



FIVE-YEAR OPERATING PRO FORMA (INDOOR)

PREPARED FOR: CITY OF WESTMINSTER, SC

FINAL REPORT DELIVERY DATE: MAY 2024



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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 Courts (actual courts 84' x 50')	6	104	80	8,320	49,920	52.2%
	Volleyball Courts	12	60	30	Over Basketball Courts		0.0%
	<i>Total Courts Sq. Ft.</i>						49,920
Fitness Center	Fitness Center	1	-	-	5,522	5,522	5.8%
	Small Group Exercise Room	1	-	-	850	850	0.9%
	Locker Rooms	2	30	30	900	1,800	1.9%
	<i>Total Fitness Center Sq. Ft.</i>						8,172
Flex Space	Lobby/Welcome Area	1	-	-	1,200	1,200	1.3%
	Rec Department Office Area	1	-	-	1,500	1,500	1.6%
	Secondary Concessions	1	30	20	600	600	0.6%
	Flex/Team Rooms	3	60	25	1,500	4,500	4.7%
	Ref Rooms	1	15	10	150	150	0.2%
	Training Room	1	20	15	300	300	0.3%
	Restrooms	2	35	25	875	1,750	1.8%
	Leased Space - Medical	1	-	-	2,000	2,000	2.1%
	Elevated Running Track	1	-	-	6,873	6,873	7.2%
	<i>Total Flex Space Sq. Ft.</i>						18,873
Required SF for Products and Services						76,965	80.4%
Mechanical, Electrical, Storage, etc. 10% of P&S SF (Excl. Leased Space)						7,497	7.8%
Common Area, Stairs, Circulation, etc. 15% of P&S SF (Excl. Leased Space)						11,245	11.7%
Total Estimated Indoor Athletic Facility SF						95,707	100%
Estimated Building Footprint						88,833	
Total Building Acreage						2.04	

Outdoor Athletic Facilities

Space	Outdoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
Sand VB	Sand Volleyball Courts	2	60	30	1,800	3,600	21.6%
	<i>Total Sand Volleyball Courts Sq. Ft.</i>						3,600
Outdoor Courts	Hard Pickleball Courts (44'x20' with Clear Space)	6	64	34	2,176	13,056	78.4%
	<i>Total Outdoor Courts Sq. Ft.</i>						13,056
Total Estimated Outdoor Athletic Facilities SF						16,656	100%
Total Outdoor Athletic Facility Acreage						0.38	

Site Development

Parking Spaces Total	Quantity	Dimensions		Approx. SF each	Total SF	% of Total	
		L (')	W (')				
Parking Spaces Total	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles)	439	20	20	400	175,600	70.2%
	Setbacks, Green Space, Trails, etc.		25% Indoor SF, 50% Outdoor			74,436	29.8%
Total Estimated Site Development SF					250,036	100%	
Total Site Development Acreage					5.74		
Total Complex Acreage					8.16		

Facility Development Costs and Financing

Capital Costs and Start-up Expenses - Indoor Athletics Facility

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total	
Building & Land Cost							
Real Estate Acquisition	TBD	2.04		\$0.00	\$0	0.0%	
Land Cost Total					\$0	0.0%	
Hard Costs							
Hard Structure Cost	Warm Shell	88,833	SF	\$170	\$15,101,688	54.9%	
Hard Structure Cost - Mezzanine/Walking Track	Warm Shell	6,873	SF	\$185	\$1,271,527	4.6%	
Locker Rooms/Lounge Areas	Build Out	1,800	SF	\$65	\$117,000	0.4%	
Site Development	Paving, Grading, Utilities, Landscaping, Improvement Allocation for Indoor Facility	2.04	Acre	\$350,000	\$713,767	2.6%	
Contingency				10.00%	\$1,720,398	6.3%	
Escalation				9.00%	\$1,703,194	6.2%	
Contractor Fee				Includes Hard Cost Contingency/Escalation	3.50%	\$721,965	2.6%
Hard Cost Total					\$21,349,541	77.6%	
Field and Sport Equipment Cost							
Court Area							
Hardwood Flooring		49,920	SF	\$14	\$698,880	2.5%	
Basketball Net & Stanchion System	Mechanical Roll-Down System	12	Ea.	\$10,000	\$120,000	0.4%	
Volleyball Net System	Electronic System (Nets, Poles, Padding, Etc.)	12	Ea.	\$20,000	\$240,000	0.9%	
Wall Padding/Netting	Average Cost per Court	6	Ea.	\$6,500	\$39,000	0.1%	
Scoreboards	With Controllers	6	Ea.	\$8,000	\$48,000	0.2%	
Court Seats (Participants)		276	Ea.	\$125	\$34,500	0.1%	
Bleachers (Spectators)	Approx. 50 Capacity per Tip and Roll Set	24	Ea.	\$3,250	\$78,000	0.3%	
Curtains (Court)	Mechanical Roll-Down System	5	Ea.	\$20,000	\$100,000	0.4%	
Vinyl Floor Covering		49,920	SF	\$1.70	\$84,864	0.3%	
Walking Track Surface		6,873	SF	\$11	\$75,604	0.3%	
Athletic Equipment	Sports Equipment (Cones, Balls, Etc.)	1	LS	\$20,000	\$20,000	0.1%	
Membership Fitness Area							
Fitness Center Flooring		5,522	SF	\$12	\$66,266	0.2%	
Fitness Center Equipment		5,522	SF	\$70	\$386,550	1.4%	
Group Exercise Flooring		850	SF	\$12	\$10,200	0.0%	
Group Exercise Equipment		850	SF	\$25	\$21,250	0.1%	
Shipping				5.00%	\$101,156	0.4%	
Contingency				10.00%	\$212,427	0.8%	
Escalation				9.00%	\$210,303	0.8%	
Field and Sport Equipment Cost Total					\$2,547,000	9.3%	
Furniture, Fixtures and Equipment Cost							
FOOD & BEVERAGE							
Secondary Concessions		1	LS	\$125,000	\$125,000	0.5%	
Smallwares		1	LS	\$18,000	\$18,000	0.1%	
FURNISHINGS							
Furnishings	Flex Space	16,873	SF	\$2	\$33,746	0.1%	
Hardware - Security/Access Control	Structure Cabling included in Hard Structure Costs	95,707	SF	\$0.75	\$71,780	0.3%	
Hardware - POS		1	LS	\$6,000	\$6,000	0.0%	
Hardware - Telecommunications		95,707	SF	\$1.50	\$143,560	0.5%	
Software		1	LS	\$5,000	\$5,000	0.0%	
MISCELLANEOUS							
Marquee Signage	Exterior	1	LS	\$100,000	\$100,000	0.4%	
Graphics Package		95,707	SF	\$2.00	\$191,413	0.7%	
Audio/Video		1	LS	\$150,000	\$150,000	0.5%	
Maintenance Equipment		95,707	SF	\$0.50	\$47,853	0.2%	
Shipping				5.00%	\$44,618	0.2%	
Contingency				10.00%	\$93,697	0.3%	
Escalation				9.00%	\$92,760	0.3%	
Furniture, Fixtures and Equipment Cost Total					\$1,123,427	4.1%	
Soft Costs Construction							
Design-Build Fee	Civil, Architectural			7.0%	\$1,443,930	5.2%	
SFC Owner's Rep Services	Planning Support, FF&E Procurement			3.0%	\$728,940	2.6%	
Permits/Inspections				0.50%	\$103,138	0.4%	
Additional Services				10.00%	\$227,601	0.8%	
Soft Cost Total					\$2,503,609	9.1%	
Total Construction Costs - Indoor Facility					\$27,523,576	100.0%	
Cost Per Square Foot					\$288		

Capital Costs and Start-up Expenses - Soft Costs Operations

	Details	Cost/Unit	Budgeted Cost	% of Total
Soft Costs Operations				
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting		\$50,000	5.4%
Permits and Extensions			\$25,000	2.7%
Presentation Materials	Renderings, Etc.		\$12,500	1.4%
Grand Opening			\$15,000	1.6%
Marketing Allowance	Pre-Opening Marketing Budget		\$50,000	5.4%
Operational Support Services	Professional Management Support for Pre-Opening Operations Development		\$350,000	37.9%
Pre-Funded Operational Account			\$145,765	15.8%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening		\$176,444	19.1%
Pre-Opening Staff Recruitment			\$14,000	1.5%
Cost of Issuance/Financing			TBD	0.0%
Interest Reserve			TBD	0.0%
Closing Costs			TBD	0.0%
Working Capital Reserve			TBD	0.0%
Contingency		10.00%	\$83,871	9.1%
Soft Cost Total			\$922,580	100.0%
Total Construction Costs - Soft Cost Operations			\$922,580	100.0%
Working Capital Reserve			TBD	100.0%

Capital Costs and Start-up Expenses

SOURCES OF FUNDS		
Equity Contribution	100%	\$30,634,704
Bank Financing	0%	\$0
Bond Financing	0%	\$0
Public Contribution	0%	\$0
Total Sources of Funds		\$30,634,704

USES OF FUNDS	LOW	MID	HIGH
Land Cost	TBD	TBD	TBD
Hard Cost	\$18,939,923	\$21,044,359	\$23,148,795
Field and Sport Equipment Cost	\$2,325,584	\$2,583,982	\$2,842,381
Furniture, Fixtures, and Equipment	\$1,099,118	\$1,221,242	\$1,343,366
Soft Costs Construction	\$2,425,535	\$2,695,039	\$2,964,542
Soft Costs Operations	\$922,580	\$922,580	\$922,580
Escalation	\$1,950,751	\$2,167,502	\$2,384,252
Working Capital Reserve	TBD	TBD	TBD
Total Uses of Funds	\$27,663,492	\$30,634,704	\$33,605,916

Financial Performance Summary

Total Revenue & Expenses - 5-Year Detail

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Basketball Tournaments	\$34,200	\$34,200	\$43,560	\$43,560	\$45,738
Rental Volleyball Tournaments	\$38,880	\$47,520	\$52,272	\$52,272	\$54,886
Court Rental Events	\$16,200	\$16,200	\$17,820	\$17,820	\$18,711
Basketball	\$19,854	\$23,533	\$29,389	\$32,102	\$35,133
Volleyball	\$9,102	\$10,762	\$13,404	\$14,621	\$15,978
Court Rentals	\$19,680	\$20,270	\$21,922	\$22,580	\$24,420
Fitness and Training	\$38,037	\$45,645	\$57,741	\$63,515	\$70,025
Membership Fitness Area	\$277,067	\$453,915	\$547,930	\$602,723	\$664,303
Birthday Parties	\$43,200	\$51,840	\$59,875	\$62,869	\$69,313
Youth Programming	\$32,940	\$36,234	\$41,850	\$43,943	\$48,447
Facility Fees	\$70,400	\$78,720	\$82,560	\$82,560	\$82,560
Food & Beverage	\$238,604	\$265,062	\$280,743	\$281,754	\$282,356
Hotel Rebates	\$18,875	\$21,868	\$23,000	\$23,000	\$23,000
Tenant Revenue	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Sponsorship/Advertisement Revenue	\$45,000	\$45,000	\$54,000	\$54,000	\$60,000
Total Revenue	\$942,039	\$1,190,769	\$1,366,067	\$1,437,319	\$1,534,871
Cost of Goods Sold	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Basketball Tournaments	\$3,420	\$3,420	\$4,356	\$4,356	\$4,574
Rental Volleyball Tournaments	\$3,888	\$4,752	\$5,227	\$5,227	\$5,489
Court Rental Events	\$1,620	\$1,620	\$1,782	\$1,782	\$1,871
Basketball	\$8,321	\$9,863	\$11,779	\$12,866	\$13,774
Volleyball	\$3,088	\$3,651	\$4,461	\$4,867	\$5,270
Court Rentals	\$984	\$1,014	\$1,096	\$1,129	\$1,221
Fitness and Training	\$23,583	\$28,300	\$35,799	\$39,379	\$43,415
Membership Fitness Area	\$143,406	\$151,550	\$160,217	\$169,430	\$179,217
Birthday Parties	\$12,528	\$15,034	\$16,819	\$17,660	\$19,171
Youth Programming	\$14,061	\$15,467	\$17,781	\$18,670	\$20,538
Facility Fees	\$0	\$0	\$0	\$0	\$0
Food & Beverage	\$131,232	\$145,784	\$154,409	\$154,965	\$155,296
Hotel Rebates	\$0	\$0	\$0	\$0	\$0
Tenant Expense	\$0	\$0	\$0	\$0	\$0
Sponsorship/Advertisement Expense	\$11,250	\$11,250	\$13,500	\$13,500	\$15,000
Total Cost of Goods Sold	\$357,381	\$391,703	\$427,227	\$443,831	\$464,835
Gross Margin	\$584,658	\$799,066	\$938,840	\$993,488	\$1,070,036
<i>% of Revenue</i>	62%	67%	69%	69%	70%
Facility Expenses	\$239,355	\$241,468	\$245,432	\$248,969	\$252,559
Operating Expense	\$230,937	\$201,870	\$209,807	\$213,960	\$218,946
Management Payroll	\$294,400	\$306,176	\$318,423	\$331,160	\$344,406
Payroll Taxes/Benefits/Bonus	\$109,896	\$117,712	\$124,522	\$129,142	\$134,304
Total Operating Expenses	\$874,588	\$867,225	\$898,184	\$923,232	\$950,215
EBITDA	(\$289,930)	(\$68,160)	\$40,657	\$70,256	\$119,820
<i>% of Revenue</i>	-31%	-6%	3%	5%	8%

Total Revenue & Expenses - 20-Year Outlook

Total Revenue and Expenses - Year 1-10

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Revenue	\$942,039	\$1,190,769	\$1,366,067	\$1,437,319	\$1,534,871	\$1,580,917	\$1,628,344	\$1,677,195	\$1,727,510	\$1,779,336
Total Cost of Goods Sold	\$357,381	\$391,703	\$427,227	\$443,831	\$464,835	\$478,780	\$493,143	\$507,938	\$523,176	\$538,871
Gross Margin	\$584,658	\$799,066	\$938,840	\$993,488	\$1,070,036	\$1,102,137	\$1,135,201	\$1,169,257	\$1,204,334	\$1,240,464
% of Revenue	62%	67%	69%	69%	70%	70%	70%	70%	70%	70%
Total Operating Expenses	\$874,588	\$867,225	\$898,184	\$923,232	\$950,215	\$964,468	\$978,935	\$993,619	\$1,008,524	\$1,023,652
EBITDA	(\$289,930)	(\$68,160)	\$40,657	\$70,256	\$119,820	\$137,668	\$156,265	\$175,637	\$195,811	\$216,813
% of Revenue	-31%	-6%	3%	5%	8%	9%	10%	10%	11%	12%

Total Revenue and Expenses - Year 11-20

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Total Revenue	\$1,814,922	\$1,851,221	\$1,888,245	\$1,926,010	\$1,964,530	\$1,984,176	\$2,004,017	\$2,024,058	\$2,044,298	\$2,064,741
Total Cost of Goods Sold	\$549,649	\$560,642	\$571,854	\$583,291	\$594,957	\$600,907	\$606,916	\$612,985	\$619,115	\$625,306
Gross Margin	\$1,265,274	\$1,290,579	\$1,316,391	\$1,342,719	\$1,369,573	\$1,383,269	\$1,397,101	\$1,411,072	\$1,425,183	\$1,439,435
% of Revenue	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Total Operating Expenses	\$1,039,006	\$1,054,591	\$1,070,410	\$1,086,466	\$1,102,763	\$1,119,305	\$1,136,094	\$1,153,136	\$1,170,433	\$1,187,989
EBITDA	\$226,267	\$235,988	\$245,981	\$256,252	\$266,810	\$263,964	\$261,007	\$257,937	\$254,750	\$251,446
% of Revenue	12%	13%	13%	13%	14%	13%	13%	13%	12%	12%

Economic Impact

Economic Impact

Number of Events Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Basketball Tournaments	8	8	9	9	9
Volleyball Tournaments	9	10	10	10	10
Other Tournaments/Events	4	4	4	4	4
Total Events Per Year	21	22	23	23	23

Per Person Spending By Category

	Year 1	Year 2	Year 3	Year 4	Year 5
Lodging/Accommodations	\$35.67	\$36.20	\$36.74	\$37.30	\$37.86
Dining/Groceries	\$44.25	\$44.91	\$45.59	\$46.27	\$46.97
Transportation	\$7.52	\$7.64	\$7.75	\$7.87	\$7.98
Entertainment/Attractions	\$3.54	\$3.59	\$3.65	\$3.70	\$3.76
Retail	\$20.80	\$21.11	\$21.43	\$21.75	\$22.07
Miscellaneous	\$11.95	\$12.13	\$12.31	\$12.49	\$12.68
Total	\$123.72	\$125.58	\$127.46	\$129.38	\$131.32

Economic Impact Drivers

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market - Overnight	38,160	43,254	45,522	45,522	45,522
Room Nights	8,400	9,732	10,236	10,236	10,236

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Direct Spending - Overnight	\$4,721,314	\$5,431,839	\$5,802,404	\$5,889,440	\$5,977,782
Total Indirect Spending	\$0	\$0	\$0	\$0	\$0
Total Economic Impact	\$4,721,314	\$5,431,839	\$5,802,404	\$5,889,440	\$5,977,782

Economic Impact - 20-Year Outlook

Economic Impact Drivers: Years 1-10

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Non-Local Days in Market	38,160	43,254	45,522	45,522	45,522	45,977	46,437	46,901	47,370	47,844
Room Nights	8,400	9,732	10,236	10,236	10,236	10,338	10,442	10,546	10,652	10,758

Economic Impact: Years 1-10

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Overnight	\$123.72	\$125.58	\$127.46	\$129.38	\$131.32	\$133.29	\$135.29	\$137.31	\$139.37	\$141.46
Total Economic Impact	\$4,721,314	\$5,431,839	\$5,802,404	\$5,889,440	\$5,977,782	\$6,128,123	\$6,282,245	\$6,440,244	\$6,602,216	\$6,768,261

Economic Impact Drivers: Years 11-20

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Non-Local Days in Market	48,323	48,806	49,294	49,787	50,285	50,787	51,295	51,808	52,326	52,850
Room Nights	10,866	10,974	11,084	11,195	11,307	11,420	11,534	11,650	11,766	11,884

Economic Impact: Years 11-20

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Overnight	\$143.59	\$145.74	\$147.93	\$150.15	\$152.40	\$154.68	\$157.00	\$159.36	\$161.75	\$164.18
Total Economic Impact	\$6,938,483	\$7,112,986	\$7,291,878	\$7,475,268	\$7,663,271	\$7,856,003	\$8,053,581	\$8,256,129	\$8,463,770	\$8,676,634

Business Unit Analysis

Rental Basketball Tournament Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	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							
Small Tournament - 4 Courts, 2 Days																		
Team Information	10 Players per Team						5	5	5	5	5	32						
Spectators	2 Spectators per Player											640						
Rental Fees	Daily Rental Rate	\$450	\$450	\$495	\$495	\$520	5	5	5	5	5	8	\$18,000	\$18,000	\$19,800	\$19,800	\$20,790	
Medium Tournament - 6 Courts, 2 Days																		
Team Information	10 Players per Team						3	3	4	4	4	48						
Spectators	2 Spectators per Player											960						
Rental Fees	Daily Rental Rate	\$450	\$450	\$495	\$495	\$520	3	3	4	4	4	12	\$16,200	\$16,200	\$23,760	\$23,760	\$24,948	
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05	8	8	9	9	9							
Total Revenue												\$34,200	\$34,200	\$43,560	\$43,560	\$45,738		
Cost of Goods Sold																		
	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5	
Tournament Attendant Staff	10% Gross Revenue												\$3,420	\$3,420	\$4,356	\$4,356	\$4,574	
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0	
Total Cost of Goods Sold												\$3,420	\$3,420	\$4,356	\$4,356	\$4,574		
Net Revenue												\$30,780	\$30,780	\$39,204	\$39,204	\$41,164		

Rental Volleyball Tournaments Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	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							
Small Tournament - 12 Courts, 1 Days																		
Team Information	10 Players per Team						5	6	6	6	6	48						
Spectators	2 Spectators per Player											960						
Rental Fees	Daily Rental Rate	\$270	\$270	\$297	\$297	\$312	5	6	6	6	6	12	\$16,200	\$19,440	\$21,384	\$21,384	\$22,453	
Medium Tournament - 8 Courts, 2 Days																		
Team Information	10 Players per Team						3	2	2	2	2	64						
Spectators	2 Spectators per Player											1280						
Rental Fees	Daily Rental Rate	\$270	\$270	\$297	\$297	\$312	3	2	2	2	2	16	\$12,960	\$8,640	\$9,504	\$9,504	\$9,979	
Large Tournament - 12 Courts, 3 Days																		
Team Information	10 Players per Team						1	2	2	2	2	96						
Spectators	2 Spectators per Player											1920						
Rental Fees	Daily Rental Rate	\$270	\$270	\$297	\$297	\$312	1	2	2	2	2	36	\$9,720	\$19,440	\$21,384	\$21,384	\$22,453	
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05	9	10	10	10	10							
							9	10	10	10	10							
Total Revenue												\$38,880	\$47,520	\$52,272	\$52,272	\$54,886		
Cost of Goods Sold																		
Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5		
Tournament Attendant Staff	10% Gross Revenue												\$3,888	\$4,752	\$5,227	\$5,227	\$5,489	
Tournament Trainers	Pass Through												\$0	\$0	\$0	\$0	\$0	
Total Cost of Goods Sold												\$3,888	\$4,752	\$5,227	\$5,227	\$5,489		
Net Revenue												\$34,992	\$42,768	\$47,045	\$47,045	\$49,397		

Indoor Court Rental Events Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	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							
Other Court Sport Rental - 1 Day Event																		
Rental Fee	Per Day	\$2,700	\$2,700	\$2,970	\$2,970	\$3,119	2	2	2	2	2	1	\$5,400	\$5,400	\$5,940	\$5,940	\$6,237	
Other Court Sport Rental - 2 Day Event																		
Rental Fee	Per Day	\$2,700	\$2,700	\$2,970	\$2,970	\$3,119	2	2	2	2	2	2	\$10,800	\$10,800	\$11,880	\$11,880	\$12,474	
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05												
Total Revenue													\$16,200	\$16,200	\$17,820	\$17,820	\$18,711	
Cost of Goods Sold																		
	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5	
Event Attendant Expense	10% Gross Revenue												\$1,620	\$1,620	\$1,782	\$1,782	\$1,871	
Total Cost of Goods Sold													\$1,620	\$1,620	\$1,782	\$1,782	\$1,871	
Net Revenue													\$14,580	\$14,580	\$16,038	\$16,038	\$16,840	

Basketball Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					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	\$165	\$165	\$182	\$182	\$191	2	2	3	3	3	5	\$1,634	\$1,936	\$2,418	\$2,641	\$2,891
Instructional Camps (Full Days)	\$/Week	\$275	\$275	\$303	\$303	\$318	3	4	4	4	5	5	\$4,125	\$4,889	\$6,106	\$6,670	\$7,299
Individual Instruction	\$/Hour	\$70	\$70	\$77	\$77	\$81	2	3	3	3	4	12	\$1,996	\$2,366	\$2,954	\$3,227	\$3,532
Drop-in/Other Income	\$/Session	\$5	\$5	\$6	\$6	\$6	10	12	13	15	15	12	\$600	\$711	\$888	\$970	\$1,062
League																	
Sept. - Oct. League	\$/Team	\$575	\$575	\$633	\$633	\$664	2	2	3	3	3	1	\$1,150	\$1,363	\$1,702	\$1,859	\$2,035
Nov. - Dec. League	\$/Team	\$575	\$575	\$633	\$633	\$664	3	4	4	4	5	1	\$1,725	\$2,045	\$2,553	\$2,789	\$3,052
Jan. - Feb. League	\$/Team	\$575	\$575	\$633	\$633	\$664	4	5	5	6	6	1	\$2,300	\$2,726	\$3,405	\$3,719	\$4,070
Mar. - Apr. League	\$/Team	\$575	\$575	\$633	\$633	\$664	5	6	7	7	8	1	\$2,875	\$3,408	\$4,256	\$4,648	\$5,087
May - June League	\$/Team	\$575	\$575	\$633	\$633	\$664	3	4	4	4	5	1	\$1,725	\$2,045	\$2,553	\$2,789	\$3,052
July - Aug. League	\$/Team	\$575	\$575	\$633	\$633	\$664	3	4	4	4	5	1	\$1,725	\$2,045	\$2,553	\$2,789	\$3,052
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05		1.19	1.14	1.09	1.04						
Total Revenue												\$19,854	\$23,533	\$29,389	\$32,102	\$35,133	
Cost of Goods Sold																	
	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Basketball Director	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Basketball Staff	5% Gross Revenue												\$993	\$1,177	\$1,469	\$1,605	\$1,757
Referee Fees	Avg. \$50/Game												\$4,000	\$4,741	\$5,383	\$5,880	\$6,128
Instructor Fees	25% Instructor Revenue												\$1,939	\$2,298	\$2,870	\$3,134	\$3,430
Equipment and Supplies	5% Gross Revenue												\$993	\$1,177	\$1,469	\$1,605	\$1,757
Awards	2% Gross Revenue												\$397	\$471	\$588	\$642	\$703
Total Cost of Goods Sold												\$8,321	\$9,863	\$11,779	\$12,866	\$13,774	
Net Revenue												\$11,533	\$13,670	\$17,610	\$19,236	\$21,358	

Pricing Notes	Clinics	Camps	Instruction	Leagues
	*1 Fort Mill HS \$275/4 hours	*2 Fort Hill HS \$275/4 hours	*3 Barr Road Sports Complex \$70/1 hour	*4 City of Greer Victor Gym - Greer Youth BB \$85/8 weeks
	Barr Road Sports Complex \$100/3 hour sessions	Westminster Christian - Girls BB Camp \$275/4 hours	NBA Sports Academy - Nakeechia \$70/1.5 hour	Kroc Greenville - Mens League \$69/8 weeks
	Anderson Area YMCA \$35/1 half day	Westminster Christian - Ed Addie BB Camp \$195/4 hours	Ellison Elite Basketball Training \$25/1 hour	Rock Hill SEC - Adult League \$500/6 weeks - price per team
	Central Clemson Rec \$40/1 half day	Cardinal Newman High School - Nike Camp \$345/5 days	El Shaddai Gymnasium \$85/4-45 minute session	City of Rock Hill - ES Community Basketball League \$35/6 weeks
	Will Avery Basketball - Shooting \$100/1 hour	ReCreation Athletics \$520/5 days	Myles Davis Training \$60/1 hour	Comenius School - I9 League \$165/6 weeks
	Will Avery Fall Break Clinic \$60/1 hour	Northside Christian Academy \$345/5 days	M A D Skillz Training \$50/1 hour	Lexington County - Summer League \$85/6 weeks
		Upward Star Center \$395/3 days	Dynamic Sports Team \$100/1 hour	Mount Pleasant, SC \$120/10 weeks
		Warren Baptist Church \$60/4 hours		Right Direction Church - SOAR League \$75/11 weeks
		Little Flames Camp \$100/4 half days		

Volleyball Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					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		Year 1	Year 2	Year 3	Year 4	Year 5
Instructional Clinics	\$/Session	\$175	\$175	\$193	\$193	\$202	1	2	2	2	2	5	\$1,155	\$1,366	\$1,701	\$1,855	\$2,028
Instructional Camps (Full Days)	\$/Week	\$300	\$300	\$330	\$330	\$347	2	2	3	3	3	5	\$3,000	\$3,547	\$4,418	\$4,819	\$5,266
Individual Instruction	\$/Hour	\$50	\$50	\$55	\$55	\$58	2	2	3	3	3	12	\$1,267	\$1,498	\$1,866	\$2,036	\$2,224
Drop-in/Other Income	\$/Session	\$5	\$5	\$6	\$6	\$6	8	9	11	12	12	12	\$480	\$568	\$707	\$771	\$843
League																	
Sept. - Oct. League	\$/Team	\$400	\$400	\$440	\$440	\$462	2	2	3	3	3	1	\$800	\$946	\$1,178	\$1,285	\$1,404
Nov. - Dec. League	\$/Team	\$400	\$400	\$440	\$440	\$462	2	2	3	3	3	1	\$800	\$946	\$1,178	\$1,285	\$1,404
Jan. - Feb. League	\$/Team	\$400	\$400	\$440	\$440	\$462	2	2	3	3	3	1	\$800	\$946	\$1,178	\$1,285	\$1,404
Mar. - Apr. League	\$/Team	\$400	\$400	\$440	\$440	\$462	2	2	3	3	3	1	\$800	\$946	\$1,178	\$1,285	\$1,404
May - June League	\$/Team	\$400	\$400	\$440	\$440	\$462	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
July - Aug. League	\$/Team	\$400	\$400	\$440	\$440	\$462	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05		1.18	1.13	1.09	1.04						
Total Revenue												\$9,102	\$10,762	\$13,404	\$14,621	\$15,978	
Cost of Goods Sold																	
Management Assumption		Year 1	Year 2	Year 3	Year 4	Year 5											
Volleyball Director	Responsibility of Management Team	\$0	\$0	\$0	\$0	\$0											
Volleyball Staff	5% Gross Revenue	\$455	\$538	\$670	\$731	\$799											
Referee Fees	Avg. \$20/Game	\$640	\$757	\$857	\$935	\$973											
Instructor Fees	25% Instructor Revenue	\$1,356	\$1,603	\$1,996	\$2,177	\$2,380											
Equipment and Supplies	5% Gross Revenue	\$455	\$538	\$670	\$731	\$799											
Awards	2% Gross Revenue	\$182	\$215	\$268	\$292	\$320											
Total Cost of Goods Sold												\$3,088	\$3,651	\$4,461	\$4,867	\$5,270	
Net Revenue												\$6,014	\$7,111	\$8,942	\$9,754	\$10,709	

Clubs	Camps	Instruction	Leagues
*1 RHSEC - Spring Spikers \$57/6 hours	*2 Westminster Christian - Girls VB Camp \$180/4 hours	*3 Intense VB Columbia Gym \$50/1 hour	*4 Carolina One - In house league \$600/15 weeks
Barr Road Sports Complex - TOTS \$50/3 hour - 1.5 hour sessions	C1 Sportsplex - C1 VB Camp \$155/5 half days	Hyatt Park \$75/1 hour	Eastside Family YMCA \$110/6 weeks
Barr Road Sports Complex \$85/4-2 hour sessions	Greenville HS - Nike VB Camp \$415/4 hours	Carolina One \$50/1 hour	Barr Road Sports Complex \$85/10 weeks
USC - All Skills \$85/1 day	Furman University - Furman Elite VB Camp \$250/2 hours	Augusta JRS VB \$50/1 hour	Jeep Rogers Family YMCA \$100/8 weeks
Columbia First Narrarena - Boys Camp \$20/1 day - 2 hours	Barr Road Sports Complex - Summer Girls Nike \$375/4.5 days		Crayton Middle School \$135/9 weeks
Augusta Prep - CSRA Heat Clinic \$175/4 hours	USC - All Skills Camp \$175/3 days		Michael J. Heitzler Rec Center - City of Goose Creek \$70/12 weeks
Augusta University - Summer Series \$225/3 hours	Seven Oaks Park - Coach Sue \$85/4 - 2.5 hour days		Fort Mill Community Center \$115/13 weeks
	Barr Rod Sports Complex - Basics Camp \$45/3-2 hour days		St. Mark Methodist Church - Augusta JRS Monday Adult \$200/6 weeks - price per team
	Flight F N' Fun - SC Midlands VB Summer Camp \$270/2 weeks (T/TH)		Heat MS League \$195/8 weeks

Court Rentals Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Rentals					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						
Small Court Rentals																	
Sept. - Oct.	\$/Hour	\$30	\$30	\$32	\$32	\$33	24	25	25	26	27	1	\$720	\$742	\$802	\$826	\$893
Nov. - Dec.	\$/Hour	\$30	\$30	\$32	\$32	\$33	24	25	25	26	27	1	\$720	\$742	\$802	\$826	\$893
Jan. - Feb.	\$/Hour	\$30	\$30	\$32	\$32	\$33	24	25	25	26	27	1	\$720	\$742	\$802	\$826	\$893
Mar. - Apr.	\$/Hour	\$30	\$30	\$32	\$32	\$33	24	25	25	26	27	1	\$720	\$742	\$802	\$826	\$893
May - June	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
July - Aug	\$/Hour	\$30	\$30	\$32	\$32	\$33	-	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Large Court Rentals																	
Sept. - Oct.	\$/Hour	\$50	\$50	\$53	\$53	\$55	48	49	51	52	54	1	\$2,400	\$2,472	\$2,673	\$2,754	\$2,978
Nov. - Dec.	\$/Hour	\$50	\$50	\$53	\$53	\$55	60	62	64	66	68	1	\$3,000	\$3,090	\$3,342	\$3,442	\$3,723
Jan. - Feb.	\$/Hour	\$50	\$50	\$53	\$53	\$55	72	74	76	79	81	1	\$3,600	\$3,708	\$4,010	\$4,131	\$4,467
Mar. - Apr.	\$/Hour	\$50	\$50	\$53	\$53	\$55	84	87	89	92	95	1	\$4,200	\$4,326	\$4,679	\$4,819	\$5,212
May - June	\$/Hour	\$50	\$50	\$53	\$53	\$55	36	37	38	39	41	1	\$1,800	\$1,854	\$2,005	\$2,065	\$2,234
July - Aug	\$/Hour	\$50	\$50	\$53	\$53	\$55	36	37	38	39	41	1	\$1,800	\$1,854	\$2,005	\$2,065	\$2,234
Non-Capacity Growth Rate		1.00	1.05	1.00	1.05		1.03	1.03	1.03	1.03							
Total Revenue												\$19,680	\$20,270	\$21,922	\$22,580	\$24,420	
Cost of Goods Sold																	
Management Assumption		Year 1	Year 2	Year 3	Year 4	Year 5											
Supervision/Maintenance Staff	5% Gross Revenue	\$984	\$1,014	\$1,096	\$1,129	\$1,221											
Total Cost of Goods Sold												\$984	\$1,014	\$1,096	\$1,129	\$1,221	
Net Revenue												\$18,696	\$19,257	\$20,826	\$21,451	\$23,199	

Pricing Notes Court Rentals

*1 **Athens Sports Arena**
\$100/1 hour

Cornwell Center
\$200/1 hour

Hildebran Grym
\$40/1 hour

Belle Johnston Community Center
\$50/1 hour

Seven Oask Park - Full Gym
\$60/1 hour

Tri City Leisure Center
\$10/1 hour

Simpsonville Activity & Senior Center
\$55/1 hour

Greenville County Rec Center
\$414/3 hour rental minimum

West Greenville Communtiy Center
\$210/3 hour rental minimum

Heard Park Gym
\$75/1 hour

Fitness & Training Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					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						
Fitness Center Personal Training																	
Personal Training - 1/2 Hour	\$/Session	\$30	\$30	\$33	\$33	\$35	52	62	72	79	83	12	\$18,735	\$22,482	\$28,439	\$31,283	\$34,490
Personal Training - Hour	\$/Session	\$60	\$60	\$66	\$66	\$69	27	32	37	41	43	12	\$19,302	\$23,163	\$29,301	\$32,231	\$35,535
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.00						
Total Revenue												\$38,037	\$45,645	\$57,741	\$63,515	\$70,025	
Cost of Goods Sold																	
Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5	
Fitness & Training Management	10% Gross Revenue												\$3,804	\$4,564	\$5,774	\$6,351	\$7,002
Fitness & Training Instructors	50% Personal Training, 25% Group Training												\$19,019	\$22,822	\$28,870	\$31,757	\$35,012
Equipment and Supplies	2% Gross Revenue												\$761	\$913	\$1,155	\$1,270	\$1,400
Total Cost of Goods Sold												\$23,583	\$28,300	\$35,799	\$39,379	\$43,415	
Net Revenue												\$14,454	\$17,345	\$21,941	\$24,136	\$26,609	

Pricing Notes Personal training
 *1 *Evolution Personal Training*
 \$48/1 session

Prisma Health
 \$25/1 class

Phoenix Fitness
 \$40/1 hour

Cottingham Campus YMCA
 \$146/4 - 1 hour session

Membership Revenue & Expenses

Revenue	Management Assumption	Membership Fees					Number of Memberships					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Memberships																	
Youth (18 and under)	\$/Month	\$20	\$20	\$21	\$21	\$22	49	58	67	74	77	12	\$8,297	\$13,975	\$16,874	\$18,562	\$20,464
Adult (19+)	\$/Month	\$49	\$49	\$51	\$51	\$54	267	320	368	405	425	12	\$111,808	\$188,308	\$227,382	\$250,121	\$275,758
Family	\$/Month	\$90	\$90	\$95	\$95	\$99	170	204	234	258	271	12	\$130,685	\$220,101	\$265,772	\$292,349	\$322,315
Enhancement Fee	Annual Fee	\$49	\$49	\$51	\$51	\$54	485	582	670	737	773	1	\$23,776	\$28,532	\$34,452	\$37,897	\$41,782
Guest Pass	\$/Day	\$5	\$5	\$5	\$5	\$5	500	600	690	759	797	1	\$2,500	\$3,000	\$3,450	\$3,795	\$3,985
Non-Capacity Growth Rate			1.00	1.05	1.00	1.05		1.20	1.15	1.10	1.05						
Total Revenue												\$277,067	\$453,915	\$547,930	\$602,723	\$664,303	
Cost of Goods Sold																	
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5
Membership/Fitness Management	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Fitness Floor Staff													\$104,921	\$109,118	\$113,482	\$118,022	\$122,742
Free Group Ex. Class Instructors	\$25 Instructor Fee per Class, 30 per Week in Year 1												\$37,500	\$41,250	\$45,375	\$49,913	\$54,904
Membership Cards	\$1 per New Member												\$985	\$1,182	\$1,360	\$1,496	\$1,570
Total Cost of Goods Sold												\$143,406	\$151,550	\$160,217	\$169,430	\$179,217	
Net Revenue												\$133,661	\$302,366	\$387,713	\$433,294	\$485,087	

Pricing Notes Memberships
 *1 **Core24 Gym**
 \$30/Individual Monthly

Xtreme Fitness
 \$30/Individual monthly

Phoenix Fitness
 \$22/Monthly Student Membership
 \$55/Monthly Family Membership
 \$22/Monthly Senior Membership
 \$28/Monthly Individual Membership

Birthday Parties Revenue & Expenses

Revenue	Management Assumption	Party Fees					Number of Parties					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						
Sports Parties	\$/Party (Avg 15 Kids)	\$300	\$300	\$330	\$330	\$347	12	14	15	16	17	12	\$43,200	\$51,840	\$59,875	\$62,869	\$69,313
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.05						
Total Revenue												\$43,200	\$51,840	\$59,875	\$62,869	\$69,313	
Cost of Goods Sold		Management Assumption										Year 1	Year 2	Year 3	Year 4	Year 5	
Birthday and Group Party Management	Responsibility of Management Team											\$0	\$0	\$0	\$0	\$0	
Birthday and Group Party Staff	2 Hr./Party plus set up & clean, 1 Employee/Party, \$15/Hr. per Employee											\$4,320	\$5,184	\$5,443	\$5,715	\$6,001	
Birthday and Group Party Supplies	4% Gross Revenue											\$1,728	\$2,074	\$2,395	\$2,515	\$2,773	
Birthday and Group Party Food	15% Gross Revenue											\$6,480	\$7,776	\$8,981	\$9,430	\$10,397	
Total Cost of Goods Sold												\$12,528	\$15,034	\$16,819	\$17,660	\$19,171	
Net Revenue												\$30,672	\$36,806	\$43,056	\$45,208	\$50,142	

Pricing Notes

*1 KL Sports Complex
\$300/2 hours

Palmetto YMCA
\$250/2 hours

Youth Programming Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					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						
Half-Day Camp	\$/Week	\$90	\$90	\$99	\$99	\$104	6	7	7	7	8	10	\$5,400	\$5,940	\$6,861	\$7,204	\$7,942
Full Day Camp	\$/Week	\$150	\$150	\$165	\$165	\$173	12	13	14	15	15	10	\$18,000	\$19,800	\$22,869	\$24,012	\$26,474
Single Day Camps	\$/Day	\$30	\$30	\$33	\$33	\$35	12	13	14	15	15	12	\$4,320	\$4,752	\$5,489	\$5,763	\$6,354
Camp Day-Care	\$/Day	\$10	\$10	\$11	\$11	\$12	52	57	60	63	66	10	\$5,220	\$5,742	\$6,632	\$6,964	\$7,677
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
Total Revenue												\$32,940	\$36,234	\$41,850	\$43,943	\$48,447	
Cost of Goods Sold		Management Assumption										Year 1	Year 2	Year 3	Year 4	Year 5	
Youth Programming Management	Responsibility of Management Team											\$0	\$0	\$0	\$0	\$0	
Camp Instructors	35% Gross Revenue											\$11,529	\$12,682	\$14,648	\$15,380	\$16,956	
Equipment & Consumables	3% Gross Revenue											\$988	\$1,087	\$1,256	\$1,318	\$1,453	
Camp Lunch	2.5% Gross Revenue											\$824	\$906	\$1,046	\$1,099	\$1,211	
T-Shirts	\$4/Shirt											\$720	\$792	\$832	\$873	\$917	
Total Cost of Goods Sold												\$14,061	\$15,467	\$17,781	\$18,670	\$20,538	
Net Revenue												\$18,879	\$20,767	\$24,069	\$25,273	\$27,909	

Pricing Notes

*1 **Batesville Road Studio - International Ballet Camp**
\$185/5 days

Southern Dance Connection - Dance Camp
\$117/5 half days

Trapped Upstate - Escape Room Creativity Adventure
\$300/5 half days

Arts & Crafts Camp
\$100/4 half days

Vineyard Church - Day Camp
\$100/5 days

Carolina Academy of Music - Violin Camp
\$275/5 days

Urban Air Trampoline Park - Camp Urbie
\$229/5 days

Facility Fees Revenue & Expenses

Event Type	Event Days	Facility Fee	Number of Events per Year					Daily Attendees (Non-Athletes)	Year 1	Year 2	Year 3	Year 4	Year 5
			Year 1	Year 2	Year 3	Year 4	Year 5						
Rental Basketball - Small	2	\$2.00	5	5	5	5	5	640	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800
Rental Basketball - Medium	2	\$2.00	3	3	4	4	4	960	\$11,520	\$11,520	\$15,360	\$15,360	\$15,360
Rental Basketball - Large	2	\$2.00	-	-	-	-	-	1280	\$0	\$0	\$0	\$0	\$0
Rental Basketball - Extra Large	2.5	\$2.00	-	-	-	-	-	1920	\$0	\$0	\$0	\$0	\$0
Rental Volleyball - Small	1	\$2.00	5	6	6	6	6	960	\$9,600	\$11,520	\$11,520	\$11,520	\$11,520
Rental Volleyball - Medium	2	\$2.00	3	2	2	2	2	1280	\$15,360	\$10,240	\$10,240	\$10,240	\$10,240
Rental Volleyball - Large	3	\$2.00	1	2	2	2	2	1920	\$11,520	\$23,040	\$23,040	\$23,040	\$23,040
Rental Volleyball - Extra Large	3	\$2.00	-	-	-	-	-	2560	\$0	\$0	\$0	\$0	\$0
Other Court Sport Rental - 1 Day Event	1	\$2.00	2	2	2	2	2	480	\$1,920	\$1,920	\$1,920	\$1,920	\$1,920
Other Court Sport Rental - 2 Day Event	2	\$2.00	2	2	2	2	2	960	\$7,680	\$7,680	\$7,680	\$7,680	\$7,680
Total Revenue			21	22	23	23	23		\$70,400	\$78,720	\$82,560	\$82,560	\$82,560
Cost of Goods Sold			Management Assumption						Year 1	Year 2	Year 3	Year 4	Year 5
Total Cost of Goods Sold									\$0	\$0	\$0	\$0	\$0
Net Revenue									\$70,400	\$78,720	\$82,560	\$82,560	\$82,560

Food & Beverage Revenue & Expenses

Revenue		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales - Local			\$9,164	\$10,662	\$11,943	\$12,954	\$13,556
Concessions Sales - Tournament			\$229,440	\$254,400	\$268,800	\$268,800	\$268,800
Total Revenue			\$238,604	\$265,062	\$280,743	\$281,754	\$282,356
Cost of Goods Sold		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food		30% Concession Sales	\$71,581	\$79,519	\$84,223	\$84,526	\$84,707
Concessions Wages		25% Concession Sales	\$59,651	\$66,265	\$70,186	\$70,438	\$70,589
Total Cost of Goods Sold			\$131,232	\$145,784	\$154,409	\$154,965	\$155,296
Net Revenue			\$107,372	\$119,278	\$126,335	\$126,789	\$127,060

Hotel Rebates

Revenue	Management Assumption	Nights Per Event	Venue Rebate Rate	Number of Events per Year					# Non-Local Participants	# Non-Local Fans	Hotel Rooms/Night	Rebate Capture	Year 1	Year 2	Year 3	Year 4	Year 5
				Year 1	Year 2	Year 3	Year 4	Year 5									
Rental Basketball - Small	60% non-local attendance	1.5	\$2.25	5	5	5	5	5	192	384	192	50%	\$1,618	\$1,618	\$1,618	\$1,618	\$1,618
Rental Basketball - Medium	70% non-local attendance	1.5	\$2.25	3	3	4	4	4	336	672	336	50%	\$1,699	\$1,699	\$2,265	\$2,265	\$2,265
Rental Basketball - Large	80% non-local attendance	1.5	\$2.25	-	-	-	-	-	512	1024	512	50%	\$0	\$0	\$0	\$0	\$0
Rental Basketball - Extra Large	90% non-local attendance	2	\$2.25	-	-	-	-	-	864	1728	864	50%	\$0	\$0	\$0	\$0	\$0
Rental Volleyball - Small	35% non-local attendance	0.5	\$2.25	5	6	6	6	6	168	336	168	50%	\$472	\$566	\$566	\$566	\$566
Rental Volleyball - Medium	70% non-local attendance	1.5	\$2.25	3	2	2	2	2	448	896	448	50%	\$2,265	\$1,510	\$1,510	\$1,510	\$1,510
Rental Volleyball - Large	80% non-local attendance	2.5	\$2.25	1	2	2	2	2	768	1536	768	50%	\$2,157	\$4,314	\$4,314	\$4,314	\$4,314
Rental Volleyball - Extra Large	90% non-local attendance	2.5	\$2.25	-	-	-	-	-	1152	2304	1152	50%	\$0	\$0	\$0	\$0	\$0
Other Court Sport Rental - 1 Day Event	35% non-local attendance	0.5	\$2.25	2	2	2	2	2	84	168	84	50%	\$94	\$94	\$94	\$94	\$94
Other Court Sport Rental - 2 Day Event	70% non-local attendance	1.5	\$2.25	2	2	2	2	2	336	672	336	50%	\$1,132	\$1,132	\$1,132	\$1,132	\$1,132
Hotel Commissions	2.1% Total Hotel Room Revenue												\$9,437	\$10,934	\$11,500	\$11,500	\$11,500
Total Revenue												\$18,875	\$21,868	\$23,000	\$23,000	\$23,000	
Cost of Goods Sold												\$0	\$0	\$0	\$0	\$0	
Total Cost of Goods Sold												\$0	\$0	\$0	\$0	\$0	
Net Revenue												\$18,875	\$21,868	\$23,000	\$23,000	\$23,000	

Tenant Revenue

Leased Space Revenue	Area (Sq./ft.)	\$ per Sq./ft.	Year 1	Year 2	Year 3	Year 4	Year 5
Tenant Lease Agreements							
Leased Space - Medical	2,000	\$20.00	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Total Revenue			\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Total Cost of Goods Sold			-	-	-	-	-
Net Revenue			\$40,000	\$40,000	\$40,000	\$40,000	\$40,000

Sponsorship & Advertisement Revenue

Revenue		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Sponsorship/Advertisement Income			\$45,000	\$45,000	\$54,000	\$54,000	\$60,000
Total Revenue			\$45,000	\$45,000	\$54,000	\$54,000	\$60,000
Cost of Goods Sold		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Sponsorship COGS		25% Sponsorship Revenue	\$11,250	\$11,250	\$13,500	\$13,500	\$15,000
Total Cost of Goods Sold			\$11,250	\$11,250	\$13,500	\$13,500	\$15,000
Net Revenue			\$33,750	\$33,750	\$40,500	\$40,500	\$45,000

Overhead Expenses

Facility Expenses

Indoor Facility/Buildings

Indoor Facility Expense	Management Assumption	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	<i>Cleaning and Supplies</i>	\$55,213	\$56,716	\$57,909	\$58,633	\$59,368
Safety Supplies	<i>Includes Year 1 Purchase</i>	\$3,500	\$1,400	\$1,421	\$1,442	\$1,464
Maintenance & Repairs	<i>Excludes Capital Replacement</i>	\$32,797	\$33,289	\$33,789	\$34,295	\$34,810
Utility Expense	<i>Electricity, Gas, Water, Trash, etc.</i>	\$122,800	\$124,642	\$126,511	\$128,409	\$130,335
Total Indoor Facility Expense		\$219,310	\$221,122	\$224,781	\$228,009	\$231,284

Outdoor Facility/Fields

Outdoor Facility Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Pickleball Court Maintenance and Labor		\$4,500	\$4,568	\$4,636	\$4,706	\$4,776
Pickleball Court Lighting		\$3,000	\$3,045	\$3,091	\$3,137	\$3,184
Sand Volleyball Court Maintenance and Labor		\$1,500	\$1,523	\$1,545	\$1,569	\$1,592
Sand Volleyball Court Lighting		\$1,000	\$1,015	\$1,030	\$1,046	\$1,061
Grounds Maintenance, Labor, and Lighting	<i>Based on Site Development</i>	\$10,045	\$10,196	\$10,349	\$10,504	\$10,661
Total Outdoor Facility Expense		\$20,045	\$20,346	\$20,651	\$20,961	\$21,275
Total Facility Expense		\$239,355	\$241,468	\$245,432	\$248,969	\$252,559

Operating Expenses

Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees	<i>Covered by Outdoor Phase I</i>	\$0	\$0	\$0	\$0	\$0
Bank Service Charges	<i>Banking Fees, Credit Card Processing</i>	\$17,141	\$22,115	\$25,441	\$26,866	\$28,697
Communications	<i>IT, Phone, Cable, Internet</i>	\$14,356	\$14,571	\$14,790	\$15,012	\$15,237
Dues/Subscriptions		\$3,000	\$3,045	\$3,091	\$3,137	\$3,184
Employee Uniforms		\$1,500	\$1,523	\$1,545	\$1,569	\$1,592
Marketing and Advertising		\$51,422	\$22,115	\$25,441	\$26,866	\$28,697
Insurance	<i>General, Property, Liability</i>	\$28,261	\$28,685	\$29,115	\$29,552	\$29,995
Legal Fees		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
Licenses, Permits	<i>Food, Music, etc.</i>	\$15,000	\$15,225	\$15,453	\$15,685	\$15,920
National Management & Marketing Service		\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
National Management Travel		\$18,000	\$12,000	\$12,000	\$12,000	\$12,000
Office Supplies		\$7,657	\$7,771	\$7,888	\$8,006	\$8,126
Real Estate Tax	<i>Public Ownership</i>	\$0	\$0	\$0	\$0	\$0
Software	<i>Operating, Scheduling, POS, Registration</i>	\$9,600	\$9,744	\$9,890	\$10,039	\$10,189
Travel and Education		\$0	\$0	\$0	\$0	\$0
Total Operating Expenses		\$230,937	\$201,870	\$209,807	\$213,960	\$218,946

Management Payroll Summary

Management Position	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager/Director of Operations	<i>Added Value from Outdoor GM</i>	\$25,000	\$26,000	\$27,040	\$28,122	\$29,246
Marketing & Business Development Director		\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Membership/Fitness Director		\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Program Director		\$50,000	\$52,000	\$54,080	\$56,243	\$58,493
Facilities Coordinator		\$34,400	\$35,776	\$37,207	\$38,695	\$40,243
Food & Beverage Director		\$0	\$0	\$0	\$0	\$0
Finance Manager	<i>Added Value from Outdoor GM</i>	\$10,000	\$10,400	\$10,816	\$11,249	\$11,699
Admin Support	<i>Part Time - Front Desk</i>	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Total Management Payroll		\$294,400	\$306,176	\$318,423	\$331,160	\$344,406

Payroll Summary

Total Payroll Summary		Management Assumption	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	General Manager/Director of Operations	12 months prior	\$25,000	\$25,000	\$26,000	\$27,040	\$28,122	\$29,246
Mgmt	Marketing & Business Development Director	12 months prior	\$60,000	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Mgmt	Membership/Fitness Director	3 months prior	\$13,750	\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Mgmt	Program Director	3 months prior	\$12,500	\$50,000	\$52,000	\$54,080	\$56,243	\$58,493
Mgmt	Facilities Coordinator	3 months prior	\$8,600	\$34,400	\$35,776	\$37,207	\$38,695	\$40,243
Mgmt	Food & Beverage Director	3 months prior	\$0	\$0	\$0	\$0	\$0	\$0
Mgmt	Finance Manager	6 months prior	\$5,000	\$10,000	\$10,400	\$10,816	\$11,249	\$11,699
Support	Admin Support	1 month prior	\$5,000	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Subtotal Management Payroll			\$129,850	\$294,400	\$306,176	\$318,423	\$331,160	\$344,406
Director	Fitness & Training Management Allotment	3 months prior	\$951	\$3,804	\$4,564	\$5,774	\$6,351	\$7,002
Subtotal Program Management			\$951	\$3,804	\$4,564	\$5,774	\$6,351	\$7,002
Staff	Basketball Rental Tournament Staff	1 month prior	\$285	\$3,420	\$3,420	\$4,356	\$4,356	\$4,574
Staff	Volleyball Rental Tournament Staff	1 month prior	\$324	\$3,888	\$4,752	\$5,227	\$5,227	\$5,489
Staff	Court Rental Event Staff	1 month prior	\$135	\$1,620	\$1,620	\$1,782	\$1,782	\$1,871
Staff	Basketball Staff	1 month prior	\$83	\$993	\$1,177	\$1,469	\$1,605	\$1,757
Staff	Volleyball Staff	1 month prior	\$38	\$455	\$538	\$670	\$731	\$799
Staff	Court Rental Staff	1 month prior	\$82	\$984	\$1,014	\$1,096	\$1,129	\$1,221
Staff	Membership Fitness Area Staff	1 month prior	\$8,743	\$104,921	\$109,118	\$113,482	\$118,022	\$122,742
Staff	Birthday Party Staff	1 month prior	\$360	\$4,320	\$5,184	\$5,443	\$5,715	\$6,001
Staff	Food & Beverage Staff	1 month prior	\$4,971	\$59,651	\$66,265	\$70,186	\$70,438	\$70,589
Subtotal Sport Admin Staff			\$15,021	\$180,252	\$193,087	\$203,712	\$209,006	\$215,043
Instructors	Basketball Instructors	Per Diem		\$1,939	\$2,298	\$2,870	\$3,134	\$3,430
Instructors	Volleyball Instructors	Per Diem		\$1,356	\$1,603	\$1,996	\$2,177	\$2,380
Instructors	Fitness & Training Instructors	Per Diem		\$19,019	\$22,822	\$28,870	\$31,757	\$35,012
Instructors	Membership Fitness Area Instructors	Per Diem		\$37,500	\$41,250	\$45,375	\$49,913	\$54,904
Instructors	Youth Programming Instructors	Per Diem		\$11,529	\$12,682	\$14,648	\$15,380	\$16,956
Subtotal Instructors (COGS)				\$71,342	\$80,655	\$93,759	\$102,362	\$112,683
Referees	Basketball Officials	Per Diem		\$4,000	\$4,741	\$5,383	\$5,880	\$6,128
Referees	Volleyball Officials	Per Diem		\$640	\$757	\$857	\$935	\$973
Subtotal Referee/Trainers (COGS)				\$4,640	\$5,498	\$6,239	\$6,814	\$7,101
Payroll Subtotal			\$145,822	\$554,437	\$589,980	\$627,907	\$655,693	\$686,235
	Bonus Pool	1% of Total Revenue		\$9,420	\$11,908	\$13,661	\$14,373	\$15,349
	Payroll Services	3% of Payroll	\$4,375	\$14,354	\$15,115	\$15,837	\$16,396	\$16,994
	Payroll Taxes/Benefits	18% of Payroll	\$26,248	\$86,122	\$90,689	\$95,024	\$98,373	\$101,961
Payroll Taxes/Benefits/Bonus Totals			\$30,623	\$109,896	\$117,712	\$124,522	\$129,142	\$134,304
Total Payroll Cost				\$664,333	\$707,692	\$752,429	\$784,835	\$820,538