



PRO FORMA OPERATING AND FINANCIAL ANALYSIS REPORT

PROPOSED EXPANDED GYMNASTICS CENTER

JULY 2010



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Executive Summary

This Pro Forma Operating and Financial Analysis Report was prepared in the spring of 2010 in order to assist Park District staff and elected officials with decisions regarding the possible investment of capital funds into a new or renovated Gymnastics facility. The report presents and analyzes the probable annual costs and revenue potential of an expanded gymnastics program housed in a renovated facility at 218 Madison.

In 2006, Williams Architects was commissioned to prepare a facility improvement plan for the three disparate functions currently housed at 218 Madison: Gymnastics, Buildings and Grounds, and Central Administration. Short-term improvements scheduled for 2008 have been delayed until long-term solutions to address the space needs of the Gymnastics Program, which has sufficient demand to increase in size, and the Buildings & Grounds operations are determined.

This Pro Forma for an expanded Gymnastics Center is based on the Williams plan, which calls for the Gymnastics facility to expand by occupying the space currently housing Buildings and Grounds when a replacement facility is located for their operation. The proposed expansion plan is designed to double the size of the existing Gymnastics Center and therefore also its ability to generate new revenue and serve additional customers.

The Pro Forma is based on the goal of enabling the expanded Gymnastics Center to financially operate like other Park District revenue-based facilities (e.g., pools, rink and dog park) by including direct and indirect costs not reflected in the current Gymnastics Center budget.

The probable operating revenues included are designed to accommodate recent history wait list demands as well as to provide new programming and services without compromising current recreational offerings. Fees and charges proposed take into account the need to generate ample revenue for operations, the competition and most importantly the perceived value of the program in relation to the clientele served or desired to be served.

The Pro Forma shows that the expanded Gymnastics Center could realize sufficient revenues to recover both direct and indirect costs associated with operating the described facility. **Under the ideal scenario of attaining 100% of projected participation levels, the cost recovery ratio of the expanded Gymnastics Center is 118%.** If 90% of expected participation is achieved, the cost recovery ratio is 105%. The most conservative 75% participation level would still generate a 101% cost recovery ratio. In other words, at only 75% of expected participation levels, the expanded Gymnastics Center is still expected to function as a financially successful revenue facility and to at least break even. The net annual revenues could be used to cover any capital outlay required to keep the facility current and operating, or possibly to assist in paying back some of the capital outlay incurred by the District to expand the facility. Historically speaking, the gymnastics program has generated net revenues every year that in turn have contributed to fund balances and/or capital funds.

Level of Projected Participation	Cost Recovery Ratio	Net Annual Revenue
100% Participation Projection	118%	\$110,063
90% Participation Projection	105%	\$ 26,649
75% Participation Projection	101%	\$ 4,573

Note: Cost recovery ratio includes non-resident fee revenues and all direct and indirect expenses normally associated with a Park District revenue facility.

While the scale and scope of a renovated gymnastics facility could change, this Pro Forma Operating and Financial Analysis Report presents an example of how the facility would perform financially and in delivering expanded services.

Purpose and Introduction

This Pro Forma Operating and Financial Analysis Report presents the probable annual costs to operate and maintain the proposed Gymnastics Center along with the potential revenues that can be generated from programs and activities offered within the facility. The proposed facility and project is based upon the expansion and remodeling of the current gym in the John L. Hedges Administrative Center at 218 Madison Street, Oak Park, IL. The pro forma is based on the facility being expanded from its current size (7,600 square feet) to its proposed size (approximately 15,500 Square feet) as presented in the Williams Architects 218 Facility Improvement Study dated October 2006 (see floor plan on page 21, Exhibit A).

Goals of the Expanded Gymnastics Center

The goal and design of the expanded facility is for the Gymnastics Center to generate sufficient revenues through drop-in programs, classes, team activities, events, rentals (birthday parties) and potential sponsorships to offset its operating costs. An expanded facility would also create opportunities for additional, new and creative gymnastics-based program and service offerings not possible in the current facility due to its limited scope and size. Finally, the expanded facility would provide the resources necessary to address the unmet needs of our potential customers that attempt to or would like to participate in our programs and services.

It has been the Park District's intent to accommodate ongoing class wait lists for this ever-popular program. In any given recent year, potential customers are not served because the current facility does not have the capacity to handle the demand for additional or larger classes and activities. Historically, it has been common to have wait lists at every program level and to fall short of meeting the demand for gymnastics programs. For example, records indicate that 220 students were placed on wait lists in August/September of 2008 and 160 in August/September of 2009. Following is a breakdown of where the need for program class expansion is most prevalent, taking into account 2 years of wait list history.

2008	2009	Program Area
42	29	"Tots" (parent and child classes) for ages 2 – 3.5
18	23	"Gym Kids 1" for ages 3.5 up to 5
57	45	"Gym Kids 2" for ages 4.5 up to 5
8	8	"Gym Kids 3" for ages 4.5 up to 5
125	105	Total Wait Listed for Ages 2 – 5 Years
69	22	"Girls Level 1" for ages 6 and up
5	11	"Girls Level 2" for ages 6 and up
5	15	"Girls Level 3" for ages 7 and up
11	16	"Boys level 1" for ages 6 and up
3	0	"Boys Level 2" for ages 6 and up
2	1	"Boys Level 3: for ages 7 and up
95	55	Total Wait Listed for Ages 6 and up
220	160	Grand Total Wait Listed

Based on the more recent decrease in the grand total of wait listed students gymnastics management also feels that we have lost many customers due to the competition of just trying to get into classes or off a wait list. With a larger gym we will be able to accommodate more students and hopefully bring back families that their only option is to go to another gymnastics facility.

Much like a 3-D puzzle, many variables are taken into consideration when planning the gym's utilization. The first is the actual physical space. This is a fixed variable which is the foundation of our program. In order to use this space to its full capacity, during peak times we divide our floor space into two smaller areas by pulling a curtain across the gym. Although the curtain provides us with space for an extra group, it prevents the parents from watching their children while in class. A removable platform is used to create the vault runway. When in use, this platform takes up the majority of our entrance way and blocks the gym's entrance. Even with the utilization of this platform our vault runway falls at least 10 feet short of regulation length. In addition, to the above work-arounds, the rest of the gym is sectioned off into specific training areas or zones.

Prior to each new year we look at our current student population to determine our class schedule for the coming year. This is determined by assessing the ages and the skill level of each child. Some children will be moving up a level due to age and some due to skill.

As this is a progressive sport it is often necessary to adjust our specific class offerings to accommodate our returning students. Outside factors like school hours and typical nap times also play a large role when creating the final schedule.

Once the overall needs have been determined, we create a schedule that will fit each class into the gym at its appropriate timeframe. Simultaneously we schedule the 60+ team gymnasts and recreational classes. During peak hours, (3:00 p.m. to 8:30 p.m. M-F), we hold classes for recreational and team gymnasts that range from 45 minutes to 3 hours long. Each one of these class levels has very specific criteria and lesson plans which require them to travel around the gym to different "zones" as appropriate. Since our recreational classes take priority, during the times they are in session, team gymnasts must accommodate the recreation program participants by sharing practice space and equipment.

Another service area that is currently unable to meet existing demand is Preschool Playtime. From September through April Preschool Playtime takes place on Wednesday mornings (10:00-11:30 a.m.) and Friday afternoons (1:00-2:30 p.m.). This is the ultimate indoor playground where each child can explore all aspects of the gym and its equipment with an adult supervisor. Every now and then the staff will inflate a 20' X 30' obstacle course which provides extra fun. These are drop-in opportunities for children between the ages of infant to 5 years old. The participants pay a fee at the door and a maximum of 50 children are allowed into the gym. The Gymnastics Center provides one staff member as an overall supervisor for each playtime; two when the inflatable is in use. Preschool playtime is considered a feeder program for our recreational programmed classes.

Over the last three years nearly 30% of the Playtime periods have been full and needed to turn down participants at the door. A breakdown of the last three years of activity is reflected below:

<u>Year</u>	<u># Offerings</u>	<u># at Capacity</u>
2008	39	12
2009	36	15
2010	50	10
Total	125	37

Given the history and length of wait lists at the current facility, a goal of the expanded facility is to accommodate more students and meet existing demand for services. Additionally, the expanded facility is designed to offer new program types such as family activities and birthday parties.

The Park District of Oak Park Gymnastics Center has a reputation for providing exceptional service. Patrons of the program have been very loyal as evident by the long lines and numbers of returning customers at registration periods. On January 1, 2006 the gymnastics center handed out an in-house survey to our current customers. The purpose of this survey was not only to find out how our clients felt about the job we were doing, but if they valued what we were offering. Customer service was an important part of the survey. The specific services rated were returned phone calls; confirming information; friendly, knowledgeable, helpful staff; effectively communicates schedules & deadlines; registration process; and general gym-related information. The value rating findings showed that our customers felt customer service was very important, essential and necessary in meeting their expectations. The gymnastics center met or exceeded expectations in every customer service category. The percentage rating reflected between 89% and 93% for value and satisfaction. All involved concur that upholding this level of service delivery is necessary and key to the success of the expanded facility.

Purpose of the Pro Forma

The Pro Forma focuses on two primary financial goals for the expanded Gymnastics Center:

- 1. Assess the expanded Gymnastics Center’s ability to operate financially like other Park District revenue-based facilities (e.g., pools and rink) by including costs not currently reflected in its operational budget.**

The following revenue/expense analysis indicates that the gymnastics program has been financially successful for the last six years of audit history.

Year	2004	2005	2006	*2007	**2008	2009
Revenues	\$327,736	\$337,224	\$389,906	\$450,796	\$391,313	\$460,875
Expenses	\$217,441	\$227,073	\$253,599	\$301,954	\$362,026	\$375,834
Net	\$110,295	\$110,151	\$136,307	\$148,842	\$29,287	\$85,041

Six (6) year net revenue average: \$103,320

*New full time coach position costs incurred and some revenues received were not deferred to the appropriate year (2008)

**New spring floor purchased (\$27,420) and bank service fees increased and reallocated (\$13,000)

However, the expenses shown above do not include some of the traditional direct and indirect costs associated with a revenue-based operation. Over this six-year span and prior, the gymnastics operating budget has not included all full-time employee benefit costs (i.e., FICA, I.M.R.F., etc.), some marketing expenses (i.e., newspaper promotions, classified ads, etc.), some office support costs (i.e., copy machine rental, postage, etc.), its share of the liability costs, its share of repair and maintenance work, or its share of the general administration cost. This Pro Forma sets out with the premise that the expanded Gymnastics Center would be treated like other Park District revenue facility operations (pools, rink, and dog park) and has a financial structure designed to absorb all of its appropriate expenses.

2. Demonstrate whether or not an expanded Gymnastics Center has the potential to produce net revenues that would cover facility maintenance needs and potentially contribute to recovery of initial capital costs.

The goal is for net revenues to cover any capital outlay required to keep the facility current and operating. Ideally, the expanded facility would also be able to assist in paying back some of the capital outlay incurred by the District to have the facility renovated and expanded. Therefore, the Pro Forma sets forth three financial scenarios based on varying participation levels. Estimates for the three scenarios below are reflected in the detailed worksheets labeled "Gymnastics Center Probable Revenue Projections" on page 25, Exhibit D:

- 1) *100% projected participation achieved.* In this case, the Pro Forma estimates class and activity participation near, but not, at capacity for the expanded facility (approximately one or two students less than the maximum).
- 2) *90% projected participation achieved.* In this case, revenue calculations are reduced by 10% and assume that class and activity participation will only reach 90% of targeted projections. This is a modest decrease, but provides some comparative analysis of revenues falling slightly short of projections.
- 3) *75% projected participation achieved.* This financial scenario provides a more conservative variation, so that one can see how the expanded facility would perform if participation levels fall short of projections by as much as 25%.

Probable Operating Costs

The Pro Forma represents all costs and revenue estimates based on assumptions regarding the facility's hours of operation, staff scheduling and the portfolio mix of classes, events and team memberships, explained in the following subsections (see on page 16 for Operating Assumptions). All figures are presented in 2011 dollars.

Introduction

The Park District of Oak Park Gymnastics Pro Forma identifies probable costs for the operation of the expanded Gymnastics Center based on a series of facility operating assumptions to project realistic cost centers and the impact on the overall financial performance of the facility. These assumptions were developed with research compiled with other gymnastics facilities, both affiliated with park districts and privately operated in the Chicago area, as well as from input gathered from District staff and consultants within the industry. Results were incorporated into this analysis within the range of local and regional rates for utilities, services and other expenses. The most significant expenses are those related to personnel, utilities, facility maintenance and repair. Following is a summary of each of the major expense categories with a brief explanation of the various costs they represent. For reference, a detailed itemization of the categories and their related costs appears at the end of the Pro Forma on page 29, Exhibit E.

Personnel

As with all facilities of this type, personnel service costs represent the largest expense item. These costs include full time salaries, part time staff wages and all of the related benefit costs to support these positions. The gymnastics center is projected to be open 75 to 85 hours per week during the school year and slightly less during the summer months, during which it will require staff to supervise and coach users participating in activities and programs, and to perform customer service functions. These employee based tasks will require additional part-time and possibly up to 1 new full-time District employee (Coach) over current levels. At present, the gym employs four full time coaches, one of which is the Assistant Manager. Professional staff will provide the foundation for the Gymnastic Center's success. Appropriate staffing levels are critical to providing safe, high-quality facilities that reduce legal liability and increase user satisfaction and retention. The Center's total cost for staffing includes salaries, wages, benefits, training, travel and uniforms. A breakdown of the various personnel costs illustrated appears below in Table 1.

Table 1

Salaries, Wages and Benefits	\$ 516,397.00
Full-time Salaries (Mgr., Asst, Mgr., Coaches)	\$ 296,000.00
Overtime & Benefits (F.I.C.A., I.M.R.F., etc.)	\$ 109,520.00
Part-time Salaries (Coaches)	\$ 110,058.00
Maint. Benefits (3% share of technician wages)	\$ 819.00

Contractual Services

Contractual services represent the costs for outside professional assistance with work projects that gymnastic employees lack the expertise or time to perform. This includes services like janitorial work, pest control, and IT support work. Many facets of the operations of the gymnastics facility will involve using contractual services to maintain, clean, repair and conduct a reasonable preventative maintenance program on all supporting equipment and systems to ensure the proper operations, cleanliness and

safety. To attract and sustain participation by all user groups and ages, it is essential that the Gymnastics Center be maintained at a high level. Studies conducted by the International Health, Racquet and Sports Club Association indicate that the leading cause of membership attrition in both public and private facilities is the lack of cleanliness and deterioration of physical condition in both facilities and equipment. A routine and aggressive maintenance program is required to keep the facility in good, safe, working order. While maintenance is costly, over the life of the building a good maintenance program will provide substantial savings, improve customer satisfaction, and sustain revenues. As a result, the pro forma accounts for an aggressive preventative maintenance program in large part supported by contractual services, including office equipment, janitorial, safety and security systems. Below is a breakdown of the various contractual services that are necessary for effective operations below in Table 2.

Table 2

Contractual Services	\$ 9,060.00
Copy/Office Machines (Lease & Maintenance)	\$ 1,800.00
Janitorial, Cleaning & Exterminator Services	\$ 5,160.00
Safety Equipment (AED, Fire Protection)	\$ 300.00
Security Systems (Alarms & Cameras)	\$ 1,800.00

Marketing and Advertising

Marketing and advertising costs support the promotion of the programs and the recruitment of potential employees and coaches for employment. The proposed operating expenses contain an allowance for facility and program marketing. The financial success of the center depends on a commitment to create, fund and execute an ongoing marketing program. While marketing will increase the operating costs of the Center, it is necessary to maximize the facility’s revenue potential. The recommended annual marketing budget is \$4,000 and a summary of the expenses needed to support this cost center are itemized below in Table 3.

Table 3

Marketing and Advertising	\$ 4,000.00
Seasonal Advertisements (Newspaper Ads)	\$ 2,650.00
Website & Electronic Communication (URL Fees)	\$ 450.00
Employee Recruitment (Job Classifieds)	\$ 900.00

Supplies and Equipment

Supply and equipment costs cover office, cleaning and gymnastic equipment related expenses. This cost center area is essential to ensure that class and team participants have the necessary supplies to experience a quality recreational and competitive program. In addition, costs like medical and office supplies needed to support the overall program are also included. Finally, replacement of needed apparatus and mat equipment on an annual basis is included as these items experience wear and tear from repeated use. Table 4, following, illustrates the costs related to these areas.

Table 4

<i>Supplies and Equipment</i>	<i>\$ 15,320.00</i>
Pro Shop Supplies (Team Apparel, Merchandise)	\$ 4,140.00
Office Supplies & Postage Allowance	\$ 3,240.00
Medical & Cleaning (1st Aid supply, Toilet Paper)	\$ 1,440.00
Equipment (Mats, Bars, Rings, etc.)	\$ 6,500.00

Programming Supply Expenses

Programming Supplies address costs that support class curriculums and student participation, as well as supplies associated with Birthday Parties and drop in programs. A year round portfolio of gymnastic recreational and competitive programs, classes and activities would be hosted at this facility. Each area within the gym would host a variety of programs based on the scope, size and compatibility of the space allocated. Recreation department staff has developed a proposed schedule of existing programs that are offered by the Park District and that accommodate higher participation levels, as well as some new programs that can be offered with an expanded facility. The programming expenses include direct expenses, other than instructor and staff wages, such as supplies for the program and equipment to host the program. The supply costs associated with programs by age, type and skill level grouping are illustrated below in Table 5.

Table 5

<i>Programming Supply Expenses</i>	<i>\$ 6,900.00</i>
Tots & Gym Kids Classes (participation awards)	\$ 3,500.00
Rec. Boys & Girls Classes (participation awards)	\$ 2,000.00
Team Activities (gym bags, theme items)	\$ 700.00
Summer Camps (t-shirts)	\$ 700.00

Staff Support

Staff support costs include expenses related to training, travel, certification and memberships in organizations that compliment coaches and their gymnastic class curriculums. The success of the Gymnastics Center, both short- and long-term, is directly related to its staff and their qualifications to instruct, coach and facilitate programs and customer service. Additionally, it is essential that the Park District supports the acquisition and maintenance of proper and required certifications and educational orientations, specialized trainings and memberships in the gymnastics instruction area. Expenses related to this area include training, memberships, travel and uniforms. Training of staff is based on achieving and maintaining the requirements necessary to instruct United States of America Gymnastics (USAG) certified classes at all levels. Memberships are based on current associations and the requirements to participate in class curriculums offered. Travel and uniforms are estimated to support USAG and related activities and programs. A summary of these cost centers is within Table 6 below.

Table 6

<i>Staff Training and Uniforms</i>	<i>\$ 8,805.00</i>
Training & Certifications (USAG, USECA, GIJO)	\$ 6,095.00
Staff Travel (To attend trainings)	\$ 1,620.00
Staff Uniforms (shirts and warm ups))	\$ 1,090.00

Utilities

This cost center category covers the necessary utility costs to support the facility. This would include electric, gas, water, sewer and telecommunications. Due to various development factors yet to be determined and the diverse program area options, costs were estimated on the current facility's square footage. The square footage ratios include the entire Gymnastics Center as one total area and include both programming and support spaces. A breakdown of the various utilities factored into the pro forma are provided below in Table 7.

Table 7

Utilities	\$ 31,490.00
Electricity	\$ 11,610.00
HVAC	\$ 13,875.00
Water & waste water	\$ 4,865.00
Communications	\$ 1,140.00

Repairs and Maintenance

This expense cost category is intended to support the care and maintenance of the physical plant of the facility. With a new and improved facility it will be imperative to keep all of its mechanical systems and key equipment operating effectively and efficiently at all times. This includes heating, cooling, plumbing, electrical and roofing care and upkeep. A summary of the various projected preventative care and repairs costs for are provided below in Table 8.

Table 8

Repairs and Maintenance	\$ 9,400 .00
HVAC Systems (Heating, Cooling, Ventilation)	\$ 3,000.00
Roof Repairs	\$ 2,500.00
Electrical	\$ 600.00
Painting	\$ 1,000.00
Plumbing	\$ 500.00
Equipment (Miscellaneous work repairs)	\$ 1,800.00

Other Expenses

This final cost area covers financial operational support expenses associated with working with bank fees and government taxes. Items include bank charges for on-line and credit card transactions and EFT's which need to be charged to the costs of managing registration and pro shop sales. In addition, refunds and reimbursements, and pro shop sales taxes are also equated into the mix of these cost centers. See Table 9 below.

Table 9

Other Expenses	\$ 39,519.00
Bank Charges (credit card fees)	\$ 31,925.00
Refunds & Reimbursements & Sales Tax	\$ 7,594.00

Total Probable Operating Costs

In total, the Pro Forma estimates operating costs of nearly \$641,000 on an annual basis. These costs will fluctuate based on numerous factors some of which under the control of the Park District and others based on vendors and service providers supporting the facilities operation.

Total Probable Operating Costs

\$640,891.00

Probable Operating Revenues

The Pro Forma represents all costs and revenue estimates based on assumptions regarding the facility's hours of operation, staff scheduling and the portfolio mix of classes, events and team memberships, explained in the following subsections (see on page 16 for Operating Assumptions). All figures are presented in 2011 dollars.

Introduction

The Park District of Oak Park developed probable revenues for the expanded Gymnastics Center based on the facility's ability to accommodate current wait list numbers and its capacity for added classes, programs and new service offerings. Revenue assumptions were developed by creating program scheduling charts and projecting participation attendance near, but not at, maximum levels (i.e., the 100% participation projection is typically one or two students less than the maximum). Additionally, charges were determined after studying fees at other similar facilities and comparing the level of services offered (see on page 23, Exhibit C, Gymnastics Market Comparison Questionnaire). High value pricing consideration was factored into the fee assumptions based on the current facility's strong reputation coupled with the perceived value of a newly remodeled Gymnastics Center. All current offerings (classes for beginners through advanced); team activities and drop-in programs are included and expanded where appropriate. Finally, new profit centers are included (rentals and camps) as a source of additional revenue.

Actual revenue will depend upon the level of programming, a successful marketing program, and the resulting participation by the community. To achieve higher revenue there must be continued aggressive marketing of the facility and the development of additional programs.

Instructional Classes

The major component of the potential revenue generated from operating the gymnastics center is class offerings. Revenues need to be based on offering a diverse, year-round portfolio of classes for varying age and skill levels. A balanced mix of offerings must be provided to meet the needs of present clientele as well as those on wait lists.

A mix of class offerings broken down into four groupings is accounted for in revenues as follows:

1. Tot classes – supporting introductory programs for ages 2 through 3.5 years old
2. Gym Kids – supporting introductory and continuing programs for ages 3.5 through 5 years of age
3. Recreational Boys – supporting introductory classes for boys 6 years old and over at various skill levels
4. Recreational Girls – supporting introductory classes for girls 6 years old and over at various skill levels

Proper pricing is essential to building a satisfied customer base while generating sufficient revenue to offset operating costs. Class fees must reflect the amenities offered and provide acceptable rates to the intended market. The fees should be set so that the facility not only attracts residents but also non-residents. The fee assumptions were developed with consideration of the income of the population and a comparative analysis of other facilities in the local market. The proposed fees for each category are summarized below.

Class Grouping	Age Range	Current Class Fee	Proposed Class Fee
Tots	2 to 3.5	\$10.50/*\$13.25	\$12.00/\$15.25
Gym Kids	3.5 to 6	\$10.50/*\$13.25	\$12.00/\$15.25
Recreational Boys	6 and over	\$13.25/*\$17.50	\$15.00/\$20.00
Recreational Girls	6 and over	\$13.25/*\$17.50	\$15.00/\$20.00

* Presently non-resident fees vary depending on the class grouping, level or length. In general non-resident rates for tots and gym kid classes are 26% higher than resident rates and recreational classes are 32% higher.

To project potential revenues generated by these classes, Park District staff developed activity schedules for each gym space (zone). The schedules are used to identify a feasible number of classes and activities and to estimate the number of participants the space can accommodate as reflected in on page 22, Exhibit B (Hypothetical Facility Schedule). Projections estimate revenue assuming that class size would be slightly less (1 or 2) than the maximum. The pro forma shows an increase in participation in all class groupings and program offerings. Based on wait list data reflected earlier in this Pro Forma, class expansion and wait list accommodations are warranted and increased participation projections are realistic. The Pro Forma estimates participation growth of nearly 54%. This would equate to 3,628 participants in comparison to 2,356 currently being served or a net increase of 1,272 new participants served. For the purposes of this analysis figures do not include probable revenue from non-resident participation which is currently 11% of the total participation. The table below indicates the projected revenue generated by the various class groupings.

Table 10

Annual Instructional Class Revenue by Groupings	\$ 550,344.00
Tots (winter, spring, summer, fall)	\$ 105,984.00
Gym Kids (winter, spring, summer, fall)	\$ 195,960.00
Boys Recreational (winter, spring, summer, fall)	\$ 86,940.00
Girls Recreational (winter, spring, summer, fall)	\$ 161,460.00

*Non-resident revenue is estimated to account for \$16, 345

Team Fees

Another component of revenue is team fees. Team programming provides students that demonstrate talent in gymnastics the opportunity to compete. Team competition for both boys and girls is offered by invitation only and requires a year round membership commitment. The table below outlines the anticipated revenues from team participation fees from levels four (4) through ten (10) based on USAG standards followed by the Gymnastics Center.

Table 11

Team Participation Fees	\$ 112,752.00
Beginning Level (level 4)	\$ 15,552.00
Intermediate Level (levels 5 & 6)	\$ 39,528.00
Advanced Level (levels 7 through 10)	\$ 57,672.00

*Non-resident revenue is estimated to account for \$3,349

Drop-In Offerings (Open Gym)

Another key source of revenue can be realized through drop-in activities like Open Gym time. During pre-established and well marketed hours, the Gymnastics Center will be open for preschoolers (ages 1 through 5) and their guardians to participate in free play using certain areas and pieces of equipment within the facility. These activities would be supervised by qualified staff but would require little to no overhead costs besides staff wages. This program area would also include a new recreation offering for families in the evening. Family nights would be held every other month providing two hours of open gym time for the whole family.

Table 12

Drop-In Activities	\$ 18,120.00
Morning Playschool Gym Time	\$ 8,160.00
Afternoon Playschool Gym Time	\$ 8,160.00
Evening Family Nights	\$ 1,800.00

*Non-resident revenue is estimated to account for \$538

Rentals, Camps and Special Events

Seasonal camps and rental opportunities (birthday parties) were also studied as potential sources of revenue. There exists the potential for additional revenue through these special programs and activities. For example, offering more summer or winter camp programs, holiday activities and birthday party rentals. Below are the summary revenue projections for the anticipated camps and rentals proposed to be scheduled within the facility on an annual basis along with the revenue coming from the pro shop needed to support the competitive teams and recreational students.

Table 13

Rentals (Birthday Parties) and Camps	\$ 28,226.00
Summer Camps	\$ 7,313.00
Winter Camps	\$ 7,313.00
Birthday Parties	\$ 8,100.00
Pro Shop Sales	\$ 5,500.00

*Non-resident revenue is estimated to account for \$838

Total Probable Operating Revenues	\$ 709,441.00
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Cost Recovery Ratio

The financial goal of the expanded Gymnastics Center is to produce net revenues that would cover facility maintenance needs and ideally to contribute to recovery of initial capital costs. An average cost recovery ratio is calculated in order to assess whether this goal can be achieved.

The average cost recovery is calculated by dividing the projected revenues by the estimated expenses of the expanded facility. **This ratio includes both non-resident fee revenue and traditional direct and indirect costs associated with a Park District revenue facility**, such as all full-time employee benefit costs (i.e., FICA, I.M.R.F., etc.), all marketing expenses, all office support costs, its share of the liability costs, its share of repair and maintenance work, and its share of the general administration cost. The current Gymnastics Center does not bear all of these costs in its operating budget. At present, the Gymnastics Center is budgeted to operate at a cost recovery ratio of 108% based on the above referenced expenses not being included and non-resident fee revenue also excluded.

Under the ideal scenario of 100% of projected participation levels, the cost recovery ratio of the expanded Gymnastics Center is 118%. If 90% of expected participation is achieved, the cost recovery ratio is 105%. The most conservative 75% participation level would still generate a 101% cost recovery ratio. In other words, at only 75% of expected participation levels, the expanded Gymnastics Center is still expected to function as a financially successful revenue facility and to at least break even. The net annual revenues could be used to cover any capital outlay required to keep the facility current and operating, or possibly to assist in paying back some of the capital outlay incurred by the District to expand the facility. See on page 29, Exhibit E for detail on these ratio calculations.

Table 14

Level of Projected Participation	Cost Recovery Ratio	Net Annual Revenue
100% Participation Projection	118%	\$110,063
90% Participation Projection	105%	\$ 26,649
75% Participation Projection	101%	\$ 4,573

Note: Cost recovery ratio includes non-resident fee revenues and all direct and indirect expenses normally associated with a Park District revenue facility.

Summary

This Pro Forma is staff's best estimate of how the proposed renovated and remodeled Gymnastics Center would be organized and managed financially. All of the expenses and revenues customary to a Park District-operated Gymnastics Center were carefully researched, evaluated and incorporated into the Pro Forma using projection worksheets provided at the end of this report. These worksheets stand as the basis for all of the costs associated with providing a high-quality Gymnastics Center that can meet current participation demands and provide new programming opportunities.

Overall, the Pro Forma demonstrates that the proposed facility is able to generate sufficient revenues to recover the direct and indirect costs associated with standard operations. This accounts for the facility assuming expenses not currently covered in the Gymnastics budget. Furthermore, even if only 75% of anticipated participation is achieved (conservative cost recovery example), the proposed facility will still be capable of recovering all of its operational costs and generate modest net revenue.

Operating Assumptions

The cost centers and projected revenues calculated for this analysis are based on several necessary assumptions described below. If and when the facility would be expanded, remodeled and opened for operation the assumptions would be adjusted based on the actual design, schedule and budget developed and aligned with the purpose of the facility. They are as follows:

Hours of Operation	1) *General hours of operation:	
Gymnastics Center	Monday – Friday	8:00 a.m. – 9:00 p.m.
	Saturday	8:00 a.m. - 9:00 p.m.
	Sunday	12:00 p.m. - 5:00 p.m.
	<i>* Hours will be reduced during summer months</i>	
Support Office	Monday – Friday	9:30 a.m. – 7:00 p.m.
	Saturday	9:00 a.m. - 1:00 p.m.
	Sunday	Closed
	<i>(the office may be scheduled during non-operational hours for events, rentals, etc.)</i>	
Open Gym	Mondays	10:30 a.m. – 12:30 p.m.
	Wednesdays	10:00 a.m. – 12:00 p.m.
	Fridays	9:00 a.m. – 11:00 a.m. & 1:00 – 3:00pm
	Saturday	7:00 p.m. to 9:00 p.m.
	Sunday	Not Available
Programs/Classes	2) Participants will pay class fees that vary based on the number of weeks offered in each of four sessions and the hourly rate applied for varying groupings. Higher level instruction classes will pay a higher hourly rate. All rates were increased based on the assumption that a newly renovated, expanded and remodeled facility would bring added value to current and future customers. Hourly fee increases ranged from 13% to 23% depending on the grouping, marketing analysis findings and the value received from instruction and overall service.	
Open Gym	3) A full-time or regular part-time staff member will be scheduled weekday mornings and afternoons and one weekend evening to facilitate a drop-in play period for preschool-aged children with a guardian. The pro forma assumes that this activity will be scheduled 34 out of the 52 weeks of the year. There will be a \$6.00 per child entry fee for this activity which amounts to a \$1 increase over the current fee.	
Seasonal Camps	4) Both a winter and summer one-week camp program will be offered and the pro forma assumes the camps will run for 5 consecutive days (Monday – Friday) for three hours each day. Revenues are based on 50 campers per camp paying a fee of \$146, which equates to \$9.75 per hour.	

Rentals/Birthdays	5) Birthday parties will act as a new source of revenue and are based on offering three (3) potential time periods each weekend (2 on Saturdays and 1 on Sundays). The pro forma accounts for a modest level of parties (45) in a given year.
Employee Salaries	6) Salaries are based upon current Park District salary ranges. These are within the wage schedules currently being used by the Park District with a 5% increase for inflation.
Indirect Costs & Overhead Charges	7) Wages and benefits costs are projected for all full-time staff and account for an inflationary increase of 5%. Additionally, the pro forma also accounts for a proportional share of maintenance staff costs (laborer and supervisory) based on the estimated annual hourly support of a newly renovated facility. No administration or other departmental support or overhead costs are included in the budget at this point in time.
Employee Benefits	8) Employee benefits are calculated as 37% of gross annual salaries for full-time employees. Costs factored into this percentage include Social Security, Medicare, I.M.R.F., Health Insurance and other miscellaneous customary benefit expenses.
Added Positions	9) One additional full-time certified Gymnastic coach is included in the operating costs along with two additional office assistants and various part-time employees (coaches/instructors) to support the proposed operational hours and class schedules. All part-time salaries are based on current wage rates and levels.
Instructors	10) The budget assumes that the classes offered at the facility will be taught by coaches/instructors with the appropriate training for each specific level of instruction.
Janitorial Services	11) Janitorial supply and service costs are based on an annual service agreement in connection with the agency's entire facility care system. A \$300 per month allowance is accounted for to care for the Gymnastics facility which includes all necessary supplies and equipment to perform the service except paper products (i.e., toilet paper and paper towels, etc.).
Spring Floor Cleaning	12) The main spring floors require surface cleaning (shampoo) annually and the pro forma accounts for 2 treatments by an outside contractor every year.
Exterminator	13) To assure that the facility is not impacted by pests of any sort the pro forma accounts for monthly service by an outside contractor at slightly more than current rates.
Copy/Office Machines	14) The pro forma assumes the facility will have its own copy machine and therefore will incur the costs associated with an annual lease and maintenance agreement.

Mechanical Systems	15) The budget accounts for service agreements and/or calls to support the HVAC and related systems, AED and fire suppression systems and security cameras to protect the facility. Expenses are based on costs that would be incurred after new system and construction warranties have expired.
Marketing & Advertising	16) Marketing and Promotions costs represent a dedicated approach to promote overall facility use, program offerings and general information. This will include seasonal registration advertisements in the local papers, banners and website licensing maintenance.
Pro Shop Merchandise	17) Items such as leotards, grips, athletic tape, wrist bands, t-shirts, shorts, hair scrunches, team uniforms are purchased through several vendors for the convenience of the recreation class and team participants within the facility.
Medical Supplies	18) Gymnastics is a high risk activity and as such requires that the facility is well equipped with supplies to provide first aid care. Supplies accounted for include ice packs, bandages, splints, backboards and general first aid kit items.
Office Supplies	19) Costs are based on general office supplies for staff, copiers, paper for flyers, computer supplies, etc.
Postage	20) General postage costs for administrative purposes have been estimated.
Cleaning Supplies	21) Basic custodial supplies (toilet paper, paper towels, etc.) will be provided by the Park District and listed within the expense budget.
Apparatus & Mats	22) Costs are based on the annual replacement or addition of Gymnastics instruction apparatuses or mats to support the operation.
Minor Equipment	23) Costs are based on replacement parts and small tools for equipment and building repair and maintenance.
Program Supplies	24) Costs are based on supplies purchased for classes, team and summer camps.
Staff Training	25) Training includes the costs associated with training and development of employees. Training may include general orientation, classes leading to certification or maintaining certification, i.e. USAG, CPR, First Aid and seminars and workshops designed to enhance skills and performance. The budget accounts for 4 full-time employees to attend the National USAG Conference and up to 8 full time and/or part-time to attend the state conference annually. Training costs associated with certification or maintaining certification for existing employees is estimated at \$1,545 annually.
Staff & Gym Certifications	26) Specialized certification costs for CPR, AED, First Aid, USAG Safety certifications

Travel	27) Travel includes the costs associated with the attendance at national and state conferences (i.e. air fare and/or gas) and reimbursement for mileage for local staff business travel.
Uniforms	28) Center employees, including coaches, will be required to wear a uniform (i.e. staff shirt with facility identification). Full-time staff/coach uniforms have been calculated at \$1,090.
Utilities	29) Utility costs include water, gas and electric. Estimated costs can be refined as the building design and mechanical systems are designed by the architects. For purposes of this report the following costs were used based on an estimated 16,217 square foot plan: Electricity - \$.75 per square foot Gas - \$.85 per square foot Water/Waste Water - \$.30 per square foot Telecommunications - The actual cost of telecommunications will be charged to the Center's operating budget. The budget accounts for 3 data lines and the issuing of cell phones for two designated full-time employees.
Facility Maint.	30) The pro forma assumes that the majority of facility preventative and repair maintenance will be performed by contractors that specialize in various trades. In some circumstances work will be carried out by both full-time and/or part-time revenue facilities or buildings and grounds staff when possible. Costs are based on current prevailing wage rates and account for items including, but not limited to, mechanical systems, roofs and ceilings, doors and windows, laboratories, and electrical items.
Equipment Maint.	31) Costs are based on annual repairs to program apparatuses and exercise surface and mats, etc.
Bank Charges	32) Bank charges are for credit card charges and are based on the generated revenues and currently assessed fees.
Refunds & Reimbursements	33) Fees returned to patrons for any number of reasons, such as class registration cancellation, team participation cancellation, etc. has been estimated at 1% of gross revenues.
Insurance	34) Not calculated into costs but if requested P.D.R.M.A. can provide an expense estimate that is based on the operating budget and equalized assessed valuation of the community served.

Exhibits

The following exhibits are provided to assist with reading this pro forma and to demonstrate back up for the various assumptions and calculations utilized in determining the revenues and expenses reflected.

[Exhibit A](#)

Proposed Gymnastics Center Layout

[Exhibit B](#)

Hypothetical Facility Schedule

[Exhibit C](#)

2010 Gymnastics Market Comparison Questionnaire

[Exhibit D](#)

Gymnastics Center Probable Revenue Projections Worksheet

[Exhibit E](#)

Gymnastics Center Probable Operating Costs Projection Worksheets

Exhibit C
2010 Gymnastics Market Comparison Questionnaire

Park District of Oak Park				
2010 Gymnastics Market Comparison Questionnaire				
*In March of 2010 the Park District of Oak Park Gymnastics Center conducted a market comparison questionnaire for the purpose of gathering information for use in the Pro Forma study. A total of 120 questionnaires were emailed to USAG Illinois certified gyms. A total of 15 questionnaires were returned.				
Survey Participants				
Gym Name	Gym Address	Gym Phone	Contact Person	Contact Email
Hoffman Estates Park District	1685 W. Higgins Rd Hoffman Estates, IL 60169	847-885-7500	Jody Dodson	jdodson@heparks.org
Prairie Gym Club	1241 N. Raddnat Rd. Batavia, IL 60510	630-406-6803	Suzie Kinsman	info@prairiegym.com
TwistStars Tumbling & Trampoline	18530 Spring Creek Dr. Tinley Park, IL 60477	708-532-7626	Gail White	gail7626@sbcglobal.net
Gemini Gymnastics Academy	300 Washington Ave. Unit D La Grange, IL 60525	708-352-2977	Chris Kozelka Campbell	geminigymnastics@sbcglobal.net
Ultimate Gymnastics, Tumble & Cheer	1018 Tri State Parkway, Gurnee, IL 60031	847-856-8573	Nancy Northrip	nancy@ultigym.com
Oak Lawn Park District Pirouettes Gymnastics	10444 S. Central Ave. Oak Lawn, IL 60453	708-398-6296	Deirdre White	dwhite@olparks.com
J&J Tumbling, Trampoline, Dance & Swim, LLC	410 John St. PO Box 278 Pecatonica, IL 61063	815-239-1558	Joan Cunningham	information@jjchampions.com
The Gymnastics Factory	888 E Belvidere Rd Suit 202 Grayslake, IL 60030	847-223-1555	Martin/Joanne	gymfact@tds.net
RhythMix	1700 Weiland Rd. Buffalo Grove, IL 60089	847-341-4895	Irina Polyachenko	ipolyach@yahoo.com
Chicago Park District	541 N. Fairbanks Chicago, IL 60611	312-742-4927	Cindy Morano	cindymorano@hotmail.com
Jump Start Gymnastics & Kids Activity Center	8820 N. Industrial Rd. Peoria, IL 61615	309-692-5867	Dawn Kocher	dawnk@jumpstartfun.com
Crystal Lake Gymnastics Training Center	387 E. Congress Parkway Crystal Lake, IL 60014	815-477-4111	Lisa Rumford	lrumford2@comcast.net
Palatine Gymnastics Club	250 E Wood St Palatine, IL 60038	847-705-5123 ex245	Barb Dunne	bdunne@palatineparks.org
Gymnastics X-Calibur	555 S. Kankakee St Coal City, IL 60416	815-634-8698	Sari Engle	sari@krausonline.com
Fire House	2506 Hiller Ridge Rd Johnsburg, IL 60051	815-759-1400	Jeannie	firehousegym1@aol.com
Yellow = Park Districts				

Park District of Oak Park

2010 Gymnastics Market Comparison Questionnaire Results

Private or Public Facility	No Response:0 0%	Private:8 53%	Public:7 47%					
Age range of students	No Response:0 0%	Birth-3:13 15%	4-6:15 17%	7-9:15 17%	10-12:15 17%	13-15:15 17%	16-18:13 15%	19-21:3 3%
Class levels offered	No Response:0 0%	Parent/Tot:3 5%	Tot:2 3%	Preschool:6 9%	Kindergarten:2 3%	Tumbling:2 3%	Pre-Team:1 1%	Team:4 6%
		Level 1-3:15 23%	Level 4-6:13 20%	Level 7-9:11 17%	Level 10:7 11%			
# of students in a typical class (on average)	No Response:0 0%	4-6:2 13%	7-9:9 60%	10-12:1 7%	13-15:2 13%	16-18:1 7%		
Student teacher ratio (on average)	No Response:0 0%	4:1:1 7%	5:1:1 7%	7:1:6 40%	8:1:6 40%	17:1:1 7%		
Average class fees (per hr)	No Response:1 7%	\$5-\$6:2 13%	\$10-\$11:5 33%	\$13-\$14:4 27%	\$15-\$16:2 13%	\$17-\$18:1 7%		
Weeks in a session (on average)	No Response:0 0%	4-6:3 20%	7-9:4 27%	10-12:6 40%	13-15:1 7%	16-18:1 7%		
Sessions per year offered (on average)	No Response:1 7%	3:1 7%	4:2 13%	5:7 47%	6:2 13%	8:2 13%		
Is there a boys & girls competitive team	No Response:0 0%	No:1 7%	Girls:4 27%	Boys:0 0%	Both:10 67%			
Hours/wk the team practice (on average) Girls:	No Response:2 13%	1-5hrs:1 7%	6-10hrs:2 13%	11-15hrs:9 60%	16+hrs:1 7%			
Hours/wk the team practice (on average) Boys:	No Response:7 47%	1-5hrs:2 13%	6-10hrs:1 7%	11-15hrs:4 27%	16+hrs:1 7%			
Other classes offered	No Response:0 0%	Tumble:13 45%	Cheer:6 21%	Cheer Tumble:1 3%	Dance:5 17%	Ballet:1 3%	Trampoline:2 7%	Zumba:1 3%
Do you offer parties?	No Response:0 0%	No:2 13%	Yes:13 87%					
How much charged? (average for 1-2 hr party)	No Response:4 27%	\$50-\$100:2 13%	\$100-\$150:3 20%	\$150-\$200:4 27%	\$200-\$250:2 13%			
Students serviced annually	No Response:2 13%	100-300:2 7%	400-600:7 47%	700-900:2 13%	1,300:1 7%	6,000:1 7%	16,000+:1 7%	
Facility size (Average in Square Feet)	No Response:2 13%	5,000-10,000:7 47%	11,000-15,000:2 13%	16,000-20,000:2 13%	21,000-25,000:1 7%	38,000:1 7%		
Is there parking available?	No Response:1 7%	No:0 0%	Yes:14 93%					
How many parking spaces?	No Response:5 33%	10-30:6 40%	40-60:3 20%	70-90:1 7%				
How long have you been in business? (years)	No Response:2 13%	1-5:5 33%	6-10:3 20%	11-20:2 13%	21-30:2 13%	40+:1 7%		
Certifications required for coaching staff	No Response:0 0%	First Aid:3 13%	CPR:5 22%	Safety:7 30%	USAG:7 30%	USTA:1 4%		
Coach's backgrounds	No Response:3 15%	Gymnasts:8 40%	Cheerleaders:2 10%	Teachers:5 25%	Parents:1 5%	Dancers:1 5%		
Breakdown of part time staff	No Response:3 20%	1%- 25%:2 13%	26%-50%:1 7%	51%-100%:9 60%				
Breakdown of full time staff	No Response:6 40%	1%- 25%:4 27%	26%-50%:3 20%	51%-100%:2 13%				
Pay range for part time coaches (average per hr)	No Response:4 27%	\$8-\$10:1 6%	\$11-\$13:4 27%	\$14-\$16:4 27%	\$17-\$19:1 6%	\$20-\$22:1 6%		
Pay range for full time coaches (average per hr)	No Response:7 47%	\$14-\$16:1 7%	\$17-\$19:3 20%	\$20-\$22:2 13%	\$23-\$24:2 13%			
Do you offer benefits to your employees?	No Response:1 7%	No:6 40%	Yes(full time):3 53%					
Has the economy affected enrollment in 2009?	No Response:1 7%	No:6 40%	Yes:8 53%					

Exhibit D
Gymnastics Center Probable Revenue Projections Worksheets

Projected revenue is based on accommodating current demand (wait lists) through additional class offerings in each of the groupings (tots, gym kids, recreational boys and girls) and levels. It is also based on providing new profit centers like birthday parties and drop in activities in the proposed facility. Estimates were calculated using Probable Revenue Projection Worksheets, which outline in detail the various classes and their estimated participation numbers for each of the four seasons (winter, spring, summer fall) typically programmed in the Gymnastics Center. The revenue projection worksheets outline the volume of classes offered (column 2) the projected number of student per class (column 3), total students (column 4), and total weeks offered per class (column 5) and the individual class rate per hour applied (column 6). Final revenue projections are reflected in column 7. Column 8 reflects participation maximums, column 9 reflects the current class fee per hour and column 10 reflects current class participation.

Park District of Oak Park

Gymnastics Center Probable Revenue Projection Worksheets

As of 4/7/10

WINTER SESSION	2	3	4	5	6	7	8	9	10	
Class Groupings	Total classes offered	Total students per class	Total students	Total weeks offered	Individual rate per class	Revenue	Max. Part.	Current Fee	Current Part.	Notes
Tot Classes										
Tots (2 to 3.5 yrs.) Wkdys. 3/4 hr.	10	16	160	12	12	\$ 23,040.00	17	\$10.50	80	Max Class 18 part.
Tots (2 to 3.5 yrs.) Wknds. 3/4 hr.	2	16	32	12	12	\$ 4,608.00	17	\$10.50	16	Max Class 18 part.
<i>Sub Totals Tot Classes</i>			192			\$ 27,648.00			96	Increase in Part. 100.00%
Gym Kids Classes										
Gym Kids 1 (3.5 to 5yrs.) 3/4 hr.	37	5	185	12	12	\$ 26,640.00	17	\$10.50	145	Max Class 6 part.
Gym Kids 2 (4.5 to 5yrs.) 1 hr.	28	5	140	12	12	\$ 20,160.00	7	\$10.50	105	Max Class 7 part.
Gym Kids 3 (4.5 to 5yrs.) 1hr.	6	5	30	12	12	\$ 4,320.00	7	\$10.50	15	Max Class 7 part.
<i>Sub Total Gym Kid Classes</i>			355			\$ 51,120.00			265	Increase in Part. 33.96%
Recreational Boys Classes										
Level 1 Boys (6+ yrs.) 1 hr. 20 min.	11	6	66	12	15	\$ 11,880.00	8	\$13.25	42	Max Class 8 part.
Level 2 Boys (6+ yrs.) 1 hr. 20 min.	6	6	36	12	15	\$ 6,480.00	8	\$13.25	18	Max Class 8 part.
Level 3 Boys (6+ yrs.) 1 hr. 20 min.	4	6	24	12	15	\$ 4,320.00	8	\$13.25	12	Max Class 8 part.
<i>Sub Total Boys Recreation Classes</i>			126			\$ 22,680.00			72	Increase in Part. 75.00%
Recreational Girls Classes										
Level 1 Girls (6+ yrs.) 1 hr. 20 min.	23	6	138	12	15	\$ 24,840.00	8	\$13.25	90	Max Class 8 part.
Level 2 Girls (6+ yrs.) 1 hr. 20 min.	10	6	60	12	15	\$ 10,800.00	8	\$13.25	48	Max Class 8 part.
Level 3 Girls (6+ yrs.) 1 hr. 20 min.	4	6	24	12	15	\$ 4,320.00	8	\$13.25	12	Max Class 8 part.
Level 4 Girls (6+ yrs.) 1 hr. 20 min.	2	6	12	12	15	\$ 2,160.00	8	\$13.25	6	Max Class 8 part.
<i>Sub Total Girls Recreation Classes</i>			234			\$ 42,120.00			156	Increase in Part. 50.00%
Total Winter Session Classes			907			\$ 143,568.00			589	

SPRING SESSION	2	3	4	5	6	7	8	9	10	Notes
	Total classes offered	Total students per class	Total students	Total weeks offered	Individual rate per class	Revenue	Max. Part.	Current Fee	Current Part.	
Class Groupings										
<u>Tot Classes</u>										
Tots (2 to 3.5 yrs.) Wkdys. 3/4 hr.	10	16	160	9	12	\$ 17,280	17	\$10.50	80	Max Class 18 part.
Tots (2 to 3.5 yrs.) Wknds. 3/4 hr.	2	16	32	9	12	\$ 3,456	17	\$10.50	16	Max Class 18 part.
Sub Totals Tot Classes			192			\$ 20,736			96	Increase in Part. 100.00%
<u>Gym Kids Classes</u>										
Gym Kids 1 (3.5 to 5yrs.)	37	5	185	9	12	\$ 19,980.00	17	\$10.50	145	Max Class 6 part.
Gym Kids 2 (4.5 to 5yrs.)	28	5	140	9	12	\$ 15,120.00	7	\$10.50	105	Max Class 7 part.
Gym Kids 3 (4.5 to 5yrs.)	6	5	30	9	12	\$ 3,240.00	7	\$10.50	15	Max Class 7 part.
Sub Total Gym Kid Classes			355			\$ 38,340.00			265	Increase in Part. 33.96%
<u>Recreational Boys Classes</u>										
Level 1 Boys (6+ yrs.)	11	6	66	9	15	\$ 8,910.00	8	\$13.25	42	Max Class 8 part.
Level 2 Boys (6+ yrs.)	6	6	36	9	15	\$ 4,860.00	8	\$13.25	18	Max Class 8 part.
Level 3 Boys (6+ yrs.)	4	6	24	9	15	\$ 3,240.00	8	\$13.25	12	Max Class 8 part.
Sub Total Boys Recreation Classes			126			\$ 17,010.00			72	Increase in Part. 75.00%
<u>Recreational Girls Classes</u>										
Level 1 Girls (6+ yrs.)	23	6	138	9	15	\$ 18,630.00	8	\$13.25	90	Max Class 8 part.
Level 2 Girls (6+ yrs.)	10	6	60	9	15	\$ 8,100.00	8	\$13.25	48	Max Class 8 part.
Level 3 Girls (6+ yrs.)	4	6	24	9	15	\$ 3,240.00	8	\$13.25	12	Max Class 8 part.
Level 4 Girls (6+ yrs.)	2	6	12	9	15	\$ 1,620.00	8	\$13.25	6	Max Class 8 part.
Sub Total Girls Recreation Classes			234			\$ 31,590.00			156	Increase in Part. 50.00%
Total Spring Session Classes			907			\$ 107,676.00			589	

SUMMER SESSION	2	3	4	5	6	7	8	9	10	Notes
	Total classes offered	Total students per class	Total students	Total weeks offered	Individual rate per class	Revenue	Max. Part.	Current Fee	Current Part.	
Class Groupings										
<u>Tot Classes</u>										
Tots (2 to 3.5 yrs.) Wkdys. 3/4 hr.	10	16	160	8	12	\$ 15,360	17	\$10.50	80	Max Class 18 part.
Tots (2 to 3.5 yrs.) Wknds. 3/4 hr.	2	16	32	8	12	\$ 3,072	17	\$10.50	16	Max Class 18 part.
Sub Totals Tot Classes			192			\$ 18,432			96	Increase in Part. 100.00%
<u>Gym Kids Classes</u>										
Gym Kids 1 (3.5 to 5yrs.)	37	5	185	8	12	\$ 17,760.00	17	\$10.50	145	Max Class 6 part.
Gym Kids 2 (4.5 to 5yrs.)	28	5	140	8	12	\$ 13,440.00	7	\$10.50	105	Max Class 7 part.
Gym Kids 3 (4.5 to 5yrs.)	6	5	30	8	12	\$ 2,880.00	7	\$10.50	15	Max Class 7 part.
Sub Total Gym Kid Classes			355			\$ 34,080.00			265	Increase in Part. 33.96%
<u>Recreational Boys Classes</u>										
Level 1 Boys (6+ yrs.)	11	6	66	8	15	\$ 7,920.00	8	\$13.25	42	Max Class 8 part.
Level 2 Boys (6+ yrs.)	6	6	36	8	15	\$ 4,320.00	8	\$13.25	18	Max Class 8 part.
Level 3 Boys (6+ yrs.)	4	6	24	8	15	\$ 2,880.00	8	\$13.25	12	Max Class 8 part.
Sub Total Boys Recreation Classes			126			\$ 15,120.00			72	Increase in Part. 75.00%
<u>Recreational Girls Classes</u>										
Level 1 Girls (6+ yrs.)	23	6	138	8	15	\$ 16,560.00	8	\$13.25	90	Max Class 8 part.
Level 2 Girls (6+ yrs.)	10	6	60	8	15	\$ 7,200.00	8	\$13.25	48	Max Class 8 part.
Level 3 Girls (6+ yrs.)	4	6	24	8	15	\$ 2,880.00	8	\$13.25	12	Max Class 8 part.
Level 4 Girls (6+ yrs.)	2	6	12	8	15	\$ 1,440.00	8	\$13.25	6	Max Class 8 part.
Sub Total Girls Recreation Classes			234			\$ 28,080.00			156	Increase in Part. 50.00%
Total Summer Session Classes			907			\$ 95,712.00			589	

FALL SESSION	2	3	4	5	6	7	8	9	10	Notes
	Total classes offered	Total students per class	Total students	Total weeks offered	Individual rate per class	Revenue	Max. Part.	Current Fee	Current Part.	
Class Groupings										
<u>Tot Classes</u>										
Tots (2 to 3.5 yrs.) Wkdys. 3/4 hr.	10	16	160	17	12	\$ 32,640	17	\$10.50	80	Max Class 18 part.
Tots (2 to 3.5 yrs.) Wknds. 3/4 hr.	2	16	32	17	12	\$ 6,528	17	\$10.50	16	Max Class 18 part.
<i>Sub Totals Tot Classes</i>			192			\$ 39,168			96	Increase in Part. 100.00%
<u>Gym Kids Classes</u>										
Gym Kids 1 (3.5 to 5yrs.)	37	5	185	17	12	\$ 37,740.00	17	\$10.50	145	Max Class 6 part.
Gym Kids 2 (4.5 to 5yrs.)	28	5	140	17	12	\$ 28,560.00	7	\$10.50	105	Max Class 7 part.
Gym Kids 3 (4.5 to 5yrs.)	6	5	30	17	12	\$ 6,120.00	7	\$10.50	15	Max Class 7 part.
<i>Sub Total Gym Kid Classes</i>			355			\$ 72,420.00			265	Increase in Part. 33.96%
<u>Recreational Boys Classes</u>										
Level 1 Boys (6+ yrs.)	11	6	66	17	15	\$ 16,830.00	8	\$13.25	42	Max Class 8 part.
Level 2 Boys (6+ yrs.)	6	6	36	17	15	\$ 9,180.00	8	\$13.25	18	Max Class 8 part.
Level 3 Boys (6+ yrs.)	4	6	24	17	15	\$ 6,120.00	8	\$13.25	12	Max Class 8 part.
<i>Sub Total Boys Recreation Classes</i>			126			\$ 32,130.00			72	Increase in Part. 75.00%
<u>Recreational Girls Classes</u>										
Level 1 Girls (6+ yrs.)	23	6	138	17	15	\$ 35,190.00	8	\$13.25	90	Max Class 8 part.
Level 2 Girls (6+ yrs.)	10	6	60	17	15	\$ 15,300.00	8	\$13.25	48	Max Class 8 part.
Level 3 Girls (6+ yrs.)	4	6	24	17	15	\$ 6,120.00	8	\$13.25	12	Max Class 8 part.
Level 4 Girls (6+ yrs.)	2	6	12	17	15	\$ 3,060.00	8	\$13.25	6	Max Class 8 part.
<i>Sub Total Girls Recreation Classes</i>			234			\$ 59,670.00			156	Increase in Part. 50.00%
Total Fall Session Classes			907			\$ 203,388.00			589	

Team revenue is shown as follows: hours per month (column 2), total months (column 3), total hours per year (column 4), and total participants projected (column 5) and the rate per hour applied (column 6). Column 7 represents the total revenue and column 8 reflects the current participation rate charged.

TEAM	2	3	4	5	6	7	Notes
	Hours per month	Months	Total hours per year	Total participates	Individual rate per hour	Revenue	
Team (Level Beg.)	16	12	192	6	4.50	\$ 5,184.00	current rate \$4.25
Team (Level Beg.)	24	12	288	8	4.50	\$ 10,368.00	current rate \$4.25
Team (Level Intermediate)	32	12	384	6	4.50	\$ 10,368.00	current rate \$4.25
Team (Level Intermediate)	36	12	432	15	4.50	\$ 29,160.00	current rate \$4.25
Team (Level Advanced)	48	12	576	16	4.50	\$ 41,472.00	current rate \$4.25
Team (Level Advanced)	50	12	600	6	4.50	\$ 16,200.00	current rate \$4.25
Total Annual Team Revenue						\$ 112,752.00	

Drop in and special event revenue is reflected as follows: weekly class hours provided (column 2) weeks per year (column 3), total hours per activity (column 4), total students per activity (column 5) and the rate per activity (column 6). Column 7 reflects the total revenue projected and column 8 indicates the current activity cost being charged.

DROP IN & SPECIAL EVENT ACTIVITIES	2	3	4	5	6	7	
	Weekly class hours	Weeks per year	Total hours per activity	Total students per activity	Individual rate per activity	Revenue	Notes
Open Gym							
Morning Playschool Gym	2	34	68	20	6 \$	8,160.00	Current rate \$5
Afternoon Playschool Gym	2	34	68	20	6 \$	8,160.00	Current rate \$5
Evening Family Night	2	6	12	25	6 \$	1,800.00	Currently not offered
<i>Sub Total Playschool Gym Revenue</i>						\$ 18,120.00	
Camps							
Gymnastics Summer Camp	15	1	15	50	9.75 \$	7,312.50	Current rate \$8.33
Gymnastics Winter Camp	15	1	15	50	9.75 \$	7,312.50	Current rate \$8.33
<i>Sub Total Camp Revenue</i>						\$ 14,625.00	
Special Events							
Birthday Parties	3	15	45	12	15 \$	8,100.00	Currently not offered
<i>Sub Total Special Events Revenue</i>						\$ 8,100.00	
Total Annual Drop In & Special Event Activity Revenue						\$ 40,845.00	
Pro Shop							
Team & Recreation Sales					\$	5,500.00	
Total Operation Revenue						\$ 709,441.00	2010 Bdgt. Revenues \$ 459,017.00
non resident fees						\$ 21,070.40	75% \$ 532,081 90% \$ 638,497
							\$ 15,803 \$ 18,963

Exhibit E

Gymnastics Center Probable Operating Costs Projection Worksheets

Probable operating costs include all of the direct expenses incurred by the Gymnastics Center along with expenses that are currently being absorbed by other Park District departments or funds. The Probable Operating Projection Worksheet outlines in detail the various projected costs under each of the cost recovery examples (ideal 2nd column, conservative - 6th column and semi conservative – 7th column). Additionally, the worksheet provides current budget allocations in the 4th column for comparison and reference. The Parallel column (lavender color) represents the expenses currently covered in the Gymnastics budget and any new expenses not covered elsewhere in other departmental budgets. Each expense also includes detail on how projected costs were calculated and applied to the total. Grand total probable costs are provided near the bottom of the worksheet followed by net profits and cost recovery percentages with and without non-resident revenue being applied.

Park District of Oak Park
Gymnastics Center Probable Operating Costs
Projection Worksheets

As of 7/13/10

SALARIES & BENEFITS		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Full Time Employees							
Facilities Manager	\$	65,000.00	Current Salary \$60,500 x 5%	\$ 60,448.00	\$ 65,000	\$ 65,000	\$ 65,000
Asst. Manager (2-10 p.m.)	\$	51,000.00	Current Salary \$48,700 x 5%	\$ 48,677.00	\$ 51,000	\$ 51,000	\$ 51,000
Full Time Coaches (4 x \$45,000)	\$	180,000.00	Current Combined Average Salary \$42,800 x 5%	\$ 128,364.00	\$ 180,000	\$ 135,000	\$ 180,000
Sub Total Full Time Salaries		\$		\$ 237,489.00	\$ 296,000	\$ 251,000	\$ 296,000
Full Time Employee Benefits & Overtime							
Benefits @ 37% of Base Salary	\$	109,520.00	Includes Soc. Sec., Medicare, Health Insr. & I.M.	\$ 33,500.00	\$ 109,520	\$ 92,870	\$ 109,520
Sub Total Overtime & Benefits		\$		\$ 33,500.00	\$ 109,520	\$ 92,870	\$ 109,520
Sub Total Full Time Salaries & Benefits		\$		\$ 270,989.00	\$ 405,520	\$ 343,870	\$ 405,520
Part Time Employees							
Office Manager (1)+ Assistants (3)			Currently bdgt. \$21,538 for all staff assistance	\$ -	\$ -	\$ -	\$ -
Manager - 920 Hours/Yr @ \$13/hr. (Day Shift 9am - 1pm)	\$	11,960.00	Based on 46 weeks (weekdays only)	\$ 15,600.00	\$ 11,960	\$ 11,960	\$ 11,960
Assistant - 920 Hours/Yr @ \$9/hr. (Night Shift 3pm - 7pm)	\$	8,280.00	Based on 46 weeks (weekdays only)	\$ 3,036.00	\$ 8,280	\$ 8,280	\$ 8,280
Assistant - 230 Hours/Yr @ \$9/hr. (Sat. Shift 8:30am-1:30pm)	\$	2,070.00	Based on 46 weeks (sat. only)	\$ 2,622.00	\$ 2,070	\$ 2,070	\$ 2,070
Assistant - 230 Hours/Yr @ \$9/hr. (Sun. Shift 8:30a -1:30pm)	\$	2,070.00	Based on 46 weeks (sun. only)	\$ 280.00	\$ 2,070	\$ -	\$ 2,070
Part Time Coaches (10 to 15)							
2,760 Hours/Yr @ \$11.00/hr. (Tots & Gym Kids)	\$	32,384.00	3680 hrs annually x 80% = 2,944	\$ 21,527.00	\$ 32,384	\$ 24,288	\$ 29,146
2,760 Hours/Yr @ \$11.00/hr. (Recreational Boys & Girls)	\$	30,360.00	3680 hrs annually x 75% = 2,760	\$ 21,965.00	\$ 30,360	\$ 22,770	\$ 27,324
1,200 Hours/Yr @ \$14.00/hr. (Team)	\$	16,800.00		\$ 17,520.00	\$ 16,800	\$ 12,600	\$ 15,120
60 Hours/Yr @ \$11.00/hr. (Summer Camp)	\$	660.00		\$ 645.00	\$ 660	\$ 495	\$ 594
Maintenance							
Technician - 2.5 hours per wk. = 3% of current salary	\$	2,660.00	Currently absorbed in B & G Budget.	\$ -	\$ -	\$ 2,660	\$ 2,660
Supervisor - 2.5 hrs. per wk. = 3% of current salary	\$	2,814.00	Currently absorbed in B & G Budget.	\$ -	\$ -	\$ 2,814	\$ 2,814
Sub Total Part Time Salaries		\$		\$ 83,195.00	\$ 104,584	\$ 87,937	\$ 102,038
Maintenance Employee Health Benefits @ 3%	\$	819.00	Currently absorbed in B & G Budget.	\$ -	\$ -	\$ 819	\$ 819
Sub Total Maintenance Health Benefits		\$		\$ -	\$ -	\$ 819	\$ 819
Total Staff Salaries/Wages & Benefits		\$		\$ 354,184.00	\$ 510,104	\$ 432,626	\$ 508,377
CONTRACTUAL SERVICES		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Janitorial Services							
\$300/month avg. x 12 months	\$	3,600.00	Actual current costs approx. \$1,600	\$ 4,000.00	\$ 3,600	\$ 3,600	\$ 3,600
Spring Floors Cleaning							
2 Treatments per yr. @ \$300/each	\$	600.00		\$ 300.00	\$ 600	\$ 600	\$ 600
Pest Control Service							
12 Treatments @ \$80/each	\$	960.00	Currently absorbed in B & G Budget.	\$ -	\$ -	\$ 960	\$ 960
Equipment, Safety & Security Systems							
Copy/Office Machines - \$150/month x 12 months	\$	1,800.00	Currently absorbed in Admin. Budget.	\$ -	\$ -	\$ 1,800	\$ 1,800
Safety Equipment - \$25/month x 12 months	\$	300.00	Currently not included in Bdgt. (fire ext. & suppre)	\$ -	\$ -	\$ 300	\$ 300
Security Camera Systems - \$150/month x 12 months	\$	1,800.00	Currently not included in Bdgt.	\$ -	\$ 1,800	\$ 1,800	\$ 1,800
Sub Total Contractual Services		\$		\$ 4,300.00	\$ 6,000	\$ 9,060	\$ 9,060
MARKETING & ADVERTISING		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Program & Facility Promotions							
Newspaper & Community Ads (qt. page size) - 4 @ \$400	\$	1,600.00		\$ -	\$ 1,600	\$ 1,200	\$ 1,600
Employee Recruitment Classifieds	\$	900.00	Used to Budget \$700	\$ 240.00	\$ 900	\$ 700	\$ 800
Yellow Book Advertisement - Annual Fee	\$	700.00	Currently absorbed in C & M Budget.	\$ -	\$ -	\$ 700	\$ 700
Website URL & Electronic Newsletter	\$	450.00	Currently absorbed in Admin. Budget.	\$ -	\$ -	\$ 450	\$ 450
Dasher Board Advertisements & Banners	\$	350.00	Currently Bdgt for Banner only	\$ 160.00	\$ 350	\$ 350	\$ 350
Sub Total Marketing & Advertising		\$		\$ 400.00	\$ 2,850	\$ 3,400	\$ 3,900

CONTRACTUAL SERVICES		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Janitorial Services							
\$300/month avg. x 12 months	\$	3,600.00	Actual current costs approx. \$1,600	\$ 4,000.00	\$ 3,600	\$ 3,600	\$ 3,600
Spring Floors Cleaning							
2 Treatments per yr. @ \$300/each	\$	600.00		\$ 300.00	\$ 600	\$ 600	\$ 600
Pest Control Service							
12 Treatments @ \$80/each	\$	960.00	Currently obsorbded in B & G Budget.	\$ -	\$ -	\$ 960	\$ 960
Equipment, Safety & Security Systems							
Copy/Office Machines - \$150/month x 12 months	\$	1,800.00	Currently obsorbded in Admin. Budget.	\$ -	\$ -	\$ 1,800	\$ 1,800
Safety Equipment - \$25/month x 12 months	\$	300.00	Currently not included in Bdgt.(fire ext. & supret	\$ -	\$ -	\$ 300	\$ 300
Security Camera Systems - \$150/month x 12 months	\$	1,800.00	Currently not included in Bdgt.	\$ -	\$ 1,800	\$ 1,800	\$ 1,800
Sub Total Contractual Services	\$	9,060.00		\$ 4,300.00	\$ 6,800	\$ 9,060	\$ 9,060
MARKETING & ADVERTISING		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Program & Facility Promotions							
Newspaper & Community Ads (qt. page size) - 4 @ \$400	\$	1,600.00		\$ -	\$ 1,600	\$ 1,200	\$ 1,600
Employee Recruitment Classifieds	\$	900.00	Used to Budget \$700	\$ 240.00	\$ 900	\$ 700	\$ 800
Yellow Book Advertisement - Annual Fee	\$	700.00	Currently obsorbded in C & M Budget.	\$ -	\$ -	\$ 700	\$ 700
Website URL & Electronic Newsletter	\$	450.00	Currently obsorbded in Admin. Budget.	\$ -	\$ -	\$ 450	\$ 450
Dasher Board Advertisements & Banners	\$	350.00	Currently Bdgt for Banner only	\$ 160.00	\$ 350	\$ 350	\$ 350
Sub Total Marketing & Advertising	\$	4,000.00		\$ 400.00	\$ 2,850	\$ 3,400	\$ 3,900
SUPPLIES & EQUIPMENT		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Pro Shop Supplies							
Merchandise - \$170/month avg. x 12 months	\$	2,040.00	Full costs recovered through participant sales	\$ 1,500.00	\$ 2,040	\$ 2,040	\$ 2,040
Team Apparel - \$175/month avg. x 12 months	\$	2,100.00	Full costs recovered through team sales	\$ 3,000.00	\$ 2,100	\$ 2,100	\$ 2,100
Medical Supplies							
First Aid - \$40/month avg. x 12 months	\$	480.00	Accounts for supplies to support added part.	\$ 250.00	\$ 480	\$ 360	\$ 432
Office Supplies							
\$170/month avg. x 12 months	\$	2,040.00	Paper, ink toner, registration forms & cards, etc.	\$ -	\$ -	\$ -	\$ -
	\$		Accounts for supplies to support added part.	\$ 1,370.00	\$ 2,040	\$ 1,530	\$ 1,836
Postage							
\$100/month avg. x 12 months	\$	1,200.00	Accounts for add. marketing and pro shop retur	\$ 325.00	\$ 1,200	\$ 900	\$ 1,080
Cleaning Supplies							
\$80/month avg. x 12 months	\$	960.00	Toilet Paper, Paper Towels, Hand Soap, Windex.	\$ -	\$ -	\$ -	\$ -
	\$		Accounts for add. demands on larger facility	\$ 250.00	\$ 960	\$ 720	\$ 864
Appartus & Mats							
\$5,000 annual allowance	\$	5,000.00	Currently bdgt. for new equip. like mats & block	\$ 5,595.00	\$ 5,000	\$ 5,000	\$ 5,000
Minor Equipment/Supply Outlay							
\$1,500 annual allowance	\$	1,500.00	Accounts for items to support maint. of facility	\$ 75.00	\$ 1,500	\$ 1,500	\$ 1,500
Sub Total Supplies & Equipment	\$	15,320.00		\$ 12,365.00	\$ 15,320	\$ 14,150	\$ 14,852
PROGRAM SUPPLIES		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Class & Activity Supplies							
Tots & Gym Kids -	\$	3,500.00	Based on more than double current participatio	\$ 1,640.00	\$ 3,500	\$ 2,625	\$ 3,150
Recreational Boys & Girls	\$	2,000.00	Based on more than double current participatio	\$ 985.00	\$ 2,000	\$ 1,500	\$ 1,800
Team	\$	700.00		\$ 616.00	\$ 700	\$ 525	\$ 630
Summer Camp	\$	700.00		\$ 160.00	\$ 700	\$ 525	\$ 630
Drop In Activities/Open Gyms	\$	-		\$ -	\$ -	\$ -	\$ -
Rentals/Birthday Parties	\$	-		\$ -	\$ -	\$ -	\$ -
Sub Total Program Supplies & Equipment	\$	6,900.00		\$ 3,401.00	\$ 6,900	\$ 5,175	\$ 6,210
STAFF SUPPORT		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Staff Trainings							
Full Time - \$700 x 4 (USAG Conf. Reg., Lodging & Per Diem)	\$	2,800.00	Currently Bdgt 5 staff to attend	\$ 3,160.00	\$ 2,800	\$ 2,800	\$ 2,800
Full Time - \$100 x 5 (USAG State Conf.)	\$	500.00	Accounts for all FTcoaches or selected PT Staff	\$ 355.00	\$ 500	\$ 500	\$ 500
Part Time - \$250 x 3 (USAG Training)	\$	750.00	Accounts for sending selected PT Staff	\$ 880.00	\$ 750	\$ 750	\$ 750
IPRA State Conference	\$	450.00	Accounts for sending Manager to IPR Conf.	\$ 409.00	\$ 450	\$ 450	\$ 450
Staff Certifications & Memberships							
Currently bdgt. \$1,313 for all staff							
USAG Professional Membership (\$90 x 8 staff)	\$	720.00		\$ 430.00	\$ 720	\$ 630	\$ 720
USAG Club Membership	\$	175.00		\$ 160.00	\$ 175	\$ 175	\$ 175
USECA Membership	\$	350.00		\$ 325.00	\$ 350	\$ 350	\$ 350
GIJO Membership	\$	75.00		\$ 50.00	\$ 75	\$ 75	\$ 75
USAG Instructor Membership (\$50 x 5 staff)	\$	250.00		\$ 275.00	\$ 250	\$ 250	\$ 250
Sams Club	\$	25.00	Accounts for potential fee increase	\$ 15.00	\$ 25	\$ 25	\$ 25
Staff Travel							
Conference Travel (\$350 x 4)	\$	1,400.00	Accounts for Air Fare to send 4 staff to National	\$ 1,750.00	\$ 1,400	\$ 1,050	\$ 1,400
Mileage Reimbursement (400 miles @ .55)	\$	220.00	Actual costs are well below budget annually	\$ 275.00	\$ 220	\$ 220	\$ 220
Staff Uniforms							
6 FT @ \$41/employee x 2 ea.	\$	490.00	Accounts for all full time staff	\$ 224.00	\$ 490	\$ 490	\$ 490
20 PT @ \$15/employee x2 ea.	\$	600.00	Accounts for coaches and office staff	\$ 510.00	\$ 600	\$ 480	\$ 540
Sub Total Staff Operational Expenses	\$	8,805.00		\$ 8,818.00	\$ 8,805	\$ 8,245	\$ 8,745
UTILITIES		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Common Utilities (Gas, Water, Sewer, Electric, Communications)							
Electricity - 16,217 sf @ \$.75/s.f.	\$	11,610.00	Based on increased sq. footage & current rates	\$ 7,700.00	\$ 11,610	\$ 11,610	\$ 11,610
HVAC - 16,217 sf @ \$.85/s.f.	\$	13,875.00	Based on increased sq. footage and current rate	\$ 3,570.00	\$ 13,875	\$ 13,875	\$ 13,875
Water/Waster Water - 16,217 sf @ \$.30/s.f.	\$	4,865.00	Based on increased sq. footage and current rate	\$ 1,837.00	\$ 4,865	\$ 4,865	\$ 4,865
Communication - 3 voice/data lines@\$15/mnth x 12 mnths	\$	540.00	Currently obsorbded in Admin. Budget.	\$ -	\$ -	\$ 540	\$ 540
Cell Phones/Pagers - 2 units @ \$25/month x 12 months	\$	600.00	Currently not included in Bdgt.	\$ -	\$ 600	\$ 600	\$ 600
Sub Total Utilities	\$	31,490.00		\$ 13,107.00	\$ 30,950	\$ 31,490	\$ 31,490

REPAIRS & MAINTENANCE		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Building Preventative Maintenance & Repair							
HVAC Systems	\$	3,000.00	Currently obsorbded in B & G Budget.	\$ -	\$ -	\$ 3,000	\$ 3,000
Roof Repairs	\$	2,500.00	Currently obsorbded in B & G Budget.	\$ -	\$ -	\$ 2,500	\$ 2,500
Electrical	\$	600.00	Currently obsorbded in B & G Budget.	\$ -	\$ -	\$ 600	\$ 600
Painting	\$	1,000.00	Currently obsorbded in B & G Budget.	\$ -	\$ -	\$ 1,000	\$ 1,000
Plumbing	\$	500.00	Currently obsorbded in B & G Budget.	\$ -	\$ -	\$ 500	\$ 500
Equipment Preventative Repair & Maintenance							
150/month avg. x 12 months	\$	1,800.00		\$ 5,675.00	\$ -	\$ 1,800	\$ 1,800
Sub Total Repair & Maintenance	\$	9,400.00		\$ 5,675.00	\$ -	\$ 9,400	\$ 9,400

OTHER EXPENSES		Projected Costs	Notes & Assumptions	2010 Bdgt.	Parallel	75%	90%
Bank Charges - 4.4% of total revenue	\$	31,924.85	Based on total revenue @ .045%	\$ 20,000.00	\$ 31,925	\$ 23,944	\$ 28,732
Refunds/Reimbursements - 1% of total rev.	\$	7,094.41	Accounts for slight reduction in part. each season	\$ -	\$ 7,094	\$ 5,321	\$ 6,385
Pro Shop Sales Tax	\$	500.00		\$ 500.00	\$ 500	\$ 500	\$ 500
Insurance	\$	-		\$ -	\$ -	\$ -	\$ -
Sub Total Other Expenses	\$	39,519.26		\$ 20,500.00	\$ 39,519	\$ 29,764	\$ 35,617

Total Operating Expenses **\$ 640,891.26** **\$ 422,750.00** **\$ 620,448** **\$ 543,310** **\$ 627,651**

SUMMARY OF TOTAL PROBABLE COSTS		TOTALS	2010 Bdgt.	Parallel	75%	90%
Sub Total Full Time Salaries	\$	296,000.00	\$ 237,489.00	\$ 296,000	\$ 251,000	\$ 296,000
Sub Total Overtime & Benefits	\$	109,520.00	\$ 33,500.00	\$ 109,520	\$ 92,870	\$ 109,520
Sub Total Part Time Salaries	\$	110,058.00	\$ 83,195.00	\$ 104,584	\$ 87,937	\$ 102,038
Maintenance Employee Health Benefits	\$	819.00	\$ -	\$ -	\$ 819	\$ 819
Sub Total Contractual Services	\$	9,060.00	\$ 4,300.00	\$ 6,000	\$ 9,060	\$ 9,060
Sub Total Marketing & Advertising	\$	4,000.00	\$ 400.00	\$ 2,850	\$ 3,400	\$ 3,900
Sub Total Supplies & Equipment	\$	15,320.00	\$ 12,365.00	\$ 15,320	\$ 14,150	\$ 14,852
Sub Total Program Supplies	\$	6,900.00	\$ 3,401.00	\$ 6,900	\$ 5,175	\$ 6,210
Sub Total Staff Operational Expenses	\$	8,805.00	\$ 8,818.00	\$ 8,805	\$ 8,245	\$ 8,745
Sub Total Utilities (Gas, Water, Sewer, Electric)	\$	31,490.00	\$ 13,107.00	\$ 30,950	\$ 31,490	\$ 31,490
Sub Total Repair & Maintenance	\$	9,400.00	\$ 5,675.00	\$ -	\$ 9,400	\$ 9,400
Sub Total Other Expenses	\$	39,519.26	\$ 20,500.00	\$ 39,519	\$ 29,764	\$ 35,617
TOTAL PROBABLE COSTS	\$	640,891.26	\$ 422,750.00	\$ 620,448	\$ 543,310	\$ 627,651

	NET REVENUE	\$	68,549.75	\$	36,267.00	\$	88,993	\$	(11,230)	\$	10,846
Cost Recovery Ratio (without non-resident revenue)		110.70%		108.58%		114.34%		97.93%		101.73%	
Net revenue (including non-resident fees)	\$	89,620.14		\$	110,063		\$	4,573		\$	26,649
Final Cost Recovery Ratio		113.98%			117.74%			100.84%		104.75%	

This color represents projected and currently budgeted operational costs
This color represents cost areas that are currently included in the Gymnastics budget
This color represents cost areas that could be reduced if participation levels decline.