



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

Site Development (IAF)

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

Construction and Start-Up Costs

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Land Cost						
RE Acquisition		25	Acre	\$0	\$0	0.0%
Land Cost Total					\$0	0.0%
Hard Cost						
Building Construction - Recreation/Event Space and Admin Space Area	Warm Shell (Slab, Structure, Systems, High Efficiency LED Lighting Package from ASG Energy, Basic Interior and Exterior Finishes, etc.)	15,474	SF	\$125	\$1,934,250	13.8%
Building Construction - Natatorium and Systems Area	Erosion Resistant Warm Shell (Slab, Structure, Systems, High Efficiency LED Lighting Package from ASG Energy, Basic Interior and Exterior Finishes, etc.) and Pools	15,000	SF	\$398	\$5,970,000	40.1%
Building Construction - Natatorium Support Space Area	Erosion Resistant Warm Shell (Slab, Structure, Systems, High Efficiency LED Lighting Package from ASG Energy, Basic Interior and Exterior Finishes, etc.)	7,200	SF	\$200	\$1,440,000	9.7%
Site Development	Excavation, Paving, Grading, Utilities, Landscaping, Etc.	1	LS	\$1,151,196	\$1,151,196	7.7%
Contingency				10%	\$1,049,545	7.0%
Hard Cost Total					\$11,544,991	77.5%
Furniture, Fixtures and Equipment Cost						
Interior Finishes and Furnishings		37,671	SF	\$10	\$376,710	2.5%
Hardware		37,671	SF	\$2	\$75,342	0.5%
Software		1	LS	\$25,000	\$25,000	0.2%
Kitchen & Concessions Equipment		1	LS	\$225,000	\$225,000	1.5%
Changing Wall and Equipment		1	LS	\$175,000	\$175,000	1.2%
Aquatics and Recreation Equipment		1	LS	\$300,000	\$300,000	2.0%
Locker Rooms and Family Changing Rooms		1	LS	\$125,000	\$125,000	0.8%
Signage & Banners		1	LS	\$100,000	\$100,000	0.7%
Audio/Video/Lighting and Acoustic Treatment		1	LS	\$275,000	\$275,000	1.8%
Maintenance Equipment		1	LS	\$25,000	\$25,000	0.2%
Contingency				10%	\$170,209	1.1%
Furniture, Fixtures and Equipment Cost Total					\$1,872,297	12.6%
Soft Cost - Construction						
Indirect Cost of Construction	Design, Construction Management, Impact Fees, Etc.			10%	\$1,311,729	9.0%
Contingency				10%	\$134,173	0.9%
Soft Cost Total					\$1,445,902	9.9%
Total Construction and Start-Up Costs					\$14,893,189	100.0%

Operational Start-Up Costs

	Details	Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Soft Costs-Operations						
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting, Etc.				\$100,000	18.3%
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				\$272,001	49.8%
Contingency				10%	\$97,700	9.1%
Soft Cost Total					\$595,701	100.0%
Total Operational Start-Up Costs					\$595,701	100.0%

Capital Costs and Start-up Expenses

SOURCES OF FUNDS		
Public Funding	32%	\$4,893,189
Private Contribution - Construction	65%	\$10,000,000
Private Contribution - Operations	4%	\$546,811
Total Sources of Funds		\$15,440,000
USES OF FUNDS		
Land Cost		\$0
Hard Cost		\$11,544,991
Furniture, Fixtures and Equipment Cost		\$1,872,297
Soft Cost - Construction		\$1,475,902
Soft Cost - Operations		\$546,811
Total Uses of Funds		\$15,440,000

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
Total Revenue	\$1,148,440	\$1,289,127	\$1,462,776	\$1,548,690	\$1,704,915
Expenses					
Membership and Daily Attendance	\$1,329	\$1,368	\$1,413	\$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
Total Cost of Goods Sold	\$460,354	\$521,285	\$607,832	\$647,842	\$719,058
Gross Margin	\$688,086	\$767,842	\$854,944	\$900,847	\$985,857
% of Revenue	60%	60%	58%	58%	58%
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
Total Operating Expenses	\$1,155,754	\$1,166,966	\$1,211,417	\$1,248,971	\$1,292,976
EBITDA	(\$467,668)	(\$399,124)	(\$356,473)	(\$348,123)	(\$307,119)
Capital Replacement Fund	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Total Net Income	(\$542,668)	(\$474,124)	(\$431,473)	(\$423,123)	(\$382,119)
Annual Net Income Sensitivity Analysis					
Percent of Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
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	\$5,381	\$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
Total Facility Expense		\$267,122	\$273,800	\$280,645	\$287,661	\$294,853

Operating Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees	Assumes Town Shared Services	\$0	\$0	\$0	\$0	\$0
Bank Service Charges	Misc. Banking Fees	\$11,481	\$11,772	\$12,066	\$12,367	\$12,677
Communications		\$7,535	\$7,723	\$7,916	\$8,111	\$8,317
Dues and Subscriptions		\$500	\$523	\$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	\$31,098
Insurance	Assumes Town Shared Services	\$68,775	\$88,783	\$92,236	\$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
Total Operating Expenses		\$187,522	\$181,389	\$172,785	\$177,504	\$185,067

Management, Lifeguard, and Admin. Payroll Summary

Position	Mgmt. Assoc.	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
Total Management and Admin. Payroll		\$509,320	\$526,108	\$543,477	\$561,450	\$580,017

Payroll Summary

Total Payroll Summary		Month Ahead	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	General Manager	12 months prior	\$74,400	\$74,400	\$77,376	\$90,671	\$83,690	\$87,037
Mgmt	Marketing and Event Coordinator	9 months prior	\$33,480	\$44,440	\$46,426	\$48,263	\$50,214	\$52,222
Mgmt	Program Coordinator	6 months prior	\$19,840	\$39,680	\$41,267	\$42,908	\$44,635	\$46,420
Mgmt	Aquatics Supervisor	6 Months Prior	\$24,800	\$49,600	\$51,584	\$53,617	\$55,793	\$58,025
Mgmt	Aquatics Coordinator	3 months prior	\$4,960	\$19,840	\$20,634	\$21,459	\$22,317	\$23,210
Mgmt	Facility Director	6 months prior	\$21,080	\$42,160	\$43,846	\$45,600	\$47,424	\$49,321
Guards	Lifeguards	1 month prior	\$14,917	\$179,000	\$183,475	\$188,062	\$192,763	\$197,583
Admin	Front Desk Staff	1 month prior	\$5,000	\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
Subtotal Management Payroll			\$198,477	\$909,320	\$926,108	\$1,043,477	\$961,450	\$990,847
Director	Climbing Manager	1 month prior	\$699	\$8,383	\$9,222	\$10,651	\$11,383	\$12,130
Subtotal Program Management			\$699	\$8,383	\$9,222	\$10,651	\$11,383	\$12,130
Staff	Camp, Childcare, and School-Age Program Staff	1 month prior	\$7,131	\$61,572	\$67,729	\$78,227	\$82,139	\$90,558
Staff	Cooking Staff	1 month prior	\$100	\$1,800	\$3,280	\$6,098	\$6,403	\$7,060
Staff	Education Staff	1 month prior	\$235	\$2,816	\$3,093	\$3,578	\$3,757	\$4,142
Staff	Climbing Staff	1 month prior	\$1,747	\$20,959	\$23,051	\$26,628	\$27,999	\$30,825
Staff	Special Events Staff	1 month prior	\$800	\$9,597	\$11,959	\$12,557	\$13,185	\$13,841
Staff	Sports and Recreation Staff	1 month prior	\$1,272	\$15,260	\$17,526	\$26,546	\$27,477	\$29,577
Staff	Concessions Staff	1 month prior	\$549	\$6,593	\$6,923	\$7,269	\$7,632	\$8,011
Subtotal Staff			\$10,133	\$121,597	\$139,569	\$160,803	\$168,552	\$184,329
Instructors	Swim Meet Officials	Per Diem		\$9,600	\$9,600	\$10,560	\$10,560	\$11,688
Instructors	Swim Team Coaches and Swim Instructors	Per Diem		\$160,957	\$185,697	\$225,945	\$248,077	\$283,934
Instructors	Fitness Instructors	Per Diem		\$29,250	\$32,175	\$37,162	\$39,020	\$43,020
Subtotal In-House Program Instructors				\$199,807	\$227,472	\$273,627	\$297,657	\$338,642
Payroll Subtotal			\$209,309	\$1,138,306	\$1,173,172	\$1,317,957	\$1,269,090	\$1,413,518
Payroll Services/Taxes/Benefits (Not Inc. Per Diem Instructors)			\$62,792	\$191,790	\$202,470	\$214,509	\$222,356	\$233,609
Payroll Taxes/Benefits/Retire Totals			\$62,792	\$191,790	\$202,470	\$214,509	\$222,356	\$233,609
Total Payroll				\$1,330,096	\$1,375,642	\$1,532,466	\$1,491,446	\$1,647,127

Appendix



Membership and Daily Attendance Revenue & Expenses

Revenue	Mgmt. Assump.	Price Per Session					Total Per Year					Reliable Sessions					
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
Memberships																	
Youth (Age 2-17)	\$/Month	\$10.00	\$10.00	\$10.50	\$10.50	\$11.00	39	40	41	43	44	12	\$4,400	\$4,620	\$5,113	\$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	\$1,008	\$1,132	\$1,187	\$1,241
Adult (Age 18-59)	\$/Month	\$25.00	\$25.00	\$26.25	\$26.25	\$27.50	243	250	259	266	273	12	\$72,000	\$73,067	\$81,207	\$83,413	\$90,660
Adult (Age 18-59) - Non-Resident	\$/Month	\$30.00	\$30.00	\$31.50	\$31.50	\$33.00	43	44	46	47	48	12	\$15,480	\$15,944	\$17,244	\$17,761	\$19,209
Senior (Age 60+)	\$/Month	\$12.50	\$12.50	\$13.03	\$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	\$2,660
Family	\$/Month	\$37.50	\$37.50	\$39.38	\$39.38	\$41.24	34	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	\$49.51	6	6	6	7	7	12	\$3,240	\$3,337	\$3,600	\$3,717	\$4,020
Drop-In																	
Youth (Age 2-17)	\$/Day	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	8	8	8	0	0	340	\$14,000	\$14,420	\$14,853	\$14,298	\$15,757
Youth (Age 2-17) - Non-Resident	\$/Day	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	1	1	1	1	1	340	\$2,100	\$2,163	\$1,857	\$1,912	\$1,971
Adult (Age 18-59)	\$/Day	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	20	21	21	22	23	150	\$10,000	\$10,170	\$10,112	\$10,245	\$10,393
Adult (Age 18-59) - Non-Resident	\$/Day	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	5	5	5	5	6	350	\$14,000	\$14,120	\$14,283	\$14,461	\$15,618
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	\$6.00	\$6.00	\$6.00	1	1	1	1	1	350	\$2,100	\$2,163	\$1,857	\$1,912	\$1,971
Non-specific growth rate																	
Capacity growth rate		1.00	1.05	1.05	1.05	1.05	1.03	1.03	1.03	1.03	1.03	1.03					
Area Revenue		1.10	1.10	1.10	1.10	1.10	1.00	1.00	1.00	1.00	1.00	1.00					
												\$216,648	\$232,128	\$214,206	\$220,725	\$234,744	
Expense																	
Mgmt. Assump.																	
Membership Administration	Responsibility of Management Team											Year 1	Year 2	Year 3	Year 4	Year 5	
Membership Cards	0.5% Gross Membership Revenue											\$0	\$0	\$0	\$0	\$0	
Drop-In/Volunteers	\$0.05 Per Drop-In Sale											\$790	\$821	\$713	\$765	\$791	
												Area Expense	\$1,359	\$1,568	\$1,443	\$1,486	\$1,568
												Net Revenue	\$214,330	\$230,670	\$212,863	\$220,240	\$233,176



Aquatics Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Scalable Sessions	Year				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
Swim Team Revenue																	
Swim Meet Income	Total \$/Meet	\$12,000	\$12,000	\$12,300	\$12,300	\$12,600	4	4	4	4	4	1	\$40,000	\$48,000	\$52,000	\$52,000	\$52,000
USA Swimming Team	\$/Swimmer (Ave)	\$1,200	\$1,200	\$1,230	\$1,230	\$1,260	30	31	31	31	31	1	\$60,000	\$80,000	\$100,000	\$100,000	\$100,000
USA Swimming Team - Non-Resident	\$/Swimmer (Ave)	\$2,100	\$2,100	\$2,130	\$2,130	\$2,160	7	7	7	7	7	1	\$14,700	\$18,000	\$21,000	\$21,000	\$21,000
115 Team Rental	\$/Lane Hour	\$17	\$17	\$19	\$19	\$20	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Swim Club Lane Rental	\$/Swimmer (Ave)	\$17	\$17	\$19	\$19	\$20	500	500	500	500	500	1	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500
Master's Swimming	\$/Swimmer (Ave)	\$20	\$20	\$20	\$20	\$20	30	33	33	36	36	1	\$18,000	\$19,800	\$23,400	\$23,400	\$23,400
Master's Swimming - Non-Resident	\$/Swimmer (Ave)	\$20	\$20	\$20	\$20	\$20	30	33	33	36	36	1	\$18,000	\$19,800	\$23,400	\$23,400	\$23,400
Summer League	\$/Swimmer (Ave)	\$186	\$186	\$186	\$186	\$186	3	3	3	3	3	1	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580
Summer League - Non-Resident	\$/Swimmer (Ave)	\$186	\$186	\$186	\$186	\$186	3	3	3	3	3	1	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580
Aquatics Instruction Revenue																	
Swim Lessons	\$/Session	\$95	\$95	\$105	\$105	\$110	1,407	1,436	1,471	1,503	1,504	1	\$141,265	\$153,092	\$169,177	\$180,451	\$207,762
Swim Lessons - Non-Resident	\$/Session	\$114	\$114	\$125	\$125	\$132	263	269	281	283	283	1	\$29,082	\$32,080	\$35,002	\$37,007	\$41,096
Water Fitness	\$/Session	\$45	\$45	\$50	\$50	\$52	42	46	46	46	46	1	\$22,680	\$24,948	\$27,155	\$28,356	\$33,357
Water Fitness - Non-Resident	\$/Session	\$45	\$45	\$50	\$50	\$52	42	46	46	46	46	1	\$22,680	\$24,948	\$27,155	\$28,356	\$33,357
Lifeguard Certification	\$/Session	\$200	\$200	\$200	\$200	\$200	13	13	13	13	13	1	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600
Lifeguard Certification - Non-Resident	\$/Session	\$200	\$200	\$200	\$200	\$200	13	13	13	13	13	1	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600
Rentals																	
Birthday Parties	\$/Party	\$300	\$300	\$320	\$320	\$320	22	24	25	27	24	1	\$6,600	\$7,680	\$8,160	\$8,160	\$8,160
Birthday Parties - Non-Resident	\$/Party	\$300	\$300	\$320	\$320	\$320	22	24	25	27	24	1	\$6,600	\$7,680	\$8,160	\$8,160	\$8,160
Private (Full Pool)	\$/Hr	\$300	\$300	\$320	\$320	\$320	17	19	20	21	22	1	\$5,100	\$5,760	\$6,240	\$6,240	\$6,240
Private (Full Pool) - Non-Resident	\$/Hr	\$300	\$300	\$320	\$320	\$320	17	19	20	21	22	1	\$5,100	\$5,760	\$6,240	\$6,240	\$6,240
Non-capacity growth rate	Capacity growth rate	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.09	1.09	1.09	1.09					
Ave Revenue													\$12,700	\$14,122	\$15,400	\$16,150	\$17,200
Ave Expense													\$10,706	\$11,026	\$12,023	\$12,437	\$13,433
Net Revenue													\$2,000	\$3,096	\$3,377	\$3,713	\$3,767
Expense																	
Management Assumption																	
Responsibility of Management Team																	
Swim Meet Officials													\$9,400	\$9,400	\$10,500	\$11,000	\$11,000
Swim Team Coaches and Swim Instruction													\$18,000	\$18,000	\$20,000	\$21,000	\$21,000
Swim Meet Supplies, Hesp, and Awards													\$7,200	\$7,200	\$8,100	\$8,100	\$8,100
Swim Meet Scheduling Fees													\$1,700	\$1,700	\$1,900	\$2,000	\$2,000
Program Supplies													\$400	\$400	\$450	\$450	\$450
Lifeguard Class Materials													\$400	\$400	\$450	\$450	\$450
ARC LITS Facility Fee													\$1,100	\$1,100	\$1,200	\$1,200	\$1,200
USA Swimming Registration													\$2,000	\$2,000	\$2,200	\$2,300	\$2,300



Art and Arts & Crafts Programs Revenue & Expenses

Revenue	Mgmt. Assump.	Time per Session					Number per Session					Solvable Sessions	Year				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
		Net Revenue for Center	Net Revenue for Center	Net Revenue for Center	Net Revenue for Center	Net Revenue for Center	Net Revenue for Center	Net Revenue for Center	Net Revenue for Center	Net Revenue for Center	Net Revenue for Center		Year 1	Year 2	Year 3	Year 4	Year 5
Concave Programs																	
Adult Art Program - Non-Resident		\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,200	\$1,364	\$1,418	\$1,441	\$2,037
Adult Art Program - Non-Resident		\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$534	\$542	\$611
Adult Art Party		\$10	\$15	\$15	\$15	\$15	14	14	16	17	18	4	\$650	\$924	\$970	\$1,010	\$1,070
Adult Art Party - Non-Resident		\$12	\$18	\$18	\$18	\$18	3	3	3	4	4	4	\$144	\$238	\$240	\$242	\$275
Ceramics and Pottery - Non-Resident		\$40	\$46	\$50	\$50	\$50	8	9	9	10	10	4	\$1,200	\$1,364	\$1,418	\$1,441	\$2,037
Ceramics and Pottery - Non-Resident		\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$534	\$542	\$611
Filmaking		\$40	\$48	\$50	\$50	\$50	8	9	9	10	10	4	\$1,200	\$1,364	\$1,418	\$1,441	\$2,037
Filmaking - Non-Resident		\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$534	\$542	\$611
Illustration		\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,200	\$1,364	\$1,418	\$1,441	\$2,037
Illustration - Non-Resident		\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$534	\$542	\$611
Photography		\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,200	\$1,364	\$1,418	\$1,441	\$2,037
Photography - Non-Resident		\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$534	\$542	\$611
Quilting		\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,200	\$1,364	\$1,418	\$1,441	\$2,037
Quilting - Non-Resident		\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$534	\$542	\$611
Sewing		\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,200	\$1,364	\$1,418	\$1,441	\$2,037
Sewing - Non-Resident		\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$534	\$542	\$611
Weaving		\$40	\$45	\$50	\$50	\$50	8	9	9	10	10	4	\$1,200	\$1,364	\$1,418	\$1,441	\$2,037
Weaving - Non-Resident		\$50	\$55	\$60	\$60	\$60	2	2	2	2	3	4	\$400	\$484	\$534	\$542	\$611
Capacity growth rate		1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10		\$1,114	\$1,276	\$2,037	\$2,141	\$2,334
Avg Revenue		1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10		\$1,114	\$1,276	\$2,037	\$2,141	\$2,334
Expense	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Art Instruction	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
Equipment, Supplies, and Consumables	Responsibility of Independent Contractor												\$0	\$0	\$0	\$0	\$0
													\$1,114	\$1,276	\$2,037	\$2,141	\$2,334
													\$0	\$0	\$0	\$0	\$0
													\$1,114	\$1,276	\$2,037	\$2,141	\$2,334



Camp, Childcare, and School-Age Programs Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Soluble Sessions	Year				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
In-House Programs																	
Home School P.E.	\$/Month	\$65	\$65	\$72	\$72	\$75	22	24	25	27	28	8	\$11,440	\$12,584	\$14,535	\$15,261	\$16,876
Home School P.E. - Non-Resident	\$/Month	\$75	\$75	\$83	\$83	\$87	4	4	5	5	5	8	\$2,500	\$2,640	\$3,040	\$3,202	\$3,530
Parent and Infant/Toddler Class	\$/Class	\$12	\$12	\$13	\$13	\$16	14	15	16	17	18	46	\$6,720	\$7,020	\$8,036	\$8,365	\$9,184
Parent and Infant/Toddler Class - Non-Resident	\$/Class	\$15	\$15	\$17	\$17	\$17	3	3	3	4	4	46	\$1,940	\$1,980	\$2,297	\$2,402	\$2,647
Parent Morning Out	\$/Day	\$20	\$20	\$22	\$22	\$23	14	15	16	17	18	16	\$1,400	\$1,508	\$1,662	\$1,736	\$1,898
Parent Morning Out - Non-Resident	\$/Day	\$25	\$25	\$28	\$28	\$29	3	3	3	4	4	16	\$1,200	\$1,320	\$1,535	\$1,601	\$1,765
Preschool Enrichment Classes	\$/Session	\$125	\$125	\$138	\$138	\$144	14	15	16	17	18	8	\$1,000	\$1,100	\$1,277	\$1,340	\$1,501
Preschool Enrichment Classes - Non-Resident	\$/Session	\$150	\$150	\$165	\$165	\$171	3	3	4	4	4	8	\$1,540	\$1,640	\$1,916	\$1,982	\$2,205
Single-Day Camp	\$/Day	\$40	\$40	\$44	\$44	\$46	22	24	25	27	28	24	\$1,540	\$1,640	\$1,916	\$1,982	\$2,205
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	\$3,349
Summer Day Camp	\$/Week	\$200	\$200	\$220	\$220	\$231	12	13	14	15	16	41	\$2,400	\$2,640	\$3,040	\$3,202	\$3,530
Summer Day Camp - Non-Resident	\$/Week	\$240	\$240	\$264	\$264	\$277	7	8	8	8	9	8	\$1,440	\$1,584	\$1,876	\$1,961	\$2,167
Contractor Programs																	
Specialty Camp	Net Revenue for Center	\$10	\$50	\$50	\$50	\$50	10	11	12	12	13	8	\$2,000	\$1,100	\$1,420	\$1,461	\$1,644
Specialty Camp - Non-Resident	Net Revenue for Center	\$50	\$50	\$50	\$50	\$50	2	2	2	2	3	8	\$800	\$1,056	\$1,109	\$1,164	\$1,233
Area Revenue																	
Capacity growth rate		1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10						
Area Revenue		\$127,144	\$139,872	\$154,183	\$169,795	\$187,235											
Area Expense																	
Management Assumption																	
Responsibility of Management Team																	
Camp, Child, School-Age Program Administration	50% Camp Revenue from In-House Programs	\$61,972	\$66,720	\$73,237	\$79,130	\$86,558											
Camp, Child, School-Age Program Staff	15% Camp Revenue from In-House Programs	\$19,472	\$20,310	\$22,468	\$23,643	\$25,747											
Equipment, Supplies, and Consumables		\$50,000	\$52,782	\$58,478	\$66,015	\$74,933											
Area Expense		\$131,444	\$139,812	\$154,183	\$169,795	\$187,235											
Net Revenue		\$17,100	\$20,060	\$24,405	\$29,980	\$37,000											

16



Dance Programs Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Sizable Sessions	Year				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
Contractor Programs																	
Youth Ballet	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$405	\$405	\$405	\$405
Youth Ballet - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$130	\$146	\$153
Youth Jazz	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$405	\$405	\$405	\$405
Youth Jazz - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$130	\$146	\$153
Youth Tap	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$405	\$405	\$405	\$405
Youth Tap - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$130	\$146	\$153
Youth Hip Hop	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	5	6	6	6	6	2	\$400	\$405	\$405	\$405	\$405
Youth Hip Hop - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$130	\$146	\$153
Technical Jazz/Modern	Net Revenue for Center	\$35	\$35	\$35	\$35	\$35	4	4	4	4	4	1	\$640	\$640	\$640	\$640	\$640
Technical Jazz/Modern - Non-Resident	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	2	2	2	2	2	1	\$320	\$321	\$321	\$321	\$321
Low Dancing	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$130	\$146	\$153
Salsa - Non-Resident	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	1	1	1	1	1	2	\$400	\$405	\$405	\$405	\$405
Ballet	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	1	1	1	1	1	2	\$400	\$405	\$405	\$405	\$405
Ballet - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$130	\$146	\$153
Ballet - Non-Resident	Net Revenue for Center	\$50	\$55	\$60	\$60	\$60	1	1	1	1	1	2	\$100	\$121	\$130	\$146	\$153
Capacity growth rate		1.10	1.10	1.10	1.10	1.10	1.10	1.05	1.05	1.05	1.05						
Area Revenue		\$4,340	\$5,456	\$6,714	\$8,175	\$9,831											
Area Expense		\$0	\$0	\$0	\$0	\$0											
Net Revenue		\$4,340	\$5,456	\$6,714	\$8,175	\$9,831											
Management Assumption																	
Responsibility of Independent Contractor																	
Responsibility of Independent Contractor																	
Area Expense																	
Net Revenue																	



Education Programs Revenue & Expenses

Revenue	Mnth. Assump.	Price per Session					Number per Session					Sollabp Sessions					
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
Contractor Programs																	
Baby-sitting/Sale Silver Certification	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	4	2	2	2	2	4	\$330	\$395	\$416	\$417	\$458
Baby-sitting/Sale Silver Certification - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	2	2	2	2	2	4	\$120	\$175	\$185	\$184	\$204
Language	Net Revenue for Center	\$40	\$45	\$45	\$45	\$45	2	2	2	2	2	4	\$1,440	\$1,702	\$1,709	\$1,709	\$1,902
Language - Non-Resident	Net Revenue for Center	\$50	\$55	\$55	\$55	\$55	2	2	2	2	2	4	\$600	\$726	\$736	\$736	\$817
Safety	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	1	1	1	1	1	4	\$40	\$60	\$64	\$64	\$70
Safety - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	1	1	1	1	1	4	\$60	\$80	\$84	\$84	\$90
First Aid/CPK	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	14	13	16	17	18	4	\$180	\$204	\$207	\$207	\$228
First Aid/CPK - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	2	2	2	2	2	4	\$120	\$175	\$185	\$184	\$204
Technology	Net Revenue for Center	\$10	\$15	\$15	\$15	\$15	1	1	1	1	1	4	\$40	\$60	\$64	\$64	\$70
Technology - Non-Resident	Net Revenue for Center	\$15	\$20	\$20	\$20	\$20	1	1	1	1	1	4	\$60	\$80	\$84	\$84	\$90
In-House Programs																	
Homework/Tutoring	5/Session	\$60	\$60	\$65	\$65	\$65	14	13	16	17	18	4	\$840	\$924	\$1,034	\$1,034	\$1,116
Homework/Tutoring - Non-Resident	5/Session	\$95	\$95	\$105	\$105	\$111	2	2	3	4	4	8	\$1,800	\$2,025	\$2,292	\$2,292	\$2,520
Non-capacity growth rate	Capacity growth rate	1.10	1.10	1.10	1.10	1.10	1.00	1.00	1.00	1.00	1.00		\$1,800	\$1,980	\$2,178	\$2,178	\$2,388
Area Revenue													\$1,800	\$1,980	\$2,178	\$2,178	\$2,388
Expense																	
Education Instruction	MANAGEMENT ASSUMPTION												Year 1	Year 2	Year 3	Year 4	Year 5
Equipment and Supplies	25% Gross Revenue from In-House Programs												\$240	\$270	\$306	\$306	\$336
	3% Gross Revenue from In-House Programs												\$54	\$63	\$71	\$71	\$77
	Area Expense												\$294	\$333	\$377	\$377	\$413
	Net Revenue												\$1,506	\$1,647	\$1,801	\$1,801	\$1,975

Wellness Programs Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Billable Sessions	Year				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
In-House Programs																	
Adaptive Fitness - Non-Resident	\$/Session	\$75	\$75	\$83	\$83	\$87	14	15	16	17	18	0	\$6,370	\$6,930	\$9,184	\$9,414	\$9,256
Adaptive Fitness - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	3	3	3	4	4	0	\$1,620	\$1,792	\$2,188	\$2,161	\$2,363
Meditation - Non-Resident	\$/Session	\$75	\$75	\$83	\$83	\$87	6	7	7	7	8	0	\$2,700	\$2,970	\$3,150	\$3,402	\$3,497
Youth Intro to Fitness - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	2	2	2	2	3	0	\$1,800	\$1,980	\$2,172	\$1,411	\$1,568
Youth Intro to Fitness - Non-Resident	\$/Session	\$75	\$75	\$83	\$83	\$87	10	11	12	12	13	0	\$4,500	\$4,950	\$5,272	\$6,003	\$6,618
Intro to Running - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	2	2	2	2	3	0	\$1,800	\$1,980	\$2,172	\$1,411	\$1,568
Intro to Running - Non-Resident	\$/Session	\$75	\$75	\$83	\$83	\$87	14	15	16	17	18	0	\$6,370	\$6,930	\$9,184	\$9,414	\$9,256
Intro to Cycling - Non-Resident	\$/Session	\$90	\$90	\$99	\$99	\$104	10	11	12	12	13	0	\$1,800	\$1,980	\$2,172	\$1,411	\$1,568
Intro to Cycling - Non-Resident	\$/Session	\$75	\$75	\$83	\$83	\$87	2	2	2	2	3	0	\$1,800	\$1,980	\$2,172	\$1,411	\$1,568
Trialhan Club - Non-Resident	\$/Session	\$150	\$150	\$165	\$165	\$173	26	26	30	30	33	0	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900
Trialhan Club - Non-Resident	\$/Session	\$180	\$180	\$198	\$198	\$206	4	4	5	5	5	0	\$720	\$720	\$720	\$720	\$720
Non-capacity growth rate																	
Capacity growth rate																	
Area Revenue																	
Area Expense																	
Net Revenue																	
Management Assumption																	
Princess Administration	Responsibility of Management Team																
Princess Insurance	90% Gross Revenue																
Equipment and Supplies	10% Gross Revenue																
Area Expense																	
Net Revenue																	
Net Revenue																	



Marital Arts Programs Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Settable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
Contractor Programs																	
Karate	Net Revenue for Center	540	545	550	550	550	6	7	7	7	8	4	5960	51,188	51,386	51,495	51,738
Karate - Non-Resident	Net Revenue for Center	550	555	560	560	560	2	2	2	2	3	4	5100	5611	5654	5682	5699
Judo	Net Revenue for Center	540	545	550	550	550	6	7	7	7	8	4	5960	51,188	51,386	51,495	51,738
Judo - Non-Resident	Net Revenue for Center	550	555	560	560	560	2	2	2	2	3	4	5100	5611	5654	5682	5699
Aikido	Net Revenue for Center	540	545	550	550	550	6	7	7	7	8	4	5960	51,188	51,386	51,495	51,738
Aikido - Non-Resident	Net Revenue for Center	550	555	560	560	560	2	2	2	2	3	4	5100	5611	5654	5682	5699
Mixed Martial Arts	Net Revenue for Center	540	545	550	550	550	10	11	12	12	13	4	51600	51,980	52,310	52,426	52,517
Mixed Martial Arts - Non-Resident	Net Revenue for Center	550	555	560	560	560	2	2	2	2	3	4	5100	5611	5654	5682	5699
Women's Self Defense	Net Revenue for Center	540	545	550	550	550	3	3	3	3	4	4	5820	4990	51,155	51,213	51,277
Women's Self Defense - Non-Resident	Net Revenue for Center	550	555	560	560	560	1	1	1	1	1	1	5300	5215	5277	5291	5291
Capacity growth rate		1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10		57,080	54,712	516,218	516,651	511,165
Area Revenue		1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10						
Expense																	
Martial Arts Insurance													Year 1	Year 2	Year 3	Year 4	Year 5
Equipment and Supplies													\$0	\$0	\$0	\$0	\$0
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5
Responsibility of Independent Contractor													\$0	\$0	\$0	\$0	\$0
Area Expense													\$0	\$0	\$0	\$0	\$0
Net Revenue													57,080	54,712	516,218	516,651	511,165



Performing Arts Programs Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Collable Sessions						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5	
Contractor Programs																		
Learn to Play - Non-Resident	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	4	6	6	6	6	6	6	\$1,200	\$1,485	\$1,733	\$1,810	\$1,910
Learn to Play - Non-Resident	Net Revenue for Center	\$30	\$35	\$40	\$40	\$40	1	1	1	1	1	1	1	\$300	\$360	\$410	\$437	\$458
Learn to Sing - Non-Resident	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	2	2	2	2	2	2	2	\$1,020	\$1,236	\$1,472	\$1,517	\$1,596
Learn to Sing - Non-Resident	Net Revenue for Center	\$30	\$35	\$40	\$40	\$40	1	1	1	1	1	1	1	\$1,200	\$1,485	\$1,733	\$1,810	\$1,910
Learn to Act - Non-Resident	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	14	18	16	17	16	4	4	\$2,240	\$2,772	\$3,284	\$3,306	\$3,563
Learn to Act - Non-Resident	Net Revenue for Center	\$30	\$35	\$40	\$40	\$40	4	4	4	4	4	4	4	\$640	\$736	\$832	\$874	\$917
Toddler Music and Movement - Non-Resident	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	6	6	6	6	6	6	6	\$1,110	\$1,292	\$1,479	\$1,483	\$1,592
Toddler Music and Movement - Non-Resident	Net Revenue for Center	\$30	\$35	\$40	\$40	\$40	2	2	2	2	2	2	2	\$480	\$576	\$672	\$673	\$717
Improv - Non-Resident	Net Revenue for Center	\$40	\$45	\$50	\$50	\$50	16	18	18	10	5	6	6	\$2,840	\$4,733	\$5,544	\$5,821	\$6,112
Improv - Non-Resident	Net Revenue for Center	\$30	\$35	\$40	\$40	\$40	4	6	5	5	5	5	5	\$1,200	\$1,485	\$1,663	\$1,716	\$1,834
Capacity growth rate	Capacity growth rate	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	\$12,540	\$17,386	\$20,719	\$21,868	\$22,807
Area Revenue																		
													Year 1	Year 2	Year 3	Year 4	Year 5	
													\$0	\$0	\$0	\$0	\$0	
													\$0	\$0	\$0	\$0	\$0	
													\$0	\$0	\$0	\$0	\$0	
													\$12,540	\$17,386	\$20,719	\$21,868	\$22,807	
Expense																		
Performing Arts Instruction	Management Assumption																	
Equipment and Supplies	Responsibility of Independent Contractor																	
													Year 1	Year 2	Year 3	Year 4	Year 5	
													\$0	\$0	\$0	\$0	\$0	
													\$0	\$0	\$0	\$0	\$0	
													\$12,540	\$17,386	\$20,719	\$21,868	\$22,807	



Climbing Area Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Solable Sessions					
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
In-House Programs																	
Instructional Clinics	5/Class	\$15	\$15	\$17	\$17	\$17	6	7	7	7	8	24	\$2,160	\$2,376	\$2,744	\$2,881	\$3,497
Instructional Clinics - Non-Resident	5/Class	\$18	\$18	\$20	\$20	\$21	2	2	2	2	3	24	\$464	\$500	\$5,098	\$1,153	\$1,271
Climbing Punch Cards	10 Sessions	\$90	\$90	\$99	\$99	\$104	22	24	25	26	28	12	\$2,764	\$3,136	\$3,187	\$3,166	\$3,045
Climbing Punch Cards - Non-Resident	10 Sessions	\$11	\$11	\$12	\$12	\$12	4	4	4	4	4	12	\$318	\$370	\$459	\$462	\$792
Single Climb Drop-In	5/Hour	\$10	\$10	\$11	\$11	\$12	110	121	127	133	140	12	\$1,100	\$1,451	\$1,677	\$1,765	\$1,914
Single Climb Drop-In - Non-Resident	5/Hour	\$12	\$12	\$13	\$13	\$14	20	22	23	24	25	12	\$2,400	\$3,144	\$3,684	\$3,842	\$4,236
Climbing Camps	5/Week	\$100	\$100	\$110	\$110	\$117	22	24	25	27	28	2	\$2,200	\$3,150	\$3,677	\$3,892	\$4,236
Climbing Camps - Non-Resident	5/Week	\$140	\$140	\$156	\$156	\$161	4	4	4	4	4	2	\$2,800	\$3,144	\$3,689	\$3,842	\$4,236
Group Events	5/Climber	\$15	\$15	\$17	\$17	\$17	18	20	21	22	23	6	\$1,260	\$1,762	\$2,088	\$2,161	\$2,363
Group Events - Non-Resident	5/Climber	\$18	\$18	\$20	\$20	\$21	4	4	4	4	4	6	\$432	\$475	\$540	\$576	\$623
Birthday Parties	5/Party (Up to 15)	\$500	\$500	\$530	\$530	\$547	5	6	6	6	6	12	\$1,250	\$1,640	\$2,089	\$2,102	\$2,474
Birthday Parties - Non-Resident	5/Party (Up to 15)	\$560	\$560	\$596	\$596	\$616	1	1	1	1	1	12	\$1,120	\$1,252	\$1,489	\$1,512	\$1,754
Capacity growth rate		1.10	1.10	1.10	1.10	1.15					1.15						
Avg Revenue		1.10	1.10	1.10	1.10	1.15					1.15						
Expense	Management Assumption																
Climbing Manager	10% Gross Revenue												Year 1	Year 2	Year 3	Year 4	Year 5
Climbing Staff	25% Gross Revenue												\$4,561	\$5,222	\$6,151	\$6,184	\$7,117
Equipment Maintenance/Inspections	3% Gross Revenue												\$21,030	\$23,054	\$26,628	\$27,090	\$30,425
Camp, Party, and Event Consumables	10% Party and Event Revenue												\$4,102	\$4,611	\$5,336	\$5,592	\$6,165
Equipment and Supplies	2% Gross Revenue												\$1,677	\$1,844	\$2,130	\$2,217	\$2,466
Avg Expense													\$30,316	\$32,141	\$36,874	\$37,564	\$42,736
Net Revenue													\$4,570	\$5,610	\$6,817	\$6,930	\$8,261

Special Events Revenue & Expenses

In-House Programs	Revenue	Night, Assump.	Price per Session					Number per Session					Selling Season	Year				
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
One-Off Events																		
Parents Night Out	5/Child		\$10	\$10	\$10	\$10	\$10	44	48	51	52	54	12	\$6,350	\$6,808	\$6,698	\$6,403	\$6,273
Parents Night Out - Non-Resident	5/Child		\$18	\$18	\$18	\$18	\$18	6	7	7	7	8	12	\$1,081	\$1,158	\$1,247	\$1,310	\$1,385
Family Fun Night	5/Family		\$20	\$20	\$20	\$20	\$20	28	33	32	34	36	12	\$6,720	\$7,193	\$7,242	\$6,940	\$6,852
Family Fun Night - Non-Resident	5/Family		\$25	\$25	\$25	\$25	\$25	4	4	5	5	6	12	\$1,200	\$1,250	\$1,266	\$1,193	\$1,238
Senior Fun Night	5/Person		\$5	\$5	\$5	\$5	\$5	22	24	25	27	29	12	\$1,250	\$1,452	\$1,525	\$1,601	\$1,681
Senior Fun Night - Non-Resident	5/Person		\$6	\$6	\$6	\$6	\$6	4	4	5	5	5	12	\$288	\$317	\$333	\$340	\$367
Recurring Events																		
Battle of the Bands	5/Person		\$10	\$15	\$15	\$15	\$15	180	198	205	218	230	2	\$1,680	\$2,040	\$2,217	\$2,349	\$2,476
Battle of the Bands - Non-Resident	5/Person		\$15	\$20	\$20	\$20	\$20	60	66	69	73	76	2	\$1,080	\$1,260	\$1,372	\$1,451	\$1,526
Dance	5/Person		\$15	\$20	\$20	\$20	\$20	80	88	92	97	102	3	\$2,400	\$2,900	\$3,145	\$3,330	\$3,520
Dance - Non-Resident	5/Person		\$20	\$25	\$25	\$25	\$25	40	44	46	49	51	3	\$1,200	\$1,450	\$1,570	\$1,683	\$1,792
Holiday Party	5/Person		\$10	\$15	\$15	\$15	\$15	40	44	46	49	51	3	\$800	\$1,230	\$1,266	\$1,435	\$1,508
Holiday Party - Non-Resident	5/Person		\$15	\$20	\$20	\$20	\$20	20	22	23	24	25	3	\$4,400	\$4,841	\$5,082	\$5,335	\$5,603
Breakfast with Bunny/Santa	5/Child		\$10	\$10	\$10	\$10	\$10	250	262	264	267	280	2	\$1,000	\$1,080	\$1,070	\$1,183	\$1,292
Breakfast with Bunny/Santa - Non-Resident	5/Child		\$15	\$15	\$15	\$15	\$15	60	66	69	73	76	2	\$1,000	\$1,080	\$1,070	\$1,183	\$1,292
Talent Show	5/Person		\$10	\$10	\$10	\$10	\$10	40	44	46	49	51	2	\$1,200	\$1,350	\$1,455	\$1,555	\$1,658
Talent Show - Non-Resident	5/Person		\$15	\$15	\$15	\$15	\$15	22	24	25	27	29	2	\$50	\$50	\$50	\$50	\$50
Share the Music	Free Event		\$0	\$0	\$0	\$0	\$0	4	4	5	5	5	13	\$0	\$0	\$0	\$0	\$0
Share the Music - Non-Resident	Free Event		\$0	\$0	\$0	\$0	\$0	4	4	5	5	5	13	\$0	\$0	\$0	\$0	\$0
Non-capacity growth rate			1.10	1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
Capacity growth rate			1.10	1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
Area Revenue			\$18,384	\$19,207	\$20,256	\$21,380	\$22,597							\$18,384	\$19,207	\$20,256	\$21,380	\$22,597
Expense																		
Special Events Administration	Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5
Special Events Staff	Responsibility of Management Team													\$9,507	\$11,180	\$12,497	\$13,184	\$13,644
Equipment, Supplies, and Consumables	25% Gross Revenue													\$71,613	\$12,802	\$18,692	\$19,456	\$20,007
	15% Gross Revenue from Recurring Events, 50% Gross Revenue from One-Off Events													\$13,240	\$19,761	\$21,249	\$22,213	\$22,832
Area Expense														\$12,750	\$18,003	\$21,500	\$21,950	\$22,923
Net Revenue														\$5,634	\$1,204	\$1,756	\$1,930	\$1,674

Sports and Recreation Revenue & Expenses

Revenue	Mgmt. Assump	Price per Session					Number per Session					Available Sessions					
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
In-House Programs																	
Adaptive Recreation	5/Season	\$35	\$35	\$39	\$39	\$40	30	33	35	36	38	4	\$1,330	\$1,620	\$5,336	\$5,483	\$6,197
Adaptive Recreation - Non-Resident	5/Season	\$42	\$42	\$46	\$46	\$49	5	6	6	6	6	4	\$840	\$924	\$1,067	\$1,123	\$1,235
Archery	5/Season	\$180	\$180	\$185	\$185	\$193	16	18	18	19	20	4	\$9,600	\$10,560	\$12,197	\$12,807	\$14,119
Archery - Non-Resident	5/Season	\$125	\$125	\$135	\$135	\$144	29	31	32	34	36	3	\$70,500	\$77,490	\$87,650	\$91,833	\$100,396
Bowling	5/Season	\$150	\$150	\$165	\$165	\$173	6	7	7	7	8	5	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647
Bowling - Non-Resident	5/Season	\$75	\$75	\$83	\$83	\$87	2	2	2	2	3	4	\$720	\$902	\$935	\$980	\$1,059
Cycling	5/Season	\$90	\$90	\$99	\$99	\$104	20	21	22	23	26	3	\$10,800	\$11,760	\$12,310	\$12,807	\$14,443
Flour Hockey	5/Season	\$150	\$150	\$165	\$165	\$173	4	4	5	5	5	3	\$1,800	\$1,980	\$2,287	\$2,401	\$2,647
Flour Hockey - Non-Resident	5/Season	\$125	\$125	\$135	\$135	\$144	29	31	32	34	36	4	\$21,000	\$23,400	\$27,000	\$28,800	\$32,400
Knockball	5/Season	\$150	\$150	\$165	\$165	\$173	4	4	4	4	4	4	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Knockball - Non-Resident	5/Season	\$125	\$125	\$135	\$135	\$144	29	31	32	34	36	4	\$21,000	\$23,400	\$27,000	\$28,800	\$32,400
Capacity growth rate		1.10	1.10	1.10	1.10	1.05	1.00	1.00	1.00	1.00	1.05						
Average Revenue		\$52,880	\$58,104	\$64,125	\$69,007	\$73,519											
Average Expense		\$21,584	\$24,126	\$27,164	\$29,184	\$31,258											
Net Revenue		\$31,296	\$33,978	\$36,961	\$39,823	\$42,261											
Management Assumption																	
Sports and Recreation Director	Responsibility of Management Team																
Sports and Recreation Staff	25% Gross Revenue	\$15,260	\$15,260	\$15,260	\$15,260	\$15,260											
Equipment and Supplies	6% Gross Revenue	\$3,662	\$3,662	\$3,662	\$3,662	\$3,662											
Awards	4% Gross Revenue	\$2,442	\$2,442	\$2,442	\$2,442	\$2,442											
Total Revenue		\$31,296	\$33,978	\$36,961	\$39,823	\$42,261											
Total Expense		\$21,584	\$24,126	\$27,164	\$29,184	\$31,258											
Net Revenue		\$9,712	\$9,852	\$9,797	\$10,639	\$11,003											

Facility Rental Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Session								Number per Session								Soluble	denature	Year				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8			Year 1	Year 2	Year 3	Year 4	Year 5
Creat Room - Non-Resident	5/ Hour	\$1,000	\$1,000	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	105	105	110	110	110	110	110	110	1	1	\$10,500	\$11,025	\$12,750	\$15,375	\$18,450
Creat Room - Non-Resident	5/ Hour	\$1,200	\$1,200	\$1,320	\$1,320	\$1,320	\$1,320	\$1,320	\$1,320	15	15	16	17	17	18	18	18	1	1	\$18,000	\$19,800	\$22,950	\$27,450	\$33,375
Creat Room - Non-Resident	5/ Day	\$6,000	\$6,000	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	17	18	19	20	21	21	21	21	1	1	\$102,000	\$110,700	\$128,700	\$153,750	\$184,500
Creat Room - Non-Resident	5/ Week	\$7,200	\$7,200	\$7,920	\$7,920	\$7,920	\$7,920	\$7,920	\$7,920	3	3	3	3	4	4	4	4	1	1	\$21,600	\$23,580	\$27,450	\$33,375	\$40,500
Creat Room - Non-Resident	5/ Week	\$1,100	\$1,100	\$1,210	\$1,210	\$1,210	\$1,210	\$1,210	\$1,210	3	3	3	3	4	4	4	4	1	1	\$3,300	\$3,597	\$4,155	\$4,972	\$6,037
Creat Room - Non-Resident	5/ Hour	\$200	\$200	\$220	\$220	\$220	\$220	\$220	\$220	210	221	232	243	255	266	277	288	1	1	\$4,200	\$4,410	\$5,085	\$5,940	\$7,125
Multi-Purpose Room - Small - Non-Resident	5/ Hour	\$25	\$25	\$27	\$27	\$27	\$27	\$27	\$27	30	32	33	34	35	36	37	38	1	1	\$750	\$798	\$910	\$1,074	\$1,283
Multi-Purpose Room - Medium - Non-Resident	5/ Hour	\$30	\$30	\$33	\$33	\$33	\$33	\$33	\$33	105	110	116	122	128	134	140	146	1	1	\$3,150	\$3,390	\$3,924	\$4,611	\$5,565
Multi-Purpose Room - Large - Non-Resident	5/ Hour	\$35	\$35	\$38	\$38	\$38	\$38	\$38	\$38	15	16	17	17	18	19	20	21	1	1	\$525	\$558	\$639	\$766	\$916
Multi-Purpose Room - Large - Non-Resident	5/ Hour	\$40	\$40	\$44	\$44	\$44	\$44	\$44	\$44	22	23	24	25	26	27	28	29	1	1	\$840	\$894	\$1,026	\$1,239	\$1,491
Classroom/Resource Room - Non-Resident	5/ Hour	\$45	\$45	\$49	\$49	\$49	\$49	\$49	\$49	30	32	33	34	35	36	37	38	1	1	\$1,350	\$1,437	\$1,659	\$1,998	\$2,385
Teaching Kitchen - Non-Resident	5/ Hour	\$50	\$50	\$55	\$55	\$55	\$55	\$55	\$55	42	44	46	47	49	51	52	54	1	1	\$2,100	\$2,217	\$2,556	\$3,096	\$3,705
Ice Room (Not for Climbing Area) - Non-Resident	5/ Hour	\$60	\$60	\$66	\$66	\$66	\$66	\$66	\$66	42	44	46	47	49	51	52	54	1	1	\$2,520	\$2,658	\$3,096	\$3,705	\$4,455
Full Facility (Not for Aquatics) - Non-Resident	5/ 4 Hours	\$1,000	\$1,000	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	10	11	11	12	12	13	13	14	1	1	\$10,000	\$11,000	\$12,750	\$15,375	\$18,450
Full Facility (Not for Aquatics) - Non-Resident	5/ 4 Hours	\$1,200	\$1,200	\$1,320	\$1,320	\$1,320	\$1,320	\$1,320	\$1,320	2	2	2	2	2	2	2	2	1	1	\$2,400	\$2,520	\$2,925	\$3,510	\$4,245
Full Facility (Not for Aquatics) - Non-Resident	5/ Day	\$1,500	\$1,500	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650	1	1	1	1	1	1	1	1	1	1	\$1,500	\$1,575	\$1,815	\$2,175	\$2,625
Full Facility (Not for Aquatics) - Non-Resident	5/ Day	\$1,800	\$1,800	\$1,980	\$1,980	\$1,980	\$1,980	\$1,980	\$1,980	1	1	1	1	1	1	1	1	1	1	\$1,800	\$1,890	\$2,187	\$2,625	\$3,195
Capacity growth rate		1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10															
Area Revenue		\$14,135	\$15,541	\$17,091	\$18,791	\$20,641	\$22,641	\$24,791	\$27,091											\$14,135	\$15,541	\$17,091	\$18,791	\$20,641
Area Expense		\$3,216	\$3,537	\$3,901	\$4,301	\$4,741	\$5,221	\$5,741	\$6,301											\$3,216	\$3,537	\$3,901	\$4,301	\$4,741
Net Revenue		\$10,919	\$12,004	\$13,190	\$14,490	\$15,900	\$17,420	\$19,050	\$20,790											\$10,919	\$12,004	\$13,190	\$14,490	\$15,900

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
Area Revenue			\$39,558	\$41,536	\$43,612	\$45,793	\$48,083
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
Area Expense			\$29,668	\$31,152	\$32,709	\$34,345	\$36,062
Net Revenue			\$9,889	\$10,384	\$10,903	\$11,448	\$12,021