



# **Georgia Southern University**

## **CAMPUS RECREATION AND INTRAMURALS**

### **Shooting Sports Education Center**

Business Plan

FY 2013 – FY 2023

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**Shooting Sports Education Center – BUSINESS PLAN**

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## **I. Description of Services / Operational Overview**

The Department of Campus Recreation and Intramurals (CRI), an integral and active service of the diverse University community, supports and strengthens the mission of Georgia Southern University. Our purpose is to provide growth opportunities and educational experiences, which will enrich the life-long learning process. Through our programs and facilities, which are recreational, educational and sporting in nature, we promote and develop healthy life-style choices. Benefits of participation include the application of leadership, decision-making, problem solving, conflict management, communication and social skills. We strive to provide the safest, cleanest, highest quality, most dependable and enjoyable services.

Georgia Southern University in cooperation with the Georgia Department of Natural Resources has taken the initial steps to design, develop, and implement a comprehensive shooting sports and archery program. This Program's home will be a state of the art 24,000 square foot Shooting Sports Education Center. The Center will serve Georgia Southern students, faculty, staff, and the Bulloch County community, as well as surrounding counties. The Shooting Sports Education Center will provide a high quality recreational outlet that is not currently available to the general University and Bulloch County community.

The Shooting Sports Education Center operational hours will be 9:00 a.m. – 10:00 p.m. (Monday-Friday), 8:00 a.m. – 8:00 p.m. (Saturday), and 1:00 p.m. – 10:00 p.m. (Sunday). Operational hours may be altered when special events are hosted or amended for budget constraints.

The Shooting Sports Education Center will be staffed with three professional positions (Director and 2 Program Directors), two graduate assistants, and approximately twenty (20) part time employees representing a total of 264 hours a week. In addition, a full-time staff member from the Georgia Department of Natural Resources will reside in the facility.

## **II. Relation to Institution Mission**

Campus Recreation and Intramurals (CRI) provides extra-curricular as well as co-curricular programming that directly supports the mission of the University. CRI makes a significant impact to student life through recreational opportunities. Data has shown that participants in CRI programs have a significantly higher retention rate and graduation rate. In addition, CRI facilities house over 140 sections of academic classes and provides space for many institutional programs and events throughout the year. CRI also plays an integral role in the admissions recruitment process as an attraction to students during their selection process. CRI annually rates as the number one student service offered on campus by graduating seniors.

## **III. Goals & Objectives**

To provide a broad selection of enriching programs, employment opportunities and activities to complement the educational, recreational and wellness needs and interests of the students.

To provide safe and unique recreational services, equipment, technology and facilities in a welcoming, user friendly manner that will entice students to participate in habitual physical and social activities which positively contribute to their wellness and quality of life.

To develop and implement new recreational programs which complement and/or challenge the needs, wellness and interests of the students.

To enhance active involvement with professional alliances and organizations to both enhance and promote CRI programming, facilities and services.

#### **IV. Critical Success / Performance Factors**

The fundamental success factors for the shooting sports center will be participation rates and revenue generated. The development of a facility to support shooting sports and archery will be new and unique to this region. Culturally, outdoor sports and hunting have been popular for a long time in this region. This facility and program will provide a more formal structure to promote the sport, develop skills of all ages, and provide educational opportunities and competition. Maximizing participation and utilization of the facility will be necessary to remain financially stable and balance the reliance necessary on student recreation fees.

#### **V. Revenue Sources / Projections & Pricing / Fee Strategy**

##### A. Revenue Sources/Projections

The Shooting Sports Center will be supported by the revenue sources listed below:

1. Sales / Service / Rentals
2. The Campus Recreation and Intramural General Operations Fund (in accordance with all new recreational programming)

Revenue generation from sales / service primarily comes from archery range fees and firearm range fees. Additional revenue will be generated by equipment rentals and selling a small amount of supply items (primarily ammunition and targets). For budgeting purposes revenue was projected at 25% total usage of available lane hours multiplied by the median lane cost of the respective ranges.

As with all new recreational programs, revenue from the Campus Recreation and Intramurals general budget and reserves is expected to subsidize the Shooting Sports Education Center. The majority of this revenue is the result of the mandatory student Recreation Activity Center (RAC) Fee with the remainder originating from optional RAC sales, service, and rental fees.

##### B. Pricing/Fee Strategy

The pricing structure below (modeled after Michigan State University's Demmer Center) represents the potential pricing at opening of the Shooting Sports Education Center. Current fee-paying Georgia Southern Students would receive the largest price break based on the subsidy provided through student fees to Campus Recreation and Intramurals.

#### **FEE STRUCTURE**

<b>Student (Non-Member)</b>	
Outdoor Archery Range	\$2.00/Session
Indoor Archery Range	\$4.00/Session
Firearms Range	\$11.00/Session

<b>Student Memberships</b>	
Archery	\$53.00/Semester
Firearms	\$109.00/Semester
All Inclusive	\$133.00/Semester

<b>Public (Non-Member)</b>	
Outdoor Archery Range	\$4.00/Session
Indoor Archery Range	\$7.00/Session
Firearms Range	\$13.00/Session

<b>Public Memberships</b>	
Archery Single	\$57/Quarterly
Archery Family	\$87/Quarterly
Firearms Single	\$117/Quarterly
Firearms Family	\$177/Quarterly
All Inclusive Single	\$147/Quarterly
All Inclusive Family	\$237/Quarterly

## **VI. Financial Plan**

### A. Capital Expenditures

All outlays for projected capital expenditures are expected to occur during FY 2013 and FY 2014 as the timeline for facility construction projects for the facility to be completed during fall 2013. The \$4,125,000 for construction and loose equipment will primarily be funded through a federal grant sub-award from the Georgia Department of Natural Resources (\$3.3 million) with additional funding from the Easton Foundation (\$500,000) and RAC Fee reserves (\$325,000).

No capital expenditure financing is needed for this facility.

### B. Operational Plan

Projected revenues and expenditures for the first ten years of operations (FY 2014 through FY 2023) are included in the appendix.

The general operating revenues and expenditures are projected with an annual 2% increase from FY 2014 through FY 2023. Increased usage and participation rates will naturally generate increased expenses.

The following planning assumptions were stipulated in developing this budget:

1. Generated revenue from membership plans, rental fees, registration fees from camps and workshops, and sold goods (ammunition and targets) can be used by the institution to support operating expenses associated with the Shooting Sports Education Center program and facility.
2. Insurance expenses correlate to the general State Owned Building and Personal (state-owned) Property Insurance Policy. These expenses do not include personal liability insurance as this will not be required for a state-owned facility.

### 1. Revenue Projections

For FY 2014 through FY 2023, the majority (55% to 59%) of the projected revenue is from sales, service and revenue fees from the archery and firearms ranges. Additional revenue sources include RAC Fees (37% in FY 2014 to 34% in FY 2023), annual investment income resulting from an anticipated \$1 million endowment from private donations (7%), and miscellaneous income from ammunition and target sales (less than 1%). If sales, service and rental fees surpass projected amounts, the additional revenue will either be used to fund additional expenditures associated with increased usage of the facility, to lessen the amount of RAC Fees necessary to supplement the budget, or a combination of both. If the endowment is not in place to provide investment income beginning in FY 2014, additional revenue (from sales or RAC Fees) will be used to close the gap.

## 2. Expenditure Projections

For FY 2014 through FY 2023, salaries and benefits for three full time staff members represent approximately one-third of the overall operating budget. The plan provides an annual increase of 3% to accommodate potential raises and increases in fringes. The hourly wages of part time employees comprise approximately one-third of the overall operational budget.

Operating expenses for the facility include office supplies, program supplies, advertising, maintenance costs, institutional membership dues, small equipment, computer software, telecommunications, and insurance for the building and its contents.

Utility costs are estimated at \$1.84 per square foot for the 24,000 square foot facility.

Travel costs are for staff to attend professional conferences and meetings related to facility programming and operations.

Equipment costs are for planned expansion of equipment purchases.

## **VII. Performance Measures**

The performance measure tools will be participation statistics and net revenue. These tools will be used to determine sustainability and the degree of effectiveness of the current business model. Evaluation will be formative and continuous. The operations of this facility, such as the operational hours or programming choices, may be expanded or scaled back depending upon net revenue results and accompanying budget adjustments.

Program and service satisfaction surveys will be administered to obtain qualitative data that complements our quantitative data. Lastly, an annual market analysis and action plan will be developed to identify potential untapped populations.

Georgia Southern University  
Campus Recreation and Intramurals Shooting Sports Education Center  
Appendix A: Projected Revenues & Expenditures FY 2014 - FY 2023

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	\$ Change From FY 2014 To FY 2023	% Change From FY 2014 To FY 2023
Year of Operation	1	2	3	4	5	6	7	8	9	10		
<b>REVENUE</b>												
Recreation Operations (RAC) Fees	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0	0.0%
Indoor Archery Range Sales/Rentals	\$73,775	\$75,251	\$76,756	\$78,291	\$79,856	\$81,454	\$83,083	\$84,744	\$86,439	\$88,168	\$14,393	19.5%
Outdoor Archery Range Sales/Rentals	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412	\$5,520	\$5,631	\$5,743	\$5,858	\$5,975	\$975	19.5%
Indoor Fire Arms Range Sales/Rentals	\$215,280	\$219,586	\$223,977	\$228,457	\$233,026	\$237,687	\$242,440	\$247,289	\$252,235	\$257,280	\$42,000	19.5%
Miscellaneous Income	\$3,000	\$3,060	\$3,121	\$3,184	\$3,247	\$3,312	\$3,378	\$3,446	\$3,515	\$3,585	\$585	19.5%
Investment Income	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$0	0.0%
<b>Total Revenue</b>	<b>\$537,055</b>	<b>\$542,996</b>	<b>\$549,056</b>	<b>\$555,237</b>	<b>\$561,542</b>	<b>\$567,973</b>	<b>\$574,532</b>	<b>\$581,223</b>	<b>\$588,047</b>	<b>\$595,008</b>	<b>\$57,953</b>	<b>10.8%</b>
<b>EXPENDITURES</b>												
Salaries & Benefits (full time employees)	\$169,915	\$175,012	\$180,263	\$185,671	\$191,241	\$196,978	\$202,887	\$208,974	\$215,243	\$221,701	\$51,786	30.5%
Salaries (part time employees)	\$168,300	\$168,300	\$168,300	\$168,300	\$168,300	\$168,300	\$168,300	\$168,300	\$168,300	\$168,300	\$0	0.0%
Operating Expense	\$133,000	\$133,000	\$133,000	\$133,000	\$133,000	\$133,000	\$133,000	\$133,000	\$133,000	\$133,000	\$0	0.0%
Utilities	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$0	0.0%
Travel	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$0	0.0%
Equipment	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	0.0%
<b>Total Expenditures</b>	<b>\$530,215</b>	<b>\$535,312</b>	<b>\$540,563</b>	<b>\$545,971</b>	<b>\$551,541</b>	<b>\$557,278</b>	<b>\$563,187</b>	<b>\$569,274</b>	<b>\$575,543</b>	<b>\$582,001</b>	<b>\$51,786</b>	<b>9.8%</b>
<b>Surplus (Deficit)</b>	<b>\$6,840</b>	<b>\$7,684</b>	<b>\$8,493</b>	<b>\$9,266</b>	<b>\$10,001</b>	<b>\$10,695</b>	<b>\$11,345</b>	<b>\$11,949</b>	<b>\$12,504</b>	<b>\$13,008</b>		
<b>% Margin</b>	<b>1.3%</b>	<b>1.4%</b>	<b>1.5%</b>	<b>1.7%</b>	<b>1.8%</b>	<b>1.9%</b>	<b>2.0%</b>	<b>2.1%</b>	<b>2.1%</b>	<b>2.2%</b>		
<b>CUMULATIVE Surplus (Deficit)</b>	<b>\$6,840</b>	<b>\$14,524</b>	<b>\$23,017</b>	<b>\$32,283</b>	<b>\$42,284</b>	<b>\$52,979</b>	<b>\$64,324</b>	<b>\$76,273</b>	<b>\$88,777</b>	<b>\$101,784</b>		

**NOTES:**

1. This plan is based on an opening of Fall 2013
2. Sales represent walk-in facility usage fees, memberships, educational session registrations, special events.
3. Sales projection is based on 25% usage of available lane hours multiplied by the median individual session fee
4. Projected increase for salaries & benefits for full-time employees is 3% each year beginning FY 2015
5. Projected increase for sales & rentals is 2% each year beginning FY 2015