I M P R O V I N G   C O M M U N I T I E S   T H R O U G H   S P O R T

THE SPORTS FACILITIES ADVISORY

FIVE-YEAR OPERATING PRO FORMA: 10 COURT MODEL

PREPARED FOR: PARISH OF CADDO

REPORT DELIVERY DATE: MAY 2026

THIS PROJECT IS REPRESENTED BY THE SPORTS FACILITIES ADVISORY

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How to Read the Pro Forma

How to Read the Pro Forma
The pro forma document is an institutional-grade, highly detailed financial document. Its purpose is to provide recommendations for the right-sized facility (size and cost to build) and to provide projections related to:

- Revenue - based on programs, pricing, number of sales, and growth
- Variable expenses - based on the costs to service each of the revenue-generating business units
- Fixed expenses - based on the cost to operate the physical facility and the business within the facility
- Staffing structure - based on the full time and part time staff required to deliver programs and services
- Economic impact - based on the number, size, and length of events, non-local visitors, daily spending, etc.

Because the pro forma is a financial document, there is no narrative to guide the reader. As such, the following instructions for reading the pro forma will be of use:

- Page 6 shows the recommended facility program details for both the sports and recreation assets, including spaces and sizing
- Page 8-10 shows the construction costs and start-up expenses for the facility
- Page 12 shows the summary of all revenue and expenses for the first five years of operations
    - Each revenue stream has a detailed back-up on its own business unit profit and loss statement
    - Each business unit profit and loss statement also contains the back-up for costs of goods sold
    - Each operating expense has its own detailed set of expenses by category
- Page 15 shows the summary of economic impact for the first five years of operations (direct spending)
    - The economic impact analysis includes a summary of the number and type of events, per person spend per category, economic impact drivers including room nights and non-local days in market (page 15)
    - The economic impact is summed in the blue line (page 15)

- Pages 18-34 are the business unit profit and loss statements
    - As an example of how to read the business unit profit and loss statements, page 18 shows the business unit for rental basketball tournaments
        - The first revenue column details the program that is being offered (i.e. tournament rentals), segmented by tournament and event size. For example, Medium 6 Court Tournaments are 48 teams on average
        - The second column provides further information about the program, such as the management assumption for players per team (10) and how many spectators we assume per player (2) in terms of attendees based on historical data
        - The first set of grey numbers in “Rental Fees” shows the fee for each revenue stream and when/how the fee increases over time based on the market and region.
        - The blue numbers in “Number of Events per Year” show the number of tournaments over the course of the year for each tournament size
        - Total revenue is summed in the first yellow line
        - The first expense column details the category of the expense
        - The second expense column provides further information about how the expense is calculated
        - Total direct expense (costs of goods sold) is summed in the second yellow line

- Pages 36-39 are the fixed expense details
    - Page 36 shows facility expenses, which are the costs associated with operating the physical asset
    - Page 37 shows operating expenses, which are the costs associated with running the business
        - Operating expenses show the ongoing costs associated with operating the facility and programs offered within. These numbers are specific to the facility, based on the programs/asset mix and the revenue/expenses associated with those programs/assets
        - The operating expenses are based on a combination of data provided from our network of operators and industry experience. Again, assumptions and efficiencies can be made should SFA receive additional detail and information.
    - Page 38 shows management payroll, which is the full-time staff and the part-time administrative support staff
    - Page 39 shows total payroll expenses
        - Note: only payroll taxes/benefits/bonus (the second blue line) are taken from this page and translated to total revenue and expenses (page 12) because all pre-tax/benefit/bonus salaries have been included on either the business unit profit and loss statement or the management payroll page and therefore have already been reflected as an expense elsewhere
- Page 41 shows the facility utilization summary (described in more detail below)
    - Overarching Approach
        - The overarching approach is to account for the forecasted programs based on the available court time within the complex based on the listed peak indoor court hours
        - SFA calculated the utilization of these programs based on number of times, frequency of court rentals and court tournaments/events
    - The facility utilization summary then sums the percentage of the **annual** and **busiest session** hours based on hours of court available for each program being hosted on peak court hours (rental hours, tournaments/events)

- Capital Costs
    - Capital costs are based on real-time construction and cost estimates across the country and in partnership with SFC's Development Services in ongoing facility development.
    - As an example, page 8 shows the breakdown of each Indoor Athletic Facility capital cost line item, quantity, unit, cost, and total for the project.
    - Some assumptions are made based on project specific items, for example – the Site Development $/Acre assumes mid-tier site cost level from historical data of similar complex sizes (page 8).
        - SFA can adjust assumptions accordingly if additional detail and information become available, while providing a holistic and conservative approach in draft form

Facility Program Details

Facility Program

Indoor Athletic Facilities

Space	Indoor Programming Product/Service	Count	Dimensions L (')	Dimensions W (')	Approx. SF each	Total SF	% of Footprint
Courts	Basketball Courts (actual courts 84' x 50')	6	104	80	8,320	49,920	28.8%
	Basketball Courts (w/Event Seating)	4	104	95	9,880	39,520	22.8%
	Pickleball Courts	30	44	20	Over Basketball Courts		0.0%
	Volleyball Courts	20	60	30	Over Basketball Courts		0.0%
	Telescopic Bleacher System: 4000 Seats	1	-	-	Event/Court Floor		0.0%
	Total Courts Sq. Ft.					89,440	51.5%
Meeting Space	Pre-Function Space	1	-	-	2,500	2,500	1.4%
	Ballroom/Meeting Rooms	1	-	-	5,000	5,000	2.9%
	Meeting Area Restrooms	2	35	25	875	1,750	1.0%
	Total Meeting Space Sq. Ft					9,250	5.3%
FEC	Family Entertainment Center	1	-	-	15,000	15,000	8.6%
	Total FEC/Adventure Sq. Ft.					15,000	8.6%
Flex Space	Lobby/Welcome Area	1	-	-	1,600	1,600	0.9%
	Control Room	1	15	10	150	150	0.1%
	Manager's Offices	4	10	10	100	400	0.2%
	Office Area	1	-	-	1,200	1,200	0.7%
	Catering Kitchen w/Front Concession	1	50	40	2,000	2,000	1.2%
	Café Seating Area	1	50	50	2,500	2,500	1.4%
	Full Secondary Concession	1	50	20	1,000	1,000	0.6%
	Flex/Team Rooms (Divisible)	4	60	25	1,500	6,000	3.5%
	Ref Rooms	2	15	10	150	300	0.2%
	Training Room	1	20	15	300	300	0.2%
	Restrooms	2	35	25	875	1,750	1.0%
	Leased Space - Medical	1	-	-	10,000	10,000	5.8%
	Total Flex Space Sq. Ft.					27,200	15.7%
	Required SF for Products and Services					140,890	81.2%
	Mechanical, Electrical, Storage, etc.	10% of P&S SF (Excl. Leased Space)				13,089	7.5%
	Common Area, Stairs, Circulation, etc.	15% of P&S SF (Excl. Leased Space)				19,634	11.3%
	Total Estimated Indoor Athletic Facility SF					**173,613**	100%
	Estimated Building Footprint					**156,251**	
	Total Building Acreage					**3.59**	

Site Development

		Quantity	Dimensions L (')	Dimensions W (')	Approx. SF each	Total SF	% of Total
Parking Spaces Total	Parking Spaces Total (10'x18' actual, 20' x 20' inc. aisles)	695	20	20	400	278,000	71.9%
	Setbacks, Green Space, Trails, etc.	25% Indoor/Parking, 50% Outdoor				108,563	28.1%
	Total Estimated Site Development SF					**386,563**	100%
	Total Site Development Acreage					**8.87**	

Total Complex Acreage	**12.46**

Facility Development Costs and Financing

Capital Costs & Start-Up Expenses - Indoor Athletic Facilities

	Details	Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Building & Land Cost						
Real Estate Acquisition	*TBD*	12.46		$0.00	$0	0.0%
Land Cost Total					**$0**	0.0%
Hard Costs						
Hard Structure Cost	*Warm Shell*	164,363	SF	$170	$27,941,625	45.0%
Hard Structure Cost - Meeting Space	*Warm Shell*	9,250	SF	$310	$2,867,500	4.6%
Finish Out	*Enhanced Cost of Kitchen & Secondary Concession Space*	1	LS	$60,000	$60,000	0.1%
Site Development	*Paving, Grading, Utilities, Landscaping, Improvement Allocation for Indoor Facility*	12.46	Acre	$350,000	$4,361,454	7.0%
Contingency				10.00%	$3,523,058	5.7%
Escalation				9.00%	$3,487,827	5.6%
Contractor Fee	*Includes Hard Cost Contingency/Escalation*			3.50%	$1,478,451	2.4%
Hard Cost Total					**$43,719,915**	70.4%
Field and Sport Equipment Cost						
Court Area	*25 ft. clearance at minimum (ceiling height)*					
Hardwood Flooring		89,440	SF	$14	$1,252,160	2.0%
Basketball Net & Stanchion System	*Mechanical Roll-Down System*	12	Ea.	$10,000	$120,000	0.2%
Basketball Net & Stanchion System (Movable)	*4-Court Pod*	8	Ea.	$15,000	$120,000	0.2%
Volleyball Net System	*Electronic System (Nets, Poles, Padding, Etc.)*	12	Ea.	$20,000	$240,000	0.4%
Volleyball Net System (Movable/In-Ground)	*4-Court Pod*	8	Ea.	$15,000	$120,000	0.2%
Pickleball Net System	*USAPA Portable Net Systems*	30	Ea.	$150	$4,500	0.0%
Wall Padding/Netting	*Average Cost per Court*	10	Ea.	$6,500	$65,000	0.1%
Scoreboards	*With Controllers*	10	Ea.	$10,000	$100,000	0.2%
Court Seats (Participants)		460	Ea.	$125	$57,500	0.1%
Bleachers (Spectators)	*Approx. 50 Capacity per Tip and Roll Set*	40	Ea.	$3,250	$130,000	0.2%
Curtains (Court)	*Mechanical Roll-Down System*	9	Ea.	$20,000	$180,000	0.3%
Vinyl Floor Covering		89,440	SF	$1.70	$152,048	0.2%
Athletic Equipment	*Sports Equipment (Cones, Balls, Etc.)*	1	LS	$30,000	$30,000	0.0%
FEC						
Family Adventure Center		15,000	SF	$150	$2,250,000	3.6%
Shipping				5.00%	$241,060	0.4%
Contingency				10.00%	$506,227	0.8%
Escalation				9.00%	$501,165	0.8%
Field and Sport Equipment Cost Total					**$6,069,660**	9.8%
Furniture, Fixtures and Equipment Cost						
FOOD & BEVERAGE						
Concessions Equipment	*Catering/Event Center Level*	1	LS	$1,000,000	$1,000,000	1.6%
Secondary Concessions	*Full Capability Concession with Fryers/Grills, etc.*	1	LS	$200,000	$200,000	0.3%
Smallwares		1	LS	$48,000	$48,000	0.1%
FURNISHINGS - STANDARD						
Furnishings	*Furniture in Non-Sport Areas (Office/Flex Space/Circulation)*	36,834	SF	$2.00	$73,667	0.1%
Event Furnishings	*Event-orientated*	1	LS	$25,000	$25,000	0.0%
Telescopic Bleachers - Courts	*Individual Seats, Event Center model*	4,000	Ea.	$500	$2,000,000	3.2%
FURNISHINGS - IT/LOW VOLTAGE						
Low Voltage Devices	*Low Voltage Devices/Security/Wireless/Intercom*	173,613	SF	$1.03	$178,613	0.3%
Low Voltage Conveyance	*Structure Cabling and Conveyance*	173,613	SF	$1.00	$173,613	0.3%
Access Control		173,613	SF	$0.30	$52,084	0.1%
Hardware - Point of Sale		40	LS	$8,000	$320,000	0.5%
Hardware - IT Rooms	*Core Network/Wireless/IT/Software*	173,613	SF	$0.40	$69,445	0.1%
MISCELLANEOUS						
Marquee Signage	*Exterior*	1	LS	$225,000	$225,000	0.4%
Graphics Package	*Interior signage, branding, advertisement, wall art, etc.*	173,613	SF	$2.00	$347,225	0.6%
Audio/Video	*Faciilty-wide audio hook up, tv/displays with music for scrolling ads & programming updates, etc.*	1	LS	$750,000	$750,000	1.2%
Maintenance Equipment		173,613	SF	$0.50	$86,806	0.1%
Shipping				5.00%	$277,473	0.4%
Contingency				10.00%	$582,692	0.9%
Escalation				9.00%	$576,866	0.9%
Furniture, Fixtures and Equipment Cost Total					**$6,986,483**	11.3%
Soft Costs Construction						
Design Soft Costs	*Civil, Architectural*			7.0%	$2,956,902	4.8%
SFC Owner's Rep Services	*Planning Support, FF&E Procurement*			3.0%	$1,658,928	2.7%
Permits/Inspections				0.50%	$211,207	0.3%
Additional Services				10.00%	$482,704	0.8%
Soft Cost Total					**$5,309,742**	8.6%
Total Construction Costs - Indoor Facility					**$62,085,799**	100.0%
Cost Per Square Foot					**$358**	

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*		$150,000	8.3%
Permits and Extensions			$75,000	4.2%
Presentation Materials	*Renderings, Etc.*		$50,000	2.8%
Grand Opening			$15,000	0.8%
Marketing Allowance	*Pre-Opening Marketing Budget*		$90,000	5.0%
Operational Office Space	*Professional Management Support for Pre-Opening Operations Development*		$33,000	1.8%
Operational Support Services	*Professional Management Support for Pre-Opening Operations Development*		$360,000	20.0%
Pre-Funded Operational Account			$350,808	19.5%
Pre-Opening Staff Budget	*Staffing Cost Pre-Grand Opening*		$489,242	27.2%
Pre-Opening Staff Recruitment			$25,000	1.4%
Cost of Issuance/Financing			TBD	0.0%
Interest Reserve			TBD	0.0%
Closing Costs			TBD	0.0%
Working Capital Reserve			TBD	0.0%
Contingency		10.00%	$163,805	9.1%
Soft Cost Total			**$1,801,856**	100.0%
Total Construction Costs - Soft Cost Operations			**$1,801,856**	100.0%

Working Capital Reserve	**TBD**	100.0%

Capital Costs and Start-up Expenses

SOURCES OF FUNDS		
Equity Contribution	*100%*	$63,887,655
Bank Financing	*0%*	$0
Bond Financing	*0%*	$0
Public Contribution	*0%*	$0
Total Sources of Funds		**$63,887,655**

USES OF FUNDS	LOW	MID	HIGH
Land Cost	TBD	TBD	TBD
Hard Cost	$36,208,879	$40,232,088	$44,255,297
Field and Sport Equipment Cost	$5,011,646	$5,568,495	$6,125,345
Furniture, Fixtures, and Equipment	$5,768,655	$6,409,617	$7,050,579
Soft Costs Construction	$4,778,768	$5,309,742	$5,840,716
Soft Costs Operations	$1,801,856	$1,801,856	$1,801,856
Escalation	$4,109,272	$4,565,857	$5,022,443
Working Capital Reserve	TBD	TBD	TBD
Total Uses of Funds	**$57,679,075**	**$63,887,655**	**$70,096,235**

Financial Performance Summary

THE SPORTS FACILITIES ADVISORY

Total Revenue & Expenses - 5-Year Detail

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Basketball Tournaments	$70,800	$70,800	$85,800	$102,300	$115,731
Rental Volleyball Tournaments	$78,400	$89,600	$124,960	$137,280	$182,952
Seated Court Events	$48,000	$48,000	$52,800	$52,800	$55,440
Court Rental Events	$48,000	$54,000	$72,600	$92,400	$97,020
Meetings and Non-Sport Events	$244,250	$251,578	$285,037	$293,588	$317,516
Basketball	$101,050	$124,542	$161,996	$180,400	$201,468
Volleyball	$51,370	$63,533	$82,939	$92,540	$103,556
Court Rentals	$50,160	$51,665	$55,875	$57,552	$62,242
FEC/Adventure	$538,838	$575,899	$685,484	$750,344	$862,470
Birthday Parties	$14,400	$17,280	$19,958	$20,956	$23,104
Youth Programming	$50,560	$55,616	$64,236	$67,448	$74,362
Facility Fees	$160,000	$168,640	$198,080	$221,120	$248,000
Food & Beverage	$734,187	$770,714	$855,964	$931,288	$1,004,643
Hotel Rebates	$42,647	$44,633	$56,133	$63,391	$73,344
Retail	$17,373	$19,272	$22,460	$25,835	$29,058
Tenant Revenue	$250,000	$250,000	$250,000	$250,000	$250,000
Sponsorship/Advertisement Revenue	$250,000	$250,000	$250,000	$250,000	$250,000
Total Revenue	**$2,750,035**	**$2,905,771**	**$3,324,324**	**$3,589,242**	**$3,950,905**
Cost of Goods Sold	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Rental Basketball Tournaments	$7,080	$7,080	$8,580	$10,230	$11,573
Rental Volleyball Tournaments	$7,840	$8,960	$12,496	$13,728	$18,295
Seated Court Events	$4,800	$4,800	$5,280	$5,280	$5,544
Court Rental Events	$4,800	$5,400	$7,260	$9,240	$9,702
Meetings and Non-Sport Events	$97,700	$100,631	$114,015	$117,435	$127,006
Basketball	$41,128	$50,690	$63,369	$70,568	$77,291
Volleyball	$16,727	$20,687	$26,584	$29,661	$32,940
Court Rentals	$2,508	$2,583	$2,794	$2,878	$3,112
FEC/Adventure	$188,593	$201,565	$239,920	$262,621	$301,864
Birthday Parties	$4,896	$5,875	$6,514	$6,839	$7,390
Youth Programming	$21,597	$23,756	$27,309	$28,675	$31,543
Facility Fees	$0	$0	$0	$0	$0
Food & Beverage	$403,803	$423,893	$470,780	$512,208	$552,554
Hotel Rebates	$0	$0	$0	$0	$0
Retail	$12,161	$13,490	$15,722	$18,084	$20,341
Tenant Expense	$0	$0	$0	$0	$0
Sponsorship/Advertisement Expense	$75,000	$75,000	$75,000	$75,000	$75,000
Total Cost of Goods Sold	**$888,633**	**$944,411**	**$1,075,622**	**$1,162,447**	**$1,274,155**
Gross Margin	**$1,861,402**	**$1,961,360**	**$2,248,702**	**$2,426,795**	**$2,676,750**
% of Revenue	*68%*	*67%*	*68%*	*68%*	*68%*
Facility Expenses	$523,569	$528,606	$539,057	$549,866	$560,714
Operating Expense	$569,834	$557,753	$584,946	$606,261	$631,722
Management Payroll	$743,500	$773,240	$804,170	$836,336	$869,790
Payroll Taxes/Benefits/Bonus	$267,948	$280,353	$304,090	$321,677	$343,624
Total Operating Expenses	**$2,104,850**	**$2,139,952**	**$2,232,262**	**$2,314,141**	**$2,405,850**
EBITDA	**($243,449)**	**($178,591)**	**$16,440**	**$112,654**	**$270,900**
% of Revenue	*-8.9%*	*-6.1%*	*0.5%*	*3.1%*	*6.9%*

Total Revenue & Expenses - 20-Year Outlook

Total Revenue and Expenses - Year 1-10

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Revenue	$2,750,035	$2,905,771	$3,324,324	$3,589,242	$3,950,905	$4,069,433	$4,191,516	$4,317,261	$4,446,779	$4,580,182
Total Cost of Goods Sold	$888,633	$944,411	$1,075,622	$1,162,447	$1,274,155	$1,312,380	$1,351,751	$1,392,304	$1,434,073	$1,477,095
Gross Margin	**$1,861,402**	**$1,961,360**	**$2,248,702**	**$2,426,795**	**$2,676,750**	**$2,757,052**	**$2,839,764**	**$2,924,957**	**$3,012,706**	**$3,103,087**
% of Revenue	*68%*	*67%*	*68%*	*68%*	*68%*	*68%*	*68%*	*68%*	*68%*	*68%*
Total Operating Expenses	$2,104,850	$2,139,952	$2,232,262	$2,314,141	$2,405,850	$2,441,937	$2,478,566	$2,515,745	$2,553,481	$2,591,783
EBITDA	**($243,449)**	**($178,591)**	**$16,440**	**$112,654**	**$270,900**	**$315,115**	**$361,198**	**$409,212**	**$459,225**	**$511,303**
% of Revenue	*-9%*	*-6%*	*0%*	*3%*	*7%*	*8%*	*9%*	*9%*	*10%*	*11%*

Total Revenue and Expenses - Year 11-20

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Total Revenue	$4,671,786	$4,765,222	$4,860,526	$4,957,736	$5,056,891	$5,107,460	$5,158,535	$5,210,120	$5,262,221	$5,314,843
Total Cost of Goods Sold	$1,506,637	$1,536,770	$1,567,505	$1,598,855	$1,630,833	$1,647,141	$1,663,612	$1,680,248	$1,697,051	$1,714,021
Gross Margin	**$3,165,149**	**$3,228,452**	**$3,293,021**	**$3,358,881**	**$3,426,059**	**$3,460,319**	**$3,494,922**	**$3,529,872**	**$3,565,170**	**$3,600,822**
% of Revenue	*68%*	*68%*	*68%*	*68%*	*68%*	*68%*	*68%*	*68%*	*68%*	*68%*
Total Operating Expenses	$2,630,660	$2,670,120	$2,710,172	$2,750,824	$2,792,087	$2,833,968	$2,876,478	$2,919,625	$2,963,419	$3,007,870
EBITDA	**$534,488**	**$558,332**	**$582,849**	**$608,057**	**$633,972**	**$626,351**	**$618,445**	**$610,247**	**$601,751**	**$592,952**
% of Revenue	*11%*	*12%*	*12%*	*12%*	*13%*	*12%*	*12%*	*12%*	*11%*	*11%*

Economic Impact

Economic Impact

Number of Events Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Basketball Tournaments	**9**	**9**	**10**	**11**	**12**
Volleyball Tournaments	**8**	**10**	**11**	**13**	**16**
Seated Court Events	**6**	**6**	**6**	**6**	**6**
Other Tournaments/Events	**6**	**7**	**8**	**10**	**10**
Large Meeting Events/Conferences/Consumer &Trade Shows	**6**	**6**	**6**	**7**	**7**
Total Events Per Year	**35**	**38**	**41**	**47**	**51**

Per Person Spending By Category

	Year 1	Year 2	Year 3	Year 4	Year 5
Lodging/Accommodations	$36.67	$37.22	$37.77	$38.34	$38.92
Dining/Groceries	$51.00	$51.77	$52.54	$53.33	$54.13
Transportation	$8.67	$8.80	$8.93	$9.07	$9.20
Entertainment/Attractions	$4.08	$4.14	$4.20	$4.27	$4.33
Retail	$23.97	$24.33	$24.69	$25.06	$25.44
Miscellaneous	$13.77	$13.98	$14.19	$14.40	$14.61
Total	**$138.16**	**$140.23**	**$142.33**	**$144.47**	**$146.63**

Economic Impact Drivers

	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Local Days in Market - Overnight	80,184	84,507	104,742	118,794	136,519
Room Nights	18,462	19,322	24,300	27,442	31,751

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Direct Spending - Overnight	$11,077,954	$11,850,270	$14,908,244	$17,161,821	$20,018,324
Total Indirect Spending	$0	$0	$0	$0	$0
Total Economic Impact	**$11,077,954**	**$11,850,270**	**$14,908,244**	**$17,161,821**	**$20,018,324**

Economic Impact - 20-Year Outlook

Economic Impact Drivers: Years 1-10

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Non-Local Days in Market	80,184	84,507	104,742	118,794	136,519	137,884	139,263	140,655	142,062	143,482
Room Nights	18,462	19,322	24,300	27,442	31,751	32,068	32,389	32,713	33,040	33,370

Economic Impact: Years 1-10

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Overnight ADE	$138.16	$140.23	$142.33	$144.47	$146.63	$148.83	$151.07	$153.33	$155.63	$157.97
Total Direct Economic Impact	**$11,077,954**	**$11,850,270**	**$14,908,244**	**$17,161,821**	**$20,018,324**	**$20,521,785**	**$21,037,908**	**$21,567,011**	**$22,109,421**	**$22,665,473**

Economic Impact Drivers: Years 11-20

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Non-Local Days in Market	144,917	146,366	147,830	149,308	150,801	152,309	153,833	155,371	156,925	158,494
Room Nights	33,704	34,041	34,381	34,725	35,072	35,423	35,777	36,135	36,496	36,861

Economic Impact: Years 11-20

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Overnight ADE	$160.34	$162.74	$165.18	$167.66	$170.18	$172.73	$175.32	$177.95	$180.62	$183.33
Total Direct Economic Impact	**$23,235,510**	**$23,819,883**	**$24,418,953**	**$25,033,090**	**$25,662,672**	**$26,308,088**	**$26,969,737**	**$27,648,026**	**$28,343,373**	**$29,056,209**

**Total Direct Economic Impact is (Overnight ADE x Non-Local Days in Market)*

Business Unit Analysis

Rental Basketball Tournament Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Small Tournament - 4 Courts, 2 Days																	
Team Information	10 Players per Team						4	4	4	4	4	32					
Spectators	2 Spectators per Player											640					
Rental Fees	Daily Rental Rate	$600	$600	$660	$660	$693	4	4	4	4	4	8	$19,200	$19,200	$21,120	$21,120	$22,176
Medium Tournament - 6 Courts, 2 Days																	
Team Information	10 Players per Team						3	3	4	4	5	48					
Spectators	2 Spectators per Player											960					
Rental Fees	Daily Rental Rate	$600	$600	$660	$660	$693	3	3	4	4	5	12	$21,600	$21,600	$31,680	$31,680	$41,580
Large Tournament - 10 Courts, 2.5 Days																	
Team Information	10 Players per Team						2	2	2	3	3	80					
Spectators	2 Spectators per Player											1600					
Rental Fees	Daily Rental Rate	$600	$600	$660	$660	$693	2	2	2	3	3	25	$30,000	$30,000	$33,000	$49,500	$51,975
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05	9	9	10	11	12						
		Total Revenue											**$70,800**	**$70,800**	**$85,800**	**$102,300**	**$115,731**

Cost of Goods Sold	Management Assumption		Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Attendant Staff	10% Gross Revenue		$7,080	$7,080	$8,580	$10,230	$11,573
Trainer Fees	Pass Through		$0	$0	$0	$0	$0
		Total Cost of Goods Sold	**$7,080**	**$7,080**	**$8,580**	**$10,230**	**$11,573**
		Net Revenue	**$63,720**	**$63,720**	**$77,220**	**$92,070**	**$104,158**

Rental Volleyball Tournaments Revenue & Expenses

Revenue	Management Assumption	Rental Fees Year 1	Rental Fees Year 2	Rental Fees Year 3	Rental Fees Year 4	Rental Fees Year 5	Number of Events per Year Year 1	Number of Events per Year Year 2	Number of Events per Year Year 3	Number of Events per Year Year 4	Number of Events per Year Year 5	Event Details	Year 1	Year 2	Year 3	Year 4	Year 5
Small Tournament - 12 Courts, 1 Days																	
Team Information	10 Players per Team						4	5	5	6	8	48					
Spectators	2 Spectators per Player											960					
Rental Fees	Daily Rental Rate	$400	$400	$440	$440	$462	4	5	5	6	8	12	$19,200	$24,000	$26,400	$31,680	$44,352
Medium Tournament - 8 Courts, 2 Days																	
Team Information	10 Players per Team						1	2	2	3	3	64					
Spectators	2 Spectators per Player											1280					
Rental Fees	Daily Rental Rate	$400	$400	$440	$440	$462	1	2	2	3	3	16	$6,400	$12,800	$14,080	$21,120	$22,176
Large Tournament - 12 Courts, 3 Days																	
Team Information	10 Players per Team						2	2	2	2	2	96					
Spectators	2 Spectators per Player											1920					
Rental Fees	Daily Rental Rate	$400	$400	$440	$440	$462	2	2	2	2	2	36	$28,800	$28,800	$31,680	$31,680	$33,264
Extra Large Tournament - 20 Courts, 3 Days																	
Team Information	10 Players per Team						1	1	2	2	3	160					
Spectators	2 Spectators per Player											3200					
Rental Fees	Daily Rental Rate	$400	$400	$440	$440	$462	1	1	2	2	3	60	$24,000	$24,000	$52,800	$52,800	$83,160
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05	8	10	11	13	16						
			Total Revenue										**$78,400**	**$89,600**	**$124,960**	**$137,280**	**$182,952**

Cost of Goods Sold	Management Assumption		Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Attendant Staff	10% Gross Revenue		$7,840	$8,960	$12,496	$13,728	$18,295
Tournament Trainers	Pass Through		$0	$0	$0	$0	$0
		Total Cost of Goods Sold	**$7,840**	**$8,960**	**$12,496**	**$13,728**	**$18,295**
		Net Revenue	**$70,560**	**$80,640**	**$112,464**	**$123,552**	**$164,657**

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Seated Court Events Revenue & Expenses

Revenue	Management Assumption	Rental Fees Year 1	Rental Fees Year 2	Rental Fees Year 3	Rental Fees Year 4	Rental Fees Year 5	Number of Events per Year Year 1	Number of Events per Year Year 2	Number of Events per Year Year 3	Number of Events per Year Year 4	Number of Events per Year Year 5	Event Details	Year 1	Year 2	Year 3	Year 4	Year 5
Small Event - 1 Day																	
Participant Information																	
Spectators												3000					
Rental Fees	Daily Rental Rate	$6,000	$6,000	$6,600	$6,600	$6,930	4	4	4	4	4	1	$24,000	$24,000	$26,400	$26,400	$27,720
Medium Event - 2 Day																	
Participant Information																	
Spectators												3000					
Rental Fees	Daily Rental Rate	$6,000	$6,000	$6,600	$6,600	$6,930	2	2	2	2	2	2	$24,000	$24,000	$26,400	$26,400	$27,720
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05	6	6	6	6	6						
				Total Revenue									**$48,000**	**$48,000**	**$52,800**	**$52,800**	**$55,440**
Cost of Goods Sold	**Management Assumption**												**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Tournament Hosting Expenses	10% Gross Revenue												$4,800	$4,800	$5,280	$5,280	$5,544
				Total Cost of Goods Sold									**$4,800**	**$4,800**	**$5,280**	**$5,280**	**$5,544**
				Net Revenue									**$43,200**	**$43,200**	**$47,520**	**$47,520**	**$49,896**

Indoor Court Rental Events Revenue & Expenses

Revenue	Management Assumption	Rental Fees					Number of Events per Year					Event Details	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5						
Other Court Sport Rental - 1 Day Event																	
Attendee Information	400 Participants, 2 Spectators/Participant																
Rental Fees	Daily Rental Rate	$6,000	$6,000	$6,600	$6,600	$6,930	4	5	5	6	6	1	$24,000	$30,000	$33,000	$39,600	$41,580
Other Court Sport Rental - 2 Day Event																	
Attendee Information	800 Participants, 2 Spectators/Participant																
Rental Fees	Daily Rental Rate	$6,000	$6,000	$6,600	$6,600	$6,930	2	2	3	4	4	2	$24,000	$24,000	$39,600	$52,800	$55,440
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05	6	7	8	10	10						
Total Revenue													**$48,000**	**$54,000**	**$72,600**	**$92,400**	**$97,020**
Cost of Goods Sold	**Management Assumption**												**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Event Attendant Expense	10% Gross Revenue												$4,800	$5,400	$7,260	$9,240	$9,702
Total Cost of Goods Sold													**$4,800**	**$5,400**	**$7,260**	**$9,240**	**$9,702**
Net Revenue													**$43,200**	**$48,600**	**$65,340**	**$83,160**	**$87,318**

Basketball Revenue & Expenses

Revenue	Management Assumption	Program Fees Year 1	Year 2	Year 3	Year 4	Year 5	Number of Registrations Year 1	Year 2	Year 3	Year 4	Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Instructional Clinics	$/Session	$225	$225	$248	$248	$260	9	11	13	14	15	5	$9,801	$12,080	$15,712	$17,497	$19,541
Instructional Camps (Full Days)	$/Week	$400	$400	$440	$440	$462	13	16	19	21	23	5	$26,400	$32,538	$42,323	$47,131	$52,635
Individual Instruction	$/Hour	$75	$75	$83	$83	$87	10	13	15	17	18	12	$9,409	$11,596	$15,084	$16,797	$18,759
Drop-in/Other Income	$/Session	$5	$5	$6	$6	$6	44	54	64	71	76	12	$2,640	$3,254	$4,232	$4,713	$5,263
League																	
Sept. - Oct. League	$/Team	$600	$600	$660	$660	$693	9	11	13	15	16	1	$5,400	$6,655	$8,657	$9,640	$10,766
Nov. - Dec. League	$/Team	$600	$600	$660	$660	$693	13	16	19	21	22	1	$7,800	$9,613	$12,504	$13,925	$15,551
Jan. - Feb. League	$/Team	$600	$600	$660	$660	$693	18	22	26	29	31	1	$10,800	$13,311	$17,314	$19,281	$21,532
Mar. - Apr. League	$/Team	$600	$600	$660	$660	$693	22	27	32	36	38	1	$13,200	$16,269	$21,161	$23,565	$26,317
May - June League	$/Team	$600	$600	$660	$660	$693	13	16	19	21	22	1	$7,800	$9,613	$12,504	$13,925	$15,551
July - Aug. League	$/Team	$600	$600	$660	$660	$693	13	16	19	21	22	1	$7,800	$9,613	$12,504	$13,925	$15,551
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05		1.23	1.18	1.11	1.06						
				Total Revenue									**$101,050**	**$124,542**	**$161,996**	**$180,400**	**$201,468**

Cost of Goods Sold	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Basketball Director	Responsibility of Management Team	$0	$0	$0	$0	$0
Basketball Staff	5% Gross Revenue	$5,052	$6,227	$8,100	$9,020	$10,073
Referee Fees	Avg. $50/Game	$17,600	$21,692	$25,650	$28,564	$30,381
Instructor Fees	25% Instructor Revenue	$11,402	$14,053	$18,280	$20,356	$22,734
Equipment and Supplies	5% Gross Revenue	$5,052	$6,227	$8,100	$9,020	$10,073
Awards	2% Gross Revenue	$2,021	$2,491	$3,240	$3,608	$4,029
Club Team Expenses		$0	$0	$0	$0	$0
Total Cost of Goods Sold		**$41,128**	**$50,690**	**$63,369**	**$70,568**	**$77,291**
Net Revenue		**$59,921**	**$73,852**	**$98,627**	**$109,831**	**$124,177**

Pricing Notes	Clinics	Camps	Individual Instruction	Leagues
	****1 Shoot 360***	****2 Gold Dome***	****3 Coach D's Training***	****4 Pickup USA Fitness Shreveport***
	$69/half day	$15 / 2 days	$25 / hour	$95 / 10 games
	LSU Shreveport	***Shoot 360***	***All Net Hoops***	***Pickup USA Fitness Shreveport***
	$60 / 2 days	$260 / 4 half days	$215 / 2 sessions	$45 / 5 weeks
	All Net Hoops	***LSU Shreveport***	***REPZ Sports Academy***	***SPAR Rec Leagues***
	$110 / 2 sessions	$100 / 3 days	$75 / hour	$100 / season, team fee
	10-10 Sports Training			
	$55 / 2.5 hours			

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Volleyball Revenue & Expenses

Revenue	Management Assumption	Program Fees Year 1	Year 2	Year 3	Year 4	Year 5	Number of Registrations Year 1	Year 2	Year 3	Year 4	Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Instructional Clinics	$/Session	$200	$200	$220	$220	$231	7	9	11	12	13	5	$7,260	$8,979	$11,722	$13,079	$14,635
Instructional Camps (Full Days)	$/Week	$300	$300	$330	$330	$347	11	14	16	18	19	5	$16,500	$20,407	$26,640	$29,724	$33,262
Individual Instruction	$/Hour	$50	$50	$55	$55	$58	12	14	17	19	20	12	$6,970	$8,620	$11,253	$12,555	$14,050
Drop-in/Other Income	$/Session	$5	$5	$6	$6	$6	44	54	65	72	77	12	$2,640	$3,265	$4,262	$4,756	$5,322
League																	
Sept. - Oct. League	$/Team	$500	$500	$550	$550	$578	7	9	10	11	12	1	$3,500	$4,329	$5,651	$6,305	$7,056
Nov. - Dec. League	$/Team	$500	$500	$550	$550	$578	7	9	10	11	12	1	$3,500	$4,329	$5,651	$6,305	$7,056
Jan. - Feb. League	$/Team	$500	$500	$550	$550	$578	11	14	16	18	19	1	$5,500	$6,802	$8,880	$9,908	$11,087
Mar. - Apr. League	$/Team	$500	$500	$550	$550	$578	11	14	16	18	19	1	$5,500	$6,802	$8,880	$9,908	$11,087
May - June League	$/Team	$500	$500	$550	$550	$578	-	-	-	-	-	1	$0	$0	$0	$0	$0
July - Aug. League	$/Team	$500	$500	$550	$550	$578	-	-	-	-	-	1	$0	$0	$0	$0	$0
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05		1.24	1.19	1.12	1.07						
					Total Revenue								**$51,370**	**$63,533**	**$82,939**	**$92,540**	**$103,556**

Cost of Goods Sold	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Volleyball Director	Responsibility of Management Team	$0	$0	$0	$0	$0
Volleyball Staff	5% Gross Revenue	$2,568	$3,177	$4,147	$4,627	$5,178
Referee Fees	Avg. $20/Game	$2,880	$3,562	$4,227	$4,717	$5,027
Instructor Fees	25% Instructor Revenue	$7,682	$9,501	$12,404	$13,839	$15,487
Equipment and Supplies	5% Gross Revenue	$2,568	$3,177	$4,147	$4,627	$5,178
Awards	2% Gross Revenue	$1,027	$1,271	$1,659	$1,851	$2,071
Club Team Expenses		$0	$0	$0	$0	$0
	Total Cost of Goods Sold	**$16,727**	**$20,687**	**$26,584**	**$29,661**	**$32,940**
	Net Revenue	**$34,643**	**$42,845**	**$56,356**	**$62,879**	**$70,616**

Pricing Notes

Clinics

*1 ***TC Elite Volleyball***
$25 / 2 hours

TC Elite Volleyball
$40 / 2 hours

Aultman Volleyball Academy
$20 / session

AYO KB Volleyball
$30 / session

Camps

*2 ***TC Elite Volleyball***
$150 / day

Cajun Elite VB Training
$85 / 4 days

Cajun Elite Volleyball Training
$150 / day

Individual Instruction

*3 ***Ayo KB Volleyball***
$45 / hour

TC Elite Volleyball
$45 / hour

Cajun Elite Volleyball Training Center
$75 / hour

Leagues

*4 ***BREC Adult Volleyball***
$175 / month, team fee

Acadian Juniors Training Facility
$75 / season

Incredible Crush Volleyball
$260 / 8 games

Meetings and Non-Sports Events Facility Rentals Revenue & Expenses

Event Type	Event Days	Daily Rental Fee					Number of Events per Year					Number of Attendees	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						
Meeting Room Events: Small	1	$300	$300	$330	$330	$347	128	131	135	139	144	25	$38,250	$39,398	$44,637	$45,976	$49,724
Meeting Room Events: Medium	1	$3,000	$3,000	$3,300	$3,300	$3,465	38	39	40	42	43	100	$114,000	$117,420	$133,037	$137,028	$148,196
Conference/Tradeshow/Consumer Show: Small	2	$4,000	$4,000	$4,400	$4,400	$4,620	4	4	4	4	5	200	$32,000	$32,960	$37,344	$38,464	$41,599
Conference/Tradeshow/Consumer Show: Large	4	$7,500	$7,500	$8,250	$8,250	$8,663	2	2	2	2	2	600	$60,000	$61,800	$70,019	$72,120	$77,998
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05		1.03	1.03	1.03	1.03						
Total Revenue													**$244,250**	**$251,578**	**$285,037**	**$293,588**	**$317,516**
Cost of Goods Sold	**Management Assumption**												**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Event Hosting and Security Expenses	40% Gross Revenue												$97,700	$100,631	$114,015	$117,435	$127,006
Total Cost of Goods Sold													**$97,700**	**$100,631**	**$114,015**	**$117,435**	**$127,006**
Net Revenue													**$146,550**	**$150,947**	**$171,022**	**$176,153**	**$190,510**

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Court Rentals Revenue & Expenses

Revenue	Management Assumption	Rental Fees Year 1	Rental Fees Year 2	Rental Fees Year 3	Rental Fees Year 4	Rental Fees Year 5	Number of Rentals Year 1	Number of Rentals Year 2	Number of Rentals Year 3	Number of Rentals Year 4	Number of Rentals Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Small Court Rentals																	
Sept. - Oct.	$/Hour	$30	$30	$32	$32	$33	84	87	89	92	95	1	$2,520	$2,596	$2,807	$2,891	$3,127
Nov. - Dec.	$/Hour	$30	$30	$32	$32	$33	84	87	89	92	95	1	$2,520	$2,596	$2,807	$2,891	$3,127
Jan. - Feb.	$/Hour	$30	$30	$32	$32	$33	132	136	140	144	149	1	$3,960	$4,079	$4,411	$4,544	$4,914
Mar. - Apr.	$/Hour	$30	$30	$32	$32	$33	132	136	140	144	149	1	$3,960	$4,079	$4,411	$4,544	$4,914
May - June	$/Hour	$30	$30	$32	$32	$33	-	-	-	-	-	1	$0	$0	$0	$0	$0
July - Aug	$/Hour	$30	$30	$32	$32	$33	-	-	-	-	-	1	$0	$0	$0	$0	$0
Large Court Rentals																	
Sept. - Oct.	$/Hour	$50	$50	$53	$53	$55	96	99	102	105	108	1	$4,800	$4,944	$5,347	$5,507	$5,956
Nov. - Dec.	$/Hour	$50	$50	$53	$53	$55	120	124	127	131	135	1	$6,000	$6,180	$6,684	$6,884	$7,445
Jan. - Feb.	$/Hour	$50	$50	$53	$53	$55	174	179	185	190	196	1	$8,700	$8,961	$9,691	$9,982	$10,796
Mar. - Apr.	$/Hour	$50	$50	$53	$53	$55	198	204	210	216	223	1	$9,900	$10,197	$11,028	$11,359	$12,285
May - June	$/Hour	$50	$50	$53	$53	$55	78	80	83	85	88	1	$3,900	$4,017	$4,344	$4,475	$4,839
July - Aug	$/Hour	$50	$50	$53	$53	$55	78	80	83	85	88	1	$3,900	$4,017	$4,344	$4,475	$4,839
	Non-Capacity Growth Rate		1.00	1.05	1.00	1.05		1.03	1.03	1.03	1.03						
					Total Revenue								**$50,160**	**$51,665**	**$55,875**	**$57,552**	**$62,242**
Cost of Goods Sold	**Management Assumption**												**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Supervision/Maintenance Staff	5% Gross Revenue												$2,508	$2,583	$2,794	$2,878	$3,112
					Total Cost of Goods Sold								**$2,508**	**$2,583**	**$2,794**	**$2,878**	**$3,112**
					Net Revenue								**$47,652**	**$49,082**	**$53,082**	**$54,674**	**$59,130**

Pricing Notes

*1 ***A B Palmer Recreation Center***
$50 / hour

Billberry Recreation Center
$50 / hour

Bill Cockrell Recreation Center
$50 / hour

FEC/Adventure Area Revenue & Expenses

Revenue	Management Assumption	Per Cap Spend					Number of Visitors					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						
FEC Local Market & Tournament Capture																	
Per Cap Spend		$16.00	$16.00	$16.80	$16.80	$17.64	33,677	35,994	40,803	44,663	48,893	1	$538,838	$575,899	$685,484	$750,344	$862,470
	Non-Capacity Growth Rate		1.00	1.05	1.00	1.05											
				Total Revenue									**$538,838**	**$575,899**	**$685,484**	**$750,344**	**$862,470**

Cost of Goods Sold	Management Assumption		Year 1	Year 2	Year 3	Year 4	Year 5
FEC/Adventure Area Management	Responsibility of Management Team		$0	$0	$0	$0	$0
FEC/Adventure Area Staff	15% Gross Revenue		$80,826	$86,385	$102,823	$112,552	$129,370
Maintenance & Repairs	10% Gross Revenue		$53,884	$57,590	$68,548	$75,034	$86,247
Equipment & Supplies	10% Gross Revenue		$53,884	$57,590	$68,548	$75,034	$86,247
		Total Cost of Goods Sold	**$188,593**	**$201,565**	**$239,920**	**$262,621**	**$301,864**
		Net Revenue	**$350,245**	**$374,335**	**$445,565**	**$487,724**	**$560,605**

THE SPORTS FACILITIES ADVISORY

Birthday Parties Revenue & Expenses

Revenue	Management Assumption	Party Fees Year 1	Party Fees Year 2	Party Fees Year 3	Party Fees Year 4	Party Fees Year 5	Number of Parties Year 1	Number of Parties Year 2	Number of Parties Year 3	Number of Parties Year 4	Number of Parties Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Sports/FEC Parties	$/Party (Avg 15 Kids)	$200	$200	$220	$220	$231	6	7	8	8	8	12	$14,400	$17,280	$19,958	$20,956	$23,104
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.05						
Total Revenue													**$14,400**	**$17,280**	**$19,958**	**$20,956**	**$23,104**

Cost of Goods Sold	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Birthday and Group Party Management	Responsibility of Management Team	$0	$0	$0	$0	$0
Birthday and Group Party Staff	2 Hr/Party plus set up & clean, 1 Employee/Party, $15/Hr per Employee	$2,160	$2,592	$2,722	$2,858	$3,001
Birthday and Group Party Supplies	4% Gross Revenue	$576	$691	$798	$838	$924
Birthday and Group Party Food	15% Gross Revenue	$2,160	$2,592	$2,994	$3,143	$3,466
Total Cost of Goods Sold		**$4,896**	**$5,875**	**$6,514**	**$6,839**	**$7,390**
Net Revenue		**$9,504**	**$11,405**	**$13,445**	**$14,117**	**$15,714**

Pricing Notes

1** ***Acro Sports and The Fieldhouse
$280 / 1.5 hours

Paks Karate LA - Shreveport
$300 / 2 hours

Holiday Lanes
$295 / 1.5 hours

2** ***Chuck E Cheese
$250 / 2 hours

Altitude Trampoline Park
$275 / 2 hours

Surge Entertainment by Drew Breer
$275 / 2 hours

Youth Programming Revenue & Expenses

Revenue	Management Assumption	Program Fees Year 1	Year 2	Year 3	Year 4	Year 5	Number of Registrations Year 1	Year 2	Year 3	Year 4	Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Half-Day Camp	$/Week	$90	$90	$99	$99	$104	10	11	12	12	13	10	$9,000	$9,900	$11,435	$12,006	$13,237
Full Day Camp	$/Week	$150	$150	$165	$165	$173	18	20	21	22	23	10	$27,000	$29,700	$34,304	$36,019	$39,711
Single Day Camps	$/Day	$30	$30	$33	$33	$35	18	20	21	22	23	12	$6,480	$7,128	$8,233	$8,644	$9,531
Camp Day-Care	$/Day	$10	$10	$11	$11	$12	81	89	93	98	103	10	$8,080	$8,888	$10,266	$10,779	$11,884
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.05						
Total Revenue													**$50,560**	**$55,616**	**$64,236**	**$67,448**	**$74,362**
Cost of Goods Sold	**Management Assumption**												**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Youth Programming Management	Responsibility of Management Team												$0	$0	$0	$0	$0
Camp Instructors	35% Gross Revenue												$17,696	$19,466	$22,483	$23,607	$26,027
Equipment & Consumables	3% Gross Revenue												$1,517	$1,668	$1,927	$2,023	$2,231
Camp Lunch	2.5% Gross Revenue												$1,264	$1,390	$1,606	$1,686	$1,859
T-Shirts	$4/Shirt												$1,120	$1,232	$1,294	$1,358	$1,426
Total Cost of Goods Sold													**$21,597**	**$23,756**	**$27,309**	**$28,675**	**$31,543**
Net Revenue													**$28,963**	**$31,860**	**$36,927**	**$38,773**	**$42,819**

Pricing Notes

*1 ***Bricks 4 Kidz***
$289 / 5 days

Shreveport Aquarium
$260 / 5 days

YMCA BHP
$160 / 5 dayas

Facility Fees Revenue & Expenses

Event Type	Event Days	Facility Fee	Number of Events per Year Year 1	Year 2	Year 3	Year 4	Year 5	Daily Attendees (Non-Athletes)	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Basketball - Small	2.0	$2.00	4	4	4	4	4	640	$10,240	$10,240	$10,240	$10,240	$10,240
Rental Basketball - Medium	2.0	$2.00	3	3	4	4	5	960	$11,520	$11,520	$15,360	$15,360	$19,200
Rental Basketball - Large	2.5	$2.00	2	2	2	3	3	1600	$16,000	$16,000	$16,000	$24,000	$24,000
Rental Volleyball - Small	1.0	$2.00	4	5	5	6	8	960	$7,680	$9,600	$9,600	$11,520	$15,360
Rental Volleyball - Medium	2.0	$2.00	1	2	2	3	3	1280	$5,120	$10,240	$10,240	$15,360	$15,360
Rental Volleyball - Large	3.0	$2.00	2	2	2	2	2	1920	$23,040	$23,040	$23,040	$23,040	$23,040
Rental Volleyball - Extra Large	3.0	$2.00	1	1	2	2	3	3200	$19,200	$19,200	$38,400	$38,400	$57,600
Other Court Sport Rental - 1 Day Event	1.0	$2.00	4	5	5	6	6	800	$6,400	$8,000	$8,000	$9,600	$9,600
Other Court Sport Rental - 2 Day Event	2.0	$2.00	2	2	3	4	4	1600	$12,800	$12,800	$19,200	$25,600	$25,600
Seated Event - Small	1.0	$2.00	4	4	4	4	4	3000	$24,000	$24,000	$24,000	$24,000	$24,000
Seated Event - Medium	2.0	$2.00	2	2	2	2	2	3000	$24,000	$24,000	$24,000	$24,000	$24,000
			29	32	35	40	44						
Total Revenue									**$160,000**	**$168,640**	**$198,080**	**$221,120**	**$248,000**
Cost of Goods Sold	**Management Assumption**								**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Total Cost of Goods Sold									**$0**	**$0**	**$0**	**$0**	**$0**
Net Revenue									**$160,000**	**$168,640**	**$198,080**	**$221,120**	**$248,000**

Food & Beverage Revenue & Expenses

Revenue	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales - Local		$9,205	$10,129	$10,983	$11,676	$12,201
Concessions Sales - Tournament		$654,483	$683,035	$765,106	$837,340	$909,347
Concessions Sales - FEC		$70,499	$77,549	$79,876	$82,272	$83,095
Total Revenue		**$734,187**	**$770,714**	**$855,964**	**$931,288**	**$1,004,643**
Cost of Goods Sold	**Management Assumption**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Concessions Food	*30% Concession Sales*	$220,256	$231,214	$256,789	$279,386	$301,393
Concessions Wages	*25% Concession Sales*	$183,547	$192,678	$213,991	$232,822	$251,161
Total Cost of Goods Sold		**$403,803**	**$423,893**	**$470,780**	**$512,208**	**$552,554**
Net Revenue		**$330,384**	**$346,821**	**$385,184**	**$419,080**	**$452,089**

Hotel Rebates

Revenue	Management Assumption	Nights Per Event	Venue Rebate Rate	Number of Events per Year Year 1	Year 2	Year 3	Year 4	Year 5	# Non-Local Participants	# Non-Local Fans	Hotel Rooms/Night	Rebate Capture	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Basketball - Small	60% non-local attendance	1.5	$2.31	4	4	4	4	4	192	384	192	50%	$1,331	$1,331	$1,331	$1,331	$1,331
Rental Basketball - Medium	70% non-local attendance	1.5	$2.31	3	3	4	4	5	336	672	336	50%	$1,746	$1,746	$2,328	$2,328	$2,911
Rental Basketball - Large	90% non-local attendance	2.0	$2.31	2	2	2	3	3	720	1440	720	50%	$3,326	$3,326	$3,326	$4,990	$4,990
Rental Volleyball - Small	35% non-local attendance	0.5	$2.31	4	5	5	6	8	168	336	168	50%	$388	$485	$485	$582	$776
Rental Volleyball - Medium	70% non-local attendance	1.5	$2.31	1	2	2	3	3	448	896	448	50%	$776	$1,552	$1,552	$2,328	$2,328
Rental Volleyball - Large	85% non-local attendance	2.5	$2.31	2	2	2	2	2	816	1632	816	50%	$4,712	$4,712	$4,712	$4,712	$4,712
Rental Volleyball - Extra Large	90% non-local attendance	2.5	$2.31	1	1	2	2	3	1440	2880	1440	50%	$4,158	$4,158	$8,316	$8,316	$12,474
Other Court Sport Rental - 1 Day Event	35% non-local attendance	0.5	$2.31	4	5	5	6	6	140	280	140	50%	$323	$404	$404	$485	$485
Other Court Sport Rental - 2 Day Event	70% non-local attendance	1.5	$2.31	2	2	3	4	4	560	1120	560	50%	$1,940	$1,940	$2,911	$3,881	$3,881
Seated Event - Small	20% non-local attendance	0.5	$2.31	4	4	4	4	4	0	600	200	50%	$462	$462	$462	$462	$462
Seated Event - Medium	25% non-local attendance	1.5	$2.31	2	2	2	2	2	0	750	250	50%	$866	$866	$866	$866	$866
Meeting Room Events: Small	0% non-local attendance	0.5	$2.31	128	131	135	139	144	0	0	0	50%	$0	$0	$0	$0	$0
Meeting Room Events: Medium	0% non-local attendance	0.5	$2.31	38	39	40	42	43	0	0	0	50%	$0	$0	$0	$0	$0
Conference/Tradeshow/Consumer Show: Small	25% non-local attendance	1.5	$2.31	4	4	4	4	5	50	0	17	50%	$116	$119	$123	$126	$130
Conference/Tradeshow/Consumer Show: Large	85% non-local attendance	3.0	$2.31	2	2	2	2	2	510	0	170	50%	$1,178	$1,213	$1,250	$1,287	$1,326
Hotel Commissions	2.1% of Total Hotel Room Revenue												$21,324	$22,316	$28,067	$31,695	$36,672
				201	209	217	227	237									
			Total Revenue										**$42,647**	**$44,633**	**$56,133**	**$63,391**	**$73,344**
Cost of Goods Sold													**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
													$0	$0	$0	$0	$0
			Total Cost of Goods Sold										**$0**	**$0**	**$0**	**$0**	**$0**
			Net Revenue										**$42,647**	**$44,633**	**$56,133**	**$63,391**	**$73,344**

Retail Revenue & Expenses

Revenue	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Sales		$17,373	$19,272	$22,460	$25,835	$29,058
Total Revenue		**$17,373**	**$19,272**	**$22,460**	**$25,835**	**$29,058**
Cost of Goods Sold	**Management Assumption**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Retail Product Cost	*55% Retail Sales*	$9,555	$10,600	$12,353	$14,209	$15,982
Retail Wages	*15% Retail Sales*	$2,606	$2,891	$3,369	$3,875	$4,359
Total Cost of Goods Sold		**$12,161**	**$13,490**	**$15,722**	**$18,084**	**$20,341**
Net Revenue		**$5,212**	**$5,782**	**$6,738**	**$7,750**	**$8,717**

Tenant Revenue

Leased Space Revenue	Area (Sq./ft.)	$ per Sq./ft.	Year 1	Year 2	Year 3	Year 4	Year 5
Tenant Lease Agreements							
Leased Space - Medical	10,000	$25.00	$250,000	$250,000	$250,000	$250,000	$250,000
Total Revenue			**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**
Total Cost of Goods Sold			**-**	**-**	**-**	**-**	**-**
Net Revenue			**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**

Sponsorship & Advertisement Revenue

Revenue	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Sponsorship/Advertisement Income		$250,000	$250,000	$250,000	$250,000	$250,000
Naming Rights	*Based on Industry Comps*	$0	$0	$0	$0	$0
Total Revenue		**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**
Cost of Goods Sold	**Management Assumption**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Sponsorship COGS	*30% Sponsorship Revenue*	$75,000	$75,000	$75,000	$75,000	$75,000
Total Cost of Goods Sold		**$75,000**	**$75,000**	**$75,000**	**$75,000**	**$75,000**
Net Revenue		**$175,000**	**$175,000**	**$175,000**	**$175,000**	**$175,000**

Overhead Expenses

Facility Expenses

Indoor Facility/Buildings

Indoor Facility Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Alarm System Maintenance		$5,000	$5,075	$5,151	$5,228	$5,307
Janitorial Expenses	*Cleaning and Supplies*	$122,394	$125,410	$129,814	$134,484	$139,102
Safety Supplies	*Includes Year 1 Purchase*	$6,500	$2,600	$2,639	$2,679	$2,719
Grounds Maintenance, Labor, & Lighting	*Based on Site Development*	$15,530	$15,763	$15,999	$16,239	$16,483
Maintenance & Repairs	*Excludes Capital Replacement*	$35,995	$36,535	$37,083	$37,639	$38,204
Utility Expense	*Electricity, Gas, Water, Trash, etc.*	$293,524	$297,927	$302,396	$306,932	$311,536
Utility Expense - Family Entertainment Center		$44,626	$45,296	$45,975	$46,665	$47,365
Total Facility Expense		**$523,569**	**$528,606**	**$539,057**	**$549,866**	**$560,714**

Operating Expenses

Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees		$10,000	$10,150	$10,302	$10,457	$10,614
Bank Service Charges	*Banking Fees, Credit Card Processing*	$45,001	$48,115	$56,486	$61,785	$69,018
Communications	*IT, Phone, Cable, Internet*	$26,042	$26,433	$26,829	$27,231	$27,640
Dues/Subscriptions		$500	$508	$515	$523	$531
Employee Uniforms		$2,000	$2,030	$2,060	$2,091	$2,123
Marketing and Advertising		$67,501	$48,115	$56,486	$61,785	$69,018
Insurance	*General, Property, Liability*	$82,501	$83,739	$84,995	$86,270	$87,564
Legal Fees		$15,000	$15,225	$15,453	$15,685	$15,920
Licenses, Permits	*Food, Music, etc.*	$25,000	$25,375	$25,756	$26,142	$26,534
National Management & Marketing Service		$240,000	$247,200	$254,616	$262,254	$270,122
National Management Travel		$18,000	$12,000	$12,000	$12,000	$12,000
Office Supplies		$13,889	$14,097	$14,309	$14,523	$14,741
Real Estate Tax	*Public Ownership*	$0	$0	$0	$0	$0
Software	*Operating, Scheduling, POS, Registration*	$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		**$569,834**	**$557,753**	**$584,946**	**$606,261**	**$631,722**

Management Payroll Summary

Management Position	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager		$110,000	$114,400	$118,976	$123,735	$128,684
Director of Operations		$70,000	$72,800	$75,712	$78,740	$81,890
Marketing & Business Development Director		$65,000	$67,600	$70,304	$73,116	$76,041
Event Sales Manager		$50,000	$52,000	$54,080	$56,243	$58,493
Non Sports Event Coordinator		$40,000	$41,600	$43,264	$44,995	$46,794
FEC Manager		$55,000	$57,200	$59,488	$61,868	$64,342
Program Director		$60,000	$62,400	$64,896	$67,492	$70,192
Indoor Facility Manager		$53,500	$55,640	$57,866	$60,180	$62,587
Food & Beverage Director		$65,000	$67,600	$70,304	$73,116	$76,041
Assistant Food & Beverage Manager		$50,000	$52,000	$54,080	$56,243	$58,493
Finance Manager		$65,000	$67,600	$70,304	$73,116	$76,041
Admin Support	*Part Time - Front Desk*	$60,000	$62,400	$64,896	$67,492	$70,192
Total Management Payroll		**$743,500**	**$773,240**	**$804,170**	**$836,336**	**$869,790**

Payroll Summary

	Total Payroll Summary	Management Assumption	Pre-Open	Year 1	Year 2	Year 3	Year 4	Year 5
Mgmt	General Manager	12 months prior	$110,000	$110,000	$114,400	$118,976	$123,735	$128,684
Mgmt	Director of Operations	9 months prior	$52,500	$70,000	$72,800	$75,712	$78,740	$81,890
Mgmt	Marketing & Business Development Director	12 months prior	$65,000	$65,000	$67,600	$70,304	$73,116	$76,041
Mgmt	Event Sales Manager	6 months prior	$25,000	$50,000	$52,000	$54,080	$56,243	$58,493
Mgmt	Non Sports Event Coordinator	3 months prior	$10,000	$40,000	$41,600	$43,264	$44,995	$46,794
Mgmt	FEC Manager	3 months prior	$13,750	$55,000	$57,200	$59,488	$61,868	$64,342
Mgmt	Program Director	3 months prior	$15,000	$60,000	$62,400	$64,896	$67,492	$70,192
Mgmt	Indoor Facility Manager	3 months prior	$13,375	$53,500	$55,640	$57,866	$60,180	$62,587
Mgmt	Food & Beverage Director	3 months prior	$16,250	$65,000	$67,600	$70,304	$73,116	$76,041
Mgmt	Assistant Food & Beverage Manager	3 months prior	$12,500	$50,000	$52,000	$54,080	$56,243	$58,493
Mgmt	Finance Manager	6 months prior	$32,500	$65,000	$67,600	$70,304	$73,116	$76,041
Support	Admin Support	1 month prior	$5,000	$60,000	$62,400	$64,896	$67,492	$70,192
	Subtotal Management Payroll		**$370,875**	**$743,500**	**$773,240**	**$804,170**	**$836,336**	**$869,790**
Staff	Basketball Rental Tournament Staff	1 month prior	$590	$7,080	$7,080	$8,580	$10,230	$11,573
Staff	Volleyball Rental Tournament Staff	1 month prior	$653	$7,840	$8,960	$12,496	$13,728	$18,295
Staff	Seated Court Event Staff	1 month prior	$400	$4,800	$4,800	$5,280	$5,280	$5,544
Staff	Court Rental Event Staff	1 month prior	$400	$4,800	$5,400	$7,260	$9,240	$9,702
Staff	Meeting and Non-Sport Events Staff	1 month prior	$8,142	$97,700	$100,631	$114,015	$117,435	$127,006
Staff	Basketball Staff	1 month prior	$421	$5,052	$6,227	$8,100	$9,020	$10,073
Staff	Volleyball Staff	1 month prior	$214	$2,568	$3,177	$4,147	$4,627	$5,178
Staff	Court Rental Staff	1 month prior	$209	$2,508	$2,583	$2,794	$2,878	$3,112
Staff	FEC/Adventure Staff	1 month prior	$6,735	$80,826	$86,385	$102,823	$112,552	$129,370
Staff	Birthday Party Staff	1 month prior	$180	$2,160	$2,592	$2,722	$2,858	$3,001
Staff	Food & Beverage Staff	1 month prior	$15,296	$183,547	$192,678	$213,991	$232,822	$251,161
Staff	Retail Staff	1 month prior	$217	$2,606	$2,891	$3,369	$3,875	$4,359
	Subtotal Sport Admin Staff		**$33,457**	**$401,487**	**$423,404**	**$485,576**	**$524,544**	**$578,374**
Instructors	Basketball Instructors	Per Diem		$11,402	$14,053	$18,280	$20,356	$22,734
Instructors	Volleyball Instructors	Per Diem		$7,682	$9,501	$12,404	$13,839	$15,487
Instructors	Youth Programming Instructors	Per Diem		$17,696	$19,466	$22,483	$23,607	$26,027
	Subtotal Instructors (COGS)			**$36,781**	**$43,020**	**$53,166**	**$57,803**	**$64,247**
Referees	Basketball Officials	Per Diem		$17,600	$21,692	$25,650	$28,564	$30,381
Referees	Volleyball Officials	Per Diem		$2,880	$3,562	$4,227	$4,717	$5,027
	Subtotal Referee/Trainers (COGS)			**$20,480**	**$25,254**	**$29,877**	**$33,281**	**$35,408**
	Payroll Subtotal		**$404,332**	**$1,202,248**	**$1,264,918**	**$1,372,789**	**$1,451,964**	**$1,547,819**
	Bonus Pool	1% of Total Revenue		$27,500	$29,058	$33,243	$35,892	$39,509
	Payroll Services	3% of Payroll	$12,130	$34,350	$35,899	$38,692	$40,826	$43,445
	Payroll Taxes/Benefits	18% of Payroll	$72,780	$206,098	$215,396	$232,154	$244,959	$260,670
	Payroll Taxes/Benefits/Bonus Totals		**$84,910**	**$267,948**	**$280,353**	**$304,090**	**$321,677**	**$343,624**
	Total Payroll Cost			**$1,470,196**	**$1,545,271**	**$1,676,878**	**$1,773,642**	**$1,891,443**

Supplemental Analysis

Facility Utilization Summary

Court Utilization	Annual Utilization				
	Annual %	Annual %	Annual %	Annual %	Annual %
Sport	**Year1**	**Year2**	**Year3**	**Year4**	**Year5**
Basketball	1.57%	1.93%	2.29%	2.55%	2.71%
Volleyball	0.46%	0.57%	0.68%	0.76%	0.81%
Court Rental	3.00%	3.09%	3.18%	3.28%	3.38%
Basketball Tournaments	3.69%	3.69%	4.06%	4.84%	5.22%
Volleyball Tournaments	3.06%	3.50%	4.44%	4.88%	6.19%
Other Court/Seated Court Rental Events	3.50%	3.81%	4.44%	5.38%	5.38%
Total Court Utilization	**15.28%**	**16.60%**	**19.09%**	**21.68%**	**23.67%**
Number of Courts		10			
Maximum Court Time/Year (Hours)		32,000			
Maximum Court Time/Session (Hours)		5,333			

Court Utilization	Busiest Session Utilization (Spring)				
	Session %	Session %	Session %	Session %	Session %
Sport	**Year1**	**Year2**	**Year3**	**Year4**	**Year5**
Basketball	1.96%	2.42%	2.86%	3.18%	3.39%
Volleyball	0.56%	0.70%	0.83%	0.92%	0.98%
Court Rental	4.95%	5.10%	5.25%	5.41%	5.57%
Basketball Tournaments	13.88%	13.88%	13.88%	16.31%	16.31%
Volleyball Tournaments	13.88%	13.88%	18.00%	18.00%	20.25%
Other Court/Seated Court Rental Events	0.00%	0.00%	0.00%	0.00%	0.00%
Total Court Utilization	**35.22%**	**35.96%**	**40.81%**	**43.83%**	**46.50%**

Day	Prime Hours	Prime Hours
Monday	4:00pm-11:00pm	7
Tuesday	4:00pm-11:00pm	7
Wednesday	4:00pm-11:00pm	7
Thursday	4:00pm-11:00pm	7
Friday	4:00pm-11:00pm	7
Saturday	8:00am-11:00pm	15
Sunday	9:00am-11:00pm	14
		64