,128,257</b>	<b>28.3%</b>
<b>Soft Cost - Construction</b>						
Indirect Cost of Construction				Design, Construction Management, Impact Fees, Etc.	10%	\$359,551 9.0%
<b>Contingency</b>				10%	\$35,955	0.9%
<b>Soft Cost Total</b>					<b>\$395,506</b>	<b>9.9%</b>
<b>Total Construction and Start-Up Costs</b>					<b>\$3,991,015</b>	<b>100.0%</b>





**Operational Start-Up Costs**

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
<b>Soft Costs-Operations</b>						
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting, Etc.				\$50,000	13.2%
Permits and Extensions					\$15,000	4.0%
Presentation Materials	Site Plans, Floor Plans, Renderings, Etc.				\$15,000	4.0%
Facility Development Consulting Fees	Pre-Opening Consulting Fee				TBD	0.0%
Consultant Travel					TBD	0.0%
Marketing Allowance	Pre-Opening Marketing Budget				\$50,000	13.2%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening				\$213,454	56.5%
<b>Contingency</b>				10%	\$34,345	9.1%
<b>Soft Cost Total</b>					<b>\$377,799</b>	<b>100.0%</b>
<b>Total Operational Start-Up Costs</b>					<b>\$377,799</b>	<b>100.0%</b>



## Capital Costs and Start-up Expenses

<b>SOURCES OF FUNDS</b>		
Public Funding	0%	\$0
Private Contribution - Construction	91%	\$3,991,015
Private Contribution - Operations	9%	\$377,799
<b>Total Sources of Funds</b>		<b>\$4,368,814</b>
<b>USES OF FUNDS</b>		
Land Cost		\$0
Hard Cost		\$2,467,252
Furniture, Fixtures and Equipment Cost		\$1,128,257
Soft Cost - Construction		\$395,506
Soft Cost - Operations		\$377,799
<b>Total Uses of Funds</b>		<b>\$4,368,814</b>



## Total Revenue & Expenses

	Year 1	Year 2	Year 3	Year 4	Year 5
Art and Arts & Crafts	\$14,144	\$17,706	\$20,439	\$21,461	\$22,534
Camp, Childcare, and School-Age	\$127,144	\$140,914	\$162,183	\$170,292	\$187,432
Cooking	\$16,932	\$20,704	\$23,709	\$24,894	\$26,556
Dance	\$4,340	\$5,456	\$6,214	\$6,525	\$6,851
Education	\$15,054	\$17,703	\$20,167	\$21,175	\$23,023
Wellness	\$30,780	\$33,858	\$39,106	\$41,061	\$45,270
Martial Arts	\$7,080	\$8,712	\$10,118	\$10,624	\$11,155
Performing Arts	\$14,540	\$17,886	\$20,767	\$21,805	\$22,896
Climbing	\$83,834	\$92,218	\$106,512	\$111,837	\$123,300
Special Events	\$38,388	\$47,837	\$50,229	\$52,740	\$55,377
Sports and Recreation	\$61,040	\$86,104	\$106,182	\$109,907	\$119,510
Facility Rentals	\$64,325	\$67,541	\$78,010	\$81,911	\$90,306
Concessions and Vending	\$8,124	\$8,530	\$8,957	\$9,404	\$9,875
<b>Total Revenue</b>	<b>\$485,725</b>	<b>\$565,170</b>	<b>\$652,591</b>	<b>\$683,637</b>	<b>\$744,084</b>
<b>Expenses</b>					
Art and Arts & Crafts	\$0	\$0	\$0	\$0	\$0
Camp, Childcare, and School-Age	\$80,044	\$88,048	\$101,695	\$106,780	\$117,725
Cooking	\$3,571	\$3,928	\$4,537	\$4,764	\$5,252
Dance	\$0	\$0	\$0	\$0	\$0
Education	\$3,379	\$3,717	\$4,293	\$4,508	\$4,970
Wellness	\$18,468	\$20,315	\$23,464	\$24,637	\$27,162
Martial Arts	\$0	\$0	\$0	\$0	\$0
Performing Arts	\$0	\$0	\$0	\$0	\$0
Climbing	\$39,256	\$43,181	\$49,874	\$52,368	\$57,736
Special Events	\$23,230	\$29,761	\$31,249	\$32,811	\$34,452
Sports and Recreation	\$21,364	\$30,136	\$37,164	\$38,468	\$41,828
Facility Rentals	\$3,216	\$3,377	\$3,901	\$4,096	\$4,515
Concessions and Vending	\$6,093	\$6,398	\$6,717	\$7,053	\$7,406
<b>Total Cost of Goods Sold</b>	<b>\$198,621</b>	<b>\$228,861</b>	<b>\$262,894</b>	<b>\$275,484</b>	<b>\$301,047</b>
<b>Gross Margin</b>	<b>\$287,104</b>	<b>\$336,308</b>	<b>\$389,697</b>	<b>\$408,153</b>	<b>\$443,037</b>
<i>% of Revenue</i>	<i>59%</i>	<i>60%</i>	<i>60%</i>	<i>60%</i>	<i>60%</i>
Facility Expenses	\$47,554	\$48,742	\$49,961	\$51,210	\$52,490
Operating Expense	\$66,446	\$50,904	\$55,988	\$58,154	\$61,862
Mgmt., Lifeguards, and Admin. Payrol	\$260,880	\$270,415	\$280,309	\$290,576	\$301,230
Payroll Taxes/Benefits/Bonus	\$115,686	\$124,112	\$133,826	\$139,274	\$147,454
<b>Total Operating Expenses</b>	<b>\$490,565</b>	<b>\$494,173</b>	<b>\$520,084</b>	<b>\$539,214</b>	<b>\$563,036</b>
<b>EBITDA</b>	<b>(\$203,461)</b>	<b>(\$157,865)</b>	<b>(\$130,387)</b>	<b>(\$131,061)</b>	<b>(\$119,999)</b>
<i>Capital Replacement Fund</i>	<i>\$20,000</i>	<i>\$20,000</i>	<i>\$20,000</i>	<i>\$20,000</i>	<i>\$20,000</i>
<b>Total Net Income</b>	<b>(\$223,461)</b>	<b>(\$177,865)</b>	<b>(\$150,387)</b>	<b>(\$151,061)</b>	<b>(\$139,999)</b>
<b>Annual Net Income Sensitivity Analysis</b>					
<b>Percent of Baseline</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
110%	(\$194,751)	(\$144,234)	(\$111,417)	(\$110,246)	(\$95,695)
90%	(\$252,172)	(\$211,496)	(\$189,357)	(\$191,877)	(\$184,302)
80%	(\$280,882)	(\$245,127)	(\$228,327)	(\$232,692)	(\$228,606)
70%	(\$309,592)	(\$278,757)	(\$267,296)	(\$273,507)	(\$272,910)
60%	(\$338,303)	(\$312,388)	(\$306,266)	(\$314,322)	(\$317,214)



### 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		\$19,343	\$19,826	\$20,322	\$20,830	\$21,351
Lawn/Snow Care	Assumes Town Shared Service	\$0	\$0	\$0	\$0	\$0
Pool Chemicals		\$0	\$0	\$0	\$0	\$0
Utility Expense		\$23,211	\$23,791	\$24,386	\$24,996	\$25,621
<b>Total Facility Expense</b>		<b>\$47,554</b>	<b>\$48,742</b>	<b>\$49,961</b>	<b>\$51,210</b>	<b>\$52,490</b>



## Operating Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees	Assumes Town Shared Services	\$0	\$0	\$0	\$0	\$0
Bank Service Charges	Misc. Banking Fees	\$4,857	\$4,979	\$5,103	\$5,231	\$5,361
Communications		\$3,095	\$3,172	\$3,251	\$3,333	\$3,416
Dues and Subscriptions		\$250	\$256	\$263	\$269	\$276
Employee Uniforms		\$1,500	\$750	\$769	\$788	\$808
General Advertising		\$29,144	\$11,303	\$13,052	\$13,673	\$14,882
Insurance	Assumes Town Shared Services	\$15,543	\$18,085	\$20,883	\$21,876	\$23,811
Interest Expense		\$0	\$0	\$0	\$0	\$0
Legal Fees	Assumes Town Shared Services	\$0	\$0	\$0	\$0	\$0
Licenses, Permits		\$1,000	\$1,025	\$1,051	\$1,077	\$1,104
Office Supplies		\$1,857	\$1,903	\$1,951	\$2,000	\$2,050
Real Estate Tax	Tax Exempt	\$0	\$0	\$0	\$0	\$0
Software- Facility Management & Operations	Online Scheduling Software	\$4,200	\$4,305	\$4,413	\$4,523	\$4,636
Travel, Training, and Education		\$5,000	\$5,125	\$5,253	\$5,384	\$5,519
<b>Total Operating Expenses</b>		<b>\$66,446</b>	<b>\$50,904</b>	<b>\$55,988</b>	<b>\$58,154</b>	<b>\$61,862</b>



### 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
Facility Director		\$42,160	\$43,846	\$45,600	\$47,424	\$49,321
Front Desk Staff		\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
<b>Total Management and Admin. Payroll</b>		<b>\$260,880</b>	<b>\$270,415</b>	<b>\$280,309</b>	<b>\$290,576</b>	<b>\$301,230</b>



**Payroll Summary**

<b>Total Payroll Summary</b>		<b>Mgmt. Assump</b>	<b>Pre-Open</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
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	Facility Director	6 months prior	\$21,080	\$42,160	\$43,846	\$45,600	\$47,424	\$49,321
Admin	Front Desk Staff	1 month prior	\$5,000	\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
<b>Subtotal Management Payroll</b>			<b>\$153,800</b>	<b>\$260,880</b>	<b>\$270,415</b>	<b>\$280,309</b>	<b>\$290,576</b>	<b>\$301,230</b>
Director	Climbing Manager	1 month prior	\$699	\$8,383	\$9,222	\$10,651	\$11,184	\$12,330
<b>Subtotal Program Management</b>			<b>\$699</b>	<b>\$8,383</b>	<b>\$9,222</b>	<b>\$10,651</b>	<b>\$11,184</b>	<b>\$12,330</b>
Staff	Camp, Childcare, and School-Age Program Staff	1 month prior	\$5,131	\$61,572	\$67,729	\$78,227	\$82,139	\$90,558
Staff	Cooking Staff	1 month prior	\$400	\$4,800	\$5,280	\$6,098	\$6,403	\$7,060
Staff	Education Staff	1 month prior	\$235	\$2,816	\$3,098	\$3,578	\$3,757	\$4,142
Staff	Climbing Staff	1 month prior	\$1,747	\$20,959	\$23,054	\$26,628	\$27,959	\$30,825
Staff	Special Events Staff	1 month prior	\$800	\$9,597	\$11,959	\$12,557	\$13,185	\$13,844
Staff	Sports and Recreation Staff	1 month prior	\$1,272	\$15,260	\$21,526	\$26,546	\$27,477	\$29,877
Staff	Concessions Staff	1 month prior	\$113	\$1,354	\$1,422	\$1,493	\$1,567	\$1,646
<b>Subtotal Staff</b>			<b>\$9,696</b>	<b>\$116,358</b>	<b>\$134,068</b>	<b>\$155,127</b>	<b>\$162,487</b>	<b>\$177,952</b>
Instructors	Fitness Instructors	Per Diem	\$15,390	\$15,390	\$16,929	\$19,553	\$20,531	\$22,635
<b>Subtotal In-House Program Instructors</b>				<b>\$15,390</b>	<b>\$16,929</b>	<b>\$19,553</b>	<b>\$20,531</b>	<b>\$22,635</b>
<b>Payroll Subtotal</b>			<b>\$164,195</b>	<b>\$401,011</b>	<b>\$430,634</b>	<b>\$465,640</b>	<b>\$484,778</b>	<b>\$514,147</b>
Payroll Services/Taxes/Benefits (Not Inc. Per Diem Instructors)			\$49,259	\$115,686	\$124,112	\$133,826	\$139,274	\$147,454
<b>Payroll Taxes/Benefits/Bonus Totals</b>			<b>\$49,259</b>	<b>\$115,686</b>	<b>\$124,112</b>	<b>\$133,826</b>	<b>\$139,274</b>	<b>\$147,454</b>
<b>Total Payroll</b>				<b>\$516,697</b>	<b>\$554,746</b>	<b>\$599,466</b>	<b>\$624,052</b>	<b>\$661,600</b>

# Appendix





**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						
<b>Contractor Programs</b>																	
Adult Art Program	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037
Adult Art Program - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Adult Art Party	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	14	15	16	17	18	4	\$560	\$924	\$970	\$1,019	\$1,070
Adult Art Party - Non-Resident	Net Revenue for Center	\$12	\$18	\$18	\$18	\$18	3	3	3	4	4	4	\$144	\$238	\$249	\$262	\$275
Ceramics and Pottery	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037
Ceramics and Pottery - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Filmmaking	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037
Filmmaking - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Illustration	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037
Illustration - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Photography	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037
Photography - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Quilting	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037
Quilting - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Sewing	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037
Sewing - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Weaving	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,280	\$1,584	\$1,848	\$1,940	\$2,037
Weaving - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
<b>Non-capacity growth rate</b>			1.00	1.00	1.00	1.00		1.10	1.05	1.05	1.05						
<b>Capacity growth rate</b>			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$14,144</b>	<b>\$17,706</b>	<b>\$20,439</b>	<b>\$21,461</b>	<b>\$22,534</b>	
<b>Expense</b>																	
<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Art Instructors	Responsibility of Independent Contractor		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0						
Equipment, Supplies, and Consumables	Responsibility of Independent Contractor		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0						
<b>Area Expense</b>												<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net Revenue</b>												<b>\$14,144</b>	<b>\$17,706</b>	<b>\$20,439</b>	<b>\$21,461</b>	<b>\$22,534</b>	



**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						
<b>In-House Programs</b>																	
Home School P.E.	\$/Month	\$65	\$65	\$72	\$72	\$75	22	24	25	27	28	8	\$11,440	\$12,584	\$14,535	\$15,261	\$16,826
Home School P.E. - Non-Resident	\$/Month	\$75	\$75	\$83	\$83	\$87	4	4	5	5	8	8	\$2,400	\$2,640	\$3,049	\$3,202	\$3,530
Parent and Infant/Toddler Class	\$/Class	\$12	\$12	\$13	\$13	\$14	14	15	16	17	18	40	\$6,720	\$7,392	\$8,538	\$8,965	\$9,884
Parent and Infant/Toddler Class - Non-Resident	\$/Class	\$15	\$15	\$17	\$17	\$17	3	3	3	4	4	40	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647
Parents' Morning Out	\$/Day	\$20	\$20	\$22	\$22	\$23	14	15	16	17	18	16	\$4,480	\$4,928	\$5,692	\$5,976	\$6,589
Parents' Morning Out - Non-Resident	\$/Day	\$25	\$25	\$28	\$28	\$29	3	3	3	4	4	16	\$1,200	\$1,320	\$1,525	\$1,601	\$1,765
Pre-School Enrichment Classes	\$/Session	\$125	\$125	\$138	\$138	\$144	14	15	16	17	18	8	\$14,000	\$15,400	\$17,787	\$18,676	\$20,591
Pre-School Enrichment Classes - Non-Resident	\$/Session	\$150	\$150	\$165	\$165	\$173	3	3	3	4	4	8	\$3,600	\$3,960	\$4,574	\$4,802	\$5,295
Single-Day Camp	\$/Day	\$40	\$40	\$44	\$44	\$46	22	24	25	27	28	12	\$10,560	\$11,616	\$13,416	\$14,087	\$15,531
Single-Day Camp - Non-Resident	\$/Day	\$48	\$48	\$53	\$53	\$55	4	4	5	5	5	12	\$2,304	\$2,534	\$2,927	\$3,074	\$3,389
Summer Day Camp	\$/Week	\$200	\$200	\$220	\$220	\$231	32	35	37	39	41	8	\$51,200	\$56,320	\$65,050	\$68,302	\$75,303
Summer Day Camp - Non-Resident	\$/Week	\$240	\$240	\$264	\$264	\$277	7	8	8	8	9	8	\$13,440	\$14,784	\$17,076	\$17,929	\$19,767
<b>Contractor Programs</b>																	
Specialty Camp	Net Revenue for Center	\$40	\$50	\$50	\$50	\$50	10	11	12	12	13	8	\$3,200	\$4,400	\$4,620	\$4,851	\$5,094
Specialty Camp - Non-Resident	Net Revenue for Center	\$50	\$60	\$60	\$60	\$60	2	2	2	2	3	8	\$800	\$1,056	\$1,109	\$1,164	\$1,222
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$127,144</b>	<b>\$140,914</b>	<b>\$162,183</b>	<b>\$170,292</b>	<b>\$187,432</b>	
<b>Expense</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Camp, Child, School-Age Program Administration	Responsibility of Management Team		\$0	\$0	\$0	\$0							\$0	\$0	\$0	\$0	\$0
Camp, Child, School-Age Program Staff	50% Gross Revenue from In-House Programs		\$61,572	\$67,729	\$78,227	\$82,139							\$61,572	\$67,729	\$78,227	\$82,139	\$90,558
Equipment, Supplies, and Consumables	15% Gross Revenue from In-House Programs		\$18,472	\$20,319	\$23,468	\$24,642							\$18,472	\$20,319	\$23,468	\$24,642	\$27,167
<b>Area Expense</b>												<b>\$80,044</b>	<b>\$88,048</b>	<b>\$101,695</b>	<b>\$106,780</b>	<b>\$117,725</b>	
<b>Net Revenue</b>												<b>\$47,100</b>	<b>\$52,866</b>	<b>\$60,488</b>	<b>\$63,512</b>	<b>\$69,706</b>	



**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						
<b>Contractor Programs</b>																	
Youth Cooking Classes	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	6	\$1,920	\$2,376	\$2,772	\$2,911	\$3,056
Youth Cooking Classes - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	6	\$600	\$726	\$832	\$873	\$917
Adult Cooking Classes	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	6	\$1,920	\$2,376	\$2,772	\$2,911	\$3,056
Adult Cooking Classes - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	6	\$600	\$726	\$832	\$873	\$917
Family Cooking/Nutrition Classes	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	14	15	16	17	18	6	\$3,360	\$4,158	\$4,851	\$5,094	\$5,348
Family Cooking/Nutrition Classes - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	3	3	3	4	4	6	\$900	\$1,089	\$1,247	\$1,310	\$1,375
Local Chef Demonstrations	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	22	24	25	27	28	6	\$1,320	\$2,178	\$2,287	\$2,401	\$2,521
Local Chef Demonstrations - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	4	4	5	5	5	6	\$360	\$528	\$554	\$582	\$611
<b>In-House Programs</b>																	
Cooking Competitions/Parties	\$/Person	\$40	\$40	\$44	\$44	\$46	10	11	12	12	13	12	\$4,800	\$5,280	\$6,098	\$6,403	\$7,060
Cooking Competitions/Parties - Non-Resident	\$/Person	\$48	\$48	\$53	\$53	\$55	2	2	2	2	3	12	\$1,152	\$1,267	\$1,464	\$1,537	\$1,694
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$16,932</b>	<b>\$20,704</b>	<b>\$23,709</b>	<b>\$24,894</b>	<b>\$26,556</b>	
<b>Expense</b>																	
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Cooking Instructors	25% Gross Revenue from In-House Programs												\$1,488	\$1,637	\$1,891	\$1,985	\$2,188
Equipment, Supplies, and Consumables	35% Gross Revenue from In-House Programs												\$2,083	\$2,292	\$2,647	\$2,779	\$3,064
<b>Area Expense</b>												<b>\$3,571</b>	<b>\$3,928</b>	<b>\$4,537</b>	<b>\$4,764</b>	<b>\$5,252</b>	
<b>Net Revenue</b>												<b>\$13,361</b>	<b>\$16,776</b>	<b>\$19,172</b>	<b>\$20,130</b>	<b>\$21,304</b>	



**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							
<b>Contractor Programs</b>																		
Youth Ballet	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Youth Ballet - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Youth Jazz	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Youth Jazz - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Youth Tap	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Youth Tap - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Youth Hip Hop	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Youth Hip Hop - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Preschool Intro/Medley	Net Revenue for Center	\$20	\$25	\$25	\$25	\$25	8	9	9	10	10	4	\$640	\$880	\$924	\$970	\$1,019	
Preschool Intro/Medley - Non-Resident	Net Revenue for Center	\$25	\$30	\$30	\$30	\$30	2	2	2	2	3	4	\$200	\$264	\$277	\$291	\$306	
Line Dancing	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Line Dancing - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Salsa	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Salsa - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
Ballroom	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$495	\$578	\$606	\$637	
Ballroom - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$139	\$146	\$153	
	<b>Non-capacity growth rate</b>		1.00	1.00	1.00	1.00		1.10	1.05	1.05	1.05							
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
<b>Area Revenue</b>													<b>\$4,340</b>	<b>\$5,456</b>	<b>\$6,214</b>	<b>\$6,525</b>	<b>\$6,851</b>	
<b>Expense</b>																		
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Dance Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
Equipment and Supplies	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
<b>Area Expense</b>													<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net Revenue</b>													<b>\$4,340</b>	<b>\$5,456</b>	<b>\$6,214</b>	<b>\$6,525</b>	<b>\$6,851</b>	



**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						
<b>Contractor Programs</b>																	
Babysitting/Safe Sitter Certification	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	6	7	7	7	8	4	\$240	\$396	\$416	\$437	\$458
Babysitting/Safe Sitter Certification - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	2	2	2	2	3	4	\$120	\$176	\$185	\$194	\$204
Language	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	7	7	7	8	6	\$1,440	\$1,782	\$2,079	\$2,183	\$2,292
Language - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	6	\$600	\$726	\$832	\$873	\$917
Safety	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	5	6	6	6	6	4	\$200	\$330	\$347	\$364	\$382
Safety - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	1	1	1	1	1	4	\$60	\$88	\$92	\$97	\$102
First Aid/CPR	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	14	15	16	17	18	4	\$560	\$924	\$970	\$1,019	\$1,070
First Aid/CPR - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	3	3	3	4	4	4	\$180	\$264	\$277	\$291	\$306
Technology	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	5	6	6	6	6	6	\$300	\$495	\$520	\$546	\$573
Technology - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	1	1	1	1	1	6	\$90	\$132	\$139	\$146	\$153
<b>In-House Programs</b>																	
Homework/Tutoring	\$/Session	\$80	\$80	\$88	\$88	\$92	14	15	16	17	18	8	\$8,960	\$9,856	\$11,384	\$11,953	\$13,178
Homework/Tutoring - Non-Resident	\$/Session	\$96	\$96	\$106	\$106	\$111	3	3	3	4	4	8	\$2,304	\$2,534	\$2,927	\$3,074	\$3,389
	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											
<b>Area Revenue</b>												<b>\$15,054</b>	<b>\$17,703</b>	<b>\$20,167</b>	<b>\$21,175</b>	<b>\$23,023</b>	
<b>Expense</b>																	
	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Education Instructors	25% Gross Revenue from In-House Programs												\$2,816	\$3,098	\$3,578	\$3,757	\$4,142
Equipment and Supplies	5% Gross Revenue from In-House Programs												\$563	\$620	\$716	\$751	\$828
<b>Area Expense</b>												<b>\$3,379</b>	<b>\$3,717</b>	<b>\$4,293</b>	<b>\$4,508</b>	<b>\$4,970</b>	
<b>Net Revenue</b>												<b>\$11,675</b>	<b>\$13,986</b>	<b>\$15,873</b>	<b>\$16,667</b>	<b>\$18,053</b>	



**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						
<b>In-House Programs</b>																	
Adaptive Fitness	\$/Session	\$75	\$75	\$83	\$83	\$87	14	15	16	17	18	6	\$6,300	\$6,930	\$8,004	\$8,404	\$9,266
Adaptive Fitness - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	3	3	3	4	4	6	\$1,620	\$1,782	\$2,058	\$2,161	\$2,383
Meditation	\$/Session	\$75	\$75	\$83	\$83	\$87	6	7	7	7	8	6	\$2,700	\$2,970	\$3,430	\$3,602	\$3,971
Meditation - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	2	2	2	2	3	6	\$1,080	\$1,188	\$1,372	\$1,441	\$1,588
Youth Intro to Fitness	\$/Session	\$75	\$75	\$83	\$83	\$87	10	11	12	12	13	6	\$4,500	\$4,950	\$5,717	\$6,003	\$6,618
Youth Intro to Fitness - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	2	2	2	2	3	6	\$1,080	\$1,188	\$1,372	\$1,441	\$1,588
Intro to Running	\$/Session	\$75	\$75	\$83	\$83	\$87	14	15	16	17	18	6	\$6,300	\$6,930	\$8,004	\$8,404	\$9,266
Intro to Running - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	3	3	3	4	4	6	\$1,620	\$1,782	\$2,058	\$2,161	\$2,383
Intro to Cycling	\$/Session	\$75	\$75	\$83	\$83	\$87	10	11	12	12	13	6	\$4,500	\$4,950	\$5,717	\$6,003	\$6,618
Intro to Cycling - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	2	2	2	2	3	6	\$1,080	\$1,188	\$1,372	\$1,441	\$1,588
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$30,780</b>	<b>\$33,858</b>	<b>\$39,106</b>	<b>\$41,061</b>	<b>\$45,270</b>	
<b>Expense</b>																	
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Fitness Administration	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Fitness Instructors	50% Gross Revenue												\$15,390	\$16,929	\$19,553	\$20,531	\$22,635
Equipment and Supplies	10% Gross Revenue												\$3,078	\$3,386	\$3,911	\$4,106	\$4,527
<b>Area Expense</b>												<b>\$18,468</b>	<b>\$20,315</b>	<b>\$23,464</b>	<b>\$24,637</b>	<b>\$27,162</b>	
<b>Net Revenue</b>												<b>\$12,312</b>	<b>\$13,543</b>	<b>\$15,642</b>	<b>\$16,425</b>	<b>\$18,108</b>	



**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						
<b>Contractor Programs</b>																	
Karate	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	7	7	7	8	4	\$960	\$1,188	\$1,386	\$1,455	\$1,528
Karate - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Judo	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	7	7	7	8	4	\$960	\$1,188	\$1,386	\$1,455	\$1,528
Judo - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Aikido	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	7	7	7	8	4	\$960	\$1,188	\$1,386	\$1,455	\$1,528
Aikido - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Mixed Martial Arts	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	10	11	12	12	13	4	\$1,600	\$1,980	\$2,310	\$2,426	\$2,547
Mixed Martial Arts - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$554	\$582	\$611
Women's Self Defense	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	4	\$800	\$990	\$1,155	\$1,213	\$1,273
Women's Self Defense - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	4	\$200	\$242	\$277	\$291	\$306
	<b>Non-capacity growth rate</b>		1.00	1.00	1.00	1.00		1.10	1.05	1.05	1.05						
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$7,080</b>	<b>\$8,712</b>	<b>\$10,118</b>	<b>\$10,624</b>	<b>\$11,155</b>	
<b>Expense</b>																	
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Martial Arts Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Equipment and Supplies	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
<b>Area Expense</b>												<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net Revenue</b>												<b>\$7,080</b>	<b>\$8,712</b>	<b>\$10,118</b>	<b>\$10,624</b>	<b>\$11,155</b>	



**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							
<b>Contractor Programs</b>																		
Learn to Play	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	6	\$1,200	\$1,485	\$1,733	\$1,819	\$1,910	
Learn to Play - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	6	\$300	\$363	\$416	\$437	\$458	
Learn to Sing	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	2	2	2	2	3	24	\$1,920	\$2,376	\$2,772	\$2,911	\$3,056	
Learn to Sing - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	24	\$1,200	\$1,452	\$1,663	\$1,746	\$1,834	
Learn to Act	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	14	15	16	17	18	4	\$2,240	\$2,772	\$3,234	\$3,396	\$3,565	
Learn to Act - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	3	3	3	4	4	4	\$600	\$726	\$832	\$873	\$917	
Toddler Music and Movement	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	7	7	7	8	6	\$1,440	\$1,782	\$2,079	\$2,183	\$2,292	
Toddler Music and Movement - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	6	\$600	\$726	\$832	\$873	\$917	
Improv	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	16	18	18	19	20	6	\$3,840	\$4,752	\$5,544	\$5,821	\$6,112	
Improv - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	4	4	5	5	5	6	\$1,200	\$1,452	\$1,663	\$1,746	\$1,834	
	<b>Non-capacity growth rate</b>		1.00	1.00	1.00	1.00		1.10	1.05	1.05	1.05							
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
<b>Area Revenue</b>												<b>\$14,540</b>	<b>\$17,886</b>	<b>\$20,767</b>	<b>\$21,805</b>	<b>\$22,896</b>		
<b>Expense</b>																		
	<b>Management Assumption</b>												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Performing Arts Instructors	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
Equipment and Supplies	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0	
<b>Area Expense</b>												<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		
<b>Net Revenue</b>												<b>\$14,540</b>	<b>\$17,886</b>	<b>\$20,767</b>	<b>\$21,805</b>	<b>\$22,896</b>		





**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							
<b>In-House Programs</b>																		
Instructional Clinics	\$/Class	\$15	\$15	\$17	\$17	\$17	6	7	7	7	8	24	\$2,160	\$2,376	\$2,744	\$2,881	\$3,177	
Instructional Clinics - Non-Resident	\$/Class	\$18	\$18	\$20	\$20	\$21	2	2	2	2	3	24	\$864	\$950	\$1,098	\$1,153	\$1,271	
Climbing Punch Cards	10 Sessions	\$90	\$90	\$99	\$99	\$104	22	24	25	27	28	12	\$23,760	\$26,136	\$30,187	\$31,696	\$34,945	
Climbing Punch Cards - Non-Resident	10 Sessions	\$11	\$11	\$12	\$12	\$12	4	4	5	5	5	12	\$518	\$570	\$659	\$692	\$762	
Single Climb Drop-In	\$/Hour	\$10	\$10	\$11	\$11	\$12	110	121	127	133	140	12	\$13,200	\$14,520	\$16,771	\$17,609	\$19,414	
Single Climb Drop-In - Non-Resident	\$/Hour	\$12	\$12	\$13	\$13	\$14	20	22	23	24	25	12	\$2,880	\$3,168	\$3,659	\$3,842	\$4,236	
Climbing Camps	\$/Week	\$300	\$300	\$330	\$330	\$347	22	24	25	27	28	2	\$13,200	\$14,520	\$16,771	\$17,609	\$19,414	
Climbing Camps - Non-Resident	\$/Week	\$360	\$360	\$396	\$396	\$416	4	4	5	5	5	2	\$2,880	\$3,168	\$3,659	\$3,842	\$4,236	
Group Events	\$/Climber	\$15	\$15	\$17	\$17	\$17	18	20	21	22	23	6	\$1,620	\$1,782	\$2,058	\$2,161	\$2,383	
Group Events - Non-Resident	\$/Climber	\$18	\$18	\$20	\$20	\$21	4	4	5	5	5	6	\$432	\$475	\$549	\$576	\$635	
Birthday Parties	\$/Party (Up to 15)	\$300	\$300	\$330	\$330	\$347	5	6	6	6	6	12	\$18,000	\$19,800	\$22,869	\$24,012	\$26,474	
Birthday Parties - Non-Resident	\$/Party (Up to 15)	\$360	\$360	\$396	\$396	\$416	1	1	1	1	1	12	\$4,320	\$4,752	\$5,489	\$5,763	\$6,354	
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05							
	<b>Capacity growth rate</b>		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
<b>Area Revenue</b>													<b>\$83,834</b>	<b>\$92,218</b>	<b>\$106,512</b>	<b>\$111,837</b>	<b>\$123,300</b>	
<b>Expense</b>													<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Climbing Manager	10% Gross Revenue												\$8,383	\$9,222	\$10,651	\$11,184	\$12,330	
Climbing Staff	25% Gross Revenue												\$20,959	\$23,054	\$26,628	\$27,959	\$30,825	
Equipment Maintenance/Inspections	5% Gross Revenue												\$4,192	\$4,611	\$5,326	\$5,592	\$6,165	
Camp, Party, and Event Consumables	10% Party and Event Revenue												\$4,045	\$4,450	\$5,139	\$5,396	\$5,950	
Equipment and Supplies	2% Gross Revenue												\$1,677	\$1,844	\$2,130	\$2,237	\$2,466	
<b>Area Expense</b>													<b>\$39,256</b>	<b>\$43,181</b>	<b>\$49,874</b>	<b>\$52,368</b>	<b>\$57,736</b>	
<b>Net Revenue</b>													<b>\$44,579</b>	<b>\$49,037</b>	<b>\$56,637</b>	<b>\$59,469</b>	<b>\$65,565</b>	



**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							
<b>In-House Programs</b>																		
<b>One-Off Events</b>																		
Parents' Night Out	\$/Child	\$10	\$10	\$10	\$10	\$10	44	48	51	53	56	12	\$5,280	\$5,808	\$6,098	\$6,403	\$6,723	
Parents' Night Out - Non-Resident	\$/Child	\$15	\$15	\$15	\$15	\$15	6	7	7	7	8	12	\$1,080	\$1,188	\$1,247	\$1,310	\$1,375	
Family Fun Night	\$/Family	\$20	\$20	\$20	\$20	\$20	28	31	32	34	36	12	\$6,720	\$7,392	\$7,762	\$8,150	\$8,557	
Family Fun Night - Non-Resident	\$/Family	\$25	\$25	\$25	\$25	\$25	4	4	5	5	5	12	\$1,200	\$1,320	\$1,386	\$1,455	\$1,528	
Senior Fun Night	\$/Person	\$5	\$5	\$5	\$5	\$5	22	24	25	27	28	12	\$1,320	\$1,452	\$1,525	\$1,601	\$1,681	
Senior Fun Night - Non-Resident	\$/Person	\$6	\$6	\$6	\$6	\$6	4	4	5	5	5	12	\$288	\$317	\$333	\$349	\$367	
<b>Recurring Events</b>																		
Battle of the Bands	\$/Person	\$10	\$15	\$15	\$15	\$15	180	198	208	218	229	2	\$3,600	\$5,940	\$6,237	\$6,549	\$6,876	
Battle of the Bands - Non-Resident	\$/Person	\$15	\$20	\$20	\$20	\$20	60	66	69	73	76	2	\$1,800	\$2,640	\$2,772	\$2,911	\$3,056	
Dance	\$/Person	\$15	\$20	\$20	\$20	\$20	80	88	92	97	102	3	\$3,600	\$5,280	\$5,544	\$5,821	\$6,112	
Dance - Non-Resident	\$/Person	\$20	\$25	\$25	\$25	\$25	40	44	46	49	51	3	\$2,400	\$3,300	\$3,465	\$3,638	\$3,820	
Holiday Party	\$/Person	\$10	\$15	\$15	\$15	\$15	40	44	46	49	51	3	\$1,200	\$1,980	\$2,079	\$2,183	\$2,292	
Holiday Party - Non-Resident	\$/Person	\$15	\$20	\$20	\$20	\$20	20	22	23	24	25	3	\$900	\$1,320	\$1,386	\$1,455	\$1,528	
Breakfast with Bunny/Santa	\$/Child	\$10	\$10	\$10	\$10	\$10	220	242	254	267	280	2	\$4,400	\$4,840	\$5,082	\$5,336	\$5,603	
Breakfast with Bunny/Santa - Non-Resident	\$/Child	\$15	\$15	\$15	\$15	\$15	60	66	69	73	76	2	\$1,800	\$1,980	\$2,079	\$2,183	\$2,292	
Talent Show	\$/Person	\$10	\$10	\$10	\$10	\$10	80	88	92	97	102	2	\$1,600	\$1,760	\$1,848	\$1,940	\$2,037	
Talent Show - Non-Resident	\$/Person	\$15	\$15	\$15	\$15	\$15	40	44	46	49	51	2	\$1,200	\$1,320	\$1,386	\$1,455	\$1,528	
Share the Music	Free Event	\$0	\$0	\$0	\$0	\$0	22	24	25	27	28	12	\$0	\$0	\$0	\$0	\$0	
Share the Music - Non-Resident	Free Event	\$0	\$0	\$0	\$0	\$0	4	4	5	5	5	12	\$0	\$0	\$0	\$0	\$0	
<b>Non-capacity growth rate</b>			1.00	1.00	1.00	1.00		1.10	1.05	1.05	1.05							
<b>Capacity growth rate</b>			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
<b>Area Revenue</b>													<b>\$38,388</b>	<b>\$47,837</b>	<b>\$50,229</b>	<b>\$52,740</b>	<b>\$55,377</b>	
<b>Expense</b>																		
<b>Management Assumption</b>																		
Special Events Administration	Responsibility of Management Team												Year 1	Year 2	Year 3	Year 4	Year 5	
Special Events Staff	25% Gross Revenue												\$0	\$0	\$0	\$0	\$0	
Equipment, Supplies, and Consumables	15% Gross Revenue from Recurring Events, 50% Gross Revenue from One-Off Events												\$9,597	\$11,959	\$12,557	\$13,185	\$13,844	
<b>Area Expense</b>													<b>\$23,230</b>	<b>\$29,761</b>	<b>\$31,249</b>	<b>\$32,811</b>	<b>\$34,452</b>	
<b>Net Revenue</b>													<b>\$15,158</b>	<b>\$18,076</b>	<b>\$18,980</b>	<b>\$19,929</b>	<b>\$20,925</b>	



**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						
<b>In-House Programs</b>																	
Adaptive Recreation	\$/Session	\$35	\$35	\$39	\$39	\$40	30	33	35	36	38	4	\$4,200	\$4,620	\$5,336	\$5,603	\$6,177
Adaptive Recreation - Non-Resident	\$/Session	\$42	\$42	\$46	\$46	\$49	5	6	6	6	6	4	\$840	\$924	\$1,067	\$1,121	\$1,235
Archery	\$/Session	\$150	\$150	\$165	\$165	\$173	16	18	18	19	20	4	\$9,600	\$10,560	\$12,197	\$12,807	\$14,119
Archery - Non-Resident	\$/Session	\$180	\$180	\$198	\$198	\$208	4	4	5	5	5	4	\$2,880	\$3,168	\$3,659	\$3,842	\$4,236
Broomball	\$/Session	\$125	\$125	\$138	\$138	\$144	28	31	32	34	36	3	\$10,500	\$11,550	\$13,340	\$14,007	\$15,443
Broomball - Non-Resident	\$/Session	\$150	\$150	\$165	\$165	\$173	4	4	5	5	5	3	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647
Cycling	\$/Session	\$75	\$75	\$83	\$83	\$87	6	7	7	7	8	4	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647
Cycling - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	2	2	2	2	3	4	\$720	\$792	\$915	\$960	\$1,059
Floor Hockey	\$/Session	\$125	\$125	\$138	\$138	\$144	28	31	32	34	36	3	\$10,500	\$11,550	\$13,340	\$14,007	\$15,443
Floor Hockey - Non-Resident	\$/Session	\$150	\$150	\$165	\$165	\$173	4	4	5	5	5	3	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647
Knockerball	\$/Session	\$125	\$125	\$138	\$138	\$144	28	31	32	34	36	4	\$14,000	\$15,400	\$17,787	\$18,676	\$20,591
Knockerball - Non-Resident	\$/Session	\$150	\$150	\$165	\$165	\$173	4	36	48	48	48	4	\$2,400	\$21,600	\$31,680	\$31,680	\$33,264
<b>Non-capacity growth rate</b>			1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
<b>Capacity growth rate</b>			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$61,040</b>	<b>\$86,104</b>	<b>\$106,182</b>	<b>\$109,907</b>	<b>\$119,510</b>	
<b>Expense</b>																	
<b>Management Assumption</b>													<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Sports and Recreation Director	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Sports and Recreation Staff	25% Gross Revenue												\$15,260	\$21,526	\$26,546	\$27,477	\$29,877
Equipment and Supplies	6% Gross Revenue												\$3,662	\$5,166	\$6,371	\$6,594	\$7,171
Awards	4% Gross Revenue												\$2,442	\$3,444	\$4,247	\$4,396	\$4,780
<b>Area Expense</b>												<b>\$21,364</b>	<b>\$30,136</b>	<b>\$37,164</b>	<b>\$38,468</b>	<b>\$41,828</b>	
<b>Net Revenue</b>												<b>\$39,676</b>	<b>\$55,968</b>	<b>\$69,018</b>	<b>\$71,440</b>	<b>\$77,681</b>	



**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	105	110	116	122	128	1	\$10,500	\$11,025	\$12,734	\$13,371	\$14,741
Great Room - Non-Resident	\$/Hour	\$120	\$120	\$132	\$132	\$139	15	16	17	17	18	1	\$1,800	\$1,890	\$2,183	\$2,292	\$2,527
Great Room	\$/Day	\$600	\$600	\$660	\$660	\$693	17	18	19	20	21	1	\$10,200	\$10,710	\$12,370	\$12,989	\$14,320
Great Room - Non-Resident	\$/Day	\$720	\$720	\$792	\$792	\$832	3	3	3	3	4	1	\$2,160	\$2,268	\$2,620	\$2,751	\$3,032
Great Room	\$/Weekend	\$1,100	\$1,100	\$1,210	\$1,210	\$1,271	3	3	3	3	4	1	\$3,300	\$3,465	\$4,002	\$4,202	\$4,633
Great Room - Non-Resident	\$/Weekend	\$320	\$320	\$352	\$352	\$370	1	1	1	1	1	1	\$320	\$336	\$388	\$407	\$449
Multi-Purpose Room - Small	\$/Hour	\$20	\$20	\$22	\$22	\$23	210	221	232	243	255	1	\$4,200	\$4,410	\$5,094	\$5,348	\$5,896
Multi-Purpose Room - Small - Non-Resident	\$/Hour	\$25	\$25	\$28	\$28	\$29	30	32	33	35	36	1	\$750	\$788	\$910	\$955	\$1,053
Multi-Purpose Room - Medium	\$/Hour	\$30	\$30	\$33	\$33	\$35	105	110	116	122	128	1	\$3,150	\$3,308	\$3,820	\$4,011	\$4,422
Multi-Purpose Room - Medium - Non-Resident	\$/Hour	\$35	\$35	\$39	\$39	\$40	15	16	17	17	18	1	\$525	\$551	\$637	\$669	\$737
Multi-Purpose Room - Large	\$/Hour	\$50	\$50	\$55	\$55	\$58	52	55	57	60	63	1	\$2,600	\$2,730	\$3,153	\$3,311	\$3,650
Multi-Purpose Room - Large - Non-Resident	\$/Hour	\$60	\$60	\$66	\$66	\$69	8	8	9	9	10	1	\$480	\$504	\$582	\$611	\$674
Classroom/Resource Room	\$/Hour	\$20	\$20	\$22	\$22	\$23	210	221	232	243	255	1	\$4,200	\$4,410	\$5,094	\$5,348	\$5,896
Classroom/Resource Room - Non-Resident	\$/Hour	\$25	\$25	\$28	\$28	\$29	30	32	33	35	36	1	\$750	\$788	\$910	\$955	\$1,053
Teaching Kitchen	\$/Hour	\$25	\$25	\$28	\$28	\$29	42	44	46	49	51	1	\$1,050	\$1,103	\$1,273	\$1,337	\$1,474
Teaching Kitchen - Non-Resident	\$/Hour	\$30	\$30	\$33	\$33	\$35	6	6	7	7	7	1	\$180	\$189	\$218	\$229	\$253
Rec. Room (Not Inc. Climbing Area)	\$/Hour	\$50	\$50	\$55	\$55	\$58	42	44	46	49	51	1	\$2,100	\$2,205	\$2,547	\$2,674	\$2,948
Rec. Room (Not Inc. Climbing Area) - Non-Resident	\$/Hour	\$60	\$60	\$66	\$66	\$69	6	6	7	7	7	1	\$360	\$378	\$437	\$458	\$505
Full Facility	\$/4 Hours	\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	10	11	11	12	12	1	\$10,000	\$10,500	\$12,128	\$12,734	\$14,039
Full Facility - Non-Resident	\$/4 Hours	\$1,200	\$1,200	\$1,320	\$1,320	\$1,386	2	2	2	2	2	1	\$2,400	\$2,520	\$2,911	\$3,056	\$3,369
Full Facility	\$/Day	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	1	1	1	1	1	1	\$1,500	\$1,575	\$1,819	\$1,910	\$2,106
Full Facility - Non-Resident	\$/Day	\$1,800	\$1,800	\$1,980	\$1,980	\$2,079	1	1	1	1	1	1	\$1,800	\$1,890	\$2,183	\$2,292	\$2,527
Non-capacity growth rate			1.00	1.10	1.00	1.05		1.05	1.05	1.05	1.05						
Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
<b>Area Revenue</b>												<b>\$64,325</b>	<b>\$67,541</b>	<b>\$78,010</b>	<b>\$81,911</b>	<b>\$90,306</b>	
<b>Expense</b>		<b>Management Assumption</b>										<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Facility Rental Monitoring and Maint.		5% Gross Revenue										\$3,216	\$3,377	\$3,901	\$4,096	\$4,515	
<b>Area Expense</b>												<b>\$3,216</b>	<b>\$3,377</b>	<b>\$3,901</b>	<b>\$4,096</b>	<b>\$4,515</b>	
<b>Net Revenue</b>												<b>\$61,109</b>	<b>\$64,164</b>	<b>\$74,110</b>	<b>\$77,815</b>	<b>\$85,791</b>	



## Concessions & Vending Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$5,416	\$5,687	\$5,971	\$6,270	\$6,583
Vending Income			\$2,708	\$2,843	\$2,986	\$3,135	\$3,292
<b>Area Revenue</b>			<b>\$8,124</b>	<b>\$8,530</b>	<b>\$8,957</b>	<b>\$9,404</b>	<b>\$9,875</b>
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food	35% COGS		\$2,843	\$2,986	\$3,135	\$3,292	\$3,456
Concessions Non-food	10% Concession Sales		\$542	\$569	\$597	\$627	\$658
Concessions Wages	25% Concession Sales		\$1,354	\$1,422	\$1,493	\$1,567	\$1,646
Vending Expenses	50% Vending Income		\$1,354	\$1,422	\$1,493	\$1,567	\$1,646
<b>Area Expense</b>			<b>\$6,093</b>	<b>\$6,398</b>	<b>\$6,717</b>	<b>\$7,053</b>	<b>\$7,406</b>
<b>Net Revenue</b>			<b>\$2,031</b>	<b>\$2,133</b>	<b>\$2,239</b>	<b>\$2,351</b>	<b>\$2,469</b>