

PADUCAH COMMUNITY CENTER | PADUCAH, KY - PRIVATE MODEL

Five-Year Operating Pro Forma

OCTOBER 2019



PREPARED FOR:

THE CITY OF PADUCAH
PADUCAH, KY

Table of Contents

Facility Program Details	2
Facility Program	3
Facility Development Costs and Financing	4
Capital Costs & Start-Up Expenses - Indoor Facility	5
Capital Costs & Start-Up Expenses - Soft Costs of Operations	6
Use of Proceeds	7
Financial Performance Summary	8
Total Revenue and Expenses - 5-Year Detail	9
Economic Impact Summary	11
Economic Impact - 5-Year Detail	12
Business Unit Analysis	13
Overhead Expenses	25
Facility Expenses	26
Operating Expenses	27
Management Payroll	28
Total Payroll Summary	29
Supplemental Analyses	30
Facility Utilization Summary	31

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')	1	104	104	10,816	10,816	17.8%
	Volleyball Courts	3	60	30	Over Basketball Courts		0.0%
	Total Court Sq. Ft.						10,816
Fitness	Fitness Center	1	75	70	5,250	5,250	8.7%
	Large Group Fitness Room	1	50	40	2,000	2,000	3.3%
	Small Group Fitness Room	1	35	30	1,050	1,050	1.7%
	Locker Rooms	2	30	30	900	1,800	3.0%
	Child Watch Room	1	30	20	600	600	1.0%
Total Fitness Sq. Ft.						10,700	17.6%
Aquatics	Office	1	15	10	150	150	0.2%
	Lifeguard/First Aid Office	1	20	15	300	300	0.5%
	Pool Natatorium	1	Variable		15,616	15,616	25.8%
	25Y x 25M Competition Pool	1	-	-	Inside Natatorium		0.0%
	Warm Water Pool	1	-	-	Inside Natatorium		0.0%
	Seating Area	1	-	-	Inside Natatorium		0.0%
	Wet/Dry Classrooms/Party Rooms	1	25	20	500	500	0.8%
	Pool Storage	1	20	20	400	400	0.7%
	Pool Mechanical Room	1	45	20	900	900	1.5%
	Locker Rooms	0	40	30	Shared w/ Fitness Locker Rooms		0.0%
Family Changing Rooms/Restrooms	4	12	10	120	480	0.8%	
Total Aquatics Sq. Ft.						18,346	30.3%
Flex Space	Lobby/Welcome Area	1	50	40	2,000	2,000	3.3%
	Manager's Office	4	15	10	150	600	1.0%
	Office Area	1	40	30	1,200	1,200	2.0%
	Café Service Area	1	20	15	300	300	0.5%
	Café Seating Area	1	30	30	900	900	1.5%
	Flex/Team Rooms	2	60	25	1,500	3,000	4.9%
	Restrooms	2	25	20	500	1,000	1.6%
	Walking Track (Mezzanine)	1	332	10	3,320	3,320	5.5%
Total Flex Space Sq. Ft.						12,320	20.3%
Required SF for Products and Services mechanical, electrical, storage, etc. (Does NOT include Aquatics Space)						52,182	86.1%
Common Area, Stairs, Circulation, etc. (Does Not Include Aquatics Space)						10% of P&S SF 3,384	5.6%
						15% of P&S SF 5,075	8.4%
Total Estimated Indoor Athletic Facility SF						60,641	100%
Estimated Building Footprint						54,577	
Total Building Acreage						1.3	

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)	243	20	20	400	97,026	71.9%
	Setbacks, Green Space, etc.				25% of SF	37,901	28.1%
	Total Estimated Site Development SF					134,926	100%
Total Site Development Acreage						3.1	
Total Complex Acreage						4.4	

Facility Development Costs and Financing



Capital Costs and Start-up Expenses - Indoor Facility

Details	Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total	
Building & Land Cost						
Real Estate Acquisition	4.35	Acre	\$0	\$0	0.0%	
Land Cost Total				\$0	0.0%	
Hard Costs						
Hard Structure Cost	Warm Shell (includes LED lighting)	42,295	SF	\$160	\$6,767,200	35.2%
Hard Structure Cost - Aquatics Area	Warm Shell (includes pools, pumps, systems, lighting, etc.)	18,346	SF	\$350	\$6,421,100	33.4%
Site Development	Paving, Grading, Utilities, Landscaping, Improvement Allocation for Indoor Facility	4.35	Acre	\$200,000	\$870,079	4.5%
Contingency			5.00%	\$702,919	3.7%	
Hard Cost Total				\$14,761,298	76.9%	
Field and Sport Equipment Cost						
Court Area						
Hardwood Court Flooring		10,816	SF	\$11.00	\$118,976	0.6%
Basketball Net & Stanchion System	Mechanical Roll-Down System	6	Ea.	\$10,000	\$60,000	0.3%
Volleyball Net System	Electronic System (Nets, Poles, Padding, Etc.)	3	Ea.	\$15,000	\$45,000	0.2%
Pickleball Net Systems	USAPA Portable Net Systems	3	Ea.	\$150	\$450	0.0%
Wall Padding		1	Ea.	\$4,000	\$4,000	0.0%
Scoreboards	With Controllers	1	Ea.	\$10,000	\$10,000	0.1%
Court Seats (Participants)		69	Ea.	\$125	\$8,625	0.0%
Bleachers (Spectators)	Tip and Roll	6	Ea.	\$3,000	\$18,000	0.1%
Athletic Equipment	Sports Equipment (Cones, Balls, Etc.)	1	LS	\$15,000	\$15,000	0.1%
Aquatics Area						
Flume Waterslide		1	Ea.	\$230,000	\$230,000	1.2%
Water Light Curtain		1	Ea.	\$150,000	\$150,000	0.8%
1M Diving Boards & Diving Platforms		0	Ea.	\$18,000	\$0	0.0%
Children's Slide & Play Structure	Included in Warm Shell Cost	0	LS	\$90,000	\$0	0.0%
Aquatics Equipment	Starting Blocks, Timing System, Safety Equipment, Etc.	1	LS	\$250,000	\$250,000	1.3%
Fitness Area						
Fitness/Cardio Center Flooring		5,250	SF	\$10	\$52,500	3.0%
Fitness/Cardio Center Equipment		5,250	SF	\$45	\$236,250	13.3%
Group Exercise Flooring		3,050	SF	\$12	\$36,600	2.1%
Group Exercise Equipment		3,050	SF	\$25	\$76,250	4.3%
Contingency			5.00%	\$65,583	0.3%	
Field and Sport Equipment Cost Total				\$1,377,234	7.2%	
Furniture, Fixtures and Equipment Cost						
FOOD & BEVERAGE						
Primary Concessions Equipment	Tournament F&B	1	Ea.	\$150,000	\$150,000	0.8%
Finish Out		1	LS	\$75,000	\$75,000	0.4%
FURNISHINGS						
Furnishings		12,320	SF	\$2	\$24,640	0.1%
Hardware	IT systems, Computers, Etc.	60,641	SF	\$0.50	\$30,321	0.2%
Software		1	LS	\$40,000	\$40,000	0.2%
MISCELLANEOUS						
Locker Rooms - Fitness	Build Out	1,800	SF	\$65	\$117,000	0.6%
Marquee Signage	Exterior	1	LS	\$50,000	\$50,000	0.3%
Graphics Package		60,641	SF	\$2	\$121,282	0.6%
Audio/Video		1	LS	\$150,000	\$150,000	0.8%
Maintenance Equipment		60,641	LS	\$1.00	\$60,641	0.3%
Contingency			5.00%	\$40,944	0.2%	
Furniture, Fixtures and Equipment Cost Total				\$859,828	4.5%	
Soft Costs Construction						
Design-Build Fee	% of Structure and Site work		12.0%	\$1,771,356	9.2%	
Finance Support Services and Issuance			1.5%	\$254,975	1.3%	
Permits/Inspections	% of Structure and Site work		0.50%	\$73,806	0.4%	
Contingency			5.00%	\$105,007	0.5%	
Soft Cost Total				\$2,205,144	11.5%	
Total Construction Costs				\$19,203,503	100.0%	
Cost Per Square Foot				\$317		



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	4.5%
Permits and Extensions			\$25,000	2.2%
Marketing Allowance	Pre-Opening Marketing Budget		\$64,449	5.8%
Grand Opening			\$15,000	1.3%
Opening Support Services	Professional Management Support for Pre-Opening Operations Development and Post-Opening Stabilization Services		\$270,000	24.1%
Pre-Funded Operational Account			\$261,974	23.4%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening		\$320,677	28.7%
Pre-Opening Staff Recruitment			\$9,620	0.9%
Working Capital Reserve			TBD	0.0%
Contingency		10.00%	\$101,672	9.1%
Total Construction Costs - Soft Cost Operations			\$1,118,392	100.0%



Capital Costs and Start-up Expenses

USES OF FUNDS	
Land Cost	\$0
Hard Cost	\$14,761,298
Field and Sport Equipment Cost	\$1,377,234
Furniture, Fixtures, and Equipment	\$859,828
Soft Costs Construction	\$2,205,144
Soft Costs Operations	\$1,118,392
Working Capital Reserve	TBD
Total Uses of Funds	\$20,321,896

Financial Performance Summary



Total Revenue & Expenses

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Basketball	\$91,405	\$108,437	\$135,542	\$148,193	\$162,345
Volleyball	\$63,570	\$75,224	\$93,780	\$102,392	\$112,009
Court Rentals	\$31,608	\$32,556	\$35,210	\$36,266	\$39,222
Fitness Memberships	\$791,629	\$960,877	\$1,056,585	\$1,087,145	\$1,175,540
Fitness and Training	\$137,252	\$150,977	\$174,378	\$179,610	\$194,248
Rental Swim Meets	\$23,100	\$28,500	\$39,820	\$39,820	\$41,811
Aquatics	\$312,500	\$343,750	\$397,031	\$416,883	\$459,613
Youth Programming	\$94,130	\$103,543	\$119,592	\$125,572	\$138,443
Food & Beverage	\$54,577	\$60,035	\$63,036	\$64,927	\$66,875
Retail	\$11,457	\$12,375	\$13,646	\$13,847	\$13,997
Secondary Revenue	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Total Revenue	\$1,686,227	\$1,951,273	\$2,203,621	\$2,289,654	\$2,479,103



Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Basketball	\$32,710	\$38,805	\$46,855	\$51,228	\$55,179
Volleyball	\$21,046	\$24,904	\$30,629	\$33,442	\$36,345
Court Rentals	\$1,580	\$1,628	\$1,760	\$1,813	\$1,961
Fitness Memberships	\$189,111	\$202,708	\$211,025	\$216,353	\$222,399
Fitness and Training	\$66,398	\$73,038	\$84,359	\$86,890	\$93,971
Rental Swim Meets	\$7,110	\$8,250	\$10,382	\$10,382	\$10,581
Aquatics	\$108,450	\$118,420	\$134,889	\$141,368	\$154,715
Youth Programming	\$35,816	\$39,398	\$45,227	\$47,489	\$52,203
Food & Beverage	\$27,288	\$30,017	\$31,518	\$32,464	\$33,438
Retail	\$5,198	\$5,618	\$6,318	\$6,318	\$6,318
Secondary Revenue	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500
Total Cost of Goods Sold	\$517,207	\$565,285	\$625,462	\$650,245	\$689,609
Gross Margin	\$1,169,020	\$1,385,988	\$1,578,159	\$1,639,409	\$1,789,494
<i>% of Revenue</i>	69%	71%	72%	72%	72%
Facility Expenses	\$348,540	\$351,704	\$357,859	\$363,092	\$368,403
Operating Expense	\$421,426	\$401,525	\$413,366	\$418,581	\$427,959
Management Payroll	\$603,047	\$658,467	\$680,034	\$702,392	\$725,572
Payroll Taxes/Benefits/Bonus	\$198,829	\$217,712	\$230,943	\$239,026	\$250,292
Total Operating Expenses	\$1,571,842	\$1,629,408	\$1,682,202	\$1,723,091	\$1,772,225
EBITDA	(\$402,822)	(\$243,420)	(\$104,043)	(\$83,682)	\$17,269
<i>% of Revenue</i>	-24%	-12%	-5%	-4%	1%

Economic Impact	Year 1	Year 2	Year 3	Year 4	Year 5
Total Non-Local Days in Market	5,288	8,325	12,113	12,113	12,113
Total Room Nights	1,500	2,400	3,500	3,500	3,500
Economic Impact	\$509,301	\$801,878	\$1,166,696	\$1,166,696	\$1,166,696

Economic Impact

Economic Impact

Number of Events Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Swim Meets	19	20	22	22	22
Total Events Per Year	19	20	22	22	22

Per Person Spending By Category

	Amount	% of Total
Lodging/Accommodations	\$27.67	28.7%
Dining/Groceries	\$34.50	35.8%
Transportation	\$5.87	6.1%
Entertainment/Attractions	\$2.76	2.9%
Retail	\$16.22	16.8%
Miscellaneous	\$9.32	9.7%
Total	\$96.32	100%

Economic Impact Drivers

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market	5,288	8,325	12,113	12,113	12,113
Room Nights	1,500	2,400	3,500	3,500	3,500

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Direct Spending	\$509,301	\$801,878	\$1,166,696	\$1,166,696	\$1,166,696
Total Indirect Spending	\$0	\$0	\$0	\$0	\$0
Total Economic Impact	\$509,301	\$801,878	\$1,166,696	\$1,166,696	\$1,166,696

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 *1	\$125	\$125	\$138	\$138	\$144	13	16	18	19	20	4	\$6,600	\$7,830	\$9,787	\$10,700	\$11,722
Instructional Camps	\$/Week (full days) *2	\$250	\$250	\$275	\$275	\$289	20	24	27	29	31	4	\$20,000	\$23,727	\$29,658	\$32,426	\$35,522
Individual Instruction	\$/Hour *3	\$60	\$60	\$66	\$66	\$69	16	19	21	23	24	12	\$11,405	\$13,530	\$16,912	\$18,490	\$20,256
Drop-in/Other Income	\$/Session	\$5	\$5	\$6	\$6	\$6	40	47	54	59	62	12	\$2,400	\$2,847	\$3,559	\$3,891	\$4,263
Leagues																	
Sept. - Oct. League	\$/Team *4	\$750	\$750	\$825	\$825	\$866	14	17	19	21	22	1	\$10,500	\$12,457	\$15,570	\$17,023	\$18,649
Nov. - Dec. League	\$/Team	\$750	\$750	\$825	\$825	\$866	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Jan. - Feb. League	\$/Team	\$750	\$750	\$825	\$825	\$866	20	24	27	29	31	1	\$15,000	\$17,795	\$22,243	\$24,319	\$26,642
Mar. - Apr. League	\$/Team	\$750	\$750	\$825	\$825	\$866	20	24	27	29	31	1	\$15,000	\$17,795	\$22,243	\$24,319	\$26,642
May - June League	\$/Team	\$750	\$750	\$825	\$825	\$866	14	17	19	21	22	1	\$10,500	\$12,457	\$15,570	\$17,023	\$18,649
July - Aug. League	\$/Team	\$750	\$750	\$825	\$825	\$866	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Non-capacity growth rate			1.00	1.10	1.00	1.05		1.19	1.14	1.09	1.04						
Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
Area Revenue												\$91,405	\$108,437	\$135,542	\$148,193	\$162,345	
Expense																	
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% of Gross Revenue												\$4,570	\$5,422	\$6,777	\$7,410	\$8,117
Referee Fees	Avg. \$45/game												\$12,240	\$14,521	\$16,500	\$18,040	\$18,822
Instructor Fees	\$10-\$25/Instructor (25% Instruct. Rev)												\$9,501	\$11,272	\$14,089	\$15,404	\$16,875
Equipment and Supplies	5% of Gross Revenue												\$4,570	\$5,422	\$6,777	\$7,410	\$8,117
Awards	T-Shirts and Trophies (2% Gross Revenue)												\$1,828	\$2,169	\$2,711	\$2,964	\$3,247
Area Expense												\$32,710	\$38,805	\$46,855	\$51,228	\$55,179	
Net Revenue												\$58,695	\$69,632	\$88,688	\$96,965	\$107,166	

Pricing Notes

*1 Griffin Elite Sports & Wellness
\$100/session (10 sessions)

*2 McCracken Lady Mustangs
\$50/week (3 half days)

*3 Griffin Elite Sports & Wellness
\$40/hr

*4 McCracken County Boys Basketball
\$55/player

MidAmerica Sports Center
\$20/session (1 session)

WKU Hilltopper Basketball
\$250/week (4 full days)

Hoops for Christ
\$60/hr

Warren County Youth Basketball League
\$900/team (10 games)

Hoops for Christ
\$70/session (4 sessions)

Breakthrough Basketball
\$225/week (3 full days)

Fall Bidy Call Basketball League
\$35/player (5 games)



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	\$200	\$200	\$220	\$220	\$231	16	19	21	23	24	3	\$9,504	\$11,246	\$14,021	\$15,308	\$16,746
Instructional Camps	\$/Week (ful *2)	\$250	\$250	\$275	\$275	\$289	24	28	32	35	37	3	\$18,000	\$21,300	\$26,554	\$28,993	\$31,716
Individual Instruction	\$/Hour *3	\$45	\$45	\$50	\$50	\$52	25	30	34	37	39	12	\$13,686	\$16,195	\$20,190	\$22,044	\$24,114
Drop-in/Other Income	\$/Session	\$5	\$5	\$6	\$6	\$6	48	57	64	70	73	12	\$2,880	\$3,408	\$4,249	\$4,639	\$5,075
League																	
Sept. - Oct. League	\$/Team *4	\$500	\$500	\$550	\$550	\$578	15	18	20	22	23	1	\$7,500	\$8,875	\$11,064	\$12,080	\$13,215
Nov. - Dec. League	\$/Team	\$500	\$500	\$550	\$550	\$578	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Jan. - Feb. League	\$/Team	\$500	\$500	\$550	\$550	\$578	12	14	16	18	18	1	\$6,000	\$7,100	\$8,851	\$9,664	\$10,572
Mar. - Apr. League	\$/Team	\$500	\$500	\$550	\$550	\$578	12	14	16	18	18	1	\$6,000	\$7,100	\$8,851	\$9,664	\$10,572
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
Non-capacity growth rate			1.00	1.10	1.00	1.05		1.18	1.13	1.09	1.04						
Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
Area Revenue												\$63,570	\$75,224	\$93,780	\$102,392	\$112,009	
Expense																	
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% of Gross Revenue												\$3,178	\$3,761	\$4,689	\$5,120	\$5,600
Referee Fees	Avg. \$20/game												\$3,120	\$3,692	\$4,184	\$4,569	\$4,760
Instructor Fees	\$10-\$25/Instructor (25% Instruct. Rev)												\$10,297	\$12,185	\$15,191	\$16,586	\$18,144
Equipment and Supplies	5% of Gross Revenue												\$3,178	\$3,761	\$4,689	\$5,120	\$5,600
Awards	T-Shirts and Trophies (2% Gross Revenue)												\$1,271	\$1,504	\$1,876	\$2,048	\$2,240
Area Expense												\$21,046	\$24,904	\$30,629	\$33,442	\$36,345	
Net Revenue												\$42,524	\$50,320	\$63,151	\$68,950	\$75,664	

Pricing Notes

*1 West Kentucky Youth League
\$50/session (2 sessions)

University of Kentucky Volleyball Clinic
\$75/session (2 sessions)

Crush VBC
\$25/session (1 session)

*2 McCracken County Volleyball Camp
\$50/week (2 days)

Western Kentucky Lady Topper Volleyball Camp
\$215/week (3 days)

University of Kentucky Volleyball Camp
\$315/week (3 full days; includes lunch and dinner)

*3 Kentucky Starz
\$45/hr

*4 McCracken County Youth League
\$35/player (5 games)

West Kentucky Youth League
\$50/player (4 weeks)

Bowling Green Adult Volleyball League
\$100/team (fall season)



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						
Small Court Rentals																	
Sept. - Oct.	\$/Hour	\$35	\$35	\$37	\$37	\$39	168	173	178	184	189	1	\$5,880	\$6,056	\$6,550	\$6,746	\$7,296
Nov. - Dec.	\$/Hour	\$35	\$35	\$37	\$37	\$39	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Jan. - Feb.	\$/Hour	\$35	\$35	\$37	\$37	\$39	134	138	143	147	151	1	\$4,704	\$4,845	\$5,240	\$5,397	\$5,837
Mar. - Apr.	\$/Hour	\$35	\$35	\$37	\$37	\$39	134	138	143	147	151	1	\$4,704	\$4,845	\$5,240	\$5,397	\$5,837
May - June	\$/Hour	\$35	\$35	\$37	\$37	\$39	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
July - Aug	\$/Hour	\$35	\$35	\$37	\$37	\$39	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Large Court Rentals																	
Sept. - Oct.	\$/Hour *1	\$50	\$50	\$53	\$53	\$55	67	69	71	73	76	1	\$3,360	\$3,461	\$3,743	\$3,855	\$4,169
Nov. - Dec.	\$/Hour	\$50	\$50	\$53	\$53	\$55	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Jan. - Feb.	\$/Hour	\$50	\$50	\$53	\$53	\$55	96	99	102	105	108	1	\$4,800	\$4,944	\$5,347	\$5,507	\$5,956
Mar. - Apr.	\$/Hour	\$50	\$50	\$53	\$53	\$55	96	99	102	105	108	1	\$4,800	\$4,944	\$5,347	\$5,507	\$5,956
May - June	\$/Hour	\$50	\$50	\$53	\$53	\$55	67	69	71	73	76	1	\$3,360	\$3,461	\$3,743	\$3,855	\$4,169
July - Aug	\$/Hour	\$50	\$50	\$53	\$53	\$55	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0
Non-capacity growth rate			1.00	1.05	1.00	1.05		1.03	1.03	1.03	1.03						
Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
Area Revenue												\$31,608	\$32,556	\$35,210	\$36,266	\$39,222	
Expense																	
Mgmt. Assump.													Year 1	Year 2	Year 3	Year 4	Year 5
Supervision/Maintenance Staff	5% of Revenue												\$1,580	\$1,628	\$1,760	\$1,813	\$1,961
Area Expense												\$1,580	\$1,628	\$1,760	\$1,813	\$1,961	
Net Revenue												\$30,028	\$30,928	\$33,449	\$34,453	\$37,260	

Pricing Notes

*1 Warren County Parks and Recreation
\$50/hr



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							
Memberships																		
Youth (18 and under)	\$/Month	*1	\$15	\$15	\$16	\$16	\$17	76	84	88	90	93	12	\$11,636	\$15,059	\$16,602	\$17,101	\$18,494
Adult (19+)	\$/Month		\$30	\$30	\$32	\$32	\$33	946	1,041	1,093	1,126	1,160	12	\$289,618	\$374,800	\$413,217	\$425,614	\$460,301
Senior	\$/Month		\$25	\$25	\$26	\$26	\$28	186	205	215	221	228	12	\$47,408	\$61,351	\$67,640	\$69,669	\$75,347
Family	\$/Month		\$50	\$50	\$53	\$53	\$55	724	796	836	861	887	12	\$369,206	\$477,796	\$526,770	\$542,573	\$586,792
Youth Joiner Fee	One-Time Fee		\$15	\$15	\$16	\$16	\$17	76	30	29	29	30	1	\$1,141	\$456	\$461	\$457	\$494
Adult Joiner Fee	One-Time Fee		\$30	\$30	\$32	\$32	\$33	946	379	364	361	372	1	\$28,394	\$11,358	\$11,478	\$11,363	\$12,290
Senior Joiner Fee	One-Time Fee		\$25	\$25	\$26	\$26	\$28	186	74	72	71	73	1	\$4,648	\$1,859	\$1,879	\$1,860	\$2,012
Family Joiner Fee	One-Time Fee		\$50	\$50	\$53	\$53	\$55	724	290	279	276	284	1	\$36,197	\$14,479	\$14,632	\$14,486	\$15,667
Guest Pass	\$/Day		\$7	\$7	\$7	\$7	\$7	483	531	558	575	592	1	\$3,382	\$3,720	\$3,906	\$4,023	\$4,144
Non-capacity growth rate			1.00	1.05	1.00	1.05		1.10	1.05	1.03	1.03							
Capacity growth rate			1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00							
Area Revenue													\$791,629	\$960,877	\$1,056,585	\$1,087,145	\$1,175,540	
Expense																		
Mgmt. Assump.													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													\$63,000	\$63,945	\$64,904	\$65,878	\$66,866	
Free Group Ex. Class Instructors	\$25 Instructor Fee per Class, 40 per Week in Year 1												\$50,000	\$55,000	\$57,750	\$59,483	\$61,267	
Free Aquatics Group Ex. Class Inst	\$25 Instructor Fee per Class, 12 per Week in Year 1												\$15,000	\$16,500	\$17,325	\$17,845	\$18,380	
Child Watch Instructors	\$10/hour, Open 52 hours per Week with 2 staff average in Year 1												\$52,000	\$57,200	\$60,060	\$61,862	\$63,718	
Child Watch Supplies	1% Gross Membership Revenue												\$7,179	\$9,290	\$10,242	\$10,550	\$11,409	
Membership Cards	\$1 per New Member												\$1,932	\$773	\$744	\$737	\$759	
Area Expense													\$189,111	\$202,708	\$211,025	\$216,353	\$222,399	
Net Revenue													\$602,518	\$758,169	\$845,560	\$870,792	\$953,142	

Pricing Notes:

*1 Paducah Athletic Club

Fitness Only: \$15/month
 Fitness & Aquatics (No Childcare): \$19/month
 Fitness & Aquatics (Full Membership): \$25/month

*2 Mayfield Graves YMCA

Youth & Teen: \$15/month (no joiner fee)
 College Student: \$22/month (\$10 joiner fee)
 Senior Adult: \$27/month (\$25 joiner fee)
 Senior Couple: \$34/month (\$25 joiner fee)
 Adult: \$33/month (\$25 joiner fee)
 Adult (+1): \$43/month (\$25 joiner fee)
 Single Parent Family: \$40/month (\$25 joiner fee)
 Family: \$49/month (\$25 joiner fee)
 Military: \$20/month (no joiner fee)
 Military Family: \$25/month (no joiner fee)



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						
Small Group Training - Hour	\$/Session	\$20	\$20	\$22	\$22	\$23	279	307	323	332	342	12	\$67,064	\$73,770	\$85,205	\$87,761	\$94,913
Personal Training - Hour	\$/Session *1	\$60	\$60	\$66	\$66	\$69	70	77	81	83	86	12	\$50,298	\$55,328	\$63,903	\$65,821	\$71,185
Premium Group Exercise Class	\$/Session	\$5	\$5	\$6	\$6	\$6	332	365	383	394	406	12	\$19,890	\$21,879	\$25,270	\$26,028	\$28,150
	Non-capacity growth rate		1.00	1.10	1.00	1.05		1.10	1.05	1.03	1.03						
	Capacity growth rate		1.10	1.10	1.10	1.10		1.00	1.00	1.00	1.00						
Area Revenue												\$137,252	\$150,977	\$174,378	\$179,610	\$194,248	
Expense	Mgmt. Assump.											Year 1	Year 2	Year 3	Year 4	Year 5	
Fitness & Training Management	Responsibility of Management Team											\$0	\$0	\$0	\$0	\$0	
Fitness & Training Instructors	50% Personal Training, 25% Group Training											\$63,653	\$70,019	\$80,872	\$83,298	\$90,086	
Equipment and Supplies	2% Gross Revenue											\$2,745	\$3,020	\$3,488	\$3,592	\$3,885	
Area Expense												\$66,398	\$73,038	\$84,359	\$86,890	\$93,971	
Net Revenue												\$70,853	\$77,939	\$90,019	\$92,720	\$100,276	

Pricing Notes

*1 Planet Fitness
\$40-\$70/hr

The Hub Marion
\$65/hr

Rental Swim Meets Revenue & Expenses

Revenue	Mgmt. Assump.	Amount per Activity					Number of Events per Year					Ave. Participants	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							
HS Meet																		
Number of Teams	200 Swimmers						15	15	15	15	15	200						
Gate Fees	100% of fans (2 fans/swimmer)	\$3	\$3	\$3	\$3	\$3	15	15	15	15	15	400	\$18,000	\$18,000	\$19,800	\$19,800	\$20,790	
Rental Fees	Daily Rental Rate	\$480	\$480	\$528	\$528	\$554	15	15	15	15	15	1	\$7,200	\$7,200	\$7,920	\$7,920	\$8,316	
Club Meet - 1 Day																		
Number of Swimmers	400 Swimmers						3	3	4	4	4	400						
Gate Fees	100% of fans (2 fans/swimmer)	\$5	\$5	\$6	\$6	\$6	3	3	4	4	4	800	\$12,000	\$12,000	\$17,600	\$17,600	\$18,480	
Rental Fees	Daily Rental Rate	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	3	3	4	4	4	1	\$4,500	\$4,500	\$6,600	\$6,600	\$6,930	
Club Meet - 2 Days																		
Number of Swimmers	600 Swimmers						1	2	3	3	3	600						
Gate Fees - 2 Day Pass	100% of fans (2 fans/swimmer)	\$10	\$10	\$11	\$11	\$12	1	2	3	3	3	1200	\$12,000	\$24,000	\$39,600	\$39,600	\$41,580	
Rental Fees	Daily Rental Rate	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	1	2	3	3	3	2	\$3,000	\$6,000	\$9,900	\$9,900	\$10,395	
Gate Fee Reduction of Revenue	80% Reduction of Revenue												(\$33,600)	(\$43,200)	(\$61,600)	(\$61,600)	(\$64,680)	
	Non-capacity growth rate		1.00	1.10	1.00	1.05	19	20	22	22	22							
	Capacity growth rate		1.10	1.10	1.10	1.10												
Area Revenue													\$23,100	\$28,500	\$39,820	\$39,820	\$41,811	
Expense																		
	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5	
Tournament Attendant Expenses	10% Gross Revenue												\$2,310	\$2,850	\$3,982	\$3,982	\$4,181	
Gate Staff	\$0.25 Per Sale												\$2,400	\$2,700	\$3,200	\$3,200	\$3,200	
Gate Ticket Cost	\$0.25 Per Ticket												\$2,400	\$2,700	\$3,200	\$3,200	\$3,200	
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0	
Area Expense													\$7,110	\$8,250	\$10,382	\$10,382	\$10,581	
Net Revenue													\$15,990	\$20,250	\$29,438	\$29,438	\$31,230	



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																	
Swim Team Revenue																												
Club Team Lane Rental	\$/Lane Hr.	\$15	\$15	\$17	\$17	\$17	100	110	116	121	127	42	\$63,000	\$69,300	\$80,042	\$84,044	\$92,658											
Master's Swimming	\$/Swimmer	\$50	\$50	\$55	\$55	\$58	35	39	40	42	45	12	\$21,000	\$23,100	\$26,681	\$28,015	\$30,886											
Aquatics Instruction Revenue																												
Swim Lessons	8 Classes/Session	*1	\$70	\$70	\$77	\$77	\$81	180	198	208	218	229	12	\$151,200	\$166,320	\$192,100	\$201,705	\$222,379										
Water Fitness	\$/Class		\$5	\$5	\$6	\$6	\$6	115	127	133	139	146	12	\$6,900	\$7,590	\$8,766	\$9,205	\$10,148										
Lifeguard Certification	\$/Session	*2	\$200	\$200	\$220	\$220	\$231	40	44	46	49	51	1	\$8,000	\$8,800	\$10,164	\$10,672	\$11,766										
Rentals																												
Birthday Party	\$/2 Hrs. of Party Room	*3	\$200	\$200	\$220	\$220	\$231	100	110	116	121	127	1	\$20,000	\$22,000	\$25,410	\$26,681	\$29,415										
Private (Full Pool)	\$/Hr.	*4	\$150	\$150	\$165	\$165	\$173	20	22	23	24	25	1	\$3,000	\$3,300	\$3,812	\$4,002	\$4,412										
Guest Passes																												
Youth Guest Pass	\$/Day		\$5	\$5	\$6	\$6	\$6	500	550	578	606	637	1	\$2,500	\$2,750	\$3,176	\$3,335	\$3,677										
Adult Guest Pass	\$/Day		\$7	\$7	\$8	\$8	\$8	4,200	4,620	4,851	5,094	5,348	1	\$29,400	\$32,340	\$37,353	\$39,220	\$43,240										
Family Guest Pass	\$/Day		\$15	\$15	\$17	\$17	\$17	500	550	578	606	637	1	\$7,500	\$8,250	\$9,529	\$10,005	\$11,031										
Area Revenue												\$312,500	\$343,750	\$397,031	\$416,883	\$459,613												
Expense																												
Mgmt Assump.												Year 1	Year 2	Year 3	Year 4	Year 5												
Aquatics Management	Responsibility of Management Team											\$0	\$0	\$0	\$0	\$0												
Program Supplies	4% of year 1 gross revenue; 3% annual increase											\$12,500	\$12,875	\$13,261	\$13,659	\$14,069												
LG Class Materials	\$60 per participant for course record fee and manuals											\$2,400	\$2,640	\$2,772	\$2,911	\$3,056												
Part-Time Program Staff	50% Program Revenue											\$93,550	\$102,905	\$118,855	\$124,798	\$137,590												
Area Expense												\$108,450	\$118,420	\$134,889	\$141,368	\$154,715												
Net Revenue												\$204,050	\$225,330	\$262,143	\$275,515	\$304,898												

Pricing Notes

*1 YMCA - Mayfield Graves \$60/session (8 sessions)	*2 The Hub Marion \$200/course	*3 Paducah Athletic Center \$140,\$240/party (member;non-member)	*4 Calvert City Country Club \$150/2 hrs
The Hub Marion \$80/session (8 sessions)	Brooks Pool - BUMC \$250/course	The Hub Marion \$275/party	Hopkinsville YMCA \$125/2 hrs
Brooks Pool - BUMC \$85/session (6 lessons)			



Youth Programming 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						
Half-Day Camp	\$/week	\$75	\$75	\$83	\$83	\$87	25	28	29	30	32	10	\$18,750	\$20,625	\$23,822	\$25,013	\$27,577
Full Day Camp	\$/week *1	\$130	\$130	\$143	\$143	\$150	35	39	40	42	45	10	\$45,500	\$50,050	\$57,808	\$60,698	\$66,920
Single Day Camps	\$/day	\$26	\$26	\$29	\$29	\$30	40	44	46	49	51	12	\$12,480	\$13,728	\$15,856	\$16,649	\$18,355
Camp Day-Care	\$/day	\$10	\$10	\$11	\$11	\$12	174	191	201	211	222	10	\$17,400	\$19,140	\$22,107	\$23,212	\$25,591
	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						
Area Revenue												\$94,130	\$103,543	\$119,592	\$125,572	\$138,443	
Expense	Mgmt. Assump.											Year 1	Year 2	Year 3	Year 4	Year 5	
Youth Programming Management	Responsibility of Management Team											\$0	\$0	\$0	\$0	\$0	
Camp Instructors	30% of Gross Revenue											\$28,239	\$31,063	\$35,878	\$37,672	\$41,533	
Equipment & Consumables	3% of Gross Revenue											\$2,824	\$3,106	\$3,588	\$3,767	\$4,153	
Camp Lunch	2.5% of Gross Revenue											\$2,353	\$2,589	\$2,990	\$3,139	\$3,461	
T-Shirts	\$4 per shirt											\$2,400	\$2,640	\$2,772	\$2,911	\$3,056	
Area Expense												\$35,816	\$39,398	\$45,227	\$47,489	\$52,203	
Net Revenue												\$58,314	\$64,145	\$74,365	\$78,083	\$86,240	

Pricing Notes:

*1 City of Paducah
\$100/week (5 full days)

Paducah Regional Sports Plex
\$130/week (5 full days)



Food & Beverage Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$54,577	\$60,035	\$63,036	\$64,927	\$66,875
Area Revenue			\$54,577	\$60,035	\$63,036	\$64,927	\$66,875
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food		30% Concession Sales	\$16,373	\$18,010	\$18,911	\$19,478	\$20,063
Concessions Wages		20% Concession Sales	\$10,915	\$12,007	\$12,607	\$12,985	\$13,375
Area Expense			\$27,288	\$30,017	\$31,518	\$32,464	\$33,438
Net Revenue			\$27,288	\$30,017	\$31,518	\$32,464	\$33,438



Retail Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Sales			\$11,457	\$12,375	\$13,646	\$13,847	\$13,997
Area Revenue			\$11,457	\$12,375	\$13,646	\$13,847	\$13,997
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Product Cost	55% Gross Revenue		\$6,302	\$6,806	\$7,505	\$7,616	\$7,699
Retail Wages	15% Gross Revenue		\$1,719	\$1,856	\$2,047	\$2,077	\$2,100
Area Expense			\$8,020	\$8,662	\$9,552	\$9,693	\$9,798
Net Revenue			\$3,437	\$3,712	\$4,094	\$4,154	\$4,199



Secondary Revenue Areas

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Advertisement/Sponsorship Income			\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Area Revenue			\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Advertisement Hard Cost		Printing of Ad/Sponsors (10% of Ad Inc.)	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Sponsorship Commissions			\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Area Expense			\$22,500	\$22,500	\$22,500	\$22,500	\$22,500
Net Revenue			\$52,500	\$52,500	\$52,500	\$52,500	\$52,500

Overhead Expenses



Facility Expenses

Indoor Building

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Janitorial Expenses		\$68,066	\$69,576	\$71,499	\$72,436	\$73,387
Safety Supplies		\$3,500	\$1,000	\$1,015	\$1,030	\$1,046
Grounds Maintenance & Outdoor Lighting		\$9,292	\$9,432	\$9,573	\$9,717	\$9,863
Maintenance & Repairs		\$25,581	\$25,965	\$26,354	\$26,750	\$27,151
Chemicals - Aquatics		\$30,000	\$30,450	\$30,907	\$31,370	\$31,841
Utility Expense - Dry Areas		\$36,346	\$36,891	\$37,444	\$38,006	\$38,576
Utility Expense - Aquatics Areas		\$175,755	\$178,391	\$181,067	\$183,783	\$186,540
Total Indoor Facility Expense		\$348,540	\$351,704	\$357,859	\$363,092	\$368,403
Total Facility Expense		\$348,540	\$351,704	\$357,859	\$363,092	\$368,403



Operating Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees	Covered by City	\$0	\$0	\$0	\$0	\$0
ASCAP Fees		\$4,000	\$4,060	\$4,121	\$4,183	\$4,245
Bank Service Charges	Misc. Banking Fees	\$32,225	\$37,525	\$42,572	\$44,293	\$48,082
Communications	IT/Phone/Cable/Internet	\$7,277	\$7,386	\$7,497	\$7,609	\$7,723
Dues/Subscriptions		\$2,500	\$2,538	\$2,576	\$2,614	\$2,653
Employee Uniforms		\$3,000	\$3,045	\$3,091	\$3,137	\$3,184
Marketing and Advertising		\$64,449	\$37,525	\$42,572	\$44,293	\$48,082
Insurance-Property	Covered by City	\$0	\$0	\$0	\$0	\$0
Insurance-Liability		\$63,725	\$64,680	\$65,651	\$66,635	\$67,635
Legal Fees	Covered by City	\$0	\$0	\$0	\$0	\$0
Licenses, Permits	Food Licenses, etc.	\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
National Management & Marketing Service		\$198,000	\$198,000	\$198,000	\$198,000	\$198,000
National Management Travel		\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Office Supplies		\$4,851	\$4,924	\$4,998	\$5,073	\$5,149
Real Estate Tax		\$0	\$0	\$0	\$0	\$0
Software		\$14,400	\$14,616	\$14,835	\$15,058	\$15,284
Travel and Education		\$10,000	\$10,150	\$10,302	\$10,457	\$10,614
Total Operating Expenses		\$421,426	\$401,525	\$413,366	\$418,581	\$427,959



Management & Lifeguard Payroll Summary

Management Position	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager		\$85,000	\$88,400	\$91,936	\$95,613	\$99,438
Marketing & Business Development Director		\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Membership/Fitness Director		\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Aquatics Director		\$42,000	\$43,680	\$45,427	\$47,244	\$49,134
Aquatics Coordinator		\$0	\$36,000	\$37,440	\$38,938	\$40,495
Lifeguards		\$188,047	\$190,867	\$193,730	\$196,636	\$199,586
Program Coordinator		\$36,000	\$37,440	\$38,938	\$40,495	\$42,115
Facility Manager		\$32,000	\$33,280	\$34,611	\$35,996	\$37,435
Office Manager/Bookkeeper		\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Admin Support	Part Time at Front Desk	\$90,000	\$93,600	\$97,344	\$101,238	\$105,287
Total Management Payroll		\$603,047	\$658,467	\$680,034	\$702,392	\$725,572



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	\$85,000	\$85,000	\$88,400	\$91,936	\$95,613	\$99,438
Mgmt	Marketing & Business Development Director	12 months prior	\$45,000	\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Mgmt	Membership/Fitness Director	9 months prior	\$33,750	\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Mgmt	Aquatics Director	9 months prior	\$31,500	\$42,000	\$43,680	\$45,427	\$47,244	\$49,134
Mgmt	Aquatics Coordinator	Year 2	\$0	\$0	\$36,000	\$37,440	\$38,938	\$40,495
Mgmt	Lifeguards	1 month prior	\$15,671	\$188,047	\$190,867	\$193,730	\$196,636	\$199,586
Mgmt	Program Coordinator	3 months prior	\$9,000	\$36,000	\$37,440	\$38,938	\$40,495	\$42,115
Mgmt	Facility Manager	3 months prior	\$8,000	\$32,000	\$33,280	\$34,611	\$35,996	\$37,435
Mgmt	Office Manager/Bookkeeper	3 months prior	\$10,000	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Support	Admin Support	1 month prior	\$7,500	\$90,000	\$93,600	\$97,344	\$101,238	\$105,287
Subtotal Management Payroll			\$245,421	\$603,047	\$658,467	\$680,034	\$702,392	\$725,572
Staff	Basketball Staff	1 month prior	\$381	\$4,570	\$5,422	\$6,777	\$7,410	\$8,117
Staff	Volleyball Staff	1 month prior	\$265	\$3,178	\$3,761	\$4,689	\$5,120	\$5,600
Staff	Court Rental Staff	1 month prior	\$132	\$1,580	\$1,628	\$1,760	\$1,813	\$1,961
Staff	Rental Swim Meet Staff	1 month prior	\$393	\$4,710	\$5,550	\$7,182	\$7,182	\$7,381
Staff	Membership/Fitness Staff	1 month prior	\$5,250	\$63,000	\$63,945	\$64,904	\$65,878	\$66,866
Staff	Child Watch Staff	1 month prior	\$4,333	\$52,000	\$57,200	\$60,060	\$61,862	\$63,718
Staff	Aquatics Staff	1 month prior	\$7,796	\$93,550	\$102,905	\$118,855	\$124,798	\$137,590
Staff	Youth Programming Staff	0 Months Prior	\$0	\$28,239	\$31,063	\$35,878	\$37,672	\$41,533
Staff	Food & Beverage Staff	1 month prior	\$910	\$10,915	\$12,007	\$12,607	\$12,985	\$13,375
Staff	Retail Staff	1 month prior	\$143	\$1,719	\$1,856	\$2,047	\$2,077	\$2,100
Subtotal Sport Admin Staff			\$19,602	\$263,462	\$285,337	\$314,760	\$326,796	\$348,241
Instructors	Basketball Instructors	Per Diem		\$9,501	\$11,272	\$14,089	\$15,404	\$16,875
Instructors	Volleyball Instructors	Per Diem		\$10,297	\$12,185	\$15,191	\$16,586	\$18,144
Instructors	Membership/Fitness & Training Instructors	Per Diem		\$128,653	\$141,519	\$155,947	\$160,625	\$169,734
Subtotal Instructors (COGS)				\$148,452	\$164,976	\$185,227	\$192,615	\$204,753
Referees	Basketball Officials	Per Diem		\$12,240	\$14,521	\$16,500	\$18,040	\$18,822
Referees	Volleyball Officials	Per Diem		\$3,120	\$3,692	\$4,184	\$4,569	\$4,760
Subtotal Referee/Trainers (COGS)				\$15,360	\$18,213	\$20,685	\$22,609	\$23,582
Payroll Subtotal			\$265,022	\$1,030,321	\$1,126,992	\$1,200,705	\$1,244,412	\$1,302,147
	Bonus Pool		\$0	\$16,862	\$19,513	\$22,036	\$22,897	\$24,791
	Payroll Services		\$7,951	\$25,995	\$28,314	\$29,844	\$30,876	\$32,214
	Payroll Taxes/Benefits	18% of Payroll	\$47,704	\$155,972	\$169,885	\$179,063	\$185,254	\$193,286
Payroll Taxes/Benefits/Bonus Totals			\$55,655	\$198,829	\$217,712	\$230,943	\$239,026	\$250,292
Total Payroll				\$1,229,150	\$1,344,704	\$1,431,648	\$1,483,439	\$1,552,439

Supplemental Analyses



Facility Utilization Summary

Court Utilization	Annual Utilization				
	Annual %	Annual %	Annual %	Annual %	Annual %
Sport	Year1	Year2	Year3	Year4	Year5
Basketball	21.27%	25.23%	28.67%	31.35%	32.71%
Volleyball	8.62%	10.20%	11.56%	12.62%	13.14%
Court Rental	21.95%	22.61%	23.29%	23.99%	24.71%
Total Court Utilization	51.84%	58.04%	63.52%	67.95%	70.56%
Number of Courts	1				
Maximum Court Time/Year (Hours)	3000				
Maximum Court Time/Session (Hours)	500				
Day	Prime Hours	Game Hours			
Monday	5:00pm-11:00;	6			
Tuesday	5:00pm-11:00;	6			
Wednesday	5:00pm-11:00;	6			
Thursday	5:00pm-11:00;	6			
Friday	5:00pm-11:00;	6			
Saturday	7 am - 11 pm	16			
Sunday	9 am - 11 pm	14			
		60			

Court Utilization	Busiest Session Utilization (Spring)				
	Session %	Session %	Session %	Session %	Session %
Sport	Year1	Year2	Year3	Year4	Year5
Basketball	29.72%	35.25%	40.06%	43.80%	45.70%
Volleyball	8.45%	10.00%	11.33%	12.37%	12.89%
Court Rental	39.29%	40.47%	41.69%	42.94%	44.22%
Total Court Utilization	77.46%	85.72%	93.07%	99.10%	102.81%