

City of Columbus, Indiana  
Custer-Nugent Amphitheater  
Mill Race Park

# **Custer-Nugent Amphitheater**

## **Mill Race Park**

**Pro Forma Operating Statement**

**March, 2015**

**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

<b>Custer-Nugent Amphitheater at Mill Race Park</b>		
<b>OPERATING PRO FORMA</b>		
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**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

<b>Custer-Nugent Amphitheater at Mill Race Park</b>	
<b>SCHEDULE 1: KEY ASSUMPTIONS</b>	
<b>PERFORMANCE SPACE ASSUMPTIONS</b>	
<i>CAPACITIES</i>	
<i>Amphitheater</i>	
VIP Seating	240
Mound Side	450
Festival Side	10,000
<b>ECONOMIC ASSUMPTIONS</b>	
Average Annual Financial Escalation Factor (expenses)	3.0%
Average Biennial Financial Escalation Factor (revenues)	3.0%
Average Biennial Rent Increase	3.0%
Average Annual Salary Escalation Factor	3.0%
Contingency % of Operating Expenses	5.0%
<b>PHASING ASSUMPTIONS (for escalation)</b>	
# Years until Opening	3

**Custer-Nugent Amphitheater at Mill Race Park  
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<b>Custer-Nugent Amphitheater at Mill Race Park</b>					
<b>SCHEDULE 2: SUMMARY PRO FORMA</b>	Year 1	Year 2	Base Year	Year 4	Year 5
<b>EARNED REVENUES</b>					
Rental Income	\$65,300	\$68,800	\$75,200	\$78,800	\$87,400
Presenting Revenue	\$672,900	\$745,000	\$941,500	\$1,039,500	\$1,268,700
Parking	\$0	\$0	\$0	\$0	\$0
Concessions, Net	\$90,200	\$96,400	\$110,200	\$118,100	\$134,400
Merchandise Sales, Net	\$5,500	\$5,900	\$7,100	\$7,700	\$9,100
Sponsorships	\$40,300	\$40,300	\$41,500	\$41,500	\$42,800
<b>TOTAL EARNED REVENUES</b>	<b>\$874,200</b>	<b>\$956,400</b>	<b>\$1,175,500</b>	<b>\$1,285,600</b>	<b>\$1,542,400</b>
<b>OPERATING EXPENSES</b>					
Compensation	\$134,600	\$138,600	\$142,800	\$147,100	\$151,500
Programming	\$703,600	\$744,900	\$924,100	\$973,300	\$1,176,500
Facility Operations	\$43,700	\$45,000	\$46,400	\$47,800	\$49,200
<b>TOTAL OPERATING EXPENSES</b>	<b>\$881,900</b>	<b>\$928,500</b>	<b>\$1,113,300</b>	<b>\$1,168,200</b>	<b>\$1,377,200</b>
<b>OPERATING RESULT</b>	<b>(\$7,700)</b>	<b>\$27,900</b>	<b>\$62,200</b>	<b>\$117,400</b>	<b>\$165,200</b>
<b>NET RESULTS</b>	<b>(\$7,700)</b>	<b>\$27,900</b>	<b>\$62,200</b>	<b>\$117,400</b>	<b>\$165,200</b>
(Less Contingency)	(\$44,100)	(\$46,400)	(\$55,700)	(\$58,400)	(\$68,900)
<b>SURPLUS (DEFICIT)</b>	<b>(\$51,800)</b>	<b>(\$18,500)</b>	<b>\$6,500</b>	<b>\$59,000</b>	<b>\$96,300</b>

**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

Custer-Nugent Amphitheater at Mill Race Park						
SCHEDULE 3: REVENUE SUMMARY	Reference	Year 1	Year 2	Base Year	Year 4	Year 5
<b>Facility Rental</b>						
Rental Fees	Rental Income Summary	\$65,300	\$68,800	\$75,200	\$78,800	\$87,400
<b>Sub-Total, Facility Rental</b>		<b>\$65,300</b>	<b>\$68,800</b>	<b>\$75,200</b>	<b>\$78,800</b>	<b>\$87,400</b>
<b>Presenting Revenue</b>						
At Risk Presentations- Ticket Sales	Box Office	\$663,000	\$734,900	\$930,200	\$1,027,900	\$1,255,700
Ticket Fees and Charges (net)	Box Office	\$9,900	\$10,100	\$11,300	\$11,600	\$13,000
<b>Sub-Total, Presenting Revenue</b>		<b>\$672,900</b>	<b>\$745,000</b>	<b>\$941,500</b>	<b>\$1,039,500</b>	<b>\$1,268,700</b>
<b>Other Operating Revenue</b>						
Parking	Parking	\$-	\$-	\$-	\$-	\$-
Concessions, Net	Concessions & Merch	\$90,200	\$96,400	\$110,200	\$118,100	\$134,400
Merchandise Sales, Net	Concessions & Merch	\$5,500	\$5,900	\$7,100	\$7,700	\$9,100
Sponsorships	Sponsorships	\$40,300	\$40,300	\$41,500	\$41,500	\$42,800
<b>Sub-Total, Other Operating Revenue</b>		<b>\$136,000</b>	<b>\$142,600</b>	<b>\$158,800</b>	<b>\$167,300</b>	<b>\$186,300</b>
<b>TOTAL OPERATING REVENUES</b>		<b>\$874,200</b>	<b>\$956,400</b>	<b>\$1,175,500</b>	<b>\$1,285,600</b>	<b>\$1,542,400</b>
<b>TOTAL REVENUES</b>		<b>\$874,200</b>	<b>\$956,400</b>	<b>\$1,175,500</b>	<b>\$1,285,600</b>	<b>\$1,542,400</b>

**Custer-Nugent Amphitheater at Mill Race Park  
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Custer-Nugent Amphitheater at Mill Race Park						
SCHEDULE 4: EXPENSE SUMMARY	Reference	Year 1	Year 2	Base Year	Year 4	Year 5
<b>Compensation</b>						
Incremental Administrative Staffing	Staffing	\$134,600	\$138,600	\$142,800	\$147,100	\$151,500
<b>Sub-total, Compensation</b>		\$134,600	\$138,600	\$142,800	\$147,100	\$151,500
<b>Programming</b>						
at Risk Presentations	Programming	\$703,600	\$744,900	\$924,100	\$973,300	\$1,176,500
<b>Sub-Total, Programming</b>		\$703,600	\$744,900	\$924,100	\$973,300	\$1,176,500
<b>Facility Operations</b>						
Seasonal Portables	PH	\$21,855	\$22,510	\$23,185	\$23,880	\$24,597
Seasonal Fencing	PH	\$21,855	\$22,510	\$23,185	\$23,880	\$24,597
Landscaping/Grounds		\$0	\$0	\$0	\$0	\$0
Public Works		\$0	\$0	\$0	\$0	\$0
<b>Sub-Total, Facility Operations</b>		\$43,709	\$45,020	\$46,371	\$47,760	\$49,195
<b>TOTAL OPERATING EXPENSES</b>		<b>\$881,909</b>	<b>\$928,520</b>	<b>\$1,113,271</b>	<b>\$1,168,160</b>	<b>\$1,377,195</b>
Expense Contingency (5%)		\$44,100	\$46,400	\$55,700	\$58,400	\$68,900

**Custer-Nugent Amphitheater at Mill Race Park  
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Custer-Nugent Amphitheater at Mill Race Park															
SCHEDULE 5: UTILIZATION PROJECTIONS	Year 1			Year 2			Base Year			Year 4			Year 5		
	Use Days	Rental Rate	Rental Charge	Use Days	Rental Rate	Rental Charge	Use Days	Rental Rate	Rental Charge	Use Days	Rental Rate	Rental Charge	Use Days	Rental Rate	Rental Charge
<b>Performance: Festival Side</b>															
Rock the Park	1	\$ 1,591	\$ 1,591	1	\$ 1,592	\$ 1,592	1	\$ 1,640	\$ 1,640	1	\$ 1,640	\$ 1,640	1	\$ 1,688	\$ 1,688
Hospice Concert	1	\$ 1,591	\$ 1,591	1	\$ 1,592	\$ 1,592	1	\$ 1,640	\$ 1,640	1	\$ 1,640	\$ 1,640	1	\$ 1,688	\$ 1,688
Other Presented Acts	4	\$ 4,244	\$ 16,974	4	\$ 4,244	\$ 16,974	5	\$ 4,372	\$ 21,860	5	\$ 4,372	\$ 21,860	6	\$ 4,502	\$ 27,012
Philharmonic	3	\$ 1,591	\$ 4,774	3	\$ 1,592	\$ 4,775	3	\$ 1,640	\$ 4,919	3	\$ 1,640	\$ 4,919	3	\$ 1,688	\$ 5,065
Movies (Drive in)	3	\$ 1,591	\$ 4,774	4	\$ 1,592	\$ 6,366	4	\$ 1,640	\$ 6,558	5	\$ 1,640	\$ 8,198	6	\$ 1,688	\$ 10,130
Rehearsal/Tech/Load (no perf)	5	\$ 796	\$ 3,978	5	\$ 796	\$ 3,979	5	\$ 820	\$ 4,099	5	\$ 820	\$ 4,099	5	\$ 844	\$ 4,221
<b>Total: Festival Side</b>	<b>17</b>			<b>18</b>			<b>19</b>			<b>20</b>			<b>22</b>		
<b>Performance: Mound Side</b>															
Arts Council	4	\$ 477	\$ 1,910	4	\$ 477	\$ 1,910	4	\$ 492	\$ 1,967	4	\$ 492	\$ 1,967	4	\$ 506	\$ 2,026
Parks & Recreation	2	\$ 477	\$ 955	2	\$ 477	\$ 955	2	\$ 492	\$ 984	2	\$ 492	\$ 984	2	\$ 506	\$ 1,013
Mill Race Players	6	\$ 477	\$ 2,864	6	\$ 477	\$ 2,865	6	\$ 492	\$ 2,951	6	\$ 492	\$ 2,951	6	\$ 506	\$ 3,039
Columbus City Band	1	\$ 477	\$ 477	1	\$ 477	\$ 477	1	\$ 492	\$ 492	1	\$ 492	\$ 492	1	\$ 506	\$ 506
Bluegrass Jamboree	3	\$ 477	\$ 1,432	3	\$ 477	\$ 1,432	3	\$ 492	\$ 1,476	3	\$ 492	\$ 1,476	3	\$ 506	\$ 1,519
Presented Events	10	\$ 955	\$ 9,548	12	\$ 955	\$ 11,459	12	\$ 984	\$ 11,804	14	\$ 984	\$ 13,772	14	\$ 1,013	\$ 14,181
Rehearsal/Tech/Load (no perf)	/	\$ 239	\$ 1,671	/	\$ 239	\$ 1,671	/	\$ 246	\$ 1,721	/	\$ 246	\$ 1,721	/	\$ 253	\$ 1,773
<b>Total: Mound Side</b>	<b>33</b>			<b>35</b>			<b>35</b>			<b>37</b>			<b>37</b>		
<b>Community Use</b>															
Celebration of Light	1	\$ 1,591	\$ 1,591	1	\$ 1,592	\$ 1,592	1	\$ 1,640	\$ 1,640	1	\$ 1,640	\$ 1,640	1	\$ 1,688	\$ 1,688
Music & Arts Festival	2	\$ 1,591	\$ 3,183	2	\$ 1,592	\$ 3,183	2	\$ 1,640	\$ 3,279	2	\$ 1,640	\$ 3,279	2	\$ 1,688	\$ 3,377
Parks & Rec Foundation	2	\$ 1,591	\$ 3,183	2	\$ 1,592	\$ 3,183	2	\$ 1,640	\$ 3,279	2	\$ 1,640	\$ 3,279	2	\$ 1,688	\$ 3,377
Ethnic Festivals	3	\$ 1,591	\$ 4,774	3	\$ 1,592	\$ 4,775	3	\$ 1,640	\$ 4,919	3	\$ 1,640	\$ 4,919	3	\$ 1,688	\$ 5,065
Rehearsal/Tech/Load (no perf)	0	\$ 796	\$ -	0	\$ 796	\$ -	0	\$ 820	\$ -	0	\$ 820	\$ -	0	\$ 844	\$ -
<b>Total: Community Use</b>	<b>8</b>														
<b>Private Use</b>															
Weddings															
Church															
<b>Total Audience Days</b>	<b>46</b>			<b>49</b>			<b>50</b>			<b>53</b>			<b>55</b>		
<b>Total Use Days</b>	<b>58</b>		<b>\$ 65,272</b>	<b>61</b>		<b>\$ 68,779</b>	<b>62</b>		<b>\$ 75,226</b>	<b>65</b>		<b>\$ 78,833</b>	<b>67</b>		<b>\$ 87,368</b>

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Custer-Nugent Amphitheater at Mill Race Park																
SCHEDULE 6: RENTAL INCOME	Rental Rate	Year 1			Year 2			Base Year			Year 4			Year 5		
		Uses	Adjusted Rental Rate	Rental Charge	Uses	Adjusted Rental Rate	Rental Charges	Uses	Adjusted Rental Rate	Rental Charges	Uses	Adjusted Rental Rate	Rental Charges	Uses	Adjusted Rental Rate	Rental Charges
<b>Festival Side</b>																
Commercial - Performance (day)	\$4,000	4	\$4,244	\$16,974	4	\$4,244	\$16,976	5	\$4,372	\$21,860	5	\$4,372	\$21,860	6	\$4,502	\$27,012
Commercial - Load/Rehearsal (4 hours)	\$2,000	0	\$2,122	\$0	0	\$2,122	\$0	0	\$2,186	\$0	0	\$2,186	\$0	0	\$2,251	\$0
Nonprofit - Performance (day)	\$1,500	8	\$1,591	\$12,731	9	\$1,592	\$14,324	9	\$1,640	\$14,756	10	\$1,640	\$16,395	11	\$1,688	\$18,571
Nonprofit - Load/Rehearsal (4 hours)	\$750	5	\$796	\$3,978	5	\$796	\$3,979	5	\$820	\$4,099	5	\$820	\$4,099	5	\$844	\$4,221
<b>Subtotal, Festival Side</b>		<b>17</b>		<b>\$33,684</b>	<b>18</b>		<b>\$35,278</b>	<b>19</b>		<b>\$40,714</b>	<b>20</b>		<b>\$42,354</b>	<b>22</b>		<b>\$49,804</b>
<b>Mound Side</b>																
Commercial - Performance (day)	\$900	10	\$955	\$9,548	12	\$955	\$11,459	12	\$984	\$11,804	14	\$984	\$13,772	14	\$1,013	\$14,181
Commercial - Load/Rehearsal (4 hours)	\$450	0	\$477	\$0	0	\$477	\$0	0	\$492	\$0	0	\$492	\$0	0	\$506	\$0
Nonprofit - Performance (day)	\$450	16	\$477	\$7,638	16	\$477	\$7,639	16	\$492	\$7,870	16	\$492	\$7,870	16	\$506	\$8,104
Nonprofit - Load/Rehearsal (4 hours)	\$225	7	\$239	\$1,671	7	\$239	\$1,671	7	\$246	\$1,721	7	\$246	\$1,721	7	\$253	\$1,773
<b>Subtotal, Mound Side</b>		<b>33</b>		<b>\$18,857</b>	<b>35</b>		<b>\$20,769</b>	<b>35</b>		<b>\$21,395</b>	<b>37</b>		<b>\$23,363</b>	<b>37</b>		<b>\$24,058</b>
<b>Community Events (both sides)</b>																
Commercial - Performance (day)	\$3,000	0	\$3,183	\$0	0	\$3,183	\$0	0	\$3,279	\$0	0	\$3,279	\$0	0	\$3,377	\$0
Commercial - Load/Rehearsal (4 hours)	\$1,200	0	\$1,273	\$0	0	\$1,273	\$0	0	\$1,312	\$0	0	\$1,312	\$0	0	\$1,351	\$0
Nonprofit - Performance (day)	\$1,500	8	\$1,591	\$12,731	8	\$1,592	\$12,732	8	\$1,640	\$13,116	8	\$1,640	\$13,116	8	\$1,688	\$13,506
Nonprofit - Load/Rehearsal (4 hours)	\$750	0	\$796	\$0	0	\$796	\$0	0	\$820	\$0	0	\$820	\$0	0	\$844	\$0
<b>Subtotal, Community Events</b>		<b>8</b>		<b>\$12,731</b>	<b>8</b>		<b>\$12,732</b>	<b>8</b>		<b>\$13,116</b>	<b>8</b>		<b>\$13,116</b>	<b>8</b>		<b>\$13,506</b>
<b>TOTAL RENTAL USES &amp; REVENUE</b>		<b>58</b>		<b>\$65,272</b>	<b>61</b>		<b>\$68,779</b>	<b>62</b>		<b>\$75,226</b>	<b>65</b>		<b>\$78,833</b>	<b>67</b>		<b>\$87,368</b>

**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

<b>Custer-Nugent Amphitheater at Mill Race Park</b>															
<b>SCHEDULE 7: ATTENDANCE PROJECTIONS</b>	Year 1			Year 2			Base Year			Year 4			Year 5		
	# Events	Average Ticket Sales	Total Attendance	# Events	Average Ticket Sales	Total Attendance	# Events	Average Ticket Sales	Total Attendance	# Events	Average Ticket Sales	Total Attendance	# Events	Average Ticket Sales	Total Attendance
<b>Performance: Festival Side</b>															
Rock the Park	1	7,000	7,000	1	7,000	7,000	1	7,000	7,000	1	7,000	7,000	1	7,000	7,000
Hospice Concert	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000	1	10,000	10,000
Other Presented Acts	4	4,000	16,000	4	4,400	17,600	5	4,400	22,000	5	4,840	24,200	6	4,840	29,040
Philharmonic	3	4,000	12,000	3	4,000	12,000	3	4,000	12,000	3	4,000	12,000	3	4,000	12,000
Movies (Drive in)	3	500	1,500	4	500	2,000	4	500	2,000	5	500	2,500	6	500	3,000
Rehearsal/Tech/Load (no perf)	5			5	-		5	-		5	-		5	-	
<b>Total: Festival Side</b>	<b>17</b>		<b>46,500</b>	<b>18</b>		<b>48,600</b>	<b>19</b>		<b>53,000</b>	<b>20</b>		<b>55,700</b>	<b>22</b>		<b>61,040</b>
<b>Performance: Mound Side</b>															
Arts Council	4	338	1,350	4	338	1,350	4	338	1,350	4	338	1,350	4	338	1,350
Parks & Recreation	2	338	675	2	338	675	2	338	675	2	338	675	2	338	675
Mill Race Players	6	360	2,160	6	360	2,160	6	360	2,160	6	360	2,160	6	360	2,160
Columbus City Band	1	360	360	1	360	360	1	360	360	1	360	360	1	360	360
Bluegrass Jamboree	3	405	1,215	3	405	1,215	3	405	1,215	3	405	1,215	3	405	1,215
Presented Events	10	383	3,825	12	383	4,590	12	383	4,590	14	383	5,355	14	383	5,355
Rehearsal/Tech/Load (no perf)	7			7	-		7	-		7	-		7	-	
<b>Total: Mound Side</b>	<b>33</b>		<b>9,585</b>	<b>35</b>		<b>10,350</b>	<b>35</b>		<b>10,350</b>	<b>37</b>		<b>11,115</b>	<b>37</b>		<b>11,115</b>
<b>Community Use</b>															
Celebration of Light	1	6,000	6,000	1	6,000	6,000	1	6,000	6,000	1	6,000	6,000	1	6,000	6,000
Music & Arts Festival	2	5,000	10,000	2	5,000	10,000	2	5,000	10,000	2	5,000	10,000	2	5,000	10,000
Parks & Rec Foundation	2	4,000	8,000	2	4,000	8,000	2	4,000	8,000	2	4,000	8,000	2	4,000	8,000
Ethnic Festivals	3	7,500	22,500	3	7,500	22,500	3	7,500	22,500	3	7,500	22,500	3	7,500	22,500
Rehearsal/Tech/Load (no perf)	0			0	-		0	-		0	-		0	-	
<b>Total: Community Use</b>	<b>8</b>		<b>46,500</b>												
<b>Private Use</b>															
Weddings	0		0	0	-	0	0	-	0	0	-	0	0	-	0
Church	0		0	0	-	0	0	-	0	0	-	0	0	-	0
<b>Total Audience Days</b>	<b>46</b>			<b>49</b>			<b>50</b>			<b>53</b>			<b>55</b>		
<b>Total Use Days</b>	<b>58</b>		<b>102,585</b>	<b>61</b>		<b>105,450</b>	<b>62</b>		<b>109,850</b>	<b>65</b>		<b>113,315</b>	<b>67</b>		<b>118,655</b>

**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

Custer-Nugent Amphitheater at Mill Race Park																
SCHEDULE 8: BOX OFFICE PROJECTIONS	Year 1			Year 2			Base Year			Year 4			Year 5			
	Average Ticket Price	# Tickets Sold	Avg Ticket Price	Ticket Sales	Projected # Tickets Sold	Adj Ticket Price	Projected Ticket Sales	Projected # Tickets Sold	Adj Ticket Price	Projected Ticket Sales	Projected # Tickets Sold	Adj Ticket Price	Projected Ticket Sales	Projected # Tickets Sold	Adj Ticket Price	Projected Ticket Sales
<b>At Risk Presentations</b>																
Festival Concerts	\$36	16,000	\$38	\$611,078	17,600	\$38	\$672,250	22,000	\$39	\$865,656	24,200	\$39	\$952,222	29,040	\$41	\$1,176,652
Mound Concerts	\$12	3,825	\$13	\$48,695	4,590	\$13	\$58,440	4,590	\$13	\$60,202	5,355	\$13	\$70,236	5,355	\$14	\$72,325
Movies (Drive in)	\$2	1500	\$2	\$3,183	2000	\$2	\$4,244	2000	\$2	\$4,372	2500	\$2	\$5,465	3000	\$2	\$6,753
<b>Subtotal, At Risk Presentations</b>		21,325		\$662,956	24,190		\$734,933	28,590		\$930,230	32,055		\$1,027,923	37,395		\$1,255,730
<b>Ticket Fees</b>																
	# of Tickets	Fee														
Festival Concerts	100%	\$1		\$24,401	24,600		\$26,101	29,000		\$31,697	31,200		\$34,102	36,040		\$40,563
<b>Subtotal, At Risk Presentations</b>																
<b>Additional Expenses</b>																
	% of Sales	Fee														
Credit Card Fees Festival	75%	3%		(\$13,749)			(\$15,126)			(\$19,477)			(\$21,425)			(\$26,475)
Credit Card Fees Mound	50%	3%		(\$730)			(\$877)			(\$903)			(\$1,054)			(\$1,085)
Credit Card Fees Movie	20%	3%		(\$19)			(\$25)			(\$26)			(\$33)			(\$41)
<b>TOTAL BOX OFFICE REVENUE</b>				\$672,858			\$745,006			\$941,521			\$1,039,513			\$1,268,694

**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

Custer-Nugent Amphitheater at Mill Race Park																	
SCHEDULE 10A: CONCESSIONS	Concessions		Year 1			Year 2			Base Year			Year 4			Year 5		
	Transaction Average Per Capita	Contribution Margin	Adjusted Transaction Average	Gross Sales	Contribution												
	<b>Performance: Festival Side</b>																
Rock the Park	\$7.50	30%	\$7.96	\$55,697	\$16,709.18	\$7.96	\$55,703	\$16,710.75	\$8.20	\$57,383	\$17,214.75	\$8.20	\$57,383	\$17,214.75	\$8.44	\$59,089	\$17,726.77
Hospice Concert	\$0.00	30%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00
Other Presented Acts	\$7.50	30%	\$7.96	\$127,308	\$38,192.40	\$7.96	\$140,052	\$42,015.60	\$8.20	\$180,345	\$54,103.50	\$8.20	\$198,380	\$59,513.85	\$8.44	\$245,136	\$73,540.76
Philharmonic	\$2.00	60%	\$2.12	\$25,462	\$15,276.96	\$2.12	\$25,464	\$15,278.40	\$2.19	\$26,232	\$15,739.20	\$2.19	\$26,232	\$15,739.20	\$2.25	\$27,012	\$16,207.33
Movies (Drive in)	\$1.50	60%	\$1.59	\$2,387	\$1,432.22	\$1.59	\$3,183	\$1,909.80	\$1.64	\$3,279	\$1,967.40	\$1.64	\$4,099	\$2,459.25	\$1.69	\$5,065	\$3,038.87
<b>Performance: Mound Side</b>																	
Arts Council	\$1.50	60%	\$1.59	\$2,148	\$1,288.99	\$1.59	\$2,149	\$1,289.12	\$1.64	\$2,213	\$1,328.00	\$1.64	\$2,213	\$1,328.00	\$1.69	\$2,279	\$1,367.49
Parks & Recreation	\$1.50	60%	\$1.59	\$1,074	\$644.50	\$1.59	\$1,074	\$644.56	\$1.64	\$1,107	\$664.00	\$1.64	\$1,107	\$664.00	\$1.69	\$1,140	\$683.75
Mill Race Players	\$3.00	60%	\$3.18	\$6,875	\$4,124.78	\$3.18	\$6,875	\$4,125.17	\$3.28	\$7,083	\$4,249.58	\$3.28	\$7,083	\$4,249.58	\$3.38	\$7,293	\$4,375.98
Columbus City Band	\$2.00	60%	\$2.12	\$764	\$458.31	\$2.12	\$764	\$458.35	\$2.19	\$787	\$472.18	\$2.19	\$787	\$472.18	\$2.25	\$810	\$486.22
Bluegrass Jamboree	\$3.00	60%	\$3.18	\$3,867	\$2,320.19	\$3.18	\$3,867	\$2,320.41	\$3.28	\$3,984	\$2,390.39	\$3.28	\$3,984	\$2,390.39	\$3.38	\$4,102	\$2,461.49
Presented Events	\$4.00	60%	\$4.24	\$16,232	\$9,739.06	\$4.24	\$19,480	\$11,687.98	\$4.37	\$20,067	\$12,040.49	\$4.37	\$23,412	\$14,047.24	\$4.50	\$24,108	\$14,465.04
<b>Community Use</b>																	
Celebration of Light	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00
Music & Arts Festival	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00
Parks & Rec Foundation	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00
Ethnic Festivals	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00
<b>Private Use</b>																	
Weddings	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00
Church	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00
<b>Total Concessions</b>					\$90,187			\$96,440			\$110,169			\$118,078			\$134,354

**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

<b>Custer-Nugent Amphitheater at Mill Race Park</b>																	
<b>SCHEDULE 10B: MERCHANDISE</b>	<b>Merchandise</b>		<b>Year 1</b>			<b>Year 2</b>			<b>Base Year</b>			<b>Year 4</b>			<b>Year 5</b>		
	Transaction Average Per Capita	Contribution Margin	Adjusted Transaction Average	Gross Sales	Contribution												
<b>Performance: Festival Side</b>																	
Rock the Park	\$1.50	15%	\$1.59	\$11,139	\$1,670.92	\$1.59	\$11,141	\$1,671.08	\$1.64	\$11,477	\$1,721.48	\$1.64	\$11,477	\$1,721.48	\$1.69	\$11,818	\$1,772.68
Hospice Concert	\$0.00	15%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Other Presented Acts	\$1.50	15%	\$1.59	\$25,462	\$3,819.24	\$1.59	\$28,010	\$4,201.56	\$1.64	\$36,069	\$5,410.35	\$1.64	\$39,676	\$5,951.39	\$1.69	\$49,027	\$7,354.08
Philharmonic	\$0.00	15%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Movies	\$0.00	15%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
<b>Performance: Mound Side</b>																	
Arts Council	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Parks & Recreation	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Mill Race Players	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Columbus City Band	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Bluegrass Jamboree	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Presented Events	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
<b>Community Use</b>																	
Celebration of Light	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Music & Arts Festival	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Parks & Rec Foundation	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Ethnic Festivals	\$0.00	0%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
<b>Private Use</b>																	
Weddings	\$0.00	9%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
Church	\$0.00	18%	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0
<b>Total Merchandise</b>					\$5,490			\$5,873			\$7,132			\$7,673			\$9,127

**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

Custer-Nugent Amphitheater at Mill Race Park											
SCHEDULE 11: SPONSORSHIP SALES PROJECTIONS		Year 1		Year 2		Base Year		Year 4		Year 5	
	Average	# Sponsors	Revenue								
<b>Annual Season Sponsors</b>											
Lead	\$5,000	1	\$5,305	1	\$5,305	1	\$5,465	1	\$5,465	1	\$5,628
Supporting	\$2,500	2	\$5,305	2	\$5,305	2	\$5,465	2	\$5,465	2	\$5,628
<b>Festival Side Sponsors</b>											
Other Presented Acts - Lead	\$3,000	3	\$9,548	3	\$9,549	3	\$9,837	3	\$9,837	3	\$10,130
Other Presented Acts - Supporting	\$1,500	6	\$9,548	6	\$9,549	6	\$9,837	6	\$9,837	6	\$10,130
Movies - Lead	\$500	3	\$1,591	3	\$1,592	3	\$1,640	3	\$1,640	3	\$1,688
Movies - Supporting	\$250	2	\$530	2	\$531	2	\$547	2	\$547	2	\$563
<b>Mound Side Sponsors</b>											
Season Sponsor	\$1,500	1	\$1,591	1	\$1,592	1	\$1,640	1	\$1,640	1	\$1,688
Supporting Sponsor	\$750	2	\$1,591	2	\$1,592	2	\$1,640	2	\$1,640	2	\$1,688
Other Presented Acts - Lead	\$500	5	\$2,652	5	\$2,653	5	\$2,733	5	\$2,733	5	\$2,814
Other Presented Acts - Supporting	\$250	10	\$2,652	10	\$2,653	10	\$2,733	10	\$2,733	10	\$2,814
<b>TOTAL SPONSORSHIPS</b>		<b>35</b>	<b>\$40,314</b>	<b>35</b>	<b>\$40,318</b>	<b>35</b>	<b>\$41,534</b>	<b>35</b>	<b>\$41,534</b>	<b>35</b>	<b>\$42,769</b>

**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

<b>Custer-Nugent Amphitheater at Mill Race Park</b>																
<b>SCHEDULE 12: PRESENTING EXPENSES</b>	Year 1			Year 2			Base Year			Year 4			Year 5			
	# of Events	Adj. Expense Per Event	Total Expense	# of Events	Adj. Expense Per Event	Total Expense	# of Events	Adj. Expense Per Event	Total Expense	# of Events	Adj. Expense Per Event	Total Expense	# of Events	Adj. Expense Per Event	Total Expense	
<b>At Risk Presentations</b>																
Festival Concerts	4	\$147,880	\$591,519	4	\$152,316	\$609,264	5	\$156,886	\$784,428	5	\$161,585	\$807,925	6	\$166,439	\$998,636	
Mound Concerts	10	\$6,456	\$64,557	12	\$6,649	\$79,792	12	\$6,849	\$82,186	14	\$7,054	\$98,756	14	\$7,266	\$101,723	
Movies (Drive in)	3	\$6,722	\$20,167	4	\$6,924	\$27,696	4	\$7,132	\$28,527	5	\$7,345	\$36,727	6	\$7,566	\$45,396	
<b>Subtotal, At Risk Presentations</b>	<b>17</b>		<b>\$676,242</b>	<b>20</b>		<b>\$716,753</b>	<b>21</b>		<b>\$895,140</b>	<b>24</b>		<b>\$943,408</b>	<b>26</b>		<b>\$1,145,755</b>	
<b>Seasonal Expenses</b>																
Fireworks	\$25,000		\$27,318			\$28,138			\$28,982			\$29,850			\$30,747	
<b>TOTAL PRESENTING EXPENSES</b>			<b>\$703,561</b>			<b>\$744,890</b>			<b>\$924,122</b>			<b>\$973,258</b>			<b>\$1,176,501</b>	

**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

<b>Custer-Nugent Amphitheater at Mill Race Park</b>			
<b>SCHEDULE 12B: PRESENTING TYPOLOGIES Per Event (2015 \$)</b>	Presented: Festival Side	Movies (Drive In)	Presented: Mound Side (Tribute band)
<b>Production Support Personnel</b>			
Event Staff	\$2,340	\$877	\$658
Gate Supervision	\$1,116	\$372	\$124
Assist Parking,Valet,Traffic	\$720	\$360	\$160
Operations Staff	\$1,296	\$216	\$216
Event Staff OT	\$1,800		
<b>Sub Total, Personnel</b>	<b>\$7,272</b>	<b>\$1,825</b>	<b>\$1,158</b>
<b>City Support Services</b>			
Police Department	\$2,560	\$480	\$160
Fire Department	\$1,280	\$320	\$160
Transportation			
<b>Sub Total, City Support Services</b>	<b>\$3,840</b>	<b>\$800</b>	<b>\$320</b>
<b>Contract Services</b>			
Security	\$1,116	\$124	\$124
Lighting/Sound/Equipment	\$5,000	\$400	
Cones/Signs/Traffic	\$1,000	\$250	
Cleaning	\$959	\$240	\$240
Ticketing Services (net)	\$1,000		
Transportation	\$750		
Portables	\$3,500		
Fencing	\$1,500		
<b>Sub Total, Contract Services</b>	<b>\$14,825</b>	<b>\$1,014</b>	<b>\$364</b>
<b>Production Costs</b>			
Emcee	\$450		
Opening Act	\$2,500		
Main Act	\$90,000	\$2,250	\$3,500
Marketing	\$10,000	\$250	\$383
Hospitality			
ASCAP/BMI/SESAC	\$2,444	\$13	\$184
Rent (pass through)	\$4,000	\$450	\$900
<b>Subtotal, Artistic Personnel</b>	<b>\$109,394</b>	<b>\$2,513</b>	<b>\$4,066</b>
<b>TOTAL PRESENTING EVENT COSTS</b>	<b>\$135,331</b>	<b>\$6,152</b>	<b>\$5,908</b>

**Custer-Nugent Amphitheater at Mill Race Park  
Pro forma Operating Statement**

Custer-Nugent Amphitheater at Mill Race Park												
SCHEDULE 13: INCREMENTAL STAFFING AND COMPENSATION (Non-Performance)			Year 1		Year 2		Base Year		Year 4		Year 5	
	Hourly Rate	Rate With Benefits	Hours	Expense	Hours	Cost (Incl. benefits)	Hours	Cost (Incl. benefits)	Hours	Cost (Incl. benefits)	Hours	Cost (Incl. benefits)
<b>Administration</b>												
Supervisor	\$42	\$59	1500	\$96,379	1500	\$99,270	1500	\$102,248	1500	\$105,311	1500	\$108,475
Presenting Assistant	\$25	\$35	1000	\$38,215	1000	\$39,361	1000	\$40,542	1000	\$41,757	1000	\$43,011
<b>TOTAL STAFFING &amp; COMPENSATION</b>				\$134,593		\$138,631		\$142,790		\$147,067		\$151,486