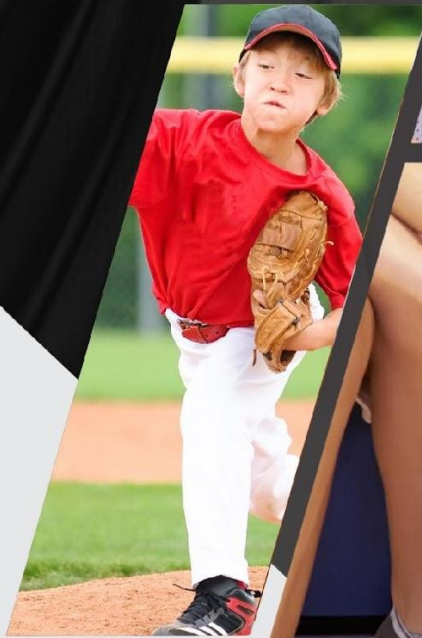


GERMANTOWN SPORTS COMPLEX | GERMANTOWN, TN

# FIVE-YEAR OPERATING PRO FORMA

AUGUST 2021



PREPARED FOR:  
CITY OF GERMANTOWN, TN

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# Facility Program Details



## Facility Program

### Indoor Athletic Facility

Space	Indoor Programming Product/Service	Count	Dimensions L (') W (')		Approx. SF each	Total SF	% of Building
Turf	Turf Field	1	300	200	60,000	60,000	68.4%
	<i>Total Turf Sq. Ft</i>					60,000	68.4%
Flex Space	Lobby/Welcome Area	1	40	30	1,200	1,200	1.4%
	Ticket Office	1	10	10	100	100	0.1%
	Manager's Office	3	15	10	150	450	0.5%
	Office Area	1	30	30	900	900	1.0%
	Kitchen	1	40	30	1,200	1,200	1.4%
	Café Seating Area	1	50	50	2,500	2,500	2.8%
	Flex/Team Rooms	1	60	25	1,500	1,500	1.7%
	Ref Rooms	2	15	10	150	300	0.3%
	Training Room	1	20	15	300	300	0.3%
	Restrooms	2	35	25	875	1,750	2.0%
<i>Total Flex Space Sq. Ft</i>					10,200	11.6%	
Required SF for Products and Services						70,200	80.0%
Mechanical, Electrical, Storage, etc.					10% of P&S SF	7,020	8.0%
Common Area, Stairs, Circulation, etc.					15% of P&S SF	10,530	12.0%
<b>Total Estimated Indoor Athletic Facility SF</b>						<b>87,750</b>	<b>100%</b>
<b>Total Building Acreage</b>						<b>2.0</b>	

### Outdoor Athletic Facilities

Space	Programming Product/Service	Count	Dimensions L (') W (')		Approx. SF each	Total SF	% of Footprint
Multipurpose Fields	Standard Synthetic Turf Field	4	384	249	95,616	382,464	54.9%
	Oversized Synthetic Turf Field	2	490	252	123,480	246,960	35.4%
	225' Diamond Fields (In Corners of Oversized Fields)	4	Over Fields		Over Fields		0.0%
	Pee Wee Field Area	1	250	250	62,500	62,500	9.0%
<i>Total Outdoor Multipurpose Fields Sq. Ft.</i>						691,924	99.3%
Support Buildings	Secondary Support Buildings	2	40	40	1,600	3,200	0.5%
	<i>Total Support Buildings Sq. Ft</i>					3,200	0.5%
Maintenance	Maintenance Building	1	40	40	1,600	1,600	0.2%
	<i>Total Maintenance Sq. Ft.</i>					1,600	0.2%
<b>Total Estimated Outdoor Athletic Facilities SF</b>						<b>696,724</b>	<b>100%</b>
<b>Total Outdoor Athletic Facility Acreage</b>						<b>16.0</b>	

### Site Development

	Quantity	Dimensions L (') W (')		Approx. SF each	Total SF	% of Total	
Parking Spaces Total	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles)	780	20	20	400	312,000	27.5%
	Setbacks, Green Space, Trails, Pavilions, Etc.				75% of SF	822,356	72.5%
<b>Total Estimated Site Development SF</b>					<b>1,134,356</b>	<b>100%</b>	
<b>Total Site Development Acreage</b>					<b>26.0</b>		

<b>Total Complex Acreage</b>					<b>44.1</b>
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# Facility Development Costs and Financing



### Capital Costs and Start-up Expenses - Indoor Facility

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
<b>Building &amp; Land Cost</b>						
Real Estate Acquisition	TBD	2.01	Acre	\$0	\$0	0.0%
<b>Land Cost Total</b>					<b>\$0</b>	<b>0.0%</b>
<b>Hard Costs</b>						
Main Building Hard Structure Cost	Warm Shell	87,750	SF	\$130	\$11,407,500	68.0%
Site Development	Paving, Grading, Utilities, Landscaping, Improvement Allocation for Indoor Facility	2.01	Acre	\$200,000 10.00%	\$402,893	2.4%
<b>Contingency</b>					\$1,181,039	7.0%
<b>Hard Cost Total</b>					<b>\$12,991,432</b>	<b>77.5%</b>
<b>Field and Sport Equipment Cost</b>						
<b>Turf Area</b>						
Synthetic Turf Flooring	With Controllers	60,000	SF	\$5	\$300,000	1.8%
Scoreboards	Tip and Roll	3	Ea.	\$6,000	\$18,000	0.1%
Benches (Participants)	11v11	6	Ea.	\$750	\$4,500	0.0%
Bleachers (Spectators)	9v9	6	Ea.	\$3,000	\$18,000	0.1%
Goals	6v6					
Soccer	Lax	2	Ea.	\$3,000	\$6,000	0.0%
Soccer	Perimeter, Netting, Dividers, Install, and Hardware	2	Ea.	\$2,000	\$4,000	0.0%
Soccer		6	Ea.	\$2,000	\$12,000	0.1%
Lacrosse	70' x 15' Tunnel	6	Ea.	\$1,000	\$6,000	0.0%
Netting (Field)		60,000	SF	\$2	\$120,000	0.7%
Curtains (Field)	Sports Equipment (Cones, Balls, Etc.)	2	Ea.	\$20,000	\$40,000	0.2%
Batting Cages/Pitching Tunnels		4	Ea.	\$15,000	\$60,000	0.4%
Pitching Machines		4	Ea.	\$3,000	\$12,000	0.1%
Athletic Equipment		1	LS	\$75,000	\$75,000	0.4%
<b>Shipping &amp; Tax</b>				9.00%	\$60,795	0.4%
<b>Contingency</b>				10.00%	\$73,630	0.4%
<b>Field and Sport Equipment Cost Total</b>					<b>\$809,925</b>	<b>4.8%</b>
<b>Furniture, Fixtures and Equipment Cost</b>						
<b>FOOD &amp; BEVERAGE</b>						
Concessions Equipment		1	LS	\$150,000	\$150,000	0.9%
Finish Out	All Concessions Areas	1	LS	\$25,000	\$25,000	0.1%
<b>FURNISHINGS</b>						
Furnishings		10,200	SF	\$2	\$20,400	0.1%
Hardware	IT systems, Computers, Etc.	87,750	SF	\$0.50	\$43,875	0.3%
Software		1	LS	\$20,000	\$20,000	0.1%
<b>MISCELLANEOUS</b>						
Marquee Signage		1	LS	\$150,000	\$150,000	0.9%
Graphics Package		87,750	LS	\$1	\$87,750	0.5%
Audio/Video		1	LS	\$125,000	\$125,000	0.7%
Maintenance Equipment		87,750	LS	\$0.35	\$30,713	0.2%
<b>Shipping &amp; Tax</b>				9.00%	\$58,746	0.4%
<b>Contingency</b>				10.00%	\$71,148	0.4%
<b>Furniture, Fixtures and Equipment Cost Total</b>					<b>\$782,632</b>	<b>4.7%</b>
<b>Soft Costs Construction</b>						
Design-Build Fee	% of Structure and Site work			12.0%	\$1,558,972	9.3%
Finance Support Services and Issuance				2.5%	\$364,600	2.2%
Permits/Inspections	% of Structure and Site work			0.50%	\$64,957	0.4%
<b>Contingency</b>				10.00%	\$198,853	1.2%
<b>Soft Cost Total</b>					<b>\$2,187,382</b>	<b>13.0%</b>
<b>Total Construction Costs - Indoor Athletic Facility</b>					<b>\$16,771,370</b>	<b>100.0%</b>
<b>Cost Per Square Foot</b>					<b>\$191</b>	



**Capital Costs and Start-up Expenses - Outdoor Facility**

	Details	Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
<b>Building &amp; Land Cost</b>						
Real Estate Acquisition	TBD	42.0	Acre	\$0	\$0	0.0%
<b>Land Cost Total</b>					<b>\$0</b>	<b>0.0%</b>
<b>Hard Costs</b>						
<b>Support Buildings</b>						
Support Buildings	Finished Building with FF&E (Not Including Food & Beverage)	3,200	SF	\$250	\$800,000	5.0%
Maintenance Building	Finished Modular Building	1,600	SF	\$65	\$104,000	0.6%
<b>Site Development</b>						
Site Development - Clearing, Prep, Grading, Utility Runs, Landscaping, etc.	Paving, Grading, Utilities, Landscaping, Improvement Allocation for Outdoor Facility	42.0	Acre	\$100,000	\$4,203,580	26.1%
Fencing - Perimeter and Facility Control		1	LS	\$200,000	\$200,000	1.2%
<b>Contingency</b>				10.00%	\$530,758	3.3%
<b>Hard Cost Total</b>					<b>\$5,638,338</b>	<b>36.3%</b>
<b>Multi-Purpose Fields</b>						
<b>Synthetic Turf Fields</b>						
Synthetic Turf Fields	Turf with Full Installation	691,924	SF	\$7.00	\$4,843,468	30.09%
Wash Down System	material and install	2	ea.	\$5,000	\$10,000	0.06%
Field Lights		7	ea.	\$180,000	\$1,260,000	7.83%
Plate Bases and Anchors		4	set	\$900	\$3,600	0.02%
Dugouts with Fountains		4	ea.	\$18,500	\$74,000	0.46%
Foul Poles		4	set	\$4,000	\$16,000	0.10%
Fencing and Backstop		4	ea.	\$50,000	\$200,000	1.24%
L-Screens		8	ea.	\$200	\$1,600	0.01%
Tri-Fold Screens		4	ea.	\$475	\$1,900	0.01%
1B Screens		4	ea.	\$350	\$1,400	0.01%
Ball Caddies		8	ea.	\$10,000	\$80,000	0.50%
Portable Mounds		8	ea.	\$12,500	\$100,000	0.62%
Scoreboards	tip and roll	32	ea.	\$300	\$9,600	0.06%
Benches (Participants)	Soccer: 11 v 11	8	ea.	\$3,000	\$24,000	0.15%
Bleachers (Spectators)	Soccer: 9v9	12	ea.	\$1,200	\$14,400	0.09%
Goals	Soccer: 6v6	80	ea.	\$1,050	\$84,000	0.53%
Goals	Lacrosse	8	ea.	\$4,500	\$36,000	0.23%
Goals		10	ea.	\$10,000	\$100,000	0.63%
Goals	Flags, Balls, Cones, & Training Equip.	1	LS	\$50,000	\$50,000	0.31%
Goals				9.00%	\$53,175	0.34%
Shade Structures - Tension Fabric				10.00%	\$108,141	0.68%
Field Equipment						
<b>Shipping &amp; Tax Contingency</b>						
<b>Multi-Purpose Fields Cost Total</b>					<b>\$8,456,149</b>	<b>52.53%</b>
<b>Furniture, Fixtures and Equipment Cost</b>						
<b>FOOD &amp; BEVERAGE</b>						
Secondary Support Building Equipment	Equipment for Support Buildings	2	ea.	\$75,000	\$150,000	0.9%
Finish Out		2	ea.	\$25,000	\$50,000	0.3%
<b>FURNISHINGS</b>						
Signage	Monument and Wayfinding	1	LS	\$150,000	\$150,000	0.9%
Furnishings	Support Buildings	2	ea.	\$10,000	\$20,000	0.1%
Hardware	IT systems, Computers, Etc.	1	LS	\$20,000	\$20,000	0.1%
Software		1	LS	\$25,000	\$25,000	0.2%
Championship Field Stands		1,000	ea.	\$150	\$150,000	0.9%
<b>FIELD MAINTENANCE EQUIPMENT</b>						
Utility Vehicle (Gator)		1	ea.	\$12,500	\$12,500	0.1%
Utility Golf Cart		2	ea.	\$10,000	\$20,000	0.1%
<b>Shipping &amp; Tax Contingency</b>						
				10.00%	\$65,128	0.4%
<b>Furniture, Fixtures and Equipment Cost Total</b>					<b>\$7,16,403</b>	<b>4.5%</b>
<b>Soft Costs Construction</b>						
Design-Build Fees	% of Structure and Site work			10.0%	\$583,834	3.6%
Finance Support Services and Issuance				2.5%	\$375,272	2.3%
Permits/Inspections				0.50%	\$29,192	0.2%
<b>Contingency</b>				10.00%	\$98,830	0.6%
<b>Soft Costs Total</b>					<b>\$1,087,128</b>	<b>6.8%</b>
<b>Total Construction Costs - Outdoor Facility</b>					<b>\$16,098,017</b>	<b>100.00%</b>



## Capital Costs and Start-up Expenses - Soft Costs Operations

	Details	Cost/Unit	Budgeted Cost	% of Total
<b>Soft Costs Operations</b>				
Pre-Launch Professional Services	Legal, Accounting, Bank, Consulting		\$100,000	8.7%
Permits and Extensions			\$50,000	4.4%
Presentation Materials	Renderings, Etc.		\$50,000	4.4%
Grand Opening			\$15,000	
Interest on Construction Loan			\$0	0.0%
Marketing Allowance	Pre-Opening Marketing Budget		\$50,000	4.4%
Opening Support Services	Professional Management Support for Pre-Opening		\$270,000	0.0%
Pre-Funded Operational Account	Operations Development Services		\$183,083	16.0%
Pre-Opening Staff Budget	Staffing Cost Pre-Grand Opening		\$314,447	27.4%
Pre-Opening Staff Recruitment			\$9,433	0.8%
Working Capital Reserve			TBD	0.0%
<b>Contingency</b>		10.00%	\$104,196	9.1%
<b>Total Construction Costs - Soft Cost Operations</b>			<b>\$1,146,160</b>	<b>100.0%</b>





## Capital Costs and Start-up Expenses

USES OF FUNDS	
Land Cost	\$0
Hard Cost	\$18,829,770
Field and Sport Equipment Cost	\$9,266,073
Furniture, Fixtures, and Equipment	\$1,499,035
Soft Costs Construction	\$3,274,509
Soft Costs Operations	\$1,146,160
Working Capital Reserve	TBD
<b>Total Uses of Funds</b>	<b>\$34,015,548</b>

# Financial Performance Summary



## Total Revenue & Expenses - 5-Year Detail

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Multi-Purpose Field Tournaments	\$141,120	\$176,400	\$222,480	\$222,480	\$228,420
Indoor Soccer	\$293,228	\$350,740	\$442,194	\$488,683	\$541,407
Indoor Lacrosse	\$32,000	\$41,444	\$56,764	\$65,542	\$76,019
Indoor Football	\$50,400	\$59,932	\$75,098	\$82,730	\$91,352
Indoor Field Rental	\$102,960	\$106,049	\$120,153	\$123,758	\$133,844
Outdoor Multi-Purpose Field Rental	\$185,420	\$194,691	\$224,868	\$236,112	\$247,917
Food & Beverage	\$150,132	\$184,783	\$219,313	\$221,180	\$222,111
Secondary Revenue	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
<b>Total Revenue</b>	<b>\$1,080,260</b>	<b>\$1,239,040</b>	<b>\$1,485,871</b>	<b>\$1,565,485</b>	<b>\$1,666,071</b>
Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Multi-Purpose Field Tournaments	\$22,752	\$28,440	\$35,208	\$35,208	\$35,802
Indoor Soccer	\$64,919	\$77,652	\$92,959	\$102,732	\$110,936
Indoor Lacrosse	\$6,400	\$8,289	\$10,734	\$12,393	\$13,980
Indoor Football	\$9,792	\$11,644	\$13,810	\$15,214	\$16,347
Indoor Field Rental	\$5,148	\$5,302	\$6,008	\$6,188	\$6,692
Outdoor Multi-Purpose Field Rental	\$9,271	\$9,735	\$11,243	\$11,806	\$12,396
Food & Beverage	\$82,572	\$101,631	\$120,622	\$121,649	\$122,161
Secondary Revenue	\$31,250	\$31,250	\$31,250	\$31,250	\$31,250
<b>Total Cost of Goods Sold</b>	<b>\$232,105</b>	<b>\$273,943</b>	<b>\$321,834</b>	<b>\$336,440</b>	<b>\$349,564</b>
<b>Gross Margin</b>	<b>\$848,155</b>	<b>\$965,097</b>	<b>\$1,164,036</b>	<b>\$1,229,045</b>	<b>\$1,316,507</b>
<i>% of Revenue</i>	<i>79%</i>	<i>78%</i>	<i>78%</i>	<i>79%</i>	<i>79%</i>
Facility Expenses	\$404,116	\$408,456	\$415,915	\$422,024	\$428,225
Operating Expense	\$185,999	\$178,808	\$195,283	\$200,092	\$205,765
Management Payroll	\$395,000	\$410,800	\$427,232	\$444,321	\$462,094
Payroll Taxes/Benefits/Bonus	\$113,385	\$122,237	\$133,135	\$138,435	\$144,330
<b>Total Operating Expenses</b>	<b>\$1,098,500</b>	<b>\$1,120,302</b>	<b>\$1,171,565</b>	<b>\$1,204,873</b>	<b>\$1,240,415</b>
<b>EBITDA</b>	<b>(\$250,345)</b>	<b>(\$155,205)</b>	<b>(\$7,529)</b>	<b>\$24,172</b>	<b>\$76,092</b>



## Economic Impact

### Number of Events Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Multi-Purpose Field Tournaments	8	10	12	12	12
<b>Total Events Per Year</b>	<b>8</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>12</b>

### Per Person Spending By Category

	Amount	% of Total
Lodging/Accommodations	\$39.00	30.7%
Dining/Groceries	\$44.25	34.8%
Transportation	\$7.52	5.9%
Entertainment/Attractions	\$3.54	2.8%
Retail	\$20.80	16.4%
Miscellaneous	\$11.95	9.4%
<b>Total</b>	<b>\$127.06</b>	<b>100%</b>

### Economic Impact Drivers

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market	38,880	48,600	58,320	58,320	58,320
Room Nights	11,664	14,580	17,496	17,496	17,496

### Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Direct Spending	\$4,939,996	\$6,174,995	\$7,409,993	\$7,409,993	\$7,409,993
Total Indirect Spending	\$0	\$0	\$0	\$0	\$0
<b>Total Economic Impact</b>	<b>\$4,939,996</b>	<b>\$6,174,995</b>	<b>\$7,409,993</b>	<b>\$7,409,993</b>	<b>\$7,409,993</b>

# Business Unit Analysis



Multi-Purpose Field Rental Tournament Revenue & Expenses

Revenue	Mgmt Assump.	Amount per Activity					Number of Events					Ave.	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>6 Fields (2.5 Days)</b>																	
Team Information	12 teams, 10 Player Ave.											1000					
Rental Fees	Daily Rental Rate/Field	\$000	\$000	\$000	\$000	\$000	0	10	12	12	12	10	\$72,000	\$90,000	\$110,000	\$110,000	\$129,140
Parking Fees - Weekend Pass	0.0 Cals/Player	\$10	\$10	\$10	\$10	\$10	0	10	12	12	12	004	\$09,120	\$00,400	\$103,000	\$103,000	\$103,000
	Non-capacity growth rate		1.00	1.10	1.00	1.00	0	10	12	12	12						
	Capacity growth rate						8	10	12	12	12						
<b>Area Revenue</b>													<b>\$141,120</b>	<b>\$170,400</b>	<b>\$222,400</b>	<b>\$222,400</b>	<b>\$220,420</b>
<b>Expense</b>																	
	Mgmt Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Facility Attendant Staff	10% Rental Fees												\$7,200	\$9,000	\$11,880	\$11,880	\$12,474
Parking Staff and Supplies	22.5% Parking Revenue												\$15,552	\$19,440	\$23,328	\$23,328	\$23,328
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0
<b>Area Expense</b>													<b>\$22,752</b>	<b>\$28,440</b>	<b>\$35,208</b>	<b>\$35,208</b>	<b>\$35,802</b>
<b>Net Revenue</b>													<b>\$118,368</b>	<b>\$141,960</b>	<b>\$187,192</b>	<b>\$187,192</b>	<b>\$184,618</b>



**Soccer Revenue & Expenses**

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Sellable	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 Sessions						
Instructional Clinics	\$/Session	\$130	\$130	\$165	\$165	\$173	14	17	19	21	22	2	\$4,200	\$5,024	\$6,334	\$7,000	\$7,755
Instructional Camps	\$/week (full days)	\$250	\$250	\$275	\$275	\$289	14	17	19	21	22	5	\$17,500	\$20,932	\$26,390	\$29,165	\$32,371
Drop-in/Other income	\$/Session	\$10	\$10	\$11	\$11	\$12	22	27	31	34	36	12	\$2,888	\$3,215	\$4,054	\$4,480	\$4,963
<b>Large Field Leagues</b>																	
Sept. - Oct. League	\$/team	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	6	7	8	9	9	1	\$8,700	\$10,406	\$13,120	\$14,499	\$16,063
Nov. - Dec. League	\$/team	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	13	15	17	19	20	1	\$18,900	\$22,607	\$28,502	\$31,498	\$34,896
Jan. - Feb. League	\$/team	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	17	21	24	26	27	1	\$25,800	\$30,860	\$38,907	\$42,997	\$47,636
Mar. - Apr. League	\$/team	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	16	19	22	24	26	1	\$24,000	\$28,707	\$36,193	\$39,998	\$44,313
May - June League	\$/team	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	3	3	4	4	4	1	\$4,200	\$5,024	\$6,334	\$7,000	\$7,755
July - Aug. League	\$/team	\$1,500	\$1,500	\$1,650	\$1,650	\$1,733	3	3	4	4	4	1	\$4,200	\$5,024	\$6,334	\$7,000	\$7,755
<b>Small Field Leagues</b>																	
Sept. - Oct. League	\$/team	\$800	\$800	\$880	\$880	\$924	23	28	32	35	37	1	\$18,560	\$22,200	\$27,989	\$30,931	\$34,269
Nov. - Dec. League	\$/team	\$800	\$800	\$880	\$880	\$924	50	60	69	76	81	1	\$40,320	\$48,228	\$60,803	\$67,196	\$74,446
Jan. - Feb. League	\$/team	\$800	\$800	\$880	\$880	\$924	69	82	94	104	110	1	\$55,040	\$66,835	\$83,001	\$91,726	\$101,624
Mar. - Apr. League	\$/team	\$800	\$800	\$880	\$880	\$924	64	77	88	97	102	1	\$51,200	\$61,242	\$77,211	\$85,328	\$94,534
May - June League	\$/team	\$800	\$800	\$880	\$880	\$924	11	13	15	17	18	1	\$8,960	\$10,717	\$13,512	\$14,932	\$16,543
July - Aug. League	\$/team	\$800	\$800	\$880	\$880	\$924	11	13	15	17	18	1	\$8,960	\$10,717	\$13,512	\$14,932	\$16,543
<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.00	1.00	1.20	1.15	1.11	1.08							
<b>Capacity growth rate</b>																	
<b>Area Revenue</b>												<b>\$293,226</b>	<b>\$350,740</b>	<b>\$442,194</b>	<b>\$486,663</b>	<b>\$541,407</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>	
Soccer Management	Responsibility of Management Team												\$0	\$0	\$0	\$0	\$0
Soccer Staff Referee	5% of Gross Revenue												\$14,661	\$17,537	\$22,110	\$24,434	\$27,070
Fees Instructor Fees	Avg. \$30/game												\$36,036	\$43,104	\$49,403	\$54,597	\$57,607
Equipment and Supplies	\$10-\$25/Instructor (25% Instruct. Rev)												\$5,425	\$6,489	\$8,181	\$9,041	\$10,017
Awards	1% of Gross Revenue												\$2,832	\$3,507	\$4,422	\$4,887	\$5,414
	T-Shirts and Trophies (2% of Revenue)												\$5,865	\$7,015	\$8,844	\$9,774	\$10,828
<b>Area Expense</b>												<b>\$64,919</b>	<b>\$77,652</b>	<b>\$92,959</b>	<b>\$102,732</b>	<b>\$110,936</b>	
<b>Net Revenue</b>												<b>\$228,309</b>	<b>\$273,088</b>	<b>\$349,235</b>	<b>\$385,951</b>	<b>\$430,471</b>	



**Lacrosse 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>Leagues</b>																		
Sept. - Oct. League	\$/team	\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	\$0
Nov.- Dec. League	\$/team	\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	8	10	13	15	16	1	\$8,000	\$10,361	\$14,191	\$16,385	\$19,005	
Jan. - Feb. League	\$/team	\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	16	21	26	30	33	1	\$16,000	\$20,722	\$28,382	\$32,771	\$38,010	
Mar. - Apr. League	\$/team	\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	8	10	13	15	16	1	\$8,000	\$10,361	\$14,191	\$16,385	\$19,005	
May - June League	\$/team	\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
July - Aug. League	\$/team	\$1,000	\$1,000	\$1,100	\$1,100	\$1,155	0	-	-	-	-	1	\$0	\$0	\$0	\$0	\$0	
<b>Non-capacity growth rate</b>			1.00	1.10	1.00	1.00	1.00	1.00	1.00	1.00	1.00							
<b>Capacity growth rate</b>																		
<b>Area Revenue</b>												<b>\$32,000</b>	<b>\$41,444</b>	<b>\$56,764</b>	<b>\$65,542</b>	<b>\$76,019</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>												
Lacrosse Management	Responsibility of Management Team	\$0	\$0	\$0	\$0	\$0												
Lacrosse Staff Referee	5% of Gross Revenue	\$1,600	\$2,072	\$2,838	\$3,277	\$3,801												
Fees	Avg. \$30/game	\$3,840	\$4,973	\$6,192	\$7,150	\$7,898												
Equipment and Supplies	1% of Gross Revenue	\$320	\$414	\$568	\$655	\$760												
Awards	T-Shirts and Trophies (2% of Gross Revenue)	\$640	\$829	\$1,135	\$1,311	\$1,520												
<b>Area Expense</b>												<b>\$6,400</b>	<b>\$8,289</b>	<b>\$10,734</b>	<b>\$12,393</b>	<b>\$13,980</b>		
<b>Net Revenue</b>												<b>\$25,600</b>	<b>\$33,155</b>	<b>\$46,030</b>	<b>\$53,148</b>	<b>\$62,040</b>		





**Football Revenue & Expenses**

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Sellable	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>League</b>																	
Sept. - Oct. League	\$/team	\$700	\$700	\$770	\$770	\$809	7	8	9	10	11	1	\$4,900	\$5,827	\$7,301	\$8,043	\$8,881
Nov. - Dec. League	\$/team	\$700	\$700	\$770	\$770	\$809	16	19	22	24	25	1	\$11,200	\$13,318	\$16,688	\$18,385	\$20,300
Jan. - Feb. League	\$/team	\$700	\$700	\$770	\$770	\$809	21	25	28	31	33	1	\$14,700	\$17,480	\$21,904	\$24,130	\$26,644
Mar. - Apr. League	\$/team	\$700	\$700	\$770	\$770	\$809	20	24	27	30	31	1	\$14,000	\$16,648	\$20,861	\$22,981	\$25,376
May - June League	\$/team	\$700	\$700	\$770	\$770	\$809	4	5	5	6	6	1	\$2,800	\$3,330	\$4,172	\$4,596	\$5,075
July - Aug. League	\$/team	\$700	\$700	\$770	\$770	\$809	4	5	5	6	6	1	\$2,800	\$3,330	\$4,172	\$4,596	\$5,075
	<b>Non-capacity growth rate</b>		1.00	1.10	1.00	1.05	-	1.19	1.14	1.10	1.05						
	<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>\$50,400</b>	<b>\$59,932</b>	<b>\$75,098</b>	<b>\$82,730</b>	<b>\$91,352</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>
Football Management	Responsibility of Management Team 5%												\$0	\$0	\$0	\$0	\$0
Football Staff Referee	of Gross Revenue												\$2,520	\$2,997	\$3,755	\$4,137	\$4,568
Fees	Avg. \$20/game												\$5,760	\$6,849	\$7,802	\$8,595	\$9,039
Equipment and Supplies	1% of Gross Revenue												\$504	\$599	\$751	\$827	\$914
Awards	T-Shirts and Trophies (2% Gross Revenue)												\$1,008	\$1,199	\$1,502	\$1,655	\$1,827
<b>Area Expense</b>												<b>\$9,792</b>	<b>\$11,644</b>	<b>\$13,810</b>	<b>\$15,214</b>	<b>\$16,347</b>	
<b>Net Revenue</b>												<b>\$40,608</b>	<b>\$48,288</b>	<b>\$61,288</b>	<b>\$67,517</b>	<b>\$75,005</b>	



**Indoor Field Rental Revenue & Expense**

Revenue	Mgmt. Assump.	Price per Session					Number per Session					Sessions	Year				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
<b>1/3 Field Rentals</b>																	
Sept. - Oct. Rentals	\$/Hour	\$165	\$165	\$182	\$182	\$191	58	59	61	63	65	1	\$9,504	\$9,789	\$11,091	\$11,424	\$12,355
Nov. - Dec. Rentals	\$/Hour	\$165	\$165	\$182	\$182	\$191	139	143	148	152	157	1	\$22,968	\$23,657	\$26,803	\$27,608	\$29,858
Jan. - Feb. Rentals	\$/Hour	\$165	\$165	\$182	\$182	\$191	197	203	209	215	222	1	\$32,472	\$33,446	\$37,894	\$39,031	\$42,212
Mar. - Apr. Rentals	\$/Hour	\$165	\$165	\$182	\$182	\$191	173	178	183	189	194	1	\$28,512	\$29,367	\$33,273	\$34,271	\$37,065
May - June Rentals	\$/Hour	\$165	\$165	\$182	\$182	\$191	29	30	31	31	32	1	\$4,752	\$4,895	\$5,546	\$5,712	\$6,177
July - Aug. Rentals	\$/Hour	\$165	\$165	\$182	\$182	\$191	29	30	31	31	32	1	\$4,752	\$4,895	\$5,546	\$5,712	\$6,177
	non-capacity growth rate		1.00	1.10	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						
<b>Area Revenue</b>												<b>\$102,960</b>	<b>\$106,049</b>	<b>\$120,193</b>	<b>\$123,756</b>	<b>\$133,044</b>	
<b>Expense</b>																	
	Mgmt. Assump.												<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Supervision/maint. Staff	5% Rev												\$5,148	\$5,302	\$6,006	\$6,188	\$6,692
<b>Area Expense</b>												<b>\$5,148</b>	<b>\$5,302</b>	<b>\$6,006</b>	<b>\$6,188</b>	<b>\$6,692</b>	
<b>Net Revenue</b>												<b>\$97,812</b>	<b>\$100,746</b>	<b>\$114,146</b>	<b>\$117,570</b>	<b>\$127,152</b>	



**Field 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>Full Field Rentals</b>																	
Sept. - Oct.	\$/hour (Average)	\$ 150	\$ 150	\$ 155	\$ 155	\$ 173	330	353	370	389	389	1	\$50,400	\$52,920	\$51,123	\$54,179	\$57,355
Nov. - Dec.	\$/hour (Average)	\$ 150	\$ 150	\$ 155	\$ 155	\$ 173	72	70	79	83	83	1	\$10,800	\$11,340	\$13,095	\$13,753	\$14,440
Jan. - Feb.	\$/hour (Average)	\$ 150	\$ 150	\$ 155	\$ 155	\$ 173	72	70	79	83	83	1	\$10,800	\$11,340	\$13,095	\$13,753	\$14,440
Mar. - Apr.	\$/hour (Average)	\$ 150	\$ 150	\$ 155	\$ 155	\$ 173	330	353	370	389	389	1	\$50,400	\$52,920	\$51,123	\$54,179	\$57,355
May - June	\$/hour (Average)	\$ 150	\$ 150	\$ 155	\$ 155	\$ 173	170	185	194	204	204	1	\$20,400	\$21,720	\$22,017	\$23,017	\$23,295
July - Aug.	\$/hour (Average)	\$ 150	\$ 150	\$ 155	\$ 155	\$ 173	170	185	194	204	204	1	\$20,400	\$21,720	\$22,017	\$23,017	\$23,295
Field Light Usage Charge	\$/hour	\$25	\$25	\$25	\$25	\$29	409	429	451	473	473	1	\$10,220	\$10,731	\$12,394	\$13,014	\$13,553
	Non-capacity growth rate		1.98	1.98	1.98	1.98		1.88	1.88	1.88	1.88						
	Capacity growth rate																
<b>Area Revenue</b>												\$ 155,420	\$ 159,591	\$ 224,555	\$ 235,112	\$ 247,917	
<b>Expense</b>																	
Supervision/maintenance Staff	5% Rev												Year 1	Year 2	Year 3	Year 4	Year 5
													\$9,271	\$9,735	\$11,243	\$11,555	\$12,395
<b>Area Expense</b>												\$9,271	\$9,735	\$11,243	\$11,555	\$12,395	
<b>Net Revenue</b>												\$ 146,149	\$ 149,856	\$ 213,312	\$ 223,557	\$ 235,521	



## Food & Beverage Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$150,132	\$184,783	\$219,313	\$221,180	\$222,111
<b>Area Revenue</b>			<b>\$150,132</b>	<b>\$184,783</b>	<b>\$219,313</b>	<b>\$221,180</b>	<b>\$222,111</b>
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food		30% Concession Sales	\$45,040	\$55,435	\$65,794	\$66,354	\$66,633
Concessions Wages		25% Concession Sales	\$37,533	\$46,196	\$54,828	\$55,295	\$55,528
<b>Area Expense</b>			<b>\$82,572</b>	<b>\$101,631</b>	<b>\$120,622</b>	<b>\$121,649</b>	<b>\$122,161</b>
<b>Net Revenue</b>			<b>\$67,559</b>	<b>\$83,153</b>	<b>\$98,691</b>	<b>\$99,531</b>	<b>\$99,950</b>



## Secondary Revenue Areas

<b>Revenue</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>
Advertisement/Sponsorship Income		\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
<b>Area Revenue</b>		<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</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>
Advertisement Hard Cost and Commissions		\$31,250	\$31,250	\$31,250	\$31,250	\$31,250
<b>Area Expense</b>		<b>\$31,250</b>	<b>\$31,250</b>	<b>\$31,250</b>	<b>\$31,250</b>	<b>\$31,250</b>
<b>Net Revenue</b>		<b>\$93,750</b>	<b>\$93,750</b>	<b>\$93,750</b>	<b>\$93,750</b>	<b>\$93,750</b>

# Overhead Expenses



## Facility Expenses

### Indoor Buildings

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Janitorial Expenses		\$51,235	\$53,357	\$55,489	\$56,192	\$56,906
Safety Supplies		\$5,000	\$2,000	\$2,030	\$2,060	\$2,091
Maintenance & Repairs		\$31,833	\$32,310	\$32,795	\$33,287	\$33,786
Utility Expense		\$136,425	\$138,471	\$140,548	\$142,657	\$144,797
<b>Total Indoor Facility Expense</b>		<b>\$224,493</b>	<b>\$226,138</b>	<b>\$230,863</b>	<b>\$234,196</b>	<b>\$237,579</b>

### Outdoor Facility

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Turf Multi-Purpose Field Maintenance and Labor		\$66,500	\$67,498	\$68,510	\$69,538	\$70,581
Grounds Maintenance and Labor		\$78,124	\$79,296	\$80,485	\$81,692	\$82,918
Field Lighting		\$35,000	\$35,525	\$36,058	\$36,599	\$37,148
<b>Total Outdoor Facility Expense</b>		<b>\$179,624</b>	<b>\$182,318</b>	<b>\$185,053</b>	<b>\$187,829</b>	<b>\$190,646</b>
<b>Total Facility Expense</b>		<b>\$404,116</b>	<b>\$408,456</b>	<b>\$415,915</b>	<b>\$422,024</b>	<b>\$428,225</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
Bank Service Charges	Misc. Banking Fees	\$21,605	\$24,781	\$29,717	\$31,310	\$33,321
Communications	IT/Phone/Cable/WiFi	\$24,000	\$24,360	\$24,725	\$25,096	\$25,473
Employee Uniforms		\$2,000	\$1,000	\$1,015	\$1,030	\$1,046
General Advertising		\$38,210	\$22,281	\$27,217	\$28,810	\$30,821
Tournament Business Development		\$20,000	\$25,000	\$30,000	\$30,000	\$30,000
Insurance		\$32,408	\$32,894	\$33,387	\$33,888	\$34,396
Legal Fees		\$10,000	\$10,150	\$10,302	\$10,457	\$10,614
Licenses, Permits		\$2,500	\$2,538	\$2,576	\$2,614	\$2,653
National Management & Marketing Service		TBD	TBD	TBD	TBD	TBD
Office Supplies		\$7,276	\$7,385	\$7,496	\$7,608	\$7,722
Real Estate Tax		\$0	\$0	\$0	\$0	\$0
Software		\$18,000	\$18,270	\$18,544	\$18,822	\$19,105
Travel and Education		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
<b>Total Operating Expenses</b>		<b>\$185,999</b>	<b>\$178,808</b>	<b>\$195,283</b>	<b>\$200,092</b>	<b>\$205,765</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		\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Program Director		\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Facility Manager		\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Finance Manager		\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Admin Support	Part Time at Front Des	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
<b>Total Management Payroll</b>		<b>\$395,000</b>	<b>\$410,800</b>	<b>\$427,232</b>	<b>\$444,321</b>	<b>\$462,094</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	\$55,000	\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Mgmt	Program Director	3 months prior	\$11,250	\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Mgmt	Facility Manager	3 months prior	\$10,000	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Mgmt	Finance Manager	6 months prior	\$27,500	\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Support	Admin Support	1 month prior	\$3,333	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
<b>Subtotal Management Payroll</b>			<b>\$252,083</b>	<b>\$395,000</b>	<b>\$410,800</b>	<b>\$427,232</b>	<b>\$444,321</b>	<b>\$462,094</b>
Staff	Multi-Purpose Field Tournament Rental Staff	1 month prior	\$1,896	\$22,752	\$28,440	\$35,208	\$35,208	\$35,802
Staff	Indoor Soccer Staff	1 month prior	\$1,222	\$14,661	\$17,537	\$22,110	\$24,434	\$27,070
Staff	Indoor Lacrosse Staff	1 month prior	\$133	\$1,600	\$2,072	\$2,838	\$3,277	\$3,801
Staff	Indoor Football Staff	1 month prior	\$210	\$2,520	\$2,997	\$3,755	\$4,137	\$4,568
Staff	Indoor Field Rental Staff	1 month prior	\$429	\$5,148	\$5,302	\$6,008	\$6,188	\$6,692
Staff	Outdoor Field Rental Staff	1 month prior	\$773	\$9,271	\$9,735	\$11,243	\$11,806	\$12,396
Staff	Food & Beverage Staff	1 month prior	\$3,128	\$37,533	\$46,196	\$54,828	\$55,295	\$55,528
<b>Subtotal Sport Admin Staff</b>			<b>\$7,790</b>	<b>\$93,485</b>	<b>\$112,279</b>	<b>\$135,990</b>	<b>\$140,344</b>	<b>\$145,857</b>
Instructors	Indoor Soccer Instructors	Per Diem		\$5,425	\$6,489	\$8,181	\$9,041	\$10,017
<b>Subtotal Instructors (COGS)</b>				<b>\$5,425</b>	<b>\$6,489</b>	<b>\$8,181</b>	<b>\$9,041</b>	<b>\$10,017</b>
Referees	Indoor Soccer Referees	Per Diem		\$36,036	\$43,104	\$49,403	\$54,597	\$57,607
Referees	Indoor Lacrosse Referees	Per Diem		\$3,840	\$4,973	\$6,192	\$7,150	\$7,898
Referees	Indoor Football Referees	Per Diem		\$5,760	\$6,849	\$7,802	\$8,595	\$9,039
<b>Subtotal Referee/Trainers (COGS)</b>				<b>\$45,636</b>	<b>\$54,927</b>	<b>\$63,398</b>	<b>\$70,342</b>	<b>\$74,544</b>
<b>Payroll Subtotal</b>			<b>\$259,874</b>	<b>\$539,546</b>	<b>\$584,494</b>	<b>\$634,801</b>	<b>\$664,049</b>	<b>\$692,511</b>
	Bonus Pool		\$0	\$10,803	\$12,390	\$14,859	\$15,655	\$16,661
	Payroll Services		\$7,796	\$14,655	\$15,692	\$16,897	\$17,540	\$18,239
	Payroll Taxes/Benefits		\$46,777	\$87,927	\$94,154	\$101,380	\$105,240	\$109,431
<b>Payroll Taxes/Benefits/Bonus Totals</b>			<b>\$54,573</b>	<b>\$113,385</b>	<b>\$122,237</b>	<b>\$133,135</b>	<b>\$138,435</b>	<b>\$144,330</b>
<b>Total Payroll</b>			<b>\$652,931</b>	<b>\$652,931</b>	<b>\$706,731</b>	<b>\$767,936</b>	<b>\$802,483</b>	<b>\$836,842</b>