

SEASIDE RECREATION CENTER | SEASIDE, OREGON

Five-Year Financial Forecast

MARCH 2022



PREPARED FOR:

SUNSET EMPIRE RECREATION DISTRICT



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Financial Performance Summary

Total Revenue & Expenses

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Education and Childcare					
After School	\$70,200	\$77,220	\$87,318	\$91,684	\$100,852
Camps	\$191,250	\$210,375	\$241,424	\$253,495	\$283,074
Preschool/Early Education	\$271,680	\$298,848	\$329,979	\$346,478	\$381,650
Community Safety and Education	\$24,000	\$24,150	\$27,002	\$27,115	\$29,865
Arts					
Art	\$10,040	\$11,044	\$13,093	\$13,748	\$15,892
Cooking	\$3,520	\$3,872	\$5,285	\$5,550	\$6,723
Dance	\$1,440	\$1,584	\$2,162	\$2,270	\$2,751
Music and Performing Arts	\$3,520	\$3,872	\$5,285	\$5,550	\$6,723
Fitness, Sports, and Recreation					
Membership/Fitness	\$246,133	\$257,493	\$297,923	\$306,538	\$337,888
Martial Arts	\$1,680	\$1,848	\$2,523	\$2,649	\$3,209
Special Events	\$50,750	\$55,825	\$66,320	\$69,636	\$79,396
Sports and Recreation	\$28,900	\$31,790	\$38,254	\$40,166	\$47,243
Sports Tournaments	\$12,800	\$14,400	\$17,600	\$17,600	\$18,400
Other					
Rentals	\$70,875	\$73,001	\$82,710	\$85,192	\$92,135
Tenants	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Vending	\$12,300	\$13,530	\$14,207	\$14,633	\$15,072
Total Revenue	\$1,119,088	\$1,198,853	\$1,351,085	\$1,402,303	\$1,540,873
Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Education and Childcare					
After School	\$31,590	\$34,749	\$39,293	\$41,258	\$45,384
Camps	\$86,063	\$94,669	\$108,641	\$114,073	\$127,383
Preschool/Early Education	\$176,592	\$194,251	\$214,486	\$225,211	\$248,072
Community Safety and Education	\$11,250	\$11,250	\$12,375	\$12,375	\$13,500
Arts					
Art	\$5,346	\$5,881	\$6,937	\$7,284	\$8,404
Cooking	\$0	\$0	\$0	\$0	\$0
Dance	\$0	\$0	\$0	\$0	\$0
Music and Performing Arts	\$0	\$0	\$0	\$0	\$0
Fitness, Sports, and Recreation					
Membership/Fitness	\$116,588	\$127,151	\$133,736	\$139,184	\$145,116
Martial Arts	\$0	\$0	\$0	\$0	\$0
Special Events	\$39,500	\$43,450	\$51,732	\$54,319	\$62,109
Sports and Recreation	\$6,625	\$7,288	\$8,663	\$9,096	\$10,665
Sports Tournaments	\$1,280	\$1,440	\$1,760	\$1,760	\$1,840
Other					
Rentals	\$3,544	\$3,650	\$4,136	\$4,260	\$4,607
Tenants	\$0	\$0	\$0	\$0	\$0
Vending	\$6,150	\$6,765	\$7,103	\$7,316	\$7,536
Total Cost of Goods Sold	\$484,528	\$530,543	\$588,861	\$616,135	\$674,616
Gross Margin	\$634,561	\$668,310	\$762,223	\$786,168	\$866,257
<i>% of Revenue</i>	<i>57%</i>	<i>56%</i>	<i>56%</i>	<i>56%</i>	<i>56%</i>
Facility Expenses	\$177,900	\$180,830	\$184,198	\$186,805	\$189,450
Operating Expenses	\$140,309	\$130,099	\$142,119	\$146,572	\$157,586
Management Payroll	\$360,000	\$374,400	\$389,376	\$404,951	\$421,149
Payroll Taxes/Benefits/Bonus	\$257,033	\$275,030	\$296,225	\$309,052	\$330,533
Total Operating Expenses	\$935,242	\$960,359	\$1,011,919	\$1,047,381	\$1,098,719
EBITDA	(\$300,681)	(\$292,049)	(\$249,695)	(\$261,213)	(\$232,462)
<i>% of Revenue</i>	<i>-27%</i>	<i>-24%</i>	<i>-18%</i>	<i>-19%</i>	<i>-15%</i>

Economic Impact

Number of Events Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Sports Tournaments	8	9	10	10	10
Total Events Per Year	8	9	10	10	10

Per Person Spending By Category

	Amount	% of Total
Lodging/Accommodations	\$31.43	20.3%
Dining/Groceries	\$58.65	37.8%
Transportation	\$9.97	6.4%
Entertainment/Attractions	\$20.53	13.2%
Retail	\$18.77	12.1%
Miscellaneous	\$15.84	10.2%
Total	\$155.18	100%

Economic Impact Drivers

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market	7,616	8,568	9,520	9,520	9,520
Room Nights	2,560	2,880	3,200	3,200	3,200
Total Economic Impact	\$1,181,851	\$1,329,583	\$1,477,314	\$1,477,314	\$1,477,314

Business Unit Analysis

After School Programs 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							
SEPRD Programs																		
After School Program	/Day	\$195	\$195	\$210	\$210	\$220	40	44	46	49	51	9	\$70,200	\$77,220	\$87,318	\$91,684	\$100,852	
Area Revenue													\$70,200	\$77,220	\$87,318	\$91,684	\$100,852	
Expense		Management Assumption																
														Year 1	Year 2	Year 3	Year 4	Year 5
After School Staff	50% of Gross Revenue													\$24,570	\$27,027	\$30,561	\$32,089	\$35,298
Equipment, Supplies, and Consumables	10% of Gross Revenue													\$7,020	\$7,722	\$8,732	\$9,168	\$10,085
Area Expense													\$31,590	\$34,749	\$39,293	\$41,258	\$45,384	
Net Revenue													\$38,610	\$42,471	\$48,025	\$50,426	\$55,469	

Camp Programs 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						
SEPRD Programs																	
Single-Day Camp	\$/Day	\$50	\$50	\$55	\$55	\$60	35	39	40	42	45	45	\$78,750	\$86,625	\$100,052	\$105,054	\$120,335
Summer Day Camp - Full Day	\$/Week	\$200	\$200	\$220	\$220	\$230	50	55	58	61	64	9	\$90,000	\$99,000	\$114,345	\$120,062	\$131,796
Summer Day Camp - Half Day	\$/Week	\$125	\$125	\$130	\$130	\$135	20	22	23	24	25	9	\$22,500	\$24,750	\$27,027	\$28,378	\$30,943
Area Revenue													\$191,250	\$210,375	\$241,424	\$253,495	\$283,074
Expense	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Camp Staff	35% of Gross Revenue												\$66,938	\$73,631	\$84,498	\$88,723	\$99,076
Equipment, Supplies, and Consumables	10% of Gross Revenue												\$19,125	\$21,038	\$24,142	\$25,350	\$28,307
Area Expense													\$86,063	\$94,669	\$108,641	\$114,073	\$127,383
Net Revenue													\$105,188	\$115,706	\$132,783	\$139,422	\$155,691

Preschool/Early Education Programs Revenue

Revenue	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		Year 1	Year 2	Year 3	Year 4	Year 5
SEPRD Programs																
Parent and Infant/Toddler Class	\$5	\$5	\$6	\$6	\$7	8	9	9	10	10	36	\$1,440	\$1,584	\$1,996	\$2,096	\$2,567
Preschool Enrichment Classes	\$5	\$5	\$6	\$6	\$7	8	9	9	10	10	36	\$1,440	\$1,584	\$1,996	\$2,096	\$2,567
Preschool - Under 3 (1/2 day)	\$400	\$400	\$420	\$420	\$440	26	29	30	32	33	12	\$124,800	\$137,280	\$151,351	\$158,919	\$174,811
Preschool - Over 3 (1/2 day)	\$300	\$300	\$315	\$315	\$330	40	44	46	49	51	12	\$144,000	\$158,400	\$174,636	\$183,368	\$201,705
Area Revenue												\$271,680	\$298,848	\$329,979	\$346,478	\$381,650
Expense												Year 1	Year 2	Year 3	Year 4	Year 5
Preschool/Early Education Teachers												\$135,840	\$149,424	\$164,989	\$173,239	\$190,825
Equipment, Supplies, and Consumables												\$40,752	\$44,827	\$49,497	\$51,972	\$57,247
Area Expense												\$176,592	\$194,251	\$214,486	\$225,211	\$248,072
Net Revenue												\$95,088	\$104,597	\$115,493	\$121,267	\$133,577

Community Safety and Education Programs 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		Year 1	Year 2	Year 3	Year 4	Year 5
SEPRD Programs																	
First Aid/CPR		\$50	\$50	\$55	\$55	\$60	75	75	75	75	75	6	\$22,500	\$22,500	\$24,750	\$24,750	\$27,000
Partner/Contractor Programs																	
Babysitting/Safe Sitter Certification	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	15	17	17	18	19	2	\$300	\$330	\$450	\$473	\$573
Language	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	10	11	12	12	13	12	\$1,200	\$1,320	\$1,802	\$1,892	\$2,292
Area Revenue													\$24,000	\$24,150	\$27,002	\$27,115	\$29,865
Expense	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Community Safety and Education Staff	25% of Gross Revenue (SEPRD Programs Only)												\$5,625	\$5,625	\$6,188	\$6,188	\$6,750
Equipment, Supplies, and Certification Fees	25% of Gross Revenue (SEPRD Programs Only)												\$5,625	\$5,625	\$6,188	\$6,188	\$6,750
Area Expense													\$11,250	\$11,250	\$12,375	\$12,375	\$13,500
Net Revenue													\$12,750	\$12,900	\$14,627	\$14,740	\$16,365

Art Programs 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							
SEPRD Programs																		
Adult Art Party		\$40	\$40	\$45	\$45	\$50	12	13	14	15	15	4	\$1,920	\$2,112	\$2,495	\$2,620	\$3,056	
Ceramics and Pottery		\$40	\$40	\$45	\$45	\$50	10	11	12	12	13	12	\$4,800	\$5,280	\$6,237	\$6,549	\$7,640	
Painting		\$25	\$25	\$28	\$28	\$30	10	11	12	12	13	12	\$3,000	\$3,300	\$3,881	\$4,075	\$4,584	
Partner/Contractor Programs																		
Photography	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	8	9	9	10	10	4	\$320	\$352	\$480	\$505	\$611	
Area Revenue													\$10,040	\$11,044	\$13,093	\$13,748	\$15,892	
Expense	Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5
Art Instructors	25% of Gross Revenue (SEPRD Programs Only)													\$2,430	\$2,673	\$3,153	\$3,311	\$3,820
Equipment, Supplies, and Consumables	30% of Gross Revenue (SEPRD Programs Only)													\$2,916	\$3,208	\$3,784	\$3,973	\$4,584
Area Expense													\$5,346	\$5,881	\$6,937	\$7,284	\$8,404	
Net Revenue													\$4,694	\$5,163	\$6,156	\$6,464	\$7,488	

Dance Programs 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					
Partner/Contractor Programs																			
Youth Ballet	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15		8	9	9	10	10	2		\$160	\$176	\$240	\$252	\$306
Youth Jazz	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15		8	9	9	10	10	2		\$160	\$176	\$240	\$252	\$306
Youth Tap	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15		8	9	9	10	10	2		\$160	\$176	\$240	\$252	\$306
Youth Hip Hop	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15		8	9	9	10	10	2		\$160	\$176	\$240	\$252	\$306
Preschool Intro/Medley	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15		8	9	9	10	10	4		\$320	\$352	\$480	\$505	\$611
Line Dancing	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15		8	9	9	10	10	2		\$160	\$176	\$240	\$252	\$306
Salsa	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15		8	9	9	10	10	2		\$160	\$176	\$240	\$252	\$306
Ballroom	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15		8	9	9	10	10	2		\$160	\$176	\$240	\$252	\$306
Area Revenue															\$1,440	\$1,584	\$2,162	\$2,270	\$2,751
Expense		Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5
Dance Instructors	Responsibility of Partner/Contractor														\$0	\$0	\$0	\$0	\$0
Equipment and Supplies	Responsibility of Partner/Contractor														\$0	\$0	\$0	\$0	\$0
Area Expense															\$0	\$0	\$0	\$0	\$0
Net Revenue															\$1,440	\$1,584	\$2,162	\$2,270	\$2,751

Music and Performing Arts Programs 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						
Partner/Contractor Programs																		
Learn to Play	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	12	13	14	15	15	6	\$720	\$792	\$1,081	\$1,135	\$1,375	
Learn to Sing	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	12	13	14	15	15	6	\$720	\$792	\$1,081	\$1,135	\$1,375	
Learn to Act	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	8	9	9	10	10	6	\$480	\$528	\$721	\$757	\$917	
Toddler Music and Movement	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	12	13	14	15	15	12	\$1,440	\$1,584	\$2,162	\$2,270	\$2,751	
Improv	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	8	9	9	10	10	2	\$160	\$176	\$240	\$252	\$306	
Area Revenue													\$3,520	\$3,872	\$5,285	\$5,550	\$6,723	
Expense																		
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5	
Music and Performing Arts Instructors	Responsibility of Partner/Contractor													\$0	\$0	\$0	\$0	\$0
Equipment and Supplies	Responsibility of Partner/Contractor													\$0	\$0	\$0	\$0	\$0
Area Expense													\$0	\$0	\$0	\$0	\$0	
Net Revenue													\$3,520	\$3,872	\$5,285	\$5,550	\$6,723	

Membership/Fitness 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		Year 1	Year 2	Year 3	Year 4	Year 5
Memberships																	
Youth (18 and under)	\$/Month	\$10	\$10	\$11	\$11	\$12	96	106	111	115	118	12	\$11,567	\$12,723	\$14,695	\$15,136	\$17,008
Adult (19+)	\$/Month	\$20	\$20	\$23	\$23	\$25	344	379	398	410	422	12	\$82,618	\$90,880	\$109,738	\$113,030	\$126,544
Senior	\$/Month	\$15	\$15	\$16	\$16	\$17	344	379	398	410	422	12	\$61,964	\$68,160	\$76,339	\$78,629	\$86,050
Family	\$/Month	\$35	\$35	\$38	\$38	\$40	169	186	195	201	207	12	\$71,052	\$78,157	\$89,099	\$91,772	\$99,500
Youth Joiner Fee	One-Time Fee	\$10	\$10	\$11	\$11	\$12	96	39	37	37	38	1	\$964	\$386	\$408	\$404	\$454
Adult Joiner Fee	One-Time Fee	\$20	\$20	\$23	\$23	\$25	344	138	133	131	135	1	\$6,885	\$2,754	\$3,048	\$3,018	\$3,379
Senior Joiner Fee	One-Time Fee	\$15	\$15	\$16	\$16	\$17	344	138	133	131	135	1	\$5,164	\$2,065	\$2,121	\$2,099	\$2,297
Family Joiner Fee	One-Time Fee	\$35	\$35	\$38	\$38	\$40	169	68	65	64	66	1	\$5,921	\$2,368	\$2,475	\$2,450	\$2,657
Area Revenue													\$246,133	\$257,493	\$297,923	\$306,538	\$337,888
Expense																	
Mgmt. Assump.													Year 1	Year 2	Year 3	Year 4	Year 5
Fitness Floor Staff													\$57,000	\$62,700	\$65,835	\$69,127	\$72,583
Free Group Ex. Class Instructors		\$25 Instructor Fee per Class, 5 Free Classes per Week in Year 1											\$6,250	\$6,875	\$7,219	\$7,580	\$7,959
Child Watch Staff		\$15/hour, Open 44 hours per Week with 1.5 staff average in Year 1											\$49,500	\$54,450	\$57,173	\$58,888	\$60,654
Child Watch Supplies		1% of Gross Membership Revenue											\$2,461	\$2,575	\$2,979	\$3,065	\$3,379
Membership Cards		\$1 per New Member											\$1,377	\$551	\$530	\$525	\$541
Area Expense													\$116,588	\$127,151	\$133,736	\$139,184	\$145,116
Net Revenue													\$129,545	\$130,343	\$164,187	\$167,354	\$192,773

Cooking Programs 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						
Partner/Contractor Programs																		
Youth Cooking Classes	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	15	17	17	18	19	6	\$900	\$990	\$1,351	\$1,419	\$1,719	
Adult Cooking Classes	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	20	22	23	24	25	6	\$1,200	\$1,320	\$1,802	\$1,892	\$2,292	
Family Cooking/Nutrition Classes	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	15	17	17	18	19	4	\$600	\$660	\$901	\$946	\$1,146	
Local Chef Demonstrations	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	25	28	29	30	32	2	\$500	\$550	\$751	\$788	\$955	
Cooking Competitions/Parties	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	8	9	9	10	10	4	\$320	\$352	\$480	\$505	\$611	
Area Revenue													\$3,520	\$3,872	\$5,285	\$5,550	\$6,723	
Expense	Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5
Cooking Instructors	Responsibility of Partner/Contractor													\$0	\$0	\$0	\$0	\$0
Equipment, Supplies, and Consumables	Responsibility of Partner/Contractor													\$0	\$0	\$0	\$0	\$0
Area Expense													\$0	\$0	\$0	\$0	\$0	
Net Revenue													\$3,520	\$3,872	\$5,285	\$5,550	\$6,723	

Martial Arts Programs 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			Year 1	Year 2	Year 3	Year 4	Year 5	
Partner/Contractor Programs																			
Karate	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	10	11	12	12	13	12	\$1,200	\$1,320	\$1,802	\$1,892	\$2,292		
Women's Self Defense	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	12	13	14	15	15	4	\$480	\$528	\$721	\$757	\$917		
Area Revenue													\$1,680	\$1,848	\$2,523	\$2,649	\$3,209		
Expense		Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5	
Martial Arts Instructors	Responsibility of Partner/Contractor													\$0	\$0	\$0	\$0	\$0	
Equipment and Supplies	Responsibility of Partner/Contractor													\$0	\$0	\$0	\$0	\$0	
Area Expense													\$0	\$0	\$0	\$0	\$0		
Net Revenue													\$1,680	\$1,848	\$2,523	\$2,649	\$3,209		

Special Events 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						
SEPRD Programs																	
Parents' Night Out	\$/Child	\$25	\$25	\$28	\$28	\$30	20	22	23	24	25	12	\$6,000	\$6,600	\$7,762	\$8,150	\$9,168
Family Fun Night	\$/Family	\$5	\$5	\$6	\$6	\$7	300	330	347	364	382	1	\$1,500	\$1,650	\$2,079	\$2,183	\$2,674
Dance	\$/Person	\$25	\$25	\$28	\$28	\$30	500	550	578	606	637	3	\$37,500	\$41,250	\$48,510	\$50,936	\$57,302
Holiday Party	\$/Person	\$5	\$5	\$6	\$6	\$7	150	165	173	182	191	1	\$750	\$825	\$1,040	\$1,091	\$1,337
Breakfast with Bunny/Santa	\$/Child	\$5	\$5	\$6	\$6	\$7	500	550	578	606	637	2	\$5,000	\$5,500	\$6,930	\$7,277	\$8,914
Area Revenue													\$50,750	\$55,825	\$66,320	\$69,636	\$79,396
Expense	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Special Events Staff	50% of Gross Revenue												\$25,375	\$27,913	\$33,160	\$34,818	\$39,698
Equipment, Supplies, and Consumables	25% of Gross Revenue from PNO, DDN, and Dances; 50% of Revenue from Holiday Party and Breakfsts												\$14,125	\$15,538	\$18,572	\$19,501	\$22,412
Area Expense													\$39,500	\$43,450	\$51,732	\$54,319	\$62,109
Net Revenue													\$11,250	\$12,375	\$14,588	\$15,317	\$17,286

Sports and Recreation 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						
SEPRD Programs																	
Basketball - Drop-In	\$/Day	\$5	\$5	\$6	\$6	\$7	20	22	23	24	25	100	\$10,000	\$11,000	\$13,860	\$14,553	\$17,827
Pickleball - Drop-In	\$/Day	\$3	\$3	\$3	\$3	\$3	20	22	23	24	25	150	\$9,000	\$9,900	\$10,395	\$10,915	\$11,460
Volleyball - Drop-In	\$/Day	\$5	\$5	\$6	\$6	\$7	15	17	17	18	19	100	\$7,500	\$8,250	\$10,395	\$10,915	\$13,371
Partner/Contractor Programs																	
Adaptive Recreation	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	15	17	17	18	19	12	\$1,800	\$1,980	\$2,703	\$2,838	\$3,438
Tumbling	Net Revenue for Center	\$10	\$10	\$13	\$13	\$15	10	11	12	12	13	6	\$600	\$660	\$901	\$946	\$1,146
Area Revenue													\$28,900	\$31,790	\$38,254	\$40,166	\$47,243
Expense	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Sports and Recreation Staff	25% of Gross Revenue (SEPRD Programs Only)												\$6,625	\$7,288	\$8,663	\$9,096	\$10,665
Area Expense													\$6,625	\$7,288	\$8,663	\$9,096	\$10,665
Net Revenue													\$22,275	\$24,503	\$29,591	\$31,071	\$36,578

Sports Tournaments 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						
Rental Event - 2 Courts, 2 Days																	
Team Information	10 players per team						8	9	10	10	10	16					
Gate Fees	Collected by Rights Holder	\$0	\$0	\$0	\$0	\$0	8	9	10	10	10	240	\$0	\$0	\$0	\$0	\$0
Rental Fees	Daily Rental Rate	\$400	\$400	\$440	\$440	\$460	8	9	10	10	10	4	\$12,800	\$14,400	\$17,600	\$17,600	\$18,400
Area Revenue													\$12,800	\$14,400	\$17,600	\$17,600	\$18,400
Expense	Mgmt. Assump.												Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Attendant Expenses	10% Gross Revenue												\$1,280	\$1,440	\$1,760	\$1,760	\$1,840
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0
Area Expense													\$1,280	\$1,440	\$1,760	\$1,760	\$1,840
Net Revenue													\$11,520	\$12,960	\$15,840	\$15,840	\$16,560

Facility 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		Year 1	Year 2	Year 3	Year 4	Year 5												
Classroom/Resource Room	\$/Hour	\$25	\$25	\$28	\$28	\$29	675	695	716	738	760	1	\$16,875	\$17,381	\$19,693	\$20,284	\$21,937												
Courts	\$/Hour	\$60	\$60	\$66	\$66	\$69	900	927	955	983	1,013	1	\$54,000	\$55,620	\$63,017	\$64,908	\$70,198												
Area Revenue													\$70,875	\$73,001	\$82,710	\$85,192	\$92,135												
Expense	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5												
Facility Rental Support Staff	5% of Gross Revenue												\$3,544	\$3,650	\$4,136	\$4,260	\$4,607												
Area Expense													\$3,544	\$3,650	\$4,136	\$4,260	\$4,607												
Net Revenue													\$67,331	\$69,351	\$78,575	\$80,932	\$87,528												

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	6,000	\$20.00	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Revenue			\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Expense			-	-	-	-	-
Net Income			\$120,000	\$120,000	\$120,000	\$120,000	\$120,000

Vending Revenue & Expenses

Revenue		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Vending Income			\$12,300	\$13,530	\$14,207	\$14,633	\$15,072
Area Revenue			\$12,300	\$13,530	\$14,207	\$14,633	\$15,072
Expense		Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Vending Expenses	50% of Gross Revenue		\$6,150	\$6,765	\$7,103	\$7,316	\$7,536
Area Expense			\$6,150	\$6,765	\$7,103	\$7,316	\$7,536
Net Revenue			\$6,150	\$6,765	\$7,103	\$7,316	\$7,536

Overhead Expenses

Facility Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Janitorial Expenses		\$69,700	\$71,007	\$72,728	\$73,662	\$74,611
Safety Supplies		\$1,500	\$1,523	\$1,545	\$1,569	\$1,592
Grounds Maintenance		\$3,000	\$3,045	\$3,091	\$3,137	\$3,184
Maintenance & Repairs		\$28,700	\$29,131	\$29,567	\$30,011	\$30,461
Utility Expense		\$75,000	\$76,125	\$77,267	\$78,426	\$79,602
Total Facility Expense		\$177,900	\$180,830	\$184,198	\$186,805	\$189,450

Operating Expenses

Expense	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees		\$2,500	\$2,538	\$2,576	\$2,614	\$2,653
ASCAP Fees		\$4,000	\$4,060	\$4,121	\$4,183	\$4,245
Bank Service Charges	Misc. Banking Fees	\$22,382	\$23,977	\$27,022	\$28,046	\$30,817
Communications	IT/Phone/Cable/Internet	\$8,691	\$8,822	\$8,954	\$9,088	\$9,225
Dues/Subscriptions		\$500	\$508	\$515	\$523	\$531
Employee Uniforms		\$2,000	\$2,030	\$2,060	\$2,091	\$2,123
Marketing and Advertising		\$33,573	\$17,983	\$20,266	\$21,035	\$23,113
Insurance		\$44,764	\$47,954	\$54,043	\$56,092	\$61,635
Legal Fees		\$2,500	\$2,538	\$2,576	\$2,614	\$2,653
Licenses, Permits		\$500	\$508	\$515	\$523	\$531
Office Supplies		\$16,400	\$16,646	\$16,896	\$17,149	\$17,406
Real Estate Tax		\$0	\$0	\$0	\$0	\$0
Software		\$0	\$0	\$0	\$0	\$0
Travel and Education		\$2,500	\$2,538	\$2,576	\$2,614	\$2,653
Total Operating Expenses		\$140,309	\$130,099	\$142,119	\$146,572	\$157,586

Management Payroll

Management Position	Mgmt. Assump.	Year 1	Year 2	Year 3	Year 4	Year 5
Director of Operations		\$35,000	\$36,400	\$37,856	\$39,370	\$40,945
Marketing & Business Development Director		\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Membership/Fitness Director		\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Early Education and Childcare Director		\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Early Education and Childcare Coordinator		\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Facility Manager		\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Front Desk, Admin, and Support	Multiple Part-Time	\$90,000	\$93,600	\$97,344	\$101,238	\$105,287
Total Management Payroll		\$360,000	\$374,400	\$389,376	\$404,951	\$421,149

Payroll Summary

Total Payroll Summary		Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	Director of Operations	\$35,000	\$36,400	\$37,856	\$39,370	\$40,945
Mgmt	Marketing & Business Development Director	\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Mgmt	Membership/Fitness Director	\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Mgmt	Early Education and Childcare Director	\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Mgmt	Early Education and Childcare Coordinator	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Mgmt	Preschool Director	\$0	\$0	\$0	\$0	\$0
Mgmt	Facility Manager	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Mgmt	Office Manager/Bookkeeper	\$0	\$0	\$0	\$0	\$0
Mgmt	Front Desk, Admin, and Support	\$90,000	\$93,600	\$97,344	\$101,238	\$105,287
Subtotal Management Payroll		\$360,000	\$374,400	\$389,376	\$404,951	\$421,149
Staff	After School Staff	\$24,570	\$27,027	\$30,561	\$32,089	\$35,298
Staff	Camp Staff	\$66,938	\$73,631	\$84,498	\$88,723	\$99,076
Staff	Preschool/Early Education Teachers	\$135,840	\$149,424	\$164,989	\$173,239	\$190,825
Staff	Community Safety and Education Staff	\$5,625	\$5,625	\$6,188	\$6,188	\$6,750
Staff	Art Instructors	\$2,430	\$2,673	\$3,153	\$3,311	\$3,820
Staff	Cooking Instructors	\$0	\$0	\$0	\$0	\$0
Staff	Dance Instructors	\$0	\$0	\$0	\$0	\$0
Staff	Music and Performing Arts Instructors	\$0	\$0	\$0	\$0	\$0
Staff	Fitness Floor Staff	\$57,000	\$62,700	\$65,835	\$69,127	\$72,583
Staff	Free Group Ex. Class Instructors	\$6,250	\$6,875	\$7,219	\$7,580	\$7,959
Staff	Child Watch Staff	\$49,500	\$54,450	\$57,173	\$58,888	\$60,654
Staff	Martial Arts Instructors	\$0	\$0	\$0	\$0	\$0
Staff	Special Events Staff	\$25,375	\$27,913	\$33,160	\$34,818	\$39,698
Staff	Sports and Recreation Staff	\$6,625	\$7,288	\$8,663	\$9,096	\$10,665
Staff	Tournament Attendant Expenses	\$1,280	\$1,440	\$1,760	\$1,760	\$1,840
Staff	Facility Rental Support Staff	\$3,544	\$3,650	\$4,136	\$4,260	\$4,607
Subtotal Sport Admin Staff		\$384,976	\$422,695	\$467,334	\$489,077	\$533,774
Payroll Subtotal		\$744,976	\$797,095	\$856,710	\$894,028	\$954,924
	Bonuses and Staff Appreciation	\$11,191	\$11,989	\$13,511	\$14,023	\$15,409
	Payroll Services	\$22,349	\$23,913	\$25,701	\$26,821	\$28,648
	Payroll Taxes/Benefits	\$223,493	\$239,129	\$257,013	\$268,208	\$286,477
Payroll Taxes/Benefits/Bonus Totals		\$257,033	\$275,030	\$296,225	\$309,052	\$330,533
Total Payroll		\$1,002,009	\$1,072,125	\$1,152,935	\$1,203,081	\$1,285,457