

COLUMBIA TICKET CENTER  
FIVE-YEAR ROI

5-year return on investment	1.74
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Expenditures

initial cap investment	\$ 60,000	license, consulting support related to initial implementation
incremental expense	\$ 180,000	contracted IT support
salary + benes	<u>\$ 91,926</u>	50 percent increase over previous staffing expenses
TOTAL	\$ 331,926	

Revenues

fees-for-services	\$ 456,790	patron fees, online charges
add'l ticket sales	<u>\$ 120,899</u>	anticipated from increased patron volumes, but excluding increases in ticket prices
TOTAL	\$ 577,689	

# Year 1

INCOME CATEGORIES	PRICE	SURCHARGE	ON-LINE SVC	SALES	REVENUE	ASSUMPTIONS			PERFS	AUD	TOTAL	OVERALL TICKET SALES	
						budget adjst	phone sales	web sales					
CJE	\$ 25.00	\$ 3.00	\$ 4.00	4,400	\$ 15,400.00	\$ -	50%	50%	16	275	4400	\$ 110,000	
Dance Center	\$ 25.00	\$ 3.00	\$ 4.00	8,750	\$ 31,500.00	\$ -	40%	60%	35	250	8750	\$ 218,750	
Institutional Advancement	\$ 50.00	\$ 3.00	\$ 4.00	400	\$ 1,440.00	\$ -	40%	60%	6	200	1200	\$ 30,000	
Theater	\$ 10.00	\$ 1.00	\$ 2.00	1,600	\$ 1,920.00			80%	20%	40	40	1600	\$ 16,000
Asian Arts	\$ 25.00	\$ 3.00	\$ 4.00	600	\$ 2,100.00			50%	50%	6	100	600	\$ 15,000
CBMR	\$ 25.00	\$ 3.00	\$ 4.00	960	\$ 3,360.00			50%	50%	4	400	1600	\$ 40,000
Fashion Columbia	\$ 25.00	\$ 3.00	\$ 4.00	600	\$ 2,160.00			40%	60%	2	400	800	\$ -
Student Affairs	\$ -	\$ -	\$ -	3,750	\$ -					25	150	3750	\$ -
Film Row	\$ 10.00	\$ 2.00	\$ 2.00	3,000	\$ 6,000.00					15	200	3000	\$ -
Music	\$ -	\$ -	\$ -	900	\$ -					6	150	900	\$ -
Miscellaneous - Pres. Office	\$ -	\$ -	\$ -	1,000	\$ -	\$ -				20	50	1000	\$ -
Special Events/conferences	\$ -	\$ 12.50	\$ 12.50	750	\$ 9,375.00			50%	50%	10	75	750	\$ 131,250
				18,310	\$ 73,255.00								
gross revenues - Ticket Center operations					\$ 73,255.00							\$ 561,000	

EXPENSE CATEGORIES	EXPENSES		EXPENSES	hrs/wk	wks/yr		
	SALARY	BENEFITS					
Capitalized costs			\$ 12,000			\$ 60,000	amortized, 5 years
Personnel							
manager	\$ 40,000	\$ 15,400	\$ 55,400			38.50%	from Dance Center
asst manager	\$ 27,500	\$ 10,588	\$ 38,088			38.50%	new position
service associates	\$ -		\$ -	\$ 10.00	20	40	from CJE, theater, Dance Center
Service agreement			\$ 50,000				to Harris IT
supplies, materials	\$ 5,000		\$ 5,000				paper, envelopes
fulfilment		\$ 0.50	\$ 3,924			phone sales 43% web sales 57%	postage
total			\$ 164,411				
profit/(loss)			\$ (91,156)				



# Year 2

INCOME CATEGORIES	PRICE	SURCHARGE	ON-LINE SVC	SALES	REVENUE	ASSUMPTIONS			PERFS	AUD <sup>1</sup>	TOTAL	OVERALL TICKET SALES
						budget adjst	phone sales	web sales				
CJE	\$ 25.00	\$ 3.00	\$ 4.00	4,620	\$ 16,632.00	\$ -	40%	60%	16	289	4620	\$ 115,500
Dance Center	\$ 25.00	\$ 3.00	\$ 4.00	9,188	\$ 33,075.00	\$ -	40%	60%	35	263	9187.5	\$ 229,688
Institutional Advancement	\$ 50.00	\$ 3.00	\$ 4.00	400	\$ 1,440.00	\$ -	40%	60%	6	210	1260	\$ 31,500
Theater	\$ 10.00	\$ 1.00	\$ 2.00	1,680	\$ 672.00		80%	20%	40	42	1680	\$ 16,800
Asian Arts	\$ 25.00	\$ 3.00	\$ 4.00	630	\$ 2,268.00		40%	60%	6	105	630	\$ 15,750
CBMR	\$ 25.00	\$ 3.00	\$ 4.00	1,200	\$ 6,480.00		40%	60%	4	420	1680	\$ 42,000
Student Affairs	\$ -	\$ -	\$ -	3,750	\$ -				25	150	3750	\$ -
Film Row	\$ -	\$ -	\$ -	3,000	\$ -				15	200	3000	\$ -
Music	\$ -	\$ -	\$ -	900	\$ -				6	150	900	\$ -
Miscellaneous - Pres. Office	\$ -	\$ -	\$ -	1,000	\$ -	\$ -			20	50	1000	\$ -
Special Events/conferences	\$ -	\$ 12.50	\$ 12.50	788	\$ 16,734.38		30%	70%	10	79	787.5	\$ 137,813
				18,718	\$ 77,301.38							
gross revenues - Ticket Center operations					\$ 77,301.38							\$ 589,050

EXPENSE CATEGORIES	EXPENSES		hrs/wk	wks/yr					
	SALARY	BENEFITS							
Capitalized costs					\$ 60,000	amortized, 5 years			
Personnel									
manager	\$ 41,200	\$ 9,476 <sup>2</sup>			\$ 50,678	23.00%	from Dance Center		
asst manager	\$ 28,325	\$ 6,515 <sup>2</sup>			\$ 34,842	23.00%	new position		
service associates	\$ -				\$ -	\$ 10.00	20	40	from CJE, theater, Dance Center
Service agreement					\$ 40,000				to Harris IT
supplies, materials	\$ 5,000				\$ 5,000				paper, envelopes
fulfilment		\$ 0.50			\$ 4,145		44%	56%	postage
total					\$ 146,664				
profit/(loss)					\$ (69,363)				

<sup>1</sup> assumes 5 percent increase in audience over previous year

<sup>2</sup> assumes 3 percent increase in salary expenses

# Year 3

INCOME CATEGORIES	PRICE	SURCHARGE	ON-LINE SVC	SALES	REVENUE	ASSUMPTIONS			PERFS	AUD <sup>1</sup>	TOTAL	OVERALL TICKET SALES
						budget adjst	phone sales	web sales				
CJE	\$ 25.00	\$ 3.00	\$ 5.00	4,851	\$ 20,616.75	\$ -	25%	70%	16	303	4851	\$ 121,275
Dance Center	\$ 25.00	\$ 3.00	\$ 5.00	9,647	\$ 40,999.22	\$ -	25%	70%	35	276	9646.9	\$ 241,172
Institutional Advancement	\$ 50.00	\$ 3.00	\$ 5.00	400	\$ 1,700.00	\$ -	25%	70%	6	221	1323	\$ 33,075
Theater	\$ 10.00	\$ -	\$ 5.00	1,764	\$ 2,646.00		70%	30%	40	44	1764	\$ 17,640
Asian Arts	\$ 25.00	\$ 3.00	\$ 5.00	662	\$ 2,910.60		30%	70%	6	110	661.5	\$ 16,538
CBMR	\$ 25.00	\$ 3.00	\$ 5.00	1,200	\$ 7,800.00		25%	70%	4	441	1764	\$ 44,100
Student Affairs	\$ -	\$ -	\$ -	3,750	\$ -				25	150	3750	\$ -
Film Row	\$ -	\$ -	\$ -	3,000	\$ -				15	200	3000	\$ -
Music	\$ -	\$ -	\$ -	900	\$ -				6	150	900	\$ -
Miscellaneous - Pres. Office	\$ -	\$ -	\$ -	1,000	\$ -	\$ -			20	50	1000	\$ -
Special Events/conferences	\$ -	\$ 10.00	\$ 10.00	827	\$ 14,056.88		30%	70%	10	83	826.88	\$ 144,703
				19,523	\$ 90,729.44							
gross revenues - Ticket Center operations					\$ 90,729.44							\$ 618,503

EXPENSE CATEGORIES	EXPENSES		EXPENSES	hrs/wk	wks/yr		
	SALARY	BENEFITS					
Capitalized costs			\$ 12,000			\$ 60,000	amortized, 5 years
Personnel							
manager	\$ 42,436	\$ 9,760 <sup>2</sup>	\$ 52,198			23.00%	from Dance Center
asst manager	\$ 29,175	\$ 6,710 <sup>2</sup>	\$ 35,887			23.00%	new position
service associates	\$ -		\$ -	\$ 11.00	20	40	from CJE, theater, Dance Center
Service agreement			\$ 30,000				to Harris IT
supplies, materials	\$ 5,000		\$ 5,000			phone sales	paper, envelopes
fulfilment		\$ 0.50	\$ 3,486			36%	64% postage
total			\$ 138,572				
profit/(loss)			\$ (47,842)				

<sup>1</sup> assumes 5 percent increase in audience over previous year

<sup>2</sup> assumes 3 percent increase in salary expenses

# Year 4

INCOME CATEGORIES	PRICE	SURCHARGE	ON-LINE SVC	SALES	REVENUE	ASSUMPTIONS			PERFS	AUD <sup>1</sup>	TOTAL	OVERALL TICKET SALES
						budget adjst	phone sales	web sales				
CJE	\$ 25.00	\$ 5.00	\$ 5.00	5,094	\$ 24,194.36	\$ -	25%	70%	16	318	5093.6	\$ 127,339
Dance Center	\$ 25.00	\$ 5.00	\$ 5.00	10,129	\$ 48,113.79	\$ -	25%	70%	35	289	10129	\$ 253,230
Institutional Advancement Theater	\$ 50.00	\$ 5.00	\$ 5.00	400	\$ 1,900.00	\$ -	25%	70%	6	232	1389.2	\$ 34,729
Asian Arts	\$ 10.00	\$ -	\$ 5.00	1,852	\$ 2,778.30		70%	30%	40	46	1852.2	\$ 18,522
CBMR	\$ 25.00	\$ 5.00	\$ 5.00	695	\$ 3,472.88		30%	70%	6	116	694.58	\$ 17,364
Student Affairs	\$ 25.00	\$ 5.00	\$ 5.00	1,200	\$ 10,200.00		25%	70%	4	463	1852.2	\$ 46,305
Film Row	\$ -	\$ -	\$ -	3,750	\$ -				25	150	3750	\$ -
Music	\$ -	\$ -	\$ -	3,000	\$ -				15	200	3000	\$ -
Miscellaneous - Pres. Office	\$ -	\$ -	\$ -	900	\$ -				6	150	900	\$ -
Special Events/conferences	\$ -	\$ 10.00	\$ 10.00	1,000	\$ -	\$ -			20	50	1000	\$ -
				868	\$ 14,759.72		30%	70%	10	87	868.22	\$ 151,938
				20,370	\$ 105,419.05							
gross revenues - Ticket Center operations					\$ 105,419.05							\$ 649,428

EXPENSE CATEGORIES	EXPENSES		EXPENSES	hrs/wk	wks/yr		
	SALARY	BENEFITS					
Capitalized costs			\$ 12,000			\$ 60,000	amortized, 5 years
Personnel							
manager	\$ 43,709	\$ 10,053 <sup>2</sup>	\$ 53,764			23.00%	from Dance Center
asst manager	\$ 30,050	\$ 6,911 <sup>2</sup>	\$ 36,963			23.00%	new position
service associates	\$ -		\$ -	\$ 11.00	20	40	from CJE, theater, Dance Center
Service agreement			\$ 30,000				to Harris IT
supplies, materials	\$ 5,000		\$ 5,000			phone sales	paper, envelopes
fulfilment		\$ 0.50	\$ 3,637			36%	64% postage
total			\$ 141,365				
profit/(loss)			\$ (35,946)				

<sup>1</sup> assumes 5 percent increase in audience over previous year

<sup>2</sup> assumes 3 percent increase in salary expenses

# Year 5

INCOME CATEGORIES	PRICE	SURCHARGE	ON-LINE SVC	SALES	REVENUE	ASSUMPTIONS			PERFS	AUD <sup>1</sup>	TOTAL	OVERALL TICKET SALES
						budget adjst	phone sales	web sales				
CJE	\$ 25.00	\$ 5.00	\$ 5.00	5,348	\$ 25,404.08	\$ -	25%	70%	16	334	5348.2	\$ 133,706
Dance Center	\$ 25.00	\$ 5.00	\$ 5.00	10,636	\$ 50,519.48	\$ -	25%	70%	35	304	10636	\$ 265,892
Institutional Advancement	\$ 50.00	\$ 5.00	\$ 5.00	400	\$ 1,900.00	\$ -	25%	70%	6	243	1458.6	\$ 36,465
Theater	\$ 10.00	\$ -	\$ 5.00	1,945	\$ 2,917.22		70%	30%	40	49	1944.8	\$ 19,448
Asian Arts	\$ 25.00	\$ 5.00	\$ 5.00	729	\$ 3,646.52		30%	70%	6	122	729.3	\$ 18,233
CBMR	\$ 25.00	\$ 5.00	\$ 5.00	1,200	\$ 10,200.00		25%	70%	4	486	1944.8	\$ 48,620
Student Affairs	\$ -	\$ -	\$ -	3,750	\$ -				25	150	3750	\$ -
Film Row	\$ -	\$ -	\$ -	3,000	\$ -				15	200	3000	\$ -
Music	\$ -	\$ -	\$ -	900	\$ -				6	150	900	\$ -
Miscellaneous - Pres. Office	\$ -	\$ -	\$ -	1,000	\$ -	\$ -			20	50	1000	\$ -
Special Events/conferences	\$ -	\$ 10.00	\$ 10.00	912	\$ 15,497.70		30%	70%	10	91	911.63	\$ 159,535
				21,258	\$ 110,085.00							
gross revenues - Ticket Center operations					\$ 110,085.00							\$ 681,899

  

EXPENSE CATEGORIES	EXPENSES		EXPENSES	hrs/wk	wks/yr			
	SALARY	BENEFITS						
Capitalized costs			\$ 12,000			\$ 60,000	amortized, 5 years	
Personnel								
manager	\$ 45,020	\$ 10,355 <sup>2</sup>	\$ 55,377			23.00%	from Dance Center	
asst manager	\$ 30,951	\$ 7,119 <sup>2</sup>	\$ 38,072			23.00%	new position	
service associates	\$ -		\$ -	\$ 11.50	20	40	from CJE, theater, Dance Center	
Service agreement			\$ 30,000				to Harris IT	
supplies, materials	\$ 5,000		\$ 5,000			phone sales web sales	paper, envelopes	
fulfilment		\$ 0.50	\$ 3,796			36%	64%	postage
total			\$ 144,245					
profit/(loss)			\$ (34,160)					

<sup>1</sup> assumes 5 percent increase in audience over previous year

<sup>2</sup> assumes 3 percent increase in salary expenses

