

HERSHEY COMMUNITY CENTER | DERRY, PA - OPTION C

# 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	13.2%
	Volleyball Court	1	60	30	Over Basketball Courts		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	11.1%
	Cycling Room	1	-	-	600	600	0.8%
	Small Group Exercise Room	1	-	-	1,200	1,200	1.7%
	Large Group Exercise Room	1	-	-	2,300	2,300	3.2%
	Restrooms	2	-	-	400	400	0.6%
	Child Watch Room	1	-	-	1,000	1,000	1.4%
<b>Total Fitness Center Sq. Ft.</b>						<b>13,500</b>	<b>18.8%</b>
Aquatics	Pool Natatorium	1	Variable		12,400	12,400	17.2%
	25Y X 25M Competition Pool	1	-	-	Inside Natatorium		0.0%
	<b>Total Aquatics Sq. Ft.</b>						<b>12,400</b>
Senior Center	Senior Center	1	20	65	1,300	1,300	1.8%
	Small Classroom	1	20	30	600	600	0.8%
	Large Classroom	2	25	30	750	1,500	2.1%
	Restrooms	2	15	35	525	1,050	1.5%
	<b>Senior Center Sq. Ft.</b>						<b>4,450</b>
Flex Space	Administrative Area	1	60	30	1,800	1,800	2.5%
	Community/Lobby	1	20	140	2,800	2,800	3.9%
	Office	6	10	15	150	900	1.3%
	Kitchen	1	35	20	700	700	1.0%
	Party Room	1	25	15	375	375	0.5%
	Teen Room	1	30	30	900	900	1.3%
	Event Spaces	3	25	30	750	2,250	3.1%
	Locker Rooms	2	50	45	2,250	4,500	6.3%
	Restrooms	2	30	15	450	900	1.3%
	<b>Total Flex Space Sq. Ft.</b>						<b>15,125</b>
Required SF for Products and Services mechanical, Electrical, Storage, Common Area, Circulation, etc.						54,987	76.4%
						17,013	23.6%
<b>Total Estimated Indoor Athletic Facility SF</b>						<b>72,000</b>	<b>100%</b>
<b>Total Building Acreage</b>						<b>1.7</b>	

### Site Development

Parking Spaces Total	Quantity	Dimensions		Approx. SF each	Total SF	% of Total	
		L (')	W (')				
Parking Spaces Total	Parking Spaces Total (10'x18')	392	20	20	400	156,800	73.3%
	(20' x 20' Inc. aisles)						
	Setbacks, Green Space, etc.						
<b>Total Estimated Site Development SF</b>						<b>214,000</b>	<b>100%</b>
<b>Total Site Development Acreage</b>						<b>4.9</b>	
<b>Total Complex Acreage</b>						<b>6.6</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	\$231,112	\$247,294	\$276,368	\$291,820	\$317,429
Fitness Memberships	\$1,195,899	\$1,231,776	\$1,331,402	\$1,371,344	\$1,482,298
Fitness & Training	\$118,422	\$142,106	\$164,133	\$172,340	\$180,957
Food & Beverage	\$18,000	\$18,270	\$18,544	\$18,822	\$19,105
Retail	\$7,200	\$7,308	\$7,418	\$7,529	\$7,642
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>\$1,709,799</b>	<b>\$1,792,282</b>	<b>\$1,956,320</b>	<b>\$2,023,444</b>	<b>\$2,177,789</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	\$44,731	\$48,557	\$54,697	\$57,235	\$62,261
Fitness Memberships	\$288,186	\$299,844	\$312,566	\$325,233	\$339,074
Fitness & Training	\$52,629	\$63,155	\$72,944	\$76,591	\$80,420
Food & Beverage	\$9,900	\$10,049	\$10,199	\$10,352	\$10,507
Retail	\$3,960	\$4,019	\$4,080	\$4,141	\$4,203
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>\$435,726</b>	<b>\$464,085</b>	<b>\$495,977</b>	<b>\$516,001</b>	<b>\$540,932</b>
<b>Gross Margin</b>	<b>\$1,274,072</b>	<b>\$1,328,196</b>	<b>\$1,460,343</b>	<b>\$1,507,443</b>	<b>\$1,636,857</b>
<i>% of Revenue</i>	<i>75%</i>	<i>74%</i>	<i>75%</i>	<i>74%</i>	<i>75%</i>
Facility Expenses	\$507,351	\$511,886	\$519,565	\$527,358	\$535,268
Operating Expense	\$355,576	\$293,493	\$302,714	\$308,097	\$317,010
Management Payroll	\$799,311	\$824,451	\$850,494	\$877,474	\$905,428
Payroll Taxes/Benefits/Bonus	\$245,645	\$254,921	\$265,668	\$275,228	\$286,346
<b>Total Operating Expenses</b>	<b>\$1,907,884</b>	<b>\$1,884,751</b>	<b>\$1,938,440</b>	<b>\$1,988,157</b>	<b>\$2,044,052</b>
<b>EBITDA</b>	<b>(\$633,811)</b>	<b>(\$556,555)</b>	<b>(\$478,097)</b>	<b>(\$480,715)</b>	<b>(\$407,195)</b>
<i>% of Revenue</i>	<i>-37%</i>	<i>-31%</i>	<i>-24%</i>	<i>-24%</i>	<i>-19%</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 Meets	2	2	2	2	2
Regional Swim Meets	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>

### Economic Impact Drivers

	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	\$125,736	\$125,736	\$125,736	\$125,736	\$125,736
Total Indirect Spending	\$0	\$0	\$0	\$0	\$0
<b>Total 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	2,572	2,649	2,728	2,810	2,894	12	\$925,780	\$953,553	\$1,031,268	\$1,062,206	\$1,148,776
Aquatics Add On	\$/Month	\$10	\$10	\$11	\$11	\$11	772	795	819	843	868	12	\$92,593	\$95,371	\$103,144	\$106,238	\$114,897
Aquatics Only	\$/Month	\$15	\$15	\$16	\$16	\$17	401	413	426	439	452	12	\$72,241	\$74,408	\$80,473	\$82,887	\$89,642
<b>Annual Fee</b>																	
Fitness Only		\$30	\$30	\$32	\$32	\$33	2,572	2,649	2,728	2,810	2,894	1	\$77,148	\$79,463	\$85,939	\$88,517	\$95,731
Aquatics Add On		\$10	\$10	\$11	\$11	\$11	772	795	819	843	868	1	\$7,716	\$7,948	\$8,595	\$8,853	\$9,575
Aquatics Only		\$15	\$15	\$16	\$16	\$17	401	413	426	439	452	1	\$6,020	\$6,201	\$6,706	\$6,907	\$7,470
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>\$1,195,899</b>	<b>\$1,231,776</b>	<b>\$1,331,402</b>	<b>\$1,371,344</b>	<b>\$1,482,298</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													\$145,200	\$151,008	\$157,048	\$163,330	\$169,863
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												\$10,906	\$11,233	\$12,149	\$12,513	\$13,533
<b>Area Expense</b>												<b>\$288,186</b>	<b>\$299,844</b>	<b>\$312,566</b>	<b>\$325,233</b>	<b>\$339,074</b>	
<b>Net Revenue</b>												<b>\$907,713</b>	<b>\$931,932</b>	<b>\$1,018,836</b>	<b>\$1,046,111</b>	<b>\$1,143,224</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	92	110	116	121	121	12	\$27,540	\$33,048	\$38,170	\$40,079	\$42,083
Personal Training - Hour	\$/Session	\$50	\$50	\$55	\$55	\$58	92	110	116	121	121	12	\$55,080	\$66,096	\$76,341	\$80,158	\$84,166
Premium Group Exercise Class	\$/Session	\$10	\$10	\$11	\$11	\$12	298	358	376	395	395	12	\$35,802	\$42,962	\$49,622	\$52,102.65	\$54,708
	<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>\$118,422</b>	<b>\$142,106</b>	<b>\$164,133</b>	<b>\$172,340</b>	<b>\$180,957</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											\$50,261	\$60,313	\$69,661	\$73,144	\$76,801	
Equipment and Supplies	2% Gross Revenue											\$2,368	\$2,842	\$3,283	\$3,447	\$3,619	
<b>Area Expense</b>												<b>\$52,629</b>	<b>\$63,155</b>	<b>\$72,944</b>	<b>\$76,591</b>	<b>\$80,420</b>	
<b>Net Revenue</b>												<b>\$65,793</b>	<b>\$78,952</b>	<b>\$91,189</b>	<b>\$95,749</b>	<b>\$100,536</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	\$5	\$4.75	\$5.23	\$5.23	\$5.49	26,324	26,335	26,339	26,350	26,361	1	\$0	\$0	\$0	\$0	\$0
<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	\$0	\$0	\$0	\$0	\$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	\$0
<b>Aquatics Instruction Revenue</b>																	
Swim Lessons	8 classes/session	\$60	\$60	\$66	\$66	\$69	42	47	49	51	54	12	\$30,557	\$33,612	\$38,822	\$40,764	\$44,942
Water Fitness	\$/Session	\$45	\$45	\$50	\$50	\$52	28	31	32	34	36	12	\$15,120	\$16,632	\$19,210	\$20,170	\$22,238
Lifeguard Certification	\$/Session	\$200	\$200	\$220	\$220	\$231	28	31	33	34	36	1	\$5,686	\$6,254	\$7,224	\$7,585	\$8,362
<b>Rentals</b>																	
Birthday Party	\$/2 HRS of Party Room	\$125	\$125	\$138	\$138	\$144	26	29	30	32	33	1	\$3,250	\$3,575	\$4,129	\$4,336	\$4,780
Private (Full Pool)	\$/HR	\$250	\$250	\$275	\$275	\$289	4	4	5	5	5	1	\$1,000	\$1,100	\$1,271	\$1,334	\$1,471
<b>Area Revenue</b>																	
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>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											\$9,244	\$9,522	\$9,807	\$10,102	\$10,405	
LG Class Materials	\$60 per participant for course record fee and manuals											\$1,706	\$1,876	\$1,970	\$2,069	\$2,172	
Part-Time Program Staff	50% of gross											\$33,781	\$37,159	\$42,919	\$45,065	\$49,684	
<b>Area Expense</b>												<b>\$44,731</b>	<b>\$48,557</b>	<b>\$54,697</b>	<b>\$57,235</b>	<b>\$62,261</b>	
<b>Net Revenue</b>												<b>\$186,381</b>	<b>\$198,736</b>	<b>\$221,671</b>	<b>\$234,584</b>	<b>\$255,169</b>	



## Food & Beverage Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$18,000	\$18,270	\$18,544	\$18,822	\$19,105
<b>Area Revenue</b>			<b>\$18,000</b>	<b>\$18,270</b>	<b>\$18,544</b>	<b>\$18,822</b>	<b>\$19,105</b>
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food		30% Concession Sales	\$5,400	\$5,481	\$5,563	\$5,647	\$5,731
Concessions Wages		25% Concession Sales	\$4,500	\$4,568	\$4,636	\$4,706	\$4,776
<b>Area Expense</b>			<b>\$9,900</b>	<b>\$10,049</b>	<b>\$10,199</b>	<b>\$10,352</b>	<b>\$10,507</b>
<b>Net Revenue</b>			<b>\$8,100</b>	<b>\$8,222</b>	<b>\$8,345</b>	<b>\$8,470</b>	<b>\$8,597</b>



## Retail Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Sales			\$7,200	\$7,308	\$7,418	\$7,529	\$7,642
<b>Area Revenue</b>			<b>\$7,200</b>	<b>\$7,308</b>	<b>\$7,418</b>	<b>\$7,529</b>	<b>\$7,642</b>
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Product Cost		55% Gross Revenue	\$3,960	\$4,019	\$4,080	\$4,141	\$4,203
<b>Area Expense</b>			<b>\$3,960</b>	<b>\$4,019</b>	<b>\$4,080</b>	<b>\$4,141</b>	<b>\$4,203</b>
<b>Net Revenue</b>			<b>\$3,240</b>	<b>\$3,289</b>	<b>\$3,338</b>	<b>\$3,388</b>	<b>\$3,439</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		\$17,500	\$17,763	\$18,029	\$18,299	\$18,574
Chemicals - Aquatics Areas		\$27,580	\$27,994	\$28,414	\$28,840	\$29,272
Utility Expense - Dry Areas		\$97,500	\$98,963	\$100,447	\$101,954	\$103,483
Utility Expense - Aquatics Areas		\$249,021	\$252,756	\$256,548	\$260,396	\$264,302
<b>Total Indoor Facility Expense</b>		<b>\$507,351</b>	<b>\$511,886</b>	<b>\$519,565</b>	<b>\$527,358</b>	<b>\$535,268</b>
<b>Total Facility Expense</b>		<b>\$507,351</b>	<b>\$511,886</b>	<b>\$519,565</b>	<b>\$527,358</b>	<b>\$535,268</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	\$34,196	\$35,846	\$39,126	\$40,469	\$43,556
Communications	IT/Phone/Cable/Internet	\$8,640	\$8,770	\$8,901	\$9,035	\$9,170
Dues/Subscriptions		\$500	\$508	\$515	\$523	\$531
Employee Uniforms		\$2,000	\$1,500	\$1,523	\$1,545	\$1,569
General Advertising		\$101,220	\$35,390	\$38,670	\$40,013	\$43,100
Insurance-Property		\$21,874	\$22,202	\$22,535	\$22,873	\$23,216
Insurance-Liability		\$34,196	\$34,709	\$35,230	\$35,758	\$36,294
Insurance-Aquatics		\$35,000	\$35,525	\$36,058	\$36,599	\$37,148
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		\$8,640	\$8,770	\$8,901	\$9,035	\$9,170
Operating Supplies-Aquatics		\$10,500	\$10,658	\$10,817	\$10,980	\$11,144
Software		\$14,400	\$14,616	\$14,835	\$15,058	\$15,284
Travel and Education		\$19,000	\$19,285	\$19,574	\$19,868	\$20,166
Personnel Equipment Cost - Aquatics		\$3,411	\$3,462	\$3,514	\$3,567	\$3,620
<b>Total Operating Expenses</b>		<b>\$355,576</b>	<b>\$293,493</b>	<b>\$302,714</b>	<b>\$308,097</b>	<b>\$317,010</b>



## Management Payroll 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		\$241,787	\$245,414	\$249,095	\$252,831	\$256,624
Aquatics Part-Time Management		\$31,524	\$31,997	\$32,477	\$32,964	\$33,459
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>\$799,311</b>	<b>\$824,451</b>	<b>\$850,494</b>	<b>\$877,474</b>	<b>\$905,428</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	\$60,447	\$241,787	\$245,414	\$249,095	\$252,831	\$256,624
Mgmt	Aquatics Part-Time Management	3 months prior	\$7,881	\$31,524	\$31,997	\$32,477	\$32,964	\$33,459
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>\$355,078</b>	<b>\$799,311</b>	<b>\$824,451</b>	<b>\$850,494</b>	<b>\$877,474</b>	<b>\$905,428</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	\$12,100	\$145,200	\$151,008	\$157,048	\$163,330	\$169,863
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	\$2,815	\$33,781	\$37,159	\$42,919	\$45,065	\$49,684
Staff	Food & Beverage Staff	1 month prior	\$375	\$4,500	\$4,568	\$4,636	\$4,706	\$4,776
<b>Subtotal Sport Admin Staff</b>			<b>\$20,152</b>	<b>\$241,819</b>	<b>\$253,014</b>	<b>\$267,200</b>	<b>\$277,575</b>	<b>\$291,009</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		\$128,261	\$142,213	\$155,656	\$163,439	\$171,611
<b>Subtotal Instructors (COGS)</b>				<b>\$134,525</b>	<b>\$148,960</b>	<b>\$163,403</b>	<b>\$171,418</b>	<b>\$180,241</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>\$375,229</b>	<b>\$1,186,631</b>	<b>\$1,238,318</b>	<b>\$1,293,531</b>	<b>\$1,339,275</b>	<b>\$1,389,870</b>
	Bonus Pool		\$0	\$17,098	\$17,923	\$19,563	\$20,234	\$21,778
	Payroll Services		\$11,257	\$31,234	\$32,324	\$33,531	\$34,651	\$35,893
	Payroll Taxes/Benefits - Full-Time		\$84,525	\$139,800	\$145,392	\$151,208	\$157,256	\$163,546
	Payroll Taxes/Benefits - Part-Time		\$9,348	\$57,513	\$59,282	\$61,367	\$63,086	\$65,128
<b>Payroll Taxes/Benefits/Bonus Totals</b>			<b>\$105,130</b>	<b>\$245,645</b>	<b>\$254,921</b>	<b>\$265,668</b>	<b>\$275,228</b>	<b>\$286,346</b>
<b>Total Payroll</b>				<b>\$1,432,276</b>	<b>\$1,493,239</b>	<b>\$1,559,200</b>	<b>\$1,614,503</b>	<b>\$1,676,215</b>