



FIVE YEAR OPERATING PRO FORMA

PREPARED FOR: CITY OF BRENTWOOD, TN

DRAFT REPORT DELIVERY DATE: MAY 2025



THIS PROJECT IS REPRESENTED BY



FOR MORE INFORMATION VISIT
WWW.SPORTSFACILITIES.COM

Table of Contents

Facility Program Details	2
Facility Program	3
Facility Development Costs and Financing	4
Capital Costs & Start-Up Expenses - Indoor Athletics Facility	5
Capital Costs & Start-Up Expenses - Soft Costs of Operations	6
Use of Proceeds	7
Financial Performance Summary	8
Total Revenue and Expenses - 5-Year Detail	9
Total Revenue and Expenses - 20-Year Outlook	10
Business Unit Analysis	11
Overhead Expenses	23
Facility Expenses	24
Operating Expenses	25
Management Payroll	26
Payroll Taxes and Benefits	27

Facility Program Details

Facility Program

Indoor Athletic Facility

Space	Indoor Programming Product/Service	Count	Dimensions L (') W (')		Approx. SF each	Total SF	% of Footprint
Tennis/PB	Tennis Courts (78'x36' with Required Clear Space)	7	120	60	7,200	50,400	52.7%
	Pickleball Courts	8	60	30	1,800	14,400	15.1%
	Total Tennis/Pickleball Sq. Ft.					64,800	67.7%
Flex Space	Lobby/Welcome Area (500 SF Pro Shop)	1	-	-	1,200	1,200	1.3%
	Parks and Rec Office Space	1	-	-	4,834	4,834	5.1%
	Café Seating Area	1	40	30	1,200	1,200	1.3%
	Secondary Concessions	1	40	20	800	800	0.8%
	Flex/Team Rooms	1	60	25	1,500	1,500	1.6%
	Ref Rooms	1	15	10	150	150	0.2%
	Training Room	1	20	15	300	300	0.3%
	Restrooms	2	35	25	875	1,750	1.8%
Total Flex Space Sq. Ft.						11,734	12.3%
Required SF for Products and Services						76,534	80.0%
Mechanical, Electrical, Storage, etc. 10% of P&S SF (Excl. Leased Space)						7,653	8.0%
Common Area, Stairs, Circulation, etc. 15% of P&S SF (Excl. Leased Space)						11,480	12.0%
Total Estimated Indoor Athletic Facility SF						95,668	100%
Estimated Building Footprint						86,101	
Total Building Acreage						1.98	

Site Development

		Quantity	Dimensions L (') W (')		Approx. SF each	Total SF	% of Total
Parking Spaces Total	Parking Spaces Total (10'x18' actual, 20' x 20' inc. aisles)	335	20	20	400	134,000	70.9%
	Setbacks, Green Space, Trails, etc.	25% Indoor/Parking, 50% Outdoor				55,025	29.1%
	Total Estimated Site Development SF					189,025	100%
Total Site Development Acreage						4.34	
Total Complex Acreage						6.32	

Facility Development Costs and Financing

Capital Costs and Start-up Expenses - Indoor Athletics Facility

Details		Quantity	Unit	Cost/Unit	Budgeted Cost	% of Total
Building & Land Cost						
Real Estate Acquisition	TBD	6.32		\$0.00	\$0	0.0%
Land Cost Total					\$0	0.0%
Hard Costs						
Hard Structure Cost	Warm Shell	30,868	SF	\$170	\$5,247,475	29.9%
Hard Structure Cost - Dome	Dome & Foundation	64,800	SF	\$60	\$3,888,000	22.2%
Finish Out	Enhanced Cost of Kitchen & Secondary Concession Space	1	LS	\$16,000	\$16,000	0.1%
Site Development	Paving, Grading, Utilities, Landscaping, Improvement Allocation for Indoor Facility	6.32	Acre	\$250,000	\$1,579,006	9.0%
Contingency				10.00%	\$1,073,048	6.1%
Escalation				9.00%	\$1,062,318	6.1%
Contractor Fee	Includes Hard Cost Contingency/Escalation			3.50%	\$450,305	2.6%
Hard Cost Total					\$13,316,151	75.9%
Field and Sport Equipment Cost						
Tennis Court Area						
Tennis Courts		50,400	SF	\$13	\$655,200	3.7%
Tennis Netting	Court Nets, Perimeter Netting, Poles, Pads, Etc.	7	Ea.	\$3,000	\$21,000	0.1%
Benches (Participants)		14	Ea.	\$600	\$8,400	0.0%
Curtains (Court)	Mechanical Roll-Down System	6	Ea.	\$10,000	\$60,000	0.3%
Athletic Equipment	Sports Equipment (Rackets, Balls, Quick Start Nets, Etc.)	1	LS	\$25,000	\$25,000	0.1%
Pickleball Court Area						
Pickleball Courts	Surface, Coloring, Striping, Etc.	8	Ea.	\$10,000	\$80,000	0.5%
Pickleball Netting	Court Nets, Perimeter Netting, Poles, Pads, Etc.	8	Ea.	\$1,500	\$12,000	0.1%
Benches (Participants)		16	Ea.	\$600	\$9,600	0.1%
Athletic Equipment	Sports Equipment (Rackets, Balls, Etc.)	1	LS	\$25,000	\$25,000	0.1%
Shipping				5.00%	\$44,810	0.3%
Contingency				10.00%	\$94,101	0.5%
Escalation				9.00%	\$93,160	0.5%
Field and Sport Equipment Cost Total					\$1,128,271	6.4%
Furniture, Fixtures and Equipment Cost						
FOOD & BEVERAGE						
Secondary Concessions	Full Capability Concession with Fryers/Grills, etc.	1	LS	\$200,000	\$200,000	1.1%
Smallwares		1	LS	\$14,000	\$14,000	0.1%
FURNISHINGS						
Furnishings	Flex Space	11,734	SF	\$2.00	\$23,468	0.1%
Hardware - Security/Access Control	Cameras, Building Access, Card Reader Systems w/Structured Cabling and Conveyance	95,668	SF	\$1.05	\$100,668	0.6%
Hardware - Point of Sale		1	LS	\$6,000	\$6,000	0.0%
Hardware - Telecommunications	Core Network/Wireless/IT/Software	95,668	SF	\$1.50	\$143,501	0.8%
MISCELLANEOUS						
Marquee Signage	Exterior	1	LS	\$75,000	\$75,000	0.4%
Graphics Package	Interior signage, branding, advertisement, wall art, etc.	95,668	SF	\$2.00	\$191,335	1.1%
Audio/Video	tns, pa speaker/sound systems facility-wide	1	LS	\$150,000	\$150,000	0.9%
Maintenance Equipment		95,668	SF	\$0.50	\$47,834	0.3%
Shipping				5.00%	\$47,590	0.3%
Contingency				10.00%	\$99,940	0.6%
Escalation				9.00%	\$98,940	0.6%
Furniture, Fixtures and Equipment Cost Total					\$1,198,276	6.8%
Soft Costs Construction						
Design Soft Costs	Civil, Architectural			7.0%	\$900,609	5.1%
SFC Owner's Rep Services	Planning Support, FF&E Procurement			5.0%	\$759,620	4.3%
Permits/Inspections				0.50%	\$64,329	0.4%
Additional Services				10.00%	\$172,456	1.0%
Soft Cost Total					\$1,897,014	10.8%
Total Construction Costs - Indoor Facility					\$17,539,711	100.0%
Cost Per Square Foot					\$183	

Capital Costs and Start-up Expenses - Soft Costs Operations

	Details	Cost/Unit	Budgeted Cost	% of Total
Soft Costs Operations				
Pre-Launch Professional Services	<i>Legal, Accounting, Bank, Consulting</i>		\$50,000	4.5%
Permits and Extensions			\$25,000	2.2%
Presentation Materials	<i>Renderings, Etc.</i>		\$15,000	1.3%
Grand Opening			\$15,000	1.3%
Marketing Allowance	<i>Pre-Opening Marketing Budget</i>		\$40,000	3.6%
Operational Office Space	<i>Professional Management Support for Pre-Opening Operations Development</i>		\$33,000	3.0%
Operational Support Services	<i>Professional Management Support for Pre-Opening Operations Development</i>		\$350,000	31.4%
Pre-Funded Operational Account			\$194,814	17.5%
Pre-Opening Staff Budget	<i>Staffing Cost Pre-Grand Opening</i>		\$267,562	24.0%
Pre-Opening Staff Recruitment			\$24,000	2.2%
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%	\$101,438	9.1%
Soft Cost Total			\$1,115,814	100.0%
Total Construction Costs - Soft Cost Operations			\$1,115,814	100.0%
Working Capital Reserve			TBD	100.0%

Capital Costs and Start-up Expenses

SOURCES OF FUNDS		
Equity Contribution	100%	\$18,655,525
Bank Financing	0%	\$0
Bond Financing	0%	\$0
Public Contribution	0%	\$0
Total Sources of Funds		\$18,655,525

USES OF FUNDS	LOW	MID	HIGH
Land Cost	TBD	TBD	TBD
Hard Cost	\$11,028,450	\$12,253,833	\$13,479,217
Field and Sport Equipment Cost	\$931,600	\$1,035,111	\$1,138,622
Furniture, Fixtures, and Equipment	\$989,402	\$1,099,335	\$1,209,269
Soft Costs Construction	\$1,707,313	\$1,897,014	\$2,086,715
Soft Costs Operations	\$1,115,814	\$1,115,814	\$1,115,814
Escalation	\$1,128,976	\$1,254,418	\$1,379,860
Working Capital Reserve	TBD	TBD	TBD
Total Uses of Funds	\$16,901,554	\$18,655,525	\$20,409,496

Financial Performance Summary

Total Revenue & Expenses - 5-Year Detail

Revenue	Ad Hoc Committee	Year 1	Year 2	Year 3	Year 4	Year 5
Rental Tennis Tournaments	\$46,008	\$2,940	\$2,940	\$4,851	\$4,851	\$5,094
Tennis Programs*	\$884,376	\$791,649	\$838,919	\$955,532	\$989,621	\$1,065,388
Tennis/Pickleball Court Rentals	\$174,489	\$73,800	\$81,180	\$89,501	\$93,976	\$101,635
In-House Pickleball Tournaments		\$7,680	\$11,520	\$16,896	\$16,896	\$17,741
Rental Pickleball Tournaments	\$57,600	\$720	\$720	\$1,008	\$1,008	\$1,058
Pickleball	\$479,952	\$479,229	\$544,079	\$639,075	\$702,983	\$775,038
Birthday Parties		\$12,000	\$14,400	\$16,632	\$17,464	\$19,254
Facility Fees		\$2,304	\$2,304	\$3,200	\$3,200	\$3,200
Food & Beverage		\$70,825	\$80,009	\$90,188	\$94,645	\$97,324
Retail		\$53,944	\$55,563	\$57,230	\$58,947	\$60,715
Sponsorship/Advertisement Revenue		\$73,000	\$73,000	\$73,000	\$73,000	\$73,000
Contract Time	\$143,136	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,785,561	\$1,568,092	\$1,704,634	\$1,947,113	\$2,056,589	\$2,219,447
Cost of Goods Sold		Year 1	Year 2	Year 3	Year 4	Year 5
Rental Tennis Tournaments	\$9,202	\$294	\$294	\$485	\$485	\$509
Tennis Programs*		\$190,552	\$205,780	\$236,066	\$246,227	\$265,708
Tennis/Pickleball Court Rentals		\$11,070	\$12,177	\$13,425	\$14,096	\$15,245
In-House Pickleball Tournaments		\$2,736	\$4,104	\$5,779	\$5,779	\$5,948
Rental Pickleball Tournaments	\$40,320	\$72	\$72	\$101	\$101	\$106
Pickleball		\$83,564	\$95,008	\$111,679	\$122,847	\$135,439
Birthday Parties		\$3,720	\$4,464	\$4,974	\$5,223	\$5,659
Facility Fees		\$0	\$0	\$0	\$0	\$0
Food & Beverage		\$38,954	\$44,005	\$49,604	\$52,054	\$53,528
Retail		\$37,761	\$38,894	\$40,061	\$41,263	\$42,500
Sponsorship/Advertisement Expense		\$21,900	\$21,900	\$21,900	\$21,900	\$21,900
Facility Staff	\$446,925	\$0	\$0	\$0	\$0	\$0
Total Cost of Goods Sold	\$496,446	\$390,624	\$426,698	\$484,074	\$509,975	\$546,542
Gross Margin	\$1,289,115	\$1,177,468	\$1,277,936	\$1,463,039	\$1,546,614	\$1,672,905
% of Revenue	72%	75%	75%	75%	75%	75%
Facility Expenses	\$193,500	\$267,490	\$269,467	\$273,800	\$277,889	\$282,040
Operating Expense	\$23,000	\$412,201	\$404,743	\$422,692	\$435,544	\$450,762
Management Payroll	\$360,000	\$372,500	\$387,400	\$402,896	\$419,012	\$435,772
Payroll Taxes/Benefits/Bonus		\$116,693	\$123,597	\$133,039	\$139,421	\$146,950
Total Operating Expenses	\$576,500	\$1,168,884	\$1,185,207	\$1,232,426	\$1,271,867	\$1,315,525
EBITDA	\$712,615	\$8,584	\$92,729	\$230,613	\$274,747	\$357,380
% of Revenue	39.9%	0.5%	5.4%	11.8%	13.4%	16.1%

*Includes Junior Program Numbers from Ad Hoc Committee

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	\$1,568,092	\$1,704,634	\$1,947,113	\$2,056,589	\$2,219,447	\$2,286,031	\$2,354,611	\$2,425,250	\$2,498,007	\$2,572,947
Total Cost of Goods Sold	\$390,624	\$426,698	\$484,074	\$509,975	\$546,542	\$562,939	\$579,827	\$597,222	\$615,138	\$633,592
Gross Margin	\$1,177,468	\$1,277,936	\$1,463,039	\$1,546,614	\$1,672,905	\$1,723,092	\$1,774,785	\$1,828,028	\$1,882,869	\$1,939,355
% of Revenue	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Total Operating Expenses	\$1,168,884	\$1,185,207	\$1,232,426	\$1,271,867	\$1,315,525	\$1,335,258	\$1,355,287	\$1,375,616	\$1,396,250	\$1,417,194
EBITDA	\$8,584	\$92,729	\$230,613	\$274,747	\$357,380	\$387,834	\$419,498	\$452,412	\$486,619	\$522,161
% of Revenue	1%	5%	12%	13%	16%	17%	18%	19%	19%	20%

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	\$2,624,406	\$2,676,895	\$2,730,432	\$2,785,041	\$2,840,742	\$2,869,149	\$2,897,841	\$2,926,819	\$2,956,087	\$2,985,648
Total Cost of Goods Sold	\$646,264	\$659,190	\$672,373	\$685,821	\$699,537	\$706,533	\$713,598	\$720,734	\$727,941	\$735,221
Gross Margin	\$1,978,142	\$2,017,705	\$2,058,059	\$2,099,220	\$2,141,205	\$2,162,617	\$2,184,243	\$2,206,085	\$2,228,146	\$2,250,428
% of Revenue	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Total Operating Expenses	\$1,438,452	\$1,460,029	\$1,481,929	\$1,504,158	\$1,526,720	\$1,549,621	\$1,572,865	\$1,596,458	\$1,620,405	\$1,644,711
EBITDA	\$539,690	\$557,676	\$576,130	\$595,062	\$614,484	\$612,996	\$611,377	\$609,627	\$607,741	\$605,716
% of Revenue	21%	21%	21%	21%	22%	21%	21%	21%	21%	20%

Business Unit Analysis

Rental Tennis 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 Indoor Tournament - 7 Courts, 1 Days																	
Player Information							2	2	3	3	3	48					
Rental Fees	Daily Rental Rate	\$210	\$210	\$231	\$231	\$243	2	2	3	3	3	7	\$2,940	\$2,940	\$4,851	\$4,851	\$5,094
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05	2	2	3	3	3						
Total Revenue													\$2,940	\$2,940	\$4,851	\$4,851	\$5,094
Cost of Goods Sold		Management Assumption											Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Hosting Expenses	10% Gross Revenue												\$294	\$294	\$485	\$485	\$509
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0
Total Cost of Goods Sold													\$294	\$294	\$485	\$485	\$509
Net Revenue													\$2,646	\$2,646	\$4,366	\$4,366	\$4,584

Tennis Programs Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					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	
Clinics																		
Instructional Clinics - Junior	\$/Session	\$150	\$150	\$165	\$165	\$173	39	43	46	48	49	4	\$23,682	\$26,050	\$30,088	\$31,592	\$34,167	
Instructional Clinics - Adult	\$/Session	\$175	\$175	\$193	\$193	\$202	25	27	29	30	31	4	\$17,442	\$19,187	\$22,161	\$23,269	\$25,165	
Memberships																		
Tennis Memberships	\$/Month	\$75	\$75	\$83	\$83	\$87	443	452	461	470	479	12	\$398,682	\$406,655	\$456,267	\$465,393	\$498,436	
Lessons																		
Group Lessons	\$/Hour	\$45	\$45	\$50	\$50	\$52	984	1,083	1,137	1,194	1,230	1	\$44,298	\$48,728	\$56,281	\$59,095	\$63,911	
Private Lessons	\$/Hour	\$75	\$75	\$83	\$83	\$87	1,477	1,624	1,705	1,791	1,844	1	\$110,745	\$121,819	\$140,701	\$147,736	\$159,777	
Leagues																		
Adult	\$/Player	\$100	\$100	\$110	\$110	\$116	295	325	341	358	369	4	\$118,080	\$129,888	\$150,021	\$157,522	\$170,360	
Youth	\$/Player	\$100	\$100	\$110	\$110	\$116	197	216	227	239	246	4	\$78,720	\$86,592	\$100,014	\$105,014	\$113,573	
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05		1.10	1.05	1.05	1.03							
Total Revenue													\$791,649	\$838,919	\$955,532	\$989,621	\$1,065,388	
Cost of Goods Sold																		
Management Assumption													Year 1	Year 2	Year 3	Year 4	Year 5	
Tennis Program Management	Responsibility of Head Tennis Pro												\$0	\$0	\$0	\$0	\$0	
Tennis Pro Lesson Commission	60% of Gross Lesson Revenue												\$93,026	\$102,328	\$118,189	\$124,099	\$134,213	
Tennis Clinic/League Program Staff	5% Gross Revenue												\$31,830	\$33,419	\$37,927	\$39,139	\$42,085	
Equipment and Supplies	5% Gross Revenue												\$39,582	\$41,946	\$47,777	\$49,481	\$53,269	
Awards	2% Gross Revenue												\$15,833	\$16,778	\$19,111	\$19,792	\$21,308	
Total Cost of Goods Sold													\$190,552	\$205,780	\$236,066	\$246,227	\$265,708	
Net Revenue													\$601,096	\$633,139	\$719,466	\$743,394	\$799,680	

Pricing Notes	Camps/Clinics	Private Lessons	Leagues	Memberships
	*1 <i>Brentwood Swim and Rec</i>	<i>Nashville JCC</i>	<i>Williamson County F</i> *4 X	<i>Knoxville Racquet Club</i>
	\$320/8 sessions	\$65/hr	\$160/8 weeks - Women's Doubles \$/Y	\$112.74/month
		\$500/8 sessions	\$120/9 weeks - Women's Singles	\$55.89/month
			\$60/9 weeks - Men's Doubles Scramble	
	<i>Murfreesboro Parks and Rec</i>	<i>Knoxville Racquet Club</i>		<i>Sequoia Club</i>
	\$135/8 sessions, Homeschool Clinic	\$70/hr - Scott Patrick		\$1,386/year
	\$233/8 sessions, MS/HS Clinic	\$53/hr - Sid Sidbury		<i>Brentwood Swim and Tennis Club</i>
				\$85 / Month
	<i>Seven Hills Swim & Tennis</i>	<i>Tennis Memphis</i>		<i>Seven Hills Tennis Club</i>
	\$30/session	\$90/hr - Paul Goebel		\$756/year
		\$60/hr - Adam Casey		<i>Tennis Complex at Maryland Farms</i>
				\$35/month
	Drop Ins			
	<i>Sequoia Club</i>			
	\$15/session			
	<i>Lipscomb University</i>			
	\$20/1.5 hours			
	<i>Murfreesboro Parks and Rec</i>			
	\$15/session			

Indoor Court Rental Revenue & Expenses

Revenue	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
Pickleball Court Rentals																	
Sept. - Oct.	\$/Hour	\$15	\$15	\$16	\$16	\$17	124	136	143	150	155	1	\$1,860	\$2,046	\$2,256	\$2,369	\$2,562
Nov. - Dec.	\$/Hour	\$15	\$15	\$16	\$16	\$17	204	224	236	247	255	1	\$3,060	\$3,366	\$3,711	\$3,897	\$4,214
Jan. - Feb.	\$/Hour	\$15	\$15	\$16	\$16	\$17	204	224	236	247	255	1	\$3,060	\$3,366	\$3,711	\$3,897	\$4,214
Mar. - Apr.	\$/Hour	\$15	\$15	\$16	\$16	\$17	124	136	143	150	155	1	\$1,860	\$2,046	\$2,256	\$2,369	\$2,562
May - June	\$/Hour	\$15	\$15	\$16	\$16	\$17	80	88	92	97	100	1	\$1,200	\$1,320	\$1,455	\$1,528	\$1,653
July - Aug.	\$/Hour	\$15	\$15	\$16	\$16	\$17	80	88	92	97	100	1	\$1,200	\$1,320	\$1,455	\$1,528	\$1,653
Tennis Court Rentals																	
Sept. - Oct.	\$/Hour	\$25	\$25	\$26	\$26	\$28	444	488	513	538	555	1	\$11,100	\$12,210	\$13,462	\$14,135	\$15,287
Nov. - Dec.	\$/Hour	\$25	\$25	\$26	\$26	\$28	738	812	852	895	922	1	\$18,450	\$20,295	\$22,375	\$23,494	\$25,409
Jan. - Feb.	\$/Hour	\$25	\$25	\$26	\$26	\$28	738	812	852	895	922	1	\$18,450	\$20,295	\$22,375	\$23,494	\$25,409
Mar. - Apr.	\$/Hour	\$25	\$25	\$26	\$26	\$28	444	488	513	538	555	1	\$11,100	\$12,210	\$13,462	\$14,135	\$15,287
May - June	\$/Hour	\$25	\$25	\$26	\$26	\$28	294	323	340	357	367	1	\$7,350	\$8,085	\$8,914	\$9,359	\$10,122
July - Aug.	\$/Hour	\$25	\$25	\$26	\$26	\$28	294	323	340	357	367	1	\$7,350	\$8,085	\$8,914	\$9,359	\$10,122
Non-Capacity Growth Rate			1.00	1.05	1.00	1.05		1.10	1.05	1.05	1.03						
Total Revenue													\$73,800	\$81,180	\$89,501	\$93,976	\$101,635
Cost of Goods Sold	Management Assumption												Year 1	Year 2	Year 3	Year 4	Year 5
Admin/Sales Staff	15% Gross Revenue												\$11,070	\$12,177	\$13,425	\$14,096	\$15,245
Member Supplies	2% Gross Annual Passes Revenue												\$0	\$0	\$0	\$0	\$0
Total Cost of Goods Sold													\$11,070	\$12,177	\$13,425	\$14,096	\$15,245
Net Revenue													\$62,730	\$69,003	\$76,076	\$79,880	\$86,390

In-House Pickleball Tournament Revenue & Expenses

Revenue	Management Assumption	Registration 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 - 8 Courts, 1 Days Entry Fees		\$30	\$30	\$33	\$33	\$35	2	3	4	4	4	128	\$7,680	\$11,520	\$16,896	\$16,896	\$17,741
Non-Capacity Growth Rate			1.00	1.10	1.00	1.05	2	3	4	4	4						
Total Revenue													\$7,680	\$11,520	\$16,896	\$16,896	\$17,741
Cost of Goods Sold		Management Assumption											Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Director	Responsibility of Management Staff												\$0	\$0	\$0	\$0	\$0
Tournament Staff	15% Entry Fees												\$1,152	\$1,728	\$2,534	\$2,534	\$2,661
Official Fees	\$30/Hr.												\$1,200	\$1,800	\$2,400	\$2,400	\$2,400
Equip./Supplies/Hospitality	5% Gross Revenue												\$384	\$576	\$845	\$845	\$887
Total Cost of Goods Sold													\$2,736	\$4,104	\$5,779	\$5,779	\$5,948
Net Revenue													\$4,944	\$7,416	\$11,117	\$11,117	\$11,793

Rental Pickleball 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 - 8 Courts, 1 Days																	
Player Information							3	3	4	4	4	128					
Rental Fees	Daily Rental Rate	\$30	\$30	\$32	\$32	\$33	3	3	4	4	4	8	\$720	\$720	\$1,008	\$1,008	\$1,058
Non-Capacity Growth Rate			1.00	1.05	1.00	1.05	3	3	4	4	4						
Total Revenue													\$720	\$720	\$1,008	\$1,008	\$1,058
Cost of Goods Sold		Management Assumption											Year 1	Year 2	Year 3	Year 4	Year 5
Tournament Hosting Expenses	10% Gross Revenue												\$72	\$72	\$101	\$101	\$106
Trainer Fees	Pass Through												\$0	\$0	\$0	\$0	\$0
Total Cost of Goods Sold													\$72	\$72	\$101	\$101	\$106
Net Revenue													\$648	\$648	\$907	\$907	\$953

Indoor Pickleball Revenue & Expenses

Revenue	Management Assumption	Program Fees					Number of Registrations					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
Instructional Clinics	\$/Session	\$150	\$150	\$158	\$158	\$165	7	9	10	11	11	6	\$6,447	\$7,736	\$9,342	\$10,276	\$11,329
Instruction	\$/Hour	\$65	\$65	\$68	\$68	\$72	11	13	15	16	17	12	\$8,381	\$10,057	\$12,144	\$13,359	\$14,728
Drop-in/Other Income	\$/Session	\$15	\$15	\$16	\$16	\$17	716	860	989	1,087	1,142	12	\$128,941	\$154,729	\$186,835	\$205,519	\$226,585
Membership	\$/Month	\$75	\$75	\$79	\$79	\$83	344	379	417	458	481	12	\$309,960	\$340,956	\$393,804	\$433,185	\$477,586
Leagues																	
Sept. - Oct. League	\$/Team	\$125	\$125	\$131	\$131	\$138	31	37	43	47	49	1	\$3,875	\$4,650	\$5,615	\$6,176	\$6,809
Nov. - Dec. League	\$/Team	\$125	\$125	\$131	\$131	\$138	51	61	70	77	81	1	\$6,375	\$7,650	\$9,237	\$10,161	\$11,203
Jan. - Feb. League	\$/Team	\$125	\$125	\$131	\$131	\$138	51	61	70	77	81	1	\$6,375	\$7,650	\$9,237	\$10,161	\$11,203
Mar. - Apr. League	\$/Team	\$125	\$125	\$131	\$131	\$138	31	37	43	47	49	1	\$3,875	\$4,650	\$5,615	\$6,176	\$6,809
May - June League	\$/Team	\$125	\$125	\$131	\$131	\$138	20	24	28	30	32	1	\$2,500	\$3,000	\$3,623	\$3,985	\$4,393
July - Aug. League	\$/Team	\$125	\$125	\$131	\$131	\$138	20	24	28	30	32	1	\$2,500	\$3,000	\$3,623	\$3,985	\$4,393
Non-Capacity Growth Rate		1.00	1.05	1.00	1.05		1.20	1.15	1.10	1.05							
Total Revenue													\$479,229	\$544,079	\$639,075	\$702,983	\$775,038
Cost of Goods Sold																	
Management Assumption		Year 1	Year 2	Year 3	Year 4	Year 5											
Pickleball Director	Responsibility of Management Team	\$0	\$0	\$0	\$0	\$0											
Pickleball Program Staff	10% Gross Revenue	\$47,923	\$54,408	\$63,908	\$70,298	\$77,504											
Instructional Clinic Expenses	25% Instructor Revenue	\$2,095	\$2,514	\$3,036	\$3,340	\$3,682											
Equipment and Supplies	5% Gross Revenue	\$23,961	\$27,204	\$31,954	\$35,149	\$38,752											
Awards	2% Gross Revenue	\$9,585	\$10,882	\$12,782	\$14,060	\$15,501											
Total Cost of Goods Sold													\$83,564	\$95,008	\$111,679	\$122,847	\$135,439
Net Revenue													\$395,665	\$449,071	\$527,396	\$580,136	\$639,600

Pricing Notes

Private Lessons
*1 **Pickleball 901**
\$80/hr

*2

The Pickleball Playground
\$65/hr

Bristol Sportsplex
\$55/hr

Memberships

Pickleball Kingdom
\$99/month - Ace Membership
\$179/month - Team Membership
\$249/month - Royal Family Membership

Music City Pickleball
\$60/month - Premium
\$25/month - Standard

*3

Leagues

Chattanooga Christian School
\$65/8 weeks

The Pickleball Playground
\$150/8 weeks - Mixed League
\$175/8 weeks - Men's League

*4

Drop Ins

Pickleball Kingdom
\$15/session - Morning
\$20/session - Evening

Pavillion of Pickleball
\$10/session

Pickleball 901
\$12/session

Birthday Parties Revenue & Expenses

Revenue	Management Assumption	Party Fees					Number of Parties					Sellable Sessions	Year 1	Year 2	Year 3	Year 4	Year 5
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
Sports Parties	\$/Party (Avg 15 Kids)	\$250	\$250	\$275	\$275	\$289	4	5	5	5	6	12	\$12,000	\$14,400	\$16,632	\$17,464	\$19,254
	Non-Capacity Growth Rate		1.00	1.10	1.00	1.05		1.20	1.05	1.05	1.05						
Total Revenue													\$12,000	\$14,400	\$16,632	\$17,464	\$19,254
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												\$1,440	\$1,728	\$1,814	\$1,905	\$2,000
Birthday and Group Party Supplies	4% Gross Revenue												\$480	\$576	\$665	\$699	\$770
Birthday and Group Party Food	15% Gross Revenue												\$1,800	\$2,160	\$2,495	\$2,620	\$2,888
Total Cost of Goods Sold													\$3,720	\$4,464	\$4,974	\$5,223	\$5,659
Net Revenue													\$8,280	\$9,936	\$11,658	\$12,240	\$13,595

Facility Fees Revenue & Expenses

Event Type	Event Days	Facility Fee	Number of Events per Year					Daily Attendees (Non-Athletes)	Year 1	Year 2	Year 3	Year 4	Year 5
			Year 1	Year 2	Year 3	Year 4	Year 5						
Rental Tennis - Small	2.0	\$2.00	2	2	3	3	3	96	\$768	\$768	\$1,152	\$1,152	\$1,152
Rental Pickleball - Small	1.0	\$2.00	3	3	4	4	4	256	\$1,536	\$1,536	\$2,048	\$2,048	\$2,048
Total Revenue			5	5	7	7	7		\$2,304	\$2,304	\$3,200	\$3,200	\$3,200
Cost of Goods Sold									Year 1	Year 2	Year 3	Year 4	Year 5
Management Assumption													
Total Cost of Goods Sold									\$0	\$0	\$0	\$0	\$0
Net Revenue									\$2,304	\$2,304	\$3,200	\$3,200	\$3,200

Food & Beverage Revenue & Expenses

Revenue		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Sales			\$70,825	\$80,009	\$90,188	\$94,645	\$97,324
Total Revenue			\$70,825	\$80,009	\$90,188	\$94,645	\$97,324
Cost of Goods Sold		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Concessions Food		30% Concession Sales	\$21,248	\$24,003	\$27,057	\$28,393	\$29,197
Concessions Wages		25% Concession Sales	\$17,706	\$20,002	\$22,547	\$23,661	\$24,331
Total Cost of Goods Sold			\$38,954	\$44,005	\$49,604	\$52,054	\$53,528
Net Revenue			\$31,871	\$36,004	\$40,585	\$42,590	\$43,796

Retail Revenue & Expenses

Revenue		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Sales			\$53,944	\$55,563	\$57,230	\$58,947	\$60,715
Total Revenue			\$53,944	\$55,563	\$57,230	\$58,947	\$60,715
Cost of Goods Sold		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Retail Product Cost	55% Retail Sales		\$29,669	\$30,560	\$31,476	\$32,421	\$33,393
Retail Wages	15% Retail Sales		\$8,092	\$8,334	\$8,584	\$8,842	\$9,107
Total Cost of Goods Sold			\$37,761	\$38,894	\$40,061	\$41,263	\$42,500
Net Revenue			\$16,183	\$16,669	\$17,169	\$17,684	\$18,214

Sponsorship & Advertisement Revenue

Revenue		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Sponsorship/Advertisement Income			\$73,000	\$73,000	\$73,000	\$73,000	\$73,000
Total Revenue			\$73,000	\$73,000	\$73,000	\$73,000	\$73,000
Cost of Goods Sold		Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Sponsorship COGS		30% Sponsorship Revenue	\$21,900	\$21,900	\$21,900	\$21,900	\$21,900
Total Cost of Goods Sold			\$21,900	\$21,900	\$21,900	\$21,900	\$21,900
Net Revenue			\$51,100	\$51,100	\$51,100	\$51,100	\$51,100

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	<i>Cleaning and Supplies</i>	\$62,920	\$63,981	\$65,231	\$66,192	\$67,168
Safety Supplies	<i>Includes Year 1 Purchase</i>	\$3,500	\$1,400	\$1,421	\$1,442	\$1,464
Grounds Maintenance, Labor, & Lighting	<i>Based on Site Development</i>	\$7,594	\$7,708	\$7,824	\$7,941	\$8,060
Maintenance & Repairs	<i>Excludes Capital Replacement</i>	\$33,484	\$33,986	\$34,496	\$35,013	\$35,538
Utility Expense	<i>Electricity, Gas, Water, Trash, etc.</i>	\$154,993	\$157,317	\$159,677	\$162,072	\$164,504
Total Indoor Facility Expense		\$267,490	\$269,467	\$273,800	\$277,889	\$282,040
Total Facility Expense		\$267,490	\$269,467	\$273,800	\$277,889	\$282,040

Operating Expenses

Expense	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Accounting Fees		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
Bank Service Charges	<i>Banking Fees, Credit Card Processing</i>	\$29,902	\$32,633	\$37,482	\$39,672	\$42,929
Communications	<i>IT, Phone, Cable, Internet</i>	\$14,350	\$14,565	\$14,784	\$15,006	\$15,231
Dues/Subscriptions		\$500	\$508	\$515	\$523	\$531
Employee Uniforms		\$1,500	\$1,523	\$1,545	\$1,569	\$1,592
Marketing and Advertising		\$44,853	\$32,633	\$37,482	\$39,672	\$42,929
Insurance	<i>General, Property, Liability</i>	\$47,043	\$47,748	\$48,465	\$49,192	\$49,929
Legal Fees		\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
Licenses, Permits	<i>Food, Music, etc.</i>	\$5,000	\$5,075	\$5,151	\$5,228	\$5,307
National Management & Marketing Service		\$216,000	\$222,480	\$229,154	\$236,029	\$243,110
National Management Travel		\$18,000	\$12,000	\$12,000	\$12,000	\$12,000
Office Supplies		\$7,653	\$7,768	\$7,885	\$8,003	\$8,123
Real Estate Tax	<i>Public Ownership</i>	\$0	\$0	\$0	\$0	\$0
Software	<i>Operating, Scheduling, POS, Registration</i>	\$14,400	\$14,616	\$14,835	\$15,058	\$15,284
Travel and Education		\$3,000	\$3,045	\$3,091	\$3,137	\$3,184
Total Operating Expenses		\$412,201	\$404,743	\$422,692	\$435,544	\$450,762

Management Payroll Summary

Management Position	Management Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager		\$90,000	\$93,600	\$97,344	\$101,238	\$105,287
Marketing & Business Development Director		\$57,500	\$59,800	\$62,192	\$64,680	\$67,267
Indoor Facility Manager		\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Tennis/Pickleball Program Director		\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Tennis Professional	60/40 Split	\$25,000	\$26,000	\$27,040	\$28,122	\$29,246
Finance Manager		\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Admin Support	Part Time - Front Desk	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Total Management Payroll		\$372,500	\$387,400	\$402,896	\$419,012	\$435,772

DRAFT

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	\$90,000	\$90,000	\$93,600	\$97,344	\$101,238	\$105,287
Mgmt	Marketing & Business Development Director	12 months prior	\$57,500	\$57,500	\$59,800	\$62,192	\$64,680	\$67,267
Mgmt	Indoor Facility Manager	3 months prior	\$11,250	\$45,000	\$46,800	\$48,672	\$50,619	\$52,644
Mgmt	Tennis/Pickleball Program Director	3 months prior	\$13,750	\$55,000	\$57,200	\$59,488	\$61,868	\$64,342
Mgmt	Tennis Professional	3 months prior	\$6,250	\$25,000	\$26,000	\$27,040	\$28,122	\$29,246
Mgmt	Finance Manager	6 months prior	\$30,000	\$60,000	\$62,400	\$64,896	\$67,492	\$70,192
Support	Admin Support	1 month prior	\$3,333	\$40,000	\$41,600	\$43,264	\$44,995	\$46,794
Subtotal Management Payroll			\$212,083	\$372,500	\$387,400	\$402,896	\$419,012	\$435,772
Staff	Rental Tennis Tournament Staff	1 month prior	\$25	\$294	\$294	\$485	\$485	\$509
Staff	Tennis Staff	1 month prior	\$2,653	\$31,830	\$33,419	\$37,927	\$39,139	\$42,085
Staff	In-House Pickleball Tournament Staff	1 month prior	\$96	\$1,152	\$1,728	\$2,534	\$2,534	\$2,661
Staff	Rental Pickleball Tournament Staff	1 month prior	\$6	\$72	\$72	\$101	\$101	\$106
Staff	Pickleball Staff	1 month prior	\$3,994	\$47,923	\$54,408	\$63,908	\$70,298	\$77,504
Staff	Birthday Party Staff	1 month prior	\$120	\$1,440	\$1,728	\$1,814	\$1,905	\$2,000
Staff	Food & Beverage Staff	1 month prior	\$1,476	\$17,706	\$20,002	\$22,547	\$23,661	\$24,331
Staff	Retail Staff	1 month prior	\$674	\$8,092	\$8,334	\$8,584	\$8,842	\$9,107
Subtotal Sport Admin Staff			\$9,042	\$108,509	\$119,985	\$137,901	\$146,966	\$158,304
Instructors	Tennis Instructors	Per Diem		\$10,281	\$11,309	\$13,062	\$13,715	\$14,833
Instructors	Pickleball Instructors	Per Diem		\$2,095	\$2,514	\$3,036	\$3,340	\$3,682
Subtotal Instructors (COGS)				\$12,376	\$13,823	\$16,098	\$17,055	\$18,515
Referees	In-House Tennis/Pickleball Tournament Officials	Per Diem		\$1,200	\$1,800	\$2,400	\$2,400	\$2,400
Subtotal Referee/Trainers (COGS)				\$1,200	\$1,800	\$2,400	\$2,400	\$2,400
Payroll Subtotal			\$221,126	\$494,585	\$523,009	\$559,295	\$585,433	\$614,991
	Bonus Pool	1% of Total Revenue		\$15,681	\$17,046	\$19,471	\$20,566	\$22,194
	Payroll Services	3% of Payroll	\$6,634	\$14,430	\$15,222	\$16,224	\$16,979	\$17,822
	Payroll Taxes/Benefits	18% of Payroll	\$39,803	\$86,582	\$91,329	\$97,344	\$101,876	\$106,934
Payroll Taxes/Benefits/Bonus Totals			\$46,436	\$116,693	\$123,597	\$133,039	\$139,421	\$146,950
Total Payroll Cost				\$611,278	\$646,606	\$692,334	\$724,854	\$761,942