

HERSHEY COMMUNITY CENTER | DERRY, PA - OPTION B

# Five-Year Operating Pro Forma

JULY 2019



PREPARED FOR:

**TOWNSHIP OF DERRY**  
DERRY, PA



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# Facility Program Details



## Facility Program

### Indoor Athletic Facility

Space	Indoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
Courts	Basketball Court (actual courts 84' x 50')	1	116	82	9,512	9,512	11.0%
	Volleyball Court	1	60	30	Over Basketball Court		0.0%
	Walking Track	1	-	-	Around Basketball Court		0.0%
	<b>Total Court Sq. Ft.</b>						<b>9,512</b>
Fitness Center	Fitness Center	1	-	-	8,000	8,000	9.3%
	Cycling Room	1	-	-	600	600	0.7%
	Small Group Exercise Room	1	-	-	1,200	1,200	1.4%
	Large Group Exercise Room	1	-	-	2,300	2,300	2.7%
	Restrooms	2	-	-	400	400	0.5%
	Child Watch Room	1	-	-	1,000	1,000	1.2%
<b>Total Fitness Center Sq. Ft.</b>						<b>13,500</b>	<b>15.7%</b>
Aquatics	Pool Natatorium	1	Variable		22,880	22,880	26.5%
	25Y X 25M Competition Pool	1	-	-	Inside Natatorium		0.0%
	Recreational Pool	1	-	-	Inside Natatorium		0.0%
<b>Total Aquatics Sq. Ft.</b>						<b>22,880</b>	<b>26.5%</b>
Senior Center	Senior Center	1	20	65	1,300	1,300	1.5%
	Small Classroom	1	20	30	600	600	0.7%
	Large Classroom	2	25	30	750	1,500	1.7%
	Restrooms	2	15	35	525	1,050	1.2%
<b>Senior Center Sq. Ft.</b>						<b>4,450</b>	<b>5.2%</b>
Flex Space	Administrative Area	1	60	30	1,800	1,800	2.1%
	Community/Lobby	1	20	140	2,800	2,800	3.2%
	Office	6	10	15	150	900	1.0%
	Kitchen	1	35	20	700	700	0.8%
	Party Room	1	25	15	375	375	0.4%
	Teen Room	1	30	30	900	900	1.0%
	Event Spaces	3	25	30	750	2,250	2.6%
	Locker Rooms	2	50	45	2,250	4,500	5.2%
	Restrooms	2	30	15	450	900	1.0%
<b>Total Flex Space Sq. Ft.</b>						<b>15,125</b>	<b>17.5%</b>
Required SF for Products and Services						65,467	75.9%
Mechanical, Electrical, Storage, Common Area, Circulation, etc.						20,733	24.1%
<b>Total Estimated Indoor Athletic Facility SF</b>						<b>86,200</b>	<b>100%</b>
<b>Total Building Acreage</b>						<b>2.0</b>	

### Site Development

Parking Spaces Total	Quantity	Dimensions		Approx. SF each	Total SF	% of Total
		L (')	W (')			
Parking Spaces Total (10'x18') (20' x 20' Inc. aisles) Setbacks, Green Space, etc.	459	20	20	400	183,600	73.1%
					25% of SF	67,450
<b>Total Estimated Site Development SF</b>					<b>251,050</b>	<b>100%</b>
<b>Total Site Development Acreage</b>					<b>5.8</b>	
<b>Total Complex Acreage</b>					<b>7.7</b>	

# Financial Performance Summary



## Total Revenue & Expenses: 5-Year Detail

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Basketball	\$54,388	\$59,827	\$69,100	\$71,173	\$76,974
Volleyball	\$20,201	\$20,807	\$23,575	\$24,282	\$26,261
Court Rentals	\$10,576	\$10,893	\$11,781	\$12,135	\$13,123
Indoor Aquatics	\$392,974	\$425,341	\$482,012	\$507,746	\$555,489
Fitness Memberships	\$1,501,003	\$1,546,034	\$1,671,271	\$1,721,410	\$1,860,894
Fitness & Training	\$131,580	\$157,896	\$182,370	\$191,488	\$201,063
Food & Beverage	\$21,550	\$21,873	\$22,201	\$22,534	\$22,872
Retail	\$8,620	\$8,749	\$8,881	\$9,014	\$9,149
Tenant Revenue	\$22,800	\$22,800	\$22,800	\$22,800	\$22,800
Hotel Rebates	\$31,200	\$31,200	\$31,200	\$31,200	\$31,200
<b>Total Revenue</b>	<b>\$2,194,893</b>	<b>\$2,305,421</b>	<b>\$2,525,192</b>	<b>\$2,613,782</b>	<b>\$2,819,825</b>
Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Basketball	\$19,144	\$21,058	\$23,352	\$24,052	\$25,498
Volleyball	\$7,048	\$7,259	\$7,951	\$8,190	\$8,712
Court Rentals	\$529	\$545	\$589	\$607	\$656
Indoor Aquatics	\$118,230	\$128,953	\$146,654	\$153,653	\$168,012
Fitness Memberships	\$318,602	\$331,449	\$345,555	\$359,511	\$374,856
Fitness & Training	\$58,477	\$70,172	\$81,049	\$85,101	\$89,356
Food & Beverage	\$11,853	\$12,030	\$12,211	\$12,394	\$12,580
Retail	\$4,741	\$4,812	\$4,884	\$4,958	\$5,032
Tenant Expense	\$0	\$0	\$0	\$0	\$0
Hotel Rebates	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600
<b>Total Cost of Goods Sold</b>	<b>\$548,223</b>	<b>\$585,877</b>	<b>\$631,844</b>	<b>\$658,065</b>	<b>\$694,303</b>
<b>Gross Margin</b>	<b>\$1,646,670</b>	<b>\$1,719,544</b>	<b>\$1,893,347</b>	<b>\$1,955,718</b>	<b>\$2,125,523</b>
<i>% of Revenue</i>	<i>75%</i>	<i>75%</i>	<i>75%</i>	<i>75%</i>	<i>75%</i>
Facility Expenses	\$657,027	\$663,807	\$673,765	\$683,871	\$694,129
Operating Expense	\$444,131	\$364,512	\$376,719	\$383,730	\$395,491
Management Payroll	\$891,282	\$917,801	\$945,244	\$973,646	\$1,003,043
Payroll Taxes/Benefits/Bonus	\$274,795	\$285,540	\$298,651	\$309,315	\$322,482
<b>Total Operating Expenses</b>	<b>\$2,267,235</b>	<b>\$2,231,661</b>	<b>\$2,294,378</b>	<b>\$2,350,563</b>	<b>\$2,415,145</b>
<b>EBITDA</b>	<b>(\$620,565)</b>	<b>(\$512,117)</b>	<b>(\$401,031)</b>	<b>(\$394,845)</b>	<b>(\$289,622)</b>
<i>% of Revenue</i>	<i>-28%</i>	<i>-22%</i>	<i>-16%</i>	<i>-15%</i>	<i>-10%</i>
Economic Impact	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market	8,400	8,400	8,400	8,400	8,400
Room Nights	2,400	2,400	2,400	2,400	2,400
<b>Economic Impact</b>	<b>\$1,034,398</b>	<b>\$1,034,398</b>	<b>\$1,034,398</b>	<b>\$1,034,398</b>	<b>\$1,034,398</b>



## Economic Impact

### Number of Events Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Local Swim Meet	2	2	2	2	2
Regional Swim Meet	6	6	6	6	6
<b>Total Events Per Year</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

### Per Person Spending By Category - Overnight Visitors

	Amount	% of Total
Lodging/Accommodations	\$25.67	23.7%
Dining/Groceries	\$39.10	36.1%
Transportation	\$6.65	6.1%
Entertainment/Attractions	\$13.69	12.7%
Retail	\$12.51	11.6%
Miscellaneous	\$10.56	9.8%
<b>Total</b>	<b>\$108.17</b>	<b>100%</b>

### Per Person Spending By Category - Day Trip

	Amount	% of Total
Lodging/Accommodations	\$0.00	0.0%
Dining/Groceries	\$15.64	47.4%
Transportation	\$2.66	8.1%
Entertainment/Attractions	\$5.48	16.6%
Retail	\$5.00	15.2%
Miscellaneous	\$4.22	12.8%
<b>Total</b>	<b>\$33.00</b>	<b>100%</b>

### Number of Non-Local Days in Market Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market - Overnight	8,400	8,400	8,400	8,400	8,400
Non-Local Days in Market - Day Trip	3,810	3,810	3,810	3,810	3,810
Room Nights	2,400	2,400	2,400	2,400	2,400

### Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Direct Spending - Overnight	\$908,662	\$908,662	\$908,662	\$908,662	\$908,662
Total Direct Spending - Day Trip Visitors	\$125,736	\$125,736	\$125,736	\$125,736	\$125,736
Total Indirect Spending	\$0	\$0	\$0	\$0	\$0
<b>Total Event Economic Impact</b>	<b>\$1,034,398</b>	<b>\$1,034,398</b>	<b>\$1,034,398</b>	<b>\$1,034,398</b>	<b>\$1,034,398</b>

# Business Unit Analysis





## Basketball 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						
Instructional Clinics	\$/Session	\$35	\$35	\$39	\$39	\$40	14	16	16	17	17	2	\$992	\$1,091	\$1,261	\$1,298	\$1,404
Instructional Camps	\$/Week (full days)	\$150	\$150	\$165	\$165	\$173	19	21	22	22	23	2	\$5,670	\$6,237	\$7,204	\$7,420	\$8,025
Individual Instruction	\$/Hour	\$50	\$50	\$55	\$55	\$58	17	19	20	20	21	12	\$10,206	\$11,227	\$12,967	\$13,356	\$14,444
Drop-in/Other Income	\$/Session	\$5	\$5	\$6	\$6	\$6	42	46	49	50	51	12	\$2,520	\$2,772	\$3,202	\$3,298	\$3,566
<b>Leagues</b>																	
Sept. - Oct. League	\$/Team	\$500	\$500	\$550	\$550	\$578	14	15	16	17	17	1	\$7,000	\$7,700	\$8,894	\$9,160	\$9,907
Nov. - Dec. League	\$/Team	\$500	\$500	\$550	\$550	\$578	14	15	16	17	17	1	\$7,000	\$7,700	\$8,894	\$9,160	\$9,907
Jan. - Feb. League	\$/Team	\$500	\$500	\$550	\$550	\$578	21	23	24	25	26	1	\$10,500	\$11,550	\$13,340	\$13,740	\$14,860
Mar. - Apr. League	\$/Team	\$500	\$500	\$550	\$550	\$578	21	23	24	25	26	1	\$10,500	\$11,550	\$13,340	\$13,740	\$14,860
May - June League	\$/Team	\$500	\$500	\$550	\$550	\$578	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
July - Aug. League	\$/Team	\$500	\$500	\$550	\$550	\$578	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
<b>Non-capacity growth rate</b>			1.00	1.10	1.00	1.05		1.10	1.05	1.03	1.03						
<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>\$54,388</b>	<b>\$59,827</b>	<b>\$69,100</b>	<b>\$71,173</b>	<b>\$76,974</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>
Basketball Director	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Basketball Staff	5% of Gross Revenue												\$2,719	\$2,991	\$3,455	\$3,559	\$3,849
Referee Fees	Avg. \$30/game												\$8,400	\$9,240	\$9,702	\$9,993	\$10,293
Instructor Fees	\$10-\$25/Instructor (25% Instruct. Rev)												\$4,217	\$4,639	\$5,358	\$5,519	\$5,968
Equipment and Supplies	5% of Gross Revenue												\$2,719	\$2,991	\$3,455	\$3,559	\$3,849
Awards	T-Shirts and Trophies (2% Gross Revenue)												\$1,088	\$1,197	\$1,382	\$1,423	\$1,539
<b>Area Expense</b>												<b>\$19,144</b>	<b>\$21,058</b>	<b>\$23,352</b>	<b>\$24,052</b>	<b>\$25,498</b>	
<b>Net Revenue</b>												<b>\$35,245</b>	<b>\$38,769</b>	<b>\$45,748</b>	<b>\$47,121</b>	<b>\$51,476</b>	



## Volleyball 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						
Instructional Clinics	\$/Session *1	\$35	\$35	\$39	\$39	\$40	7	7	7	7	7	2	\$463	\$477	\$540	\$557	\$602
Instructional Camps	\$/Week (ful *2)	\$150	\$150	\$165	\$165	\$173	9	9	9	10	10	2	\$2,646	\$2,725	\$3,088	\$3,180	\$3,440
Individual Instruction	\$/Hour *3	\$40	\$40	\$44	\$44	\$46	11	11	11	12	12	12	\$5,080	\$5,233	\$5,929	\$6,107	\$6,604
Drop-in/Other Income	\$/Session	\$5	\$5	\$6	\$6	\$6	39	40	42	43	44	12	\$2,352	\$2,423	\$2,745	\$2,827	\$3,058
<b>League</b>																	
Sept. - Oct. League	\$/Team *4	\$300	\$300	\$330	\$330	\$347	6	6	7	7	7	1	\$1,890	\$1,947	\$2,206	\$2,272	\$2,457
Nov. - Dec. League	\$/Team	\$300	\$300	\$330	\$330	\$347	6	6	7	7	7	1	\$1,890	\$1,947	\$2,206	\$2,272	\$2,457
Jan. - Feb. League	\$/Team	\$300	\$300	\$330	\$330	\$347	10	10	10	11	11	1	\$2,940	\$3,028	\$3,431	\$3,534	\$3,822
Mar. - Apr. League	\$/Team	\$300	\$300	\$330	\$330	\$347	10	10	10	11	11	1	\$2,940	\$3,028	\$3,431	\$3,534	\$3,822
May - June League	\$/Team	\$300	\$300	\$330	\$330	\$347	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
July - Aug. League	\$/Team	\$300	\$300	\$330	\$330	\$347	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
<b>Non-capacity growth rate</b>			1.00	1.10	1.00	1.05		1.03	1.03	1.03	1.03						
<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>\$20,201</b>	<b>\$20,807</b>	<b>\$23,575</b>	<b>\$24,282</b>	<b>\$26,261</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>
Volleyball Director	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Volleyball Staff	5% of Gross Revenue												\$1,010	\$1,040	\$1,179	\$1,214	\$1,313
Referee Fees	Avg. \$20/game												\$2,576	\$2,653	\$2,733	\$2,815	\$2,899
Instructor Fees	\$10-\$25/Instructor (25% Instruct. Rev)												\$2,047	\$2,109	\$2,389	\$2,461	\$2,661
Equipment and Supplies	5% of Gross Revenue												\$1,010	\$1,040	\$1,179	\$1,214	\$1,313
<b>Area Expense</b>												<b>\$7,048</b>	<b>\$7,259</b>	<b>\$7,951</b>	<b>\$8,190</b>	<b>\$8,712</b>	
<b>Net Revenue</b>												<b>\$13,154</b>	<b>\$13,548</b>	<b>\$15,624</b>	<b>\$16,092</b>	<b>\$17,549</b>	



### Court 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							
<b>Small Court Rentals</b>																		
Sept. - Oct.	\$/Hour	\$35	\$35	\$37	\$37	\$39	14	15	15	16	16	1	\$504	\$519	\$561	\$578	\$625	
Nov. - Dec.	\$/Hour	\$35	\$35	\$37	\$37	\$39	14	15	15	16	16	1	\$504	\$519	\$561	\$578	\$625	
Jan. - Feb.	\$/Hour	\$35	\$35	\$37	\$37	\$39	22	23	24	24	25	1	\$784	\$808	\$873	\$900	\$973	
Mar. - Apr.	\$/Hour	\$35	\$35	\$37	\$37	\$39	22	23	24	24	25	1	\$784	\$808	\$873	\$900	\$973	
May - June	\$/Hour	\$35	\$35	\$37	\$37	\$39	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
July - Aug	\$/Hour	\$35	\$35	\$37	\$37	\$39	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
<b>Large Court Rentals</b>																		
Sept. - Oct.	\$/Hour	\$50	\$50	\$53	\$53	\$55	32	33	34	35	36	1	\$1,600	\$1,648	\$1,782	\$1,836	\$1,985	
Nov. - Dec.	\$/Hour	\$50	\$50	\$53	\$53	\$55	32	33	34	35	36	1	\$1,600	\$1,648	\$1,782	\$1,836	\$1,985	
Jan. - Feb.	\$/Hour	\$50	\$50	\$53	\$53	\$55	48	49	51	52	54	1	\$2,400	\$2,472	\$2,673	\$2,754	\$2,978	
Mar. - Apr.	\$/Hour	\$50	\$50	\$53	\$53	\$55	48	49	51	52	54	1	\$2,400	\$2,472	\$2,673	\$2,754	\$2,978	
May - June	\$/Hour	\$50	\$50	\$53	\$53	\$55	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
July - Aug	\$/Hour	\$50	\$50	\$53	\$53	\$55	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
	<b>Non-capacity growth rate</b>		1.00	1.05	1.00	1.05		1.03	1.03	1.03	1.03							
	<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>\$10,576</b>	<b>\$10,893</b>	<b>\$11,781</b>	<b>\$12,135</b>	<b>\$13,123</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>	
Supervision/Maintenance Staff	5% of Revenue												\$529	\$545	\$589	\$607	\$656	
<b>Area Expense</b>												<b>\$529</b>	<b>\$545</b>	<b>\$589</b>	<b>\$607</b>	<b>\$656</b>		
<b>Net Revenue</b>												<b>\$10,047</b>	<b>\$10,349</b>	<b>\$11,192</b>	<b>\$11,528</b>	<b>\$12,467</b>		



## Membership Revenue & Expenses

Revenue	Mgmt. Assump.	Price Per Session					Total Per Year					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
<b>Memberships</b>	*1																
Fitness Only	\$/Month	\$30	\$30	\$32	\$32	\$33	2,857	2,943	3,031	3,122	3,216	12	\$1,028,644	\$1,059,504	\$1,145,853	\$1,180,229	\$1,276,417
Aquatics Add On	\$/Month	\$10	\$10	\$11	\$11	\$11	1,057	1,089	1,122	1,155	1,190	12	\$126,881	\$130,688	\$141,339	\$145,579	\$157,444
Aquatics Only	\$/Month	\$15	\$15	\$16	\$16	\$17	1,204	1,240	1,277	1,316	1,355	12	\$216,724	\$223,225	\$241,418	\$248,661	\$268,927
<b>Annual Fee</b>													\$0	\$0	\$0	\$0	\$0
Fitness Only		\$30	\$30	\$32	\$32	\$33	2,857	2,943	3,031	3,122	3,216	1	\$85,720	\$88,292	\$95,488	\$98,352	\$106,368
Aquatics Add On		\$10	\$10	\$11	\$11	\$11	1,057	1,089	1,122	1,155	1,190	1	\$10,573	\$10,891	\$11,778	\$12,132	\$13,120
Aquatics Only		\$15	\$15	\$16	\$16	\$17	1,204	1,240	1,277	1,316	1,355	1	\$18,060	\$18,602	\$20,118	\$20,722	\$22,411
Drop In/Guest Pass	\$/Day	\$10	\$10	\$10	\$10	\$10	120	124	127	131	135	12	\$14,400	\$14,832	\$15,277	\$15,735	\$16,207
	<b>Non-capacity growth rate</b>		1.00	1.05	1.00	1.05		1.03	1.03	1.03	1.03						
	<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>\$1,501,003</b>	<b>\$1,546,034</b>	<b>\$1,671,271</b>	<b>\$1,721,410</b>	<b>\$1,860,894</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/Fitness Management	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Fitness Floor Staff													\$172,800	\$179,712	\$186,900	\$194,376	\$202,152
Free Group Ex. Class Instructors	\$25 Instructor Fee per Class, 60 per Week in Year 1												\$78,000	\$81,900	\$85,995	\$90,295	\$94,809
Child Watch Instructors	\$10/Hour, Ave 2 Staff/Hour, 52 Hours/Week												\$54,080	\$55,702	\$57,373	\$59,095	\$60,868
Child Watch Supplies	1% of Gross Membership Revenue												\$13,722	\$14,134	\$15,286	\$15,745	\$17,028
<b>Area Expense</b>												<b>\$318,602</b>	<b>\$331,449</b>	<b>\$345,555</b>	<b>\$359,511</b>	<b>\$374,856</b>	
<b>Net Revenue</b>												<b>\$1,182,401</b>	<b>\$1,214,585</b>	<b>\$1,325,716</b>	<b>\$1,361,899</b>	<b>\$1,486,038</b>	

### Pricing Notes

#### \*1 Gold's Gym - Hershey

Basic (No Pool Access): \$9.95/month (\$99 enrollment fee; \$59.99 yearly fee)  
 Silver (No Pool Access): \$21.95/month (\$69 enrollment fee; \$59.99 yearly fee)  
 Platinum (Pool Access): \$34.95/month (\$49 enrollment fee; \$39.99 yearly fee)

#### Avenger Athletics

\$150/month (3x/week)  
 \$200/month (unlimited)

#### Anytime Fitness

\$44.95/month (\$144.93 down payment)



### Fitness & Training Revenue & Expenses

Revenue	Mgmt. Assump.	Price per Sale					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						
Personal Training - 1/2 Hour	\$/Session	\$25	\$25	\$28	\$28	\$29	102	122	129	135	135	12	\$30,600	\$36,720	\$42,412	\$44,532	\$46,759
Personal Training - Hour	\$/Session	\$50	\$50	\$55	\$55	\$58	102	122	129	135	135	12	\$61,200	\$73,440	\$84,823	\$89,064	\$93,518
Premium Group Exercise Class	\$/Session	\$10	\$10	\$11	\$11	\$12	332	398	418	439	439	12	\$39,780	\$47,736	\$55,135	\$57,891.83	\$60,786
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.00						
	<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>\$131,580</b>	<b>\$157,896</b>	<b>\$182,370</b>	<b>\$191,488</b>	<b>\$201,063</b>	
Expense	Mgmt. Assump.											Year 1	Year 2	Year 3	Year 4	Year 5	
Sports Performance Management	Responsibility of Management Team											\$0	\$0	\$0	\$0	\$0	
Sports Performance Instructors	50% Personal Training, 25% Group Training											\$55,845	\$67,014	\$77,401	\$81,271	\$85,335	
Equipment and Supplies	2% Gross Revenue											\$2,632	\$3,158	\$3,647	\$3,830	\$4,021	
<b>Area Expense</b>												<b>\$58,477</b>	<b>\$70,172</b>	<b>\$81,049</b>	<b>\$85,101</b>	<b>\$89,356</b>	
<b>Net Revenue</b>												<b>\$73,103</b>	<b>\$87,724</b>	<b>\$101,321</b>	<b>\$106,387</b>	<b>\$111,707</b>	



### Aquatics Programs Revenue & Expenses

		Price Per Session					Total 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>Daily Admissions/Memberships</b>																		
Admissions/Memberships	Total Attendance	\$4.75	\$4.75	\$5.23	\$5.23	\$5.49	52,785	52,806	52,820	52,840	52,861	1						
<b>Swim Team Revenue</b>																		
Swim Meet Rental (Short Course)	\$/Day	\$4,500	\$4,950	\$5,445	\$5,990	\$6,588	8	8	8	8	8	3	\$90,000	\$99,000	\$108,900	\$119,790	\$131,769	
Swim Meet Rental (Long Course)	\$/Day	\$6,000	\$6,600	\$7,260	\$7,986	\$8,785	4	4	4	4	4	0						
USA Club Rental	\$/Lane Hour	\$14	\$14	\$15	\$15	\$16	18	18	18	18	18	275	\$69,300	\$69,300	\$76,230	\$76,230	\$80,042	
Master's Swimming	\$/Month	\$45	\$45	\$50	\$50	\$52	30	33	35	36	38	12	\$16,200	\$17,820	\$20,582	\$21,611	\$23,826	
Summer League	\$/Swimmer (Average)	\$130	\$130	\$143	\$143	\$150	-	-	-	-	-	0	\$0	\$0	\$0	\$0	\$0	
<b>Aquatics Instruction Revenue</b>																		
Swim Lessons	8 classes/session	\$65	\$65	\$72	\$72	\$75	170	187	196	206	216	12	\$132,413	\$145,654	\$168,230	\$176,642	\$194,748	
Water Fitness	\$/Session	\$45	\$45	\$50	\$50	\$52	112	123	129	136	143	12	\$60,480	\$66,528	\$76,840	\$80,682	\$88,952	
Lifeguard Certification	\$/Session	\$200	\$200	\$220	\$220	\$231	38	42	44	46	48	1	\$7,581	\$8,339	\$9,631	\$10,113	\$11,150	
<b>Rentals</b>																		
Birthday Party	\$/2 HRS of Party Room	\$125	\$125	\$138	\$138	\$144	104	114	120	126	132	1	\$13,000	\$14,300	\$16,517	\$17,342	\$19,120	
Private (Full Pool)	\$/HR	\$250	\$250	\$275	\$275	\$289	16	18	18	19	20	1	\$4,000	\$4,400	\$5,082	\$5,336	\$5,883	
<b>Area Revenue</b>												<b>\$392,974</b>	<b>\$425,341</b>	<b>\$482,012</b>	<b>\$507,746</b>	<b>\$555,489</b>		
<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>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>	
Aquatics Management	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0	
Program Supplies	4% of year 1 gross revenue; 3% annual increase												\$15,719	\$16,191	\$16,676	\$17,177	\$17,692	
LG Class Materials	\$60 per participant for course record fee and manuals												\$2,274	\$2,502	\$2,627	\$2,758	\$2,896	
Part-Time Program Staff	50% of gross												\$100,237	\$110,260	\$127,351	\$133,718	\$147,425	
<b>Area Expense</b>												<b>\$118,230</b>	<b>\$128,953</b>	<b>\$146,654</b>	<b>\$153,653</b>	<b>\$168,012</b>		
<b>Net Revenue</b>												<b>\$274,744</b>	<b>\$296,388</b>	<b>\$335,358</b>	<b>\$354,093</b>	<b>\$387,477</b>		



## Food & Beverage Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$21,550	\$21,873	\$22,201	\$22,534	\$22,872
<b>Area Revenue</b>			<b>\$21,550</b>	<b>\$21,873</b>	<b>\$22,201</b>	<b>\$22,534</b>	<b>\$22,872</b>
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food		30% Concession Sales	\$6,465	\$6,562	\$6,660	\$6,760	\$6,862
Concessions Wages		25% Concession Sales	\$5,388	\$5,468	\$5,550	\$5,634	\$5,718
<b>Area Expense</b>			<b>\$11,853</b>	<b>\$12,030</b>	<b>\$12,211</b>	<b>\$12,394</b>	<b>\$12,580</b>
<b>Net Revenue</b>			<b>\$9,698</b>	<b>\$9,843</b>	<b>\$9,991</b>	<b>\$10,140</b>	<b>\$10,293</b>



## Retail Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Sales			\$8,620	\$8,749	\$8,881	\$9,014	\$9,149
<b>Area Revenue</b>			<b>\$8,620</b>	<b>\$8,749</b>	<b>\$8,881</b>	<b>\$9,014</b>	<b>\$9,149</b>
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Product Cost	55% Gross Revenue		\$4,741	\$4,812	\$4,884	\$4,958	\$5,032
<b>Area Expense</b>			<b>\$4,741</b>	<b>\$4,812</b>	<b>\$4,884</b>	<b>\$4,958</b>	<b>\$5,032</b>
<b>Net Revenue</b>			<b>\$3,879</b>	<b>\$3,937</b>	<b>\$3,996</b>	<b>\$4,056</b>	<b>\$4,117</b>





## Tenant Revenue

<b>Leased Space Revenue</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Tenant Lease Agreements</b>					
Senior Center Operations Contribution	\$22,800	\$22,800	\$22,800	\$22,800	\$22,800
<b>Revenue</b>	<b>\$22,800</b>	<b>\$22,800</b>	<b>\$22,800</b>	<b>\$22,800</b>	<b>\$22,800</b>
<b>Expense</b>	-	-	-	-	-
<b>Net Income</b>	<b>\$22,800</b>	<b>\$22,800</b>	<b>\$22,800</b>	<b>\$22,800</b>	<b>\$22,800</b>

# Overhead Expenses



## Facility Expenses

### *Indoor Building*

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Alarm System Maintenance		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
Janitorial Expenses		\$55,250	\$56,079	\$56,920	\$57,774	\$58,640
Safety Supplies		\$5,000	\$2,000	\$2,030	\$2,060	\$2,091
Grounds Maintenance		\$18,000	\$18,270	\$18,544	\$18,822	\$19,105
Maintenance & Repairs - Dry Areas		\$32,500	\$32,988	\$33,482	\$33,985	\$34,494
Maintenance & Repairs - Aquatics Areas		\$30,000	\$30,450	\$30,907	\$31,370	\$31,841
Chemicals - Aquatics Areas		\$42,188	\$42,821	\$43,463	\$44,115	\$44,777
Utility Expense - Dry Areas		\$97,500	\$98,963	\$100,447	\$101,954	\$103,483
Utility Expense - Aquatics Areas		\$371,589	\$377,163	\$382,820	\$388,563	\$394,391
<b>Total Indoor Facility Expense</b>		<b>\$657,027</b>	<b>\$663,807</b>	<b>\$673,765</b>	<b>\$683,871</b>	<b>\$694,129</b>
<b>Total Facility Expense</b>		<b>\$657,027</b>	<b>\$663,807</b>	<b>\$673,765</b>	<b>\$683,871</b>	<b>\$694,129</b>



## Operating Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
ASCAP Fees		\$4,000	\$4,060	\$4,121	\$4,183	\$4,245
Bank Service Charges	Misc. Banking Fees	\$43,898	\$46,108	\$50,504	\$52,276	\$56,397
Communications	IT/Phone/Cable/Internet	\$10,344	\$10,499	\$10,657	\$10,816	\$10,979
Dues/Subscriptions		\$500	\$508	\$515	\$523	\$531
Employee Uniforms		\$2,000	\$1,500	\$1,523	\$1,545	\$1,569
General Advertising		\$130,326	\$45,652	\$50,048	\$51,820	\$55,941
Insurance-Property		\$21,874	\$22,202	\$22,535	\$22,873	\$23,216
Insurance-Liability		\$43,898	\$44,556	\$45,225	\$45,903	\$46,592
Insurance-Aquatics		\$60,000	\$60,900	\$61,814	\$62,741	\$63,682
Legal Fees		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
Licenses, Permits	Food Licenses, etc.	\$3,000	\$3,045	\$3,091	\$3,137	\$3,184
Fitness Center Management	Estimated Management Fee	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
Office Supplies		\$10,344	\$10,499	\$10,657	\$10,816	\$10,979
Operating Supplies-Aquatics		\$18,000	\$18,270	\$18,544	\$18,822	\$19,105
Software		\$14,400	\$14,616	\$14,835	\$15,058	\$15,284
Travel and Education		\$22,000	\$22,330	\$22,665	\$23,005	\$23,350
Personnel Equipment Cost - Aquatics		\$4,548	\$4,616	\$4,685	\$4,756	\$4,827
<b>Total Operating Expenses</b>		<b>\$444,131</b>	<b>\$364,512</b>	<b>\$376,719</b>	<b>\$383,730</b>	<b>\$395,491</b>



## Management Payroll & Lifeguards Summary

Management Position	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager		\$100,000	\$104,000	\$108,160	\$112,486	\$116,986
Director of Operations		\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Marketing & Business Development Director		\$52,000	\$54,080	\$56,243	\$58,493	\$60,833
Fitness Director		\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Aquatics Director		\$54,000	\$56,160	\$58,406	\$60,743	\$63,172
Aquatics Coordinator		\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Senior Program Director		\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Facility Manager		\$35,000	\$36,400	\$37,856	\$39,370	\$40,945
Lifeguard Personnel		\$302,234	\$306,767	\$311,369	\$316,039	\$320,780
Aquatics Part-Time Management		\$63,049	\$63,994	\$64,954	\$65,929	\$66,917
Office Manager/Bookkeeper		\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Admin Support	Part Time at Front Desk	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
<b>Total Management Payroll</b>		<b>\$891,282</b>	<b>\$917,801</b>	<b>\$945,244</b>	<b>\$973,646</b>	<b>\$1,003,043</b>



## Payroll Summary

Total Payroll Summary		Mgmt. Assump.	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	General Manager	12 months prior	\$100,000	\$100,000	\$104,000	\$108,160	\$112,486	\$116,986
Mgmt	Director of Operations	9 months prior	\$45,000	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Mgmt	Marketing & Business Development Director	12 months prior	\$52,000	\$52,000	\$54,080	\$56,243	\$58,493	\$60,833
Mgmt	Fitness Director	3 months prior	\$22,500	\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Mgmt	Aquatics Director	3 months prior	\$13,500	\$54,000	\$56,160	\$58,406	\$60,743	\$63,172
Mgmt	Aquatics Coordinator	3 months prior	\$10,000	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Mgmt	Senior Program Director	3 months prior	\$10,000	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Mgmt	Facility Manager	3 months prior	\$8,750	\$35,000	\$36,400	\$37,856	\$39,370	\$40,945
Mgmt	Lifeguard Personnel	3 months prior	\$75,558	\$302,234	\$306,767	\$311,369	\$316,039	\$320,780
Mgmt	Aquatics Part-Time Management	3 months prior	\$15,762	\$63,049	\$63,994	\$64,954	\$65,929	\$66,917
Mgmt	Office Manager/Bookkeeper	6 months prior	\$20,000	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Support	Admin Support	1 month prior	\$5,000	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
<b>Subtotal Management Payroll</b>			<b>\$378,071</b>	<b>\$891,282</b>	<b>\$917,801</b>	<b>\$945,244</b>	<b>\$973,646</b>	<b>\$1,003,043</b>
Staff	Basketball Staff	1 month prior	\$227	\$2,719	\$2,991	\$3,455	\$3,559	\$3,849
Staff	Volleyball Staff	1 month prior	\$84	\$1,010	\$1,040	\$1,179	\$1,214	\$1,313
Staff	Court Rental Staff	1 month prior	\$44	\$529	\$545	\$589	\$607	\$656
Staff	Fitness Floor Staff	1 month prior	\$14,400	\$172,800	\$179,712	\$186,900	\$194,376	\$202,152
Staff	Membership Fitness Child Watch Instructors	1 month prior	\$4,507	\$54,080	\$55,702	\$57,373	\$59,095	\$60,868
Staff	Indoor Aquatics Staff	1 month prior	\$8,353	\$100,237	\$110,260	\$127,351	\$133,718	\$147,425
Staff	Food & Beverage Staff	1 month prior	\$449	\$5,388	\$5,468	\$5,550	\$5,634	\$5,718
<b>Subtotal Sport Admin Staff</b>			<b>\$28,064</b>	<b>\$336,763</b>	<b>\$355,720</b>	<b>\$382,398</b>	<b>\$398,203</b>	<b>\$421,980</b>
Instructors	Basketball Instructors	Per Diem		\$4,217	\$4,639	\$5,358	\$5,519	\$5,968
Instructors	Volleyball Instructors	Per Diem		\$2,047	\$2,109	\$2,389	\$2,461	\$2,661
Instructors	Fitness & Training Instructors	Per Diem		\$133,845	\$148,914	\$163,396	\$171,566	\$180,144
<b>Subtotal Instructors (COGS)</b>				<b>\$140,109</b>	<b>\$155,662</b>	<b>\$171,143</b>	<b>\$179,545</b>	<b>\$188,774</b>
Referees	Basketball Officials	Per Diem		\$8,400	\$9,240	\$9,702	\$9,993	\$10,293
Referees	Volleyball Officials	Per Diem		\$2,576	\$2,653	\$2,733	\$2,815	\$2,899
<b>Subtotal Referee/Trainers (COGS)</b>				<b>\$10,976</b>	<b>\$11,893</b>	<b>\$12,435</b>	<b>\$12,808</b>	<b>\$13,192</b>
<b>Payroll Subtotal</b>			<b>\$406,134</b>	<b>\$1,379,130</b>	<b>\$1,441,076</b>	<b>\$1,511,220</b>	<b>\$1,564,202</b>	<b>\$1,626,988</b>
	Bonus Pool		\$0	\$21,949	\$23,054	\$25,252	\$26,138	\$28,198
	Payroll Services		\$12,184	\$36,841	\$38,206	\$39,829	\$41,155	\$42,751
	Payroll Taxes/Benefits - Full-Time		\$84,525	\$139,800	\$145,392	\$151,208	\$157,256	\$163,546
	Payroll Taxes/Benefits - Part-Time		\$12,438	\$76,204	\$78,888	\$82,362	\$84,766	\$87,987
<b>Payroll Taxes/Benefits/Bonus Totals</b>			<b>\$109,147</b>	<b>\$274,795</b>	<b>\$285,540</b>	<b>\$298,651</b>	<b>\$309,315</b>	<b>\$322,482</b>
<b>Total Payroll</b>				<b>\$1,653,925</b>	<b>\$1,726,616</b>	<b>\$1,809,871</b>	<b>\$1,873,517</b>	<b>\$1,949,470</b>