

Contact: Joan Racki /
Sheila Doyle

SCHEMATIC DESIGN AND FINANCING FOR CARVER-HAWKEYE ARENA – ADDITION AND RENOVATION PROJECT AT UNIVERSITY OF IOWA

Actions Requested: Consider the following actions for the **Carver-Hawkeye Arena – Addition and Renovation** project at the University of Iowa, a major capital project as defined by Board policy:

1. Approval of the schematic design and project description and budget (\$47,000,000) with the understanding that this approval will constitute final Board approval and authorization to proceed with construction, subject to approval of the financing plan (see below).
 - a. Acknowledge receipt of the University's final submission of information to address the Board's capital project evaluation criteria (see Attachment A).
 - b. Accept the Board Office recommendation that the project meets the necessary criteria for Board consideration.
2. Approval of the financing plan for the project, as outlined in this memorandum, and adoption of a Resolution authorizing the Executive Director to fix the dates for the sale of up to \$51,000,000 Athletics Facilities Revenue Bonds, Series S.U.I.

(ROLL CALL VOTE)

Executive Summary:

Schematic Design and Project Description and Budget: The **Carver-Hawkeye Arena – Addition and Renovation** project would construct a practice facility addition, with two practice gymnasiums, immediately north of the Arena for use by the University's basketball and volleyball programs. The addition would respond to the University's need for additional practice space to supplement the Arena, which is the University's only practice facility for these and other athletic programs. This limitation results in many conflicts in the scheduling of athletic competitions, practices, and other events in the Arena.

Since its construction in 1983, the Arena has received only minor modifications and improvements; thus, renovations are also included in the project. It would refurbish and expand the wrestling practice room, and fitness and weight training facilities; and improve and expand locker room facilities. The project would also provide improved office accommodations for sport coaches and Athletic Department functions. Also included are expanded and improved spaces for concessions and restroom facilities; replacement of the existing "collapse-able" seating to permit courtside and other premium seating opportunities; and the expansion of hospitality and meeting spaces combined with club facilities for premium seating occupants. Finally, the project would upgrade the building's fire alarms, elevators and mechanical systems.

The design booklet is included with the Board's meeting materials.

Financing Plan: The proposed financing plan includes both fund raising and bonding secured by revenues specific to the proposed project. The total project cost, for which approval is requested in this agenda item, is \$47 million. This amount includes cash gifts of \$5 million to be raised before or during the construction period, with 25-year bonds anticipated to be sold to finance project costs of \$42 million. The amount of bonds to be sold would be approximately \$46 million to provide project proceeds, to fund the debt service reserve, and to pay issuance costs. (The \$51 million included in the resolution is the maximum amount of bonds which could be sold.) The University anticipates the issuance of the bonds in calendar years 2009 and 2010.

The firm of Convention, Sports and Leisure International (CSL), which reviewed revenue projections and provided competitive comparisons for the SUI Kinnick Stadium and ISU Jack Trice Phase 1 projects, was hired to review the University's projections. CSL performed a study comparing revenue estimates used by the University in developing the financing plan for the Carver-Hawkeye project with revenues achieved by similar athletic programs around the country. CSL's preliminary findings/conclusions include:

- Direct gift assumption of \$6 million appears in line with other Big Ten universities but conservative compared to other large universities;
- Court-side seat pricing is comparable to other large universities;
- Club seat inventory appears conservative with pricing comparable to other large universities – not many examples of club seating in collegiate arenas;
- Priority seating plan inventory and pricing is in line with other collegiate arenas;
- University's revenue estimates are very conservative;
- Impact to Kinnick Stadium premium seating unknown; and
- Demand for Women's basketball, volleyball or wrestling is unknown.

The financial projection includes the following revenue sources that provide the capacity to meet the debt service requirements for the anticipated bond issues, and incremental operating and maintenance costs.

1. Capital Gift Campaign – A campaign goal has been set for \$20 million. Expectations are for \$5 million in direct cash gifts to be available during the construction cycle. The University expects to raise at a minimum another \$1 million in capital gifts for the project over the next ten years. Portions of the court-side / premium club /priority seat revenues (see numbers 2 and 3 immediately following) are considered gifts and are a part of the \$20 million campaign.
2. Court-Side and Premium Club Seating Revenues – The University established pricing and a plan for court-side (2 rows – 100 total seats) and club seating (550 seats), all with access to a new Event Level Club area located near the court-side tunnel. (A club area will also be located on the fourth level.) The areas would be used for pre-event gatherings and other athletic functions. Market assessments by the University and analysis by CSL have resulted in demand levels and derived revenue. The amounts shown on the next page are slightly less than 90% of the total revenue potential.

Modeled court-side seat pricing for men's basketball requires a ten year commitment of \$10,000 per seat per year in row 1, and \$5,000 per seat per year in row 2. In addition, for a period of five years, these patrons will provide a gift of \$15,000 per seat per year in row 1 and \$7,000 per seat per year in row 2.

According to CSL, six of the Big Ten universities (in addition to the University of Iowa) have (or have planned) court-side seating. Rates charged range from a low of \$2,423 at Ohio State University to a high of \$25,654 at Indiana University. The average and median for Big Ten universities are \$9,825 and \$9,100, respectively. The average and median for all institutions for which CSL reported information (excluding the planned amount at the University of Iowa) were \$7,257 and \$2,675, respectively.

Modeled pricing for men's basketball patrons sitting in the club areas, which would be close to the court, is \$1,000 per seat per year for ten years. In addition, these patrons will provide a minimum gift of \$1,500 per seat per year for five years. According to CSL, three other Big Ten universities have (or have planned) club seating. The average annual fee ranges from \$200 at Northwestern University to the planned fee of \$2,488 at Purdue University. The average and median for all institutions for which CSL reported information (excluding the planned amount at the University of Iowa) were \$1,650 and \$1,125, respectively.

The revenue model includes 300 wrestling event club seats at \$500 per seat for patrons who wish to sit close to the mat and to have access to the new club areas of the Arena.

While the current revenue model does not include women's basketball or volleyball premium seating options, the University reports that these will be developed prior to the completion of the project.

The revenue summary from court-side and premium club seating is as follows:

Court-side seats (100) and Premium/club seats (550)	\$3.0 million annually in first 5 years and \$1.3 million annually in second 5 years
--	---

3. Priority Seat Gift Program - As in the case of Kinnick Stadium, better seats within the bowl would require a priority seat gift component for eligibility. (The Athletics Department plans to reseat the Arena at the conclusion of the Addition – Renovation project in 2011-12 and to implement a priority seat gift program to determine the seat selection process. Patrons will be given reciprocity credit for priority seat gifts within Kinnick Stadium and the Arena.) The gift amount would vary depending upon location; most seats would not be subject to a priority seat gift component. Preliminary projections are that 4,500 seats, not including the court-side and club seats, would be subject to the priority seat gift program. Based upon the number of seats that would be included in the reseating plan, the University could generate additional gift revenues of approximately \$2.3 million. However, the revenue model only includes \$900,000, as shown below.

CSL performed studies of the proposed priority seat gift program just as it did for the court-side and premium club seating options. The firm's analysis cites the reasonableness of the projections, as well as the substantial discounts to revenue in the model, as being conservative.

Priority Seat Gift Program	\$ 900,000 annually
----------------------------	---------------------

The total estimated annual revenue from court-side, premium club and priority seating sources is \$3.9 million per year beginning in the fall of 2011 and for each of the next four years. The annual revenue over the next five years is \$2.2 million. CSL reports that on average over the first ten-year period, the revenue amounts (from court-side and club seats, priority seating, and capital

gifts, pledges and related earnings) used in the University's model represent only 66% of the total estimated gross revenue.

Hawkeye Fund operations would be the source of funds for the additional \$500,000 in operations and maintenance support costs anticipated for the new facility. (The Hawkeye Fund, or I-Club, is the University of Iowa Foundation's annual fundraising program for all University Intercollegiate Athletic programs.) This amount is incorporated within the pro forma budgets in fiscal years 2012 and beyond.

Other revenue sources or potential revenue sources listed below have been identified, but were not included in the projection of revenue available for debt service:

- Revenue from concerts or other sponsored activities;
- Ticket surcharge – this is not a source of revenue used in revenue modeling for this project. A ticket surcharge, if used in modeling, would have to be discounted approximately 35% due to the Big Ten revenue sharing agreement;
- Concessions revenue growth;
- Charging University for graduation or other ceremonies; and
- Gift expectancies (bequests) committed to Athletics.

The proposed bonds would be issued on a parity with other bonds of the University of Iowa Athletics Facilities System, which includes the bonds sold for the renovation of Kinnick Stadium. Net revenues generated by the bonded enterprise, including a backup student fee, are pledged toward the debt service. Student fees were used to help finance the original construction of Carver-Hawkeye Arena; however, the financial models for the Kinnick Stadium Renovation project and this Carver Arena - Addition and Renovation project assume no support by student fees. The rating agencies consider a backup student fee to provide the best additional security to backup a bond issue supported by enterprise revenues.

Based upon schedules prepared by Springsted, Inc., the Board's financial advisor, total annual debt service payments would range from a low of \$1.7 million in FY 2010 to a high of \$3.3 million in FY 2034.

The Athletics Facilities System has approximately \$115 million in outstanding debt as of June 30, 2007. About \$105 million is due to the Kinnick Stadium Renovation project; the balance is associated with Hawkeye Campus athletics and recreation projects. Debt service payments are being made predominantly from gifts and new revenues derived from the sale of suites, and indoor and outdoor club seats located in the new Brechler Pressbox. The financial performance of the Kinnick Stadium project has thus far exceeded the modeled projections given to the Board in 2004. The model included approximately \$5.2 million in premium seating revenues; actual revenue was approximately \$5.7 million in FY 2006 and FY 2007. The model included \$1.5 million in increased revenue from the priority seat gift program; in FY 2007, this amount was almost \$2.7 million. The model included capital gifts of \$10.0 million; actual cash and pledges totaled more than \$14.3 million.

The University and the Athletics Department have prepared multi-year pro forma budgets to help in judging the Department's future stability and opportunities for growth. Included in the pro forma budgets are the anticipated revenues and costs from the Carver-Hawkeye Arena project, a series of inflationary assumptions, the opportunity to take advantage of selected future Athletics

investment opportunities, and the capacity to build a meaningful financial reserve (projections of a total of \$15 million including the \$10 million committed with the Kinnick project).

The University has noted that after funding the operating reserve commitments and all other capital commitments, the projected annual budget balance from FY 2012 onward ranges from \$900,000 to \$3.1 million. These projected balances serve as a further contingency for the proposed financing. The pro forma budgets through FY 2020 are in Attachment B.

After receipt of the financing plan, the Board is asked to consider adoption of a resolution authorizing the sale of one or more issues of Athletics Facilities Revenue Bonds to finance the project.

The University has concluded that the project is necessary to the ongoing success of its intercollegiate athletics programs and that it can be accomplished financially given reasonable and conservative assumptions of future revenue production and expense management.

Details of Project:

Carver-Hawkeye Arena – Addition and Renovation

Project Summary

	<u>Amount</u>	<u>Date</u>	<u>Board Action</u>
Permission to Proceed with Project Planning		Dec. 2006	Approved
Initial Review and Consideration of Capital Project Evaluation Criteria		Dec. 2006	Approved
Program Statement		May 2008	Not Required
Final Review and Consideration of Capital Project Evaluation Criteria		June 2008	Requested
Schematic Design		June 2008	Requested
Project Description and Total Budget	\$ 47,000,000	June 2008	Requested

The addition would consist of four levels that would connect with the four existing levels of the Arena office complex. The first level of the addition would house a strength training area, and locker rooms for women's basketball coaches and officials. The second level would house the basketball and volleyball practice courts, and the office wing for the basketball coaches. The third and fourth levels would consist of office wings only, for coaches and athletics administration, respectively.

The first level of the renovated office complex would consist of locker rooms for men's and women's basketball, men's basketball coaches, volleyball, and visiting teams. This floor would also house a sports medicine area, equipment room, media room, and a multipurpose club lounge. The second level would consist of the wrestling room with lockers, and coaches' offices for wrestling, volleyball and others. The third floor would house additional athletics administration offices and the office of Athletic Student Services. The fourth level would contain the public areas including the ticket booth, entry lobby, multipurpose club lounge, restrooms, and concession areas.

The exterior of the addition was designed to complement and enhance the existing architecture of the Arena. The addition would be constructed of concrete and zinc panels, and three levels of the office wing would feature a curved, glass curtain wall. Plaza entry areas would be developed at the first level of the addition, and at the fourth level of the existing office complex (the public entrance area).

The project will be designed using "green" design principles. The LEED (Leadership in Energy and Environmental Design) checklist will be used as a reference point for sustainable design practice.

The square footages in the schematic design are identical to the approved building program.

Detailed Building Program

Team Facilities

Practice Gym	16,844	
Strength Training/Support Areas	11,475	
Wrestling Room and Lockers	4,800	
Equipment Issue	2,500	
Men's Basketball Lockers	1,890	
Women's Basketball Lockers	1,890	
Volleyball Lockers	1,275	
Visiting Team Lockers	1,032	
Officials' Lockers	<u>600</u>	42,306

Department of Athletics Administrative Offices

Entry Lobby	3,800	
Athletics Administration	2,860	
Ticketing	2,400	
Video Production Offices/Media Room	2,086	
Reception	1,388	
ITS Office	1,355	
Meeting Rooms	1,250	
Media Relations/Sports Information	1,174	
Athlete Student Services	1,080	
Others	<u>2,610</u>	20,003

Arena Upgrades

Multipurpose Club Lounge Areas and Training Table	8,955	
Tunnel Access Upgrade	3,800	
Atrium Improvements	3,775	
Restroom Upgrades	<u>2,985</u>	19,515

Coaches' Offices/Facilities

Reception	2,825	
Men's Basketball Offices	1,548	
Women's Basketball Offices	1,548	
Track and Field Offices	793	
Gymnastics Offices	771	
Men's Basketball Offices	610	
Women's Basketball Offices	610	
Volleyball Offices	605	
Wrestling Offices	489	
Other Sports Offices	<u>3,212</u>	13,011

Operations/Maintenance

2,193

Total Net Assignable Space 97,028 nsf

Total Gross Square Feet 130,980 gsf

Anticipated Net-to-Gross Ratio = 74 percent

The University anticipates receiving construction bids in March 2009, with estimated project completion in the fall of 2011.

Project Budget

Construction	\$ 39,383,140
Planning and Design	5,716,860
Contingencies	<u>1,900,000</u>
TOTAL	<u>\$ 47,000,000</u>
Source of Funds:	
Department of Athletics Gifts and Earnings	\$ 5,000,000
Athletics Enterprise Revenue Bond Proceeds	<u>42,000,000</u>
TOTAL	<u>\$ 47,000,000</u>

Additional Information: Under the provision of Iowa Code Chapter 262, the Board is authorized to construct, equip, maintain and operate self-liquidating and revenue producing facilities at the universities; the Board is also authorized to borrow money to construct or improve these facilities.

The sources of repayment are the income and revenues to be derived from the operation or use of the facility and from any fees or charges implemented by the Board to students for whom the facilities are made available.

A copy of the resolution authorizing the Executive Director to fix the dates for the sale of the bonds, which was prepared by Ahlers & Cooney, P.C. and reviewed by Springsted, Inc. is available from the Board Office.

The resolution includes a provision permitting the Board to receive bids by means of both sealed and electronic communication; the receipt by electronic communication is consistent with the resolution adopted by the Board in November 2001 approving the electronic bidding procedures.

**Carver-Hawkeye Arena Addition and Renovation
Evaluation Criteria**

Since the project meets the Board's definition of a major capital project, the University has provided the following information in response to the Board's evaluation criteria.

Fulfillment of
Mission and
Strategic Plan

Carver-Hawkeye Arena, built in 1983, has received only minor modifications and improvements since its construction. Carver-Hawkeye Arena provides only a single practice/competition space serving the needs of the men's and women's basketball programs and women's volleyball. This presents a significant scheduling challenge. Scheduling practice sessions (and competitions, including wrestling) for these programs at times results in class schedule conflicts and interferes with prime study times for the student-athletes.

The strength training program located within Carver-Hawkeye Arena supports 16 athletic teams and is drastically undersized. The program is housed in a space containing approximately 2,000 gross square feet. In order to conduct a program appropriate for the needs for all of the student-athletes using this area, a facility containing approximately 12,000 gross square feet is needed.

The staff in intercollegiate athletics has grown due to changing NCAA legislation and the addition of sports over the past 10 years. The condition of the Arena spaces and the developing uses within the Arena require modernization of the building and its systems.

Alternatives
Explored

Alternatives explored were variations of program space in terms of size and location. The current facility does not afford space for the program needs within the Arena's current footprint and direct adjacency to fitness and locker room space is required. The architecture of the structure allows only one available direction for adding square footage. The expansion and practice facility will be added to the north side of Carver Hawkeye Arena and immediately west of the current loading/ service area. A portion of the new component will be built over the existing loading/service entrance to Carver Hawkeye Arena. Access will be maintained for current operations during construction.

Abandoned/
Transferred/
Demolished
Space

No space will be abandoned, transferred or demolished. All space will be renovated and re-used.

Available
Financial
Resources/
Anticipated
Source of Funds

Project funding will be provided by Athletics Department gifts and earnings and the issuance of Athletics Enterprise Revenue Bonds.

In December 2006, the Board of Regents approved the University's request for permission to proceed with project planning and to engage an architect to develop a detailed program, design and cost estimates. It was estimated prior to the engagement of a design architect that the cost of the project could range between \$25 and \$40 million. The current project is anticipated to cost \$47 million. The increase in cost is due primarily to a larger Practice Gym and Strength Training Area, modifications to the Wrestling Room that were not originally anticipated, and construction escalation costs.

Available
Operating and
Maintenance
Resources

Estimated annual operating and maintenance costs for the Carver-Hawkeye Arena, including the addition, are \$827,000.

External Forces
Justifying
Approval

Intercollegiate athletics is influenced by the actions of peer institutions competing for the best student-athletes from across Iowa and the nation. Many Big Ten Conference institutions have built or are building additional practice and fitness facilities to assist in the recruitment, retention and performance of top student-athletes, a shortcoming of Carver-Hawkeye Arena.

In addition to improved academic opportunity and athletic performance associated with the proposed practice facility addition, the improvements would also increase the ability of the Arena to effectively serve the University and community needs as an events venue.

University of Iowa Financing Considerations
Carver-Hawkeye Arena – Addition and Renovation

1. The outstanding Athletic Facilities System bonds are rated AA-/Aa2 by Standard & Poor's and Moody's.
2. Anticipating Athletics System parity revenue bond sale to support Arena remodeling and expansion.
3. Overall operating results have been modeled for 10 years including additional costs of the Arena Addition and Renovation.
4. Debt service coverage tests completed to assure access to financing.
5. Combined future expected operating results within Kinnick Stadium with anticipated premium seating and other revenue opportunities for the Arena.
6. Attendance assumptions of 95% for football and 80% for men's basketball based upon 10-year analysis.
7. No ticket price surcharges are used to finance the proposed Arena improvements.
8. Additional financial reserve to be generated in addition to the Kinnick Stadium project financial reserve. This is in addition to the required bond debt service reserve. The target is \$15 million.
9. The Athletics Department pro forma budget does not capitalize interest costs incurred during FY 2010 and 2011, thus providing a very conservative depiction of the departmental budget for those years.
10. Overall gift campaign goal of \$20 million.

Athletics Department FY 2008 Budget and Financial Proforma FY 2009 - FY2020

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Budget	Forecast										
INCOME:												
Sports Programs:												
Football	\$16,513,500	\$19,378,307	\$19,800,972	\$20,437,736	\$22,348,603	\$21,906,975	\$22,956,164	\$23,977,372	\$24,917,401	\$26,122,167	\$27,098,951	\$28,208,358
Men's Basketball	3,250,000	3,683,019	3,883,057	4,193,094	4,503,132	4,811,887	5,121,925	5,431,962	5,742,000	6,052,038	6,360,793	6,670,830
Other Sports	481,000	612,500	616,070	619,711	623,426	627,214	631,078	635,020	639,040	643,141	647,324	651,591
Total All Sports Programs	20,244,500	22,433,800	23,573,826	24,300,099	27,475,161	27,346,076	28,709,167	30,044,355	31,298,442	32,817,346	34,107,068	35,530,779
Other Income:												
Recreation Facility Debt Service/Student Fees	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Leaffield Multi Media Contract Income	4,821,700	4,988,475	5,121,700	5,421,700	5,571,700	5,721,700	5,871,700	6,021,700	6,171,700	6,321,700	6,471,700	6,621,700
Athletic Conference	18,448,000	19,088,000	19,828,000	21,936,000	22,370,873	23,172,596	24,005,191	24,869,884	25,772,947	26,707,706	27,674,540	28,680,886
Financial Aid Set Aside from Student Athlete Tuition	800,000	840,000	882,000	926,100	972,405	1,022,025	1,125,680	1,181,964	1,241,063	1,303,116	1,368,271	1,436,685
Interest (excluding interest on Debt Service Reserve)	1,084,000	1,270,000	1,400,000	1,535,125	1,737,782	1,912,421	2,039,425	2,172,455	2,301,328	2,378,895	2,460,339	2,545,866
Foundation Gift Support	9,808,026	10,000,000	10,100,000	11,300,000	11,425,000	11,450,000	11,575,000	11,700,000	11,825,000	11,950,000	11,975,000	12,100,000
Foundation Kinnick Premium Seating Revenue	5,100,000	5,083,100	5,131,247	5,180,598	5,253,919	5,329,074	5,540,170	5,993,292	6,234,319	6,485,539	6,735,193	6,994,834
Foundation CHA Premium Seating Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Novelties-Bookstore	1,500,000	1,700,000	1,734,000	1,768,680	1,804,135	1,876,937	1,914,476	1,952,766	1,991,821	2,031,657	2,072,291	2,113,736
General Income	1,598,000	2,225,000	2,225,000	2,275,000	2,325,000	2,375,000	2,425,000	2,475,000	2,525,000	2,575,000	2,625,000	2,675,000
Total Other Income	44,659,726	46,894,575	47,921,947	50,593,203	54,895,084	56,870,901	58,468,516	60,117,061	61,703,613	63,432,334	65,228,698	67,082,688
Total Income	\$64,904,226	\$69,128,375	\$71,495,773	\$74,893,302	\$82,845,750	\$84,216,976	\$87,177,683	\$90,161,416	\$91,411,620	\$94,520,958	\$97,539,402	\$100,759,476
EXPENSES:												
Sports Programs:												
Football	\$13,475,363	\$15,147,532	\$15,456,586	\$17,247,814	\$18,248,843	\$18,827,832	\$19,347,582	\$19,906,332	\$20,469,022	\$21,077,649	\$21,686,946	\$22,346,023
Men's Basketball	4,036,213	4,145,228	4,329,866	4,738,313	4,916,583	5,069,809	5,018,406	5,183,399	5,406,822	5,584,517	5,817,937	6,009,345
Other Sports	14,337,374	15,353,554	15,788,167	17,218,165	17,924,406	18,660,897	19,428,978	20,230,045	21,065,559	21,937,049	22,846,112	23,794,417
Total All Sports Programs	31,848,950	34,646,314	35,419,542	39,635,149	41,089,833	42,558,539	43,784,966	45,319,776	46,941,402	48,599,215	50,350,994	52,149,785
Other Expenses:												
Training Service	\$1,234,762	\$1,388,255	\$1,359,504	\$1,418,757	\$1,535,313	\$1,591,960	\$1,660,730	\$1,711,703	\$1,774,964	\$1,840,599	\$1,908,699	\$1,979,357
Sports Information	619,787	651,220	676,123	707,734	738,794	766,118	794,468	823,883	854,404	886,072	918,932	953,029
Admin. & General Expenses	8,596,685	9,251,468	9,632,564	10,082,969	10,551,670	10,987,177	11,442,719	11,919,363	12,418,245	12,940,574	13,487,638	14,061,564
Academic & Counseling	1,569,371	1,629,376	1,689,928	1,780,202	1,849,518	1,921,551	1,996,406	2,074,195	2,155,034	2,239,042	2,326,345	2,417,073
Capital Contribution, Hawkeye Recreation Campus	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Escalating Oper. Costs, Current & Future Facilities	6,600,777	7,261,131	7,628,168	7,989,668	8,373,444	8,768,793	9,155,734	9,602,126	10,076,991	10,582,528	11,121,127	11,695,391
Buildings & Grounds	19,621,382	21,181,450	22,495,286	23,729,329	25,194,138	26,181,286	27,270,297	28,416,377	29,623,180	30,894,642	32,235,005	33,648,846
Total Other Expenses	\$51,470,332	\$55,827,764	\$57,914,827	\$61,793,980	\$66,288,784	\$68,739,825	\$71,085,263	\$73,736,154	\$76,564,582	\$79,493,857	\$82,585,999	\$85,798,631
Total Operating Expense	\$13,433,894	\$13,300,611	\$13,580,946	\$13,099,322	\$15,316,340	\$15,477,152	\$16,112,420	\$16,425,263	\$14,847,037	\$15,027,102	\$14,953,403	\$14,960,845
Total Net Operations Before Debt Service	\$6,958,894	\$7,034,564	\$7,260,601	\$7,299,089	\$7,311,176	\$7,473,338	\$7,436,663	\$7,455,088	\$7,486,076	\$7,514,163	\$7,579,948	\$7,688,655
Facility Debt Service (net of Interest on Debt Reserve)	1,125,000	1,700,000	1,000,000	1,525,000	1,500,000	550,000	-	-	-	-	-	-
Capital Contribution to Campus Recreation Center	-	-	-	-	-	-	-	-	-	-	-	-
Armed Debt Service (net of Interest on Debt Reserve)	\$8,083,894	\$8,734,564	\$9,774,920	\$11,543,375	\$11,921,725	\$11,090,276	\$10,488,101	\$10,512,976	\$10,546,376	\$10,573,013	\$10,633,336	\$10,757,417
Total Debt Service	\$5,350,000	\$4,566,047	\$3,806,026	\$3,591,952	\$4,655,241	\$4,386,875	\$5,624,319	\$5,912,286	\$4,300,661	\$4,454,089	\$4,320,067	\$4,203,429
Total Net Operations After Debt Service	2,000,000	1,600,000	1,550,000	500,000	1,180,000	2,216,500	1,253,500	1,100,000	-	-	-	-
Transfer for Operating Reserves	\$3,350,000	\$2,965,047	\$2,256,026	\$1,055,947	\$2,211,952	\$2,438,741	\$3,186,875	\$4,812,286	\$4,300,661	\$4,454,089	\$4,320,067	\$4,203,429
Total Operations after Reserve Set-aside	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
New Facilities Cost/Debt Service:												
Initiatives of Excellence	1,350,000	1,700,000	450,000	-	-	-	-	-	-	-	-	-
Boathouse (\$6.2M project)	2,000,000	-	-	-	-	-	-	-	-	-	-	-
Recreation Bldg/Jacobson Renovations (\$3.5M project)	-	-	-	-	-	-	-	-	-	-	-	-
Criez Track (\$2M project)	-	-	-	-	-	-	-	-	-	-	-	-
Gymnasiums North Gym (\$3M project)	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenses	\$3,350,000	\$2,965,047	\$2,256,026	\$1,055,947	\$2,211,952	\$2,438,741	\$3,186,875	\$4,812,286	\$4,300,661	\$4,454,089	\$4,320,067	\$4,203,429
Surplus / -Loss- for the Year	\$	(0)	\$93,047	\$938,176	\$3,316,947	\$899,952	\$1,276,741	\$2,024,875	\$3,308,819	\$3,392,089	\$3,258,067	\$3,530,429

Note: The debt service amount shown on the Coverage Table is the gross debt service amount and is NOT net of interest income on debt service reserve as is shown above.