



Goshen Theater Feasibility Study

Appendix 4: Operating Pro Forma

**Goshen Theater
Pro Forma Operating Statement**

Goshen Theater		
OPERATING PRO FORMA		
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**Goshen Theater
Pro Forma Operating Statement**

Goshen Theater	
SCHEDULE 1: KEY ASSUMPTIONS	
PERFORMANCE SPACE ASSUMPTIONS	
<i>Theatre</i>	
Capacity	750
<i>Dance / Rehearsal Hall (3rd Floor)</i>	
Capacity	130
<i>Social Hall (Basement)</i>	
Capacity	244
ECONOMIC ASSUMPTIONS	
Average Annual Financial Escalation Factor (expenses)	3%
Average Biennial Financial Escalation Factor (revenues)	1.5%
Average Annual Rent Increase	2%
Average Annual Salary Escalation Factor	3%
Fringe Benefits Rate (full-time)	25%
Fringe Benefits Rate (part-time)	12%
Contingency % of Operating Expenses	5%
Annual Increase in Activity	10%
Split Percentage	15%
Box Office Handling Fee	\$0.50
Facility Fee - Non Profit	\$0.50
Facility Fee - General Public	\$1.00
BUILDING ASSUMPTIONS	
Square Footage	29,668
Occupancy Costs per Sq. Ft., calculated	\$7.65

Goshen Theater Pro Forma Operating Statement

Goshen Theater					
SCHEDULE 2: SUMMARY PRO FORMA	Year 1	Year 2	Year 3 (Base)	Year 4	Year 5
EARNED REVENUES					
Rental Income	\$160,000	\$172,000	\$184,000	\$198,000	\$213,000
Chargebacks & Cost Recovery	\$33,000	\$34,000	\$36,000	\$38,000	\$40,000
Retail (Net Revenues)	\$32,000	\$35,000	\$38,000	\$42,000	\$46,000
Box Office & Facility Fees	\$55,000	\$45,000	\$48,000	\$51,000	\$60,000
TOTAL EARNED REVENUES	\$280,000	\$286,000	\$306,000	\$329,000	\$359,000
OPERATING EXPENSES					
Compensation	\$145,000	\$150,000	\$155,000	\$160,000	\$165,000
Administrative Expenses	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000
Building Operations	\$197,000	\$203,000	\$209,000	\$216,000	\$222,000
TOTAL OPERATING EXPENSES	\$376,000	\$388,000	\$400,000	\$413,000	\$425,000
OPERATING RESULT	\$(96,000)	\$(102,000)	\$(94,000)	\$(84,000)	\$(66,000)
SUPPORT & FUNDING					
Sponsorships & Events	\$50,000	\$50,800	\$51,000	\$51,600	\$51,600
TOTAL FUNDING	\$50,000	\$50,800	\$51,000	\$51,600	\$51,600
NET RESULTS	(\$46,000)	(\$51,200)	(\$43,000)	(\$32,400)	(\$14,400)
Annual Capital Improvements	(\$29,700)	(\$30,600)	(\$32,000)	(\$32,400)	(\$33,400)
(Less Contingency)	(\$20,300)	(\$20,900)	(\$22,000)	(\$22,200)	(\$23,000)
SURPLUS (DEFICIT)	\$(96,000)	\$(102,700)	\$(97,000)	\$(87,000)	\$(70,800)

**Goshen Theater
Operating Pro Forma
Revenue**

Goshen Theater						
SCHEDULE 3: REVENUE SUMMARY		Year 1	Year 2	Year 3	Year 4	Year 5
Facility Rental						
Rental Income - Theatre	Rental Income Summary	\$106,800	\$116,000	\$125,000	\$135,900	\$146,800
Rental Income - Ancillary Spaces	Rental Income Summary	\$33,000	\$35,800	\$38,300	\$41,200	\$44,300
Other Rental Income	Rental Income Summary	\$20,000	\$20,400	\$20,800	\$21,200	\$21,600
Costs Recovered from Renters	Chargebacks	\$32,700	\$34,200	\$35,900	\$37,800	\$39,900
Sub-Total, Facility Rental		\$192,500	\$206,400	\$220,000	\$236,100	\$252,600
Other Operating Revenue						
Box Office Fees	Chargebacks	\$21,100	\$22,300	\$23,800	\$25,300	\$30,100
Facility Surcharge	Chargebacks	\$34,000	\$22,300	\$23,800	\$25,300	\$30,100
Concessions, Net	Concessions	\$13,400	\$14,500	\$15,600	\$16,900	\$18,200
Catering, Net	Concessions	\$12,900	\$14,200	\$15,600	\$17,100	\$18,800
Merchandise Sales, Net	Concessions	\$5,800	\$6,400	\$7,000	\$7,700	\$8,500
Sub-Total, Other Operating Revenue		\$87,200	\$79,700	\$85,800	\$92,300	\$105,700
TOTAL OPERATING REVENUES		\$279,700	\$286,100	\$305,800	\$328,400	\$358,300
Support & Funding						
Event sponsorships		\$30,000	\$30,500	\$30,500	\$31,000	\$31,000
Special fundraising event(s), net		\$20,000	\$20,300	\$20,300	\$20,600	\$20,600
Sub-Total, Funding		\$50,000	\$50,800	\$50,800	\$51,600	\$51,600
TOTAL REVENUES		\$329,700	\$336,900	\$356,600	\$380,000	\$409,900

**Goshen Theater
Operating Pro Forma
Expenses**

Goshen Theater						
SCHEDULE 4: EXPENSE SUMMARY		Year 1	Year 2	Year 3	Year 4	Year 5
Personnel						
Staff Compensation & Benefits, FTE	Staffing	\$112,890	\$116,300	\$119,700	\$123,300	\$127,000
Compensation & Benefits, hourly	Staffing	\$32,100	\$33,400	\$35,000	\$36,500	\$38,300
<i>Sub Total, Personnel</i>		\$144,990	\$149,700	\$154,700	\$159,800	\$165,300
Marketing						
Web Site management	PH	\$12,000	\$12,400	\$12,800	\$13,200	\$13,600
<i>Sub-Total, Marketing</i>		\$12,000	\$12,400	\$12,800	\$13,200	\$13,600
Administration						
Administrative Expenses	Admin. Exp.	\$22,000	\$22,600	\$23,300	\$24,000	\$24,700
<i>Sub-Total, Administration</i>		\$22,000	\$22,600	\$23,300	\$24,000	\$24,700
Plant Operations						
Building Operations	Bldg. Ops.	\$197,200	\$203,100	\$209,200	\$215,500	\$222,000
Annual Capital Improvements	Bldg. Ops.	\$29,700	\$30,600	\$31,500	\$32,400	\$33,400
<i>Sub-Total, Plant Operations</i>		\$226,900	\$233,700	\$240,700	\$247,900	\$255,400
TOTAL OPERATING EXPENSES		\$405,890	\$418,400	\$431,500	\$444,900	\$459,000
Expense Contingency (5%)		\$20,300	\$20,900	\$21,600	\$22,200	\$23,000

**Goshen Theater
Rental Rate Schedule**

Goshen Theater													
SCHEDULE 5A: THEATER RENTAL RATE SCHEDULE	Rental Rate Code	Base		Year 1		Year 2		Year 3 (Base)		Year 4		Year 5	
		Rates		Rates		Rates		Rates		Rates		Rates	
		Weekday (Sun-Thurs)	Weekend (Fri-Sat)	Weekday (Mon-Thurs)	Weekend (Fri-Sun)	Weekday (Mon-Thurs)	Weekend (Fri-Sun)	Weekday (Mon-Thurs)	Weekend (Fri-Sun)	Weekday (Mon-Thurs)	Weekend (Fri-Sun)	Weekday (Mon-Thurs)	Weekend (Fri-Sun)
Non Profit Rate													
Performance (12 hr day)	1	\$450	\$525	\$450	\$525	\$460	\$540	\$470	\$550	\$480	\$560	\$490	\$570
Rehearsal (4 hours)	2	\$215	\$375	\$215	\$375	\$220	\$380	\$220	\$390	\$220	\$400	\$220	\$410
General Public													
Performance (12 hr day)*	3	\$750	\$900	\$750	\$900	\$770	\$920	\$790	\$940	\$810	\$960	\$830	\$980
Rehearsal (4 hours)	4	\$525	\$775	\$525	\$775	\$540	\$790	\$550	\$810	\$560	\$830	\$570	\$850
Weekly (performance extra)	5		\$1,000	\$0	\$1,000	\$0	\$1,020	\$0	\$1,040	\$0	\$1,060	\$0	\$1,080

* or 15% of sales

Goshen Theater													
SCHEDULE 5B: ANCILLARY ROOMS RENTAL RATE SCHEDULE	Rental Rate Code	Base		Year 1		Year 2		Year 3 (Base)		Year 4		Year 5	
		Rates		Rates		Rates		Rates		Rates		Rates	
		Weekday (Sun-Thurs)	Weekend (Fri-Sat)	Weekday (Sun-Thurs)	Weekend (Fri-Sat)	Weekday (Mon-Thurs)	Weekend (Fri-Sun)	Weekday (Mon-Thurs)	Weekend (Fri-Sun)	Weekday (Mon-Thurs)	Weekend (Fri-Sun)	Weekday (Mon-Thurs)	Weekend (Fri-Sun)
Non Profit Rate													
Dance/Rehearsal Hall	6	\$75	\$100	\$75	\$100	\$80	\$100	\$80	\$100	\$80	\$100	\$80	\$100
Social Hall	7	\$200	\$300	\$200	\$300	\$200	\$310	\$200	\$320	\$200	\$330	\$200	\$340
General Public													
Dance/Rehearsal Hall	8	\$150	\$200	\$150	\$200	\$150	\$200	\$150	\$200	\$150	\$200	\$150	\$200
Social Hall	9	\$250	\$350	\$250	\$350	\$260	\$360	\$270	\$370	\$280	\$380	\$290	\$390

Goshen Theater Utilization Summary

Goshen Theater										
SCHEDULE 6: UTILIZATION SUMMARY										
	Year 1		Year 2		Year 3 (Base)		Year 4		Year 5	
	Utilization		Utilization		Utilization		Utilization		Utilization	
	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend
<i>Theater Rental</i>										
<i>Non Profit</i>										
Performance (12 hr day)	0	29	0	29	0	29	0	29	0	29
Rehearsal (4 hours)	24	0	24	0	24	0	24	0	24	0
<i>General Public</i>										
Performance (12 hr day)	23	34	25	37	28	41	31	45	34	50
Rehearsal (4 hours)	0	0	0	0	0	0	0	0	0	0
Weekly	17		17		17		17		17	
<i>Dance/Rehearsal Hall</i>										
Non-Profit Rate	120	0	120	0	120	0	120	0	120	0
General Public	0	30	0	30	0	30	0	30	0	30
<i>Social Hall</i>										
Non-Profit Rate	20	0	22	0	24	0	27	0	29	0
General Public	0	40	0	44	0	48	0	53	0	59

Goshen Theater Rental Income Summary

Goshen Theater										
SCHEDULE 7: RENTAL INCOME SUMMARY										
	Year 1		Year 2		Year 3 (Base)		Year 4		Year 5	
	Utilization		Utilization		Utilization		Utilization		Utilization	
	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday	Weekend
<i>Theater Rental</i>										
<i>Non Profit</i>										
Performance (12 hr day)	\$0	\$15,225	\$0	\$15,660	\$0	\$15,950	\$0	\$16,240	\$0	\$16,530
Rehearsal (4 hours)	\$5,160	\$0	\$5,280	\$0	\$5,280	\$0	\$5,280	\$0	\$5,280	\$0
<i>General Public</i>										
Performance (12 hr day)	\$17,250	\$52,185	\$19,481	\$58,265	\$21,986	\$64,091	\$24,797	\$71,558	\$27,950	\$78,713
Rehearsal (4 hours)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Weekly	\$17,000		\$17,340		\$17,680		\$18,020		\$18,360	
<i>Dance/Rehearsal Hall</i>										
Non-Profit Rate	\$9,000	\$0	\$9,600	\$0	\$9,600	\$0	\$9,600	\$0	\$9,600	\$0
General Public	\$0	\$6,000	\$0	\$6,000	\$0	\$6,000	\$0	\$6,000	\$0	\$6,000
<i>Social Hall</i>										
Non-Profit Rate	\$4,000	\$0	\$4,400	\$0	\$4,840	\$0	\$5,324	\$0	\$5,856	\$0
General Public	\$0	\$14,000	\$0	\$15,840	\$0	\$17,908	\$0	\$20,231	\$0	\$22,840

**Goshen Theater
Utilization Detail**

Goshen Theater	FIVE-YEAR UTILIZATION SUMMARY														
	Year 1			Year 2			Year 3			Year 4			Year 5		
SCHEDULE 8: UTILIZATION PROJECTIONS	Uses	Rental Rate	Rental Charge	Uses	Rental Rate	Rental Charge	Uses	Rental Rate	Rental Charge	Uses	Rental Rate	Rental Charge	Uses	Rental Rate	Rental Charge
<i>Theater Use</i>															
Concerts - Weekday	20	\$750	\$15,000	22	\$770	\$16,940	24	\$790	\$19,118	27	\$810	\$21,562	29	\$830	\$24,304
Concerts - Weekend	25	\$1,650	\$41,250	28	\$1,675	\$46,056	30	\$1,675	\$50,661	33	\$1,700	\$56,563	37	\$1,700	\$62,220
Theater - Weeks	13	\$1,000	\$13,000	13	\$1,020	\$13,260	13	\$1,040	\$13,520	13	\$1,060	\$13,780	13	\$1,080	\$14,040
Theater - Weekday Perf	0	\$450	\$0	0	\$460	\$0	0	\$470	\$0	0	\$480	\$0	0	\$490	\$0
Theater - Weekend Perf	21	\$525	\$11,025	21	\$540	\$11,340	21	\$550	\$11,550	21	\$560	\$11,760	21	\$570	\$11,970
Dance - Weeks	4	\$1,000	\$4,000	4	\$1,020	\$4,080	4	\$1,040	\$4,160	4	\$1,060	\$4,240	4	\$1,080	\$4,320
Dance - Weekday Perf	0	\$450	\$0	0	\$460	\$0	0	\$470	\$0	0	\$480	\$0	0	\$490	\$0
Dance - Weekend Perf	8	\$525	\$4,200	8	\$540	\$4,320	8	\$550	\$4,400	8	\$560	\$4,480	8	\$570	\$4,560
First Fridays	12	\$215	\$2,580	12	\$220	\$2,640	12	\$220	\$2,640	12	\$220	\$2,640	12	\$220	\$2,640
Film	12	\$215	\$2,580	12	\$220	\$2,640	12	\$220	\$2,640	12	\$220	\$2,640	12	\$220	\$2,640
Other Public Events - Weekday	3	\$750	\$2,250	3	\$770	\$2,541	4	\$790	\$2,868	4	\$810	\$3,234	4	\$830	\$3,646
Other Public Events - Weekend	9	\$1,215	\$10,935	10	\$1,233	\$12,209	11	\$1,233	\$13,430	12	\$1,252	\$14,994	13	\$1,252	\$16,494
TOTAL THEATER	195		\$106,820	201		\$116,026	207		\$124,987	214		\$135,894	221		\$146,833
<i>Ancillary Spaces</i>															
<i>Dance Rehearsal Hall</i>															
Non Profit - Weekday	120	\$75	\$9,000	120	\$80	\$9,600	120	\$80	\$9,600	120	\$80	\$9,600	120	\$80	\$9,600
Non Profit - Weekend	0	\$100	\$0	0	\$100	\$0	0	\$100	\$0	0	\$100	\$0	0	\$100	\$0
General - Weekday		\$150	\$0	0	\$150	\$0	0	\$150	\$0	0	\$150	\$0	0	\$150	\$0
General - Weekend	30	\$200	\$6,000	30	\$200	\$6,000	30	\$200	\$6,000	30	\$200	\$6,000	30	\$200	\$6,000
<i>Social Hall</i>															
Non Profit - Weekday	20	\$200	\$4,000	22	\$200	\$4,400	24	\$200	\$4,840	27	\$200	\$5,324	29	\$200	\$5,856
Non Profit - Weekend		\$300	\$0	0	\$310	\$0	0	\$320	\$0	0	\$330	\$0	0	\$340	\$0
General - Weekday		\$250	\$0	0	\$260	\$0	0	\$270	\$0	0	\$280	\$0	0	\$290	\$0
General - Weekend	40	\$350	\$14,000	44	\$360	\$15,840	48	\$370	\$17,908	53	\$380	\$20,231	59	\$390	\$22,840
TOTAL ANCILLARY SPACES	210		\$33,000	216		\$35,840	223		\$38,348	230		\$41,155	238		\$44,296
Total Public Events (Theater)	110			116			122			129			136		
Hall Use Days	405		\$139,820	417		\$151,866	430		\$163,335	444		\$177,049	459		\$191,129

**Goshen Theater
Utilization Detail**

Goshen Theater	FIVE-YEAR UTILIZATION SUMMARY																
			Year 1			Year 2			Year 3			Year 4			Year 5		
SCHEDULE 9: ATTENDANCE PROJECTIONS	Avg. Ticket Price	Avg. % Sold	Adjusted Avg. Ticket Price	Projected Attendance	Projected Ticket Sales	Adjusted Avg. Ticket Price	Projected Attendance	Projected Ticket Sales	Adjusted Avg. Ticket Price	Projected Attendance	Projected Ticket Sales	Adjusted Avg. Ticket Price	Projected Attendance	Projected Ticket Sales	Adjusted Avg. Ticket Price	Projected Attendance	Projected Ticket Sales
	Concerts - Weekday	\$12	47%	\$12.00	7,000	\$84,000	\$12.18	7,700	\$93,786	\$12.18	8,470	\$103,165	\$12.36	9,317	\$115,183	\$12.36	10,249
Concerts - Weekend	\$20	73%	\$20.00	13,750	\$275,000	\$20.30	15,125	\$307,038	\$20.30	16,638	\$337,741	\$20.60	18,301	\$377,088	\$20.60	20,131	\$414,797
Theater - Weekday Perf			\$0.00	-	\$0	\$0.00	-	\$0	\$0.00	-	\$0	\$0.00	-	\$0	\$0.00	-	\$0
Theater - Weekend Perf	\$14	68%	\$14.00	10,750	\$150,500	\$14.21	10,750	\$152,758	\$14.21	10,750	\$152,758	\$14.42	10,750	\$155,049	\$14.42	10,750	\$155,049
Dance - Weekday Perf			\$0.00	-	\$0	\$0.00	-	\$0	\$0.00	-	\$0	\$0.00	-	\$0	\$0.00	-	\$0
Dance - Weekend Perf	\$10	67%	\$10.00	4,000	\$40,000	\$10.15	4,000	\$40,600	\$10.15	4,000	\$40,600	\$10.30	4,000	\$41,209	\$10.30	4,000	\$41,209
First Fridays	\$0	30%		2,700			2,700			2,700			2,700			2,700	
Film	\$8	17%		1,500			1,500			1,500			1,500			1,500	
Other Public Events - Weekday	\$12	47%	\$12.00	1,050	\$12,600	\$12.18	1,155	\$14,068	\$12.18	1,271	\$15,475	\$12.36	1,398	\$17,277	\$12.36	1,537	\$19,005
Other Public Events - Weekend	\$18	60%	\$18.00	4,050	\$72,900	\$18.27	4,455	\$81,393	\$18.27	4,901	\$89,532	\$18.54	5,391	\$99,963	\$18.54	5,930	\$109,959
Total				44,800	\$635,000		47,385	\$689,642		50,229	\$739,270		53,356	\$805,769		56,797	\$866,721

**Goshen Theater
Box Office Revenue**

Goshen Theater															
SCHEDULE 10: BOX OFFICE CHARGES															
	Year 1			Year 2			Base Year			Year 4			Year 5		
	# of Events	Facility Fee	Ticket Handling Fee	# of Events	Facility Fee	Ticket Handling Fee	# of Events	Facility Fee	Ticket Handling Fee	# of Events	Facility Fee	Ticket Handling Fee	# of Events	Facility Fee	Ticket Handling Fee
Popular Music	45	\$20,750	\$10,375	50	\$22,825	\$11,413	54	\$25,108	\$12,554	60	\$27,618	\$13,809	66	\$30,380	\$15,190
Theater	21	\$5,375	\$5,375	21	\$5,375	\$5,375	21	\$5,375	\$5,375	21	\$5,375	\$5,375	21	\$5,375	\$10,066
Dance	8	\$2,000	\$2,000	8	\$2,000	\$2,000	8	\$2,000	\$2,000	8	\$2,000	\$2,000	8	\$2,000	\$2,000
First Fridays	12	\$-	\$-	12	\$-	\$-	12	\$-	\$-	12	\$-	\$-	12	\$-	\$-
Film	12	\$750	\$750	12	\$750	\$750	12	\$750	\$750	12	\$750	\$750	12	\$750	\$750
Other Public Events	12	\$5,100	\$2,550	13	\$5,610	\$2,805	15	\$6,171	\$3,086	16	\$6,788	\$3,394	18	\$7,467	\$2,100
Subtotal	110	\$33,975	\$21,050	116	\$36,560	\$22,343	122	\$39,404	\$23,764	129	\$42,531	\$25,328	136	\$45,972	\$30,106
TOTAL, SURCHARGES			\$55,025			\$58,903			\$63,168			\$67,860			\$76,078

**Goshen Theater
Other Revenue**

Goshen Theater												
SCHEDULE 11: HOUSE FEES & CHARGEBACKS												
Venue Charges	Transaction Average	Capture Rate	Year 1		Year 2		Year 3 (Base)		Year 4		Year 5	
			# Events	Total	# Events	Total	# Events	Total	# Events	Total	# Events	Total
<u>Custodial Fees</u>												
Theater	\$150.00	75%	110	\$12,400	116	\$13,000	122	\$13,700	129	\$14,500	136	\$15,400
Dance/Rehearsal Hall	\$25.00	50%	150	\$11,300	150	\$11,300	150	\$11,300	150	\$11,300	150	\$11,300
Social Hall	\$75.00	100%	60	\$9,000	66	\$9,900	73	\$10,900	80	\$12,000	88	\$13,200
			Total Chargebacks		\$32,700	\$34,200	\$35,900	\$37,800	\$39,900			

**Goshen Theater
Concessions Catering Revenue**

Goshen Theater											
SCHEDULE 12: CONCESSIONS & CATERING											
Venue Charges	Transaction Average	Capture Rate	Year 3 (Base)			Year 4			Year 5		
			Tickets	Gross Sales	Contribution	Tickets	Gross Sales	Contribution	Tickets	Gross Sales	Contribution
Concessions											
<u>Concerts & Other Public Events</u>											
Average Transaction	\$4.00	50%	31,279	\$62,600	\$12,500	34,406	\$68,800	\$13,800	37,847	\$75,700	\$15,100
Contribution Margin		20%									
<u>Theater & Dance</u>											
Average Transaction	\$2.00	35%	14,750	\$10,300	\$2,100	14,750	\$10,300	\$2,100	14,750	\$10,300	\$2,100
Contribution Margin		20%									
<u>First Fridays & Film</u>											
Average Transaction	\$3.00	40%	4,200	\$5,000	\$1,000	4,200	\$5,000	\$1,000	4,200	\$5,000	\$1,000
Contribution Margin		20%									
Merchandise											
Average Transaction	\$10.00	15%	31,279	\$46,900	\$7,000	34,406	\$51,600	\$7,700	37,847	\$56,800	\$8,500
Contribution Margin		15%									
Catering											
Banquet											
		Average Attendance									
Per Plate Average	\$25.00	80%	2,126	\$53,100	\$6,400	2,338	\$58,500	\$7,000	2,572	\$64,300	\$7,700
Number of Events (%)		15%									
Total Commission		12%									
Receptions											
		Average Attendance									
Per Guest Average	\$12.00	80%	6,377	\$76,500	\$9,200	7,015	\$84,200	\$10,100	7,716	\$92,600	\$11,100
Number of Events (%)		45%									
Total Commission		12%									
Total Concessions & Catering					\$38,200	\$41,700	\$45,500				

**Goshen Theater
Operating Pro Forma
Building Operations Expense**

Goshen Theater		
SCHEDULE 13: BUILDING OPERATIONS EXPENSE BASIS	Total	Basis
Utilities (Gas, Electric, Water, Sewer)	\$51,900	\$ 1.75
Regular Cleaning & Maintenance	\$80,100	\$ 2.70
Insurance	\$14,800	\$ 0.50
Security	\$5,900	\$ 0.20
General Administration	\$44,500	\$ 1.50
Annual Capital Improvements	\$29,700	\$ 1.00
Total	\$226,900	
<i>Per Square Foot:</i>	<i>\$7.65</i>	

**Goshen Theater
Operating Pro Forma
Administrative Expense**

Goshen Theater							
SCHEDULE 14: ADMINISTRATIVE EXPENSE SUMMARY	Base Year	Annual	Year 1	Year 2	Year 3	Year 4	Year 5
		Escalation			(Base)		
Overhead							
Telephone - (based on headcount)	\$ 5,250	3%	\$ 5,250	\$ 5,400	\$ 5,600	\$ 5,800	\$ 6,000
Telephone - Maintenance/Equipment	\$ 5,000	3%	\$ 5,000	\$ 5,200	\$ 5,400	\$ 5,600	\$ 5,800
Postage & Mailing - Gen'l	\$ 900	3%	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900
Printing & Copying, General	\$ 2,500	3%	\$ 2,500	\$ 2,600	\$ 2,700	\$ 2,800	\$ 2,900
Travel, Meetings, Mileage	\$ 300	3%	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Bank Charges	\$ 1,200	3%	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Licenses/Fees/Permits	\$ 2,500	3%	\$ 2,500	\$ 2,600	\$ 2,700	\$ 2,800	\$ 2,900
Office Supplies (based on headcount)	\$ 4,200	3%	\$ 4,200	\$ 4,300	\$ 4,400	\$ 4,500	\$ 4,600
Professional Development/Recruitment	\$ 120	3%	\$ 120	\$ 100	\$ 100	\$ 100	\$ 100
Total	\$ 21,970		\$ 21,970	\$ 22,600	\$ 23,300	\$ 24,000	\$ 24,700

Goshen Theater Staffing Projections

Goshen Theater					
SCHEDULE 15: STAFFING AND COMPENSATION	Year 1	Year 2	Year 3 (Base)	Year 4	Year 5
Director	\$62,990	\$64,900	\$66,800	\$68,800	\$70,900
Production Manager	\$49,900	\$51,400	\$52,900	\$54,500	\$56,100
House Manager (<i>hourly</i>)	\$8,200	\$8,600	\$9,100	\$9,600	\$10,200
Box Office (<i>hourly</i>)	\$11,900	\$12,300	\$12,700	\$13,100	\$13,500
Custodian (<i>part-time</i>)	\$12,000	\$12,500	\$13,200	\$13,800	\$14,600
TOTAL STAFFING	\$144,990	\$149,700	\$154,700	\$159,800	\$165,300

