
Community Center Market Analysis

Review of Union County - Creston, IA

Greater Regional Health

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Farm, Food, & Enterprise Development – CyBiz Lab

2625 North Loop Drive Suite 2430

Ames, IA 50010

515.294.4417

CYBIZ LAB TEAM

Team Lead

Ananya Kaushik | Master of Finance, BS in Finance

Team Members

Michael Stone | Finance

Rosalie Ruetz | Agricultural Business and Economics

Hayden Lohse | Construction Engineering

FARM, FOOD AND ENTERPRISE DEVELOPMENT

Brian Tapp | Program Manager

Duane Johnson | Business and Financial Specialist III

IOWA STATE UNIVERSITY EXTENSION AND OUTREACH

Justin Akers | Regional Director – Region 23

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QUESTIONS

Any questions about this analysis should be directed to Brian Tapp – Program Manager FFED at btapp@iastate.edu or 515.294.4417.

TABLE OF CONTENTS

Executive Summary	1
Objective	1
Findings	1
Process	1
Industry Analysis	1
Industry Performance.....	1
Drivers of the Industry.....	2
Products and Markets.....	3
Community Event Center Survey	4
Background	4
Demographics.....	4
Event Organization	5
Corporate Event.....	7
Community Event.....	8
Educational Event.....	8
Social Event.....	8
Charitable Event.....	9
Trade Show	9
Current Event Space Inadequacy.....	10
Financial Forecast.....	10
Revenue Inputs and Assumptions (Expected Scenario).....	10
Revenue Inputs and Assumptions (Conservative Scenario).....	16
Expenses Inputs and Assumptions	18
Expected vs Conservative P&L.....	23
Best Practices Recommendation.....	25
Tangible Features.....	25
Wi-fi and Internet Speeds.....	26
Marketing Strategies	26
Pricing Strategies.....	27

Administrative and Managerial Staff..... 29
Liquor License 29
Local Partners..... 30
Works Cited 31
Justice Statement..... 31
Appendix..... 32

EXECUTIVE SUMMARY

Objective

The town of Creston, IA, is considering building a community center. Iowa State University Extension and Outreach and CyBIZ Lab worked together to develop a market analysis. This report includes an overview of the industry and trends, facility needs, and financial forecasts.

Findings

The survey indicates that a facility that can accommodate greater than 300 people is needed in the Union County area. This report includes an analysis of responses, which includes findings on events likely to be held and what the target market would like to see in such a facility. Based on this information, the team is presenting best practice recommendations. The financial analysis shows that the facility may be financially sustainable based on numerous assumptions.

Process

- Industry Research
- Survey of Target Market
- Research of Comparable Facilities
- Financial Analysis and Forecasting
- Best Practices Research

INDUSTRY ANALYSIS

Industry Performance

The CyBIZ team looked at specialized industry OD4414 – Party and Event Planners -- to understand trends comparable to the prospective Community Event Center. According to the IBIS World Report (IBIS World, 2020), the industry is composed of independent companies and individuals that organize parties, weddings, corporate dinners, and other social gatherings on behalf of households, businesses, and non-profits.

In the U.S., it is a \$4.9 billion-dollar industry with an annual growth rate of 2.6% for the past five years (2015-2020) (IBIS World, 2020). The team additionally looked at the Bizminer report on Halls and Auditoriums (operations of less than \$5MN) in the Iowa area. At the national level, the industry has a profit margin of 12.2% on average, with an annual growth of 1.3% for the past five years. Comparatively, the Bizminer report on Iowa Halls and Auditoriums shows profit margins to be 19.05%, with annual growth of 3.22% for the past five years. (BizMiner, 2020)

	IBISWorld (US)	Bizminer (Iowa)
Annual Revenue Growth (2015-2020)	2.60%	3.22%
Profit Margin	12.20%	19.05%
Annual Profit Growth (2015-2020)	1.30%	3.20%

Figure 1: Industry Trends

According to IBISWorld, the projected industry growth for the next five years is expected to slow down based on the current economic situation.

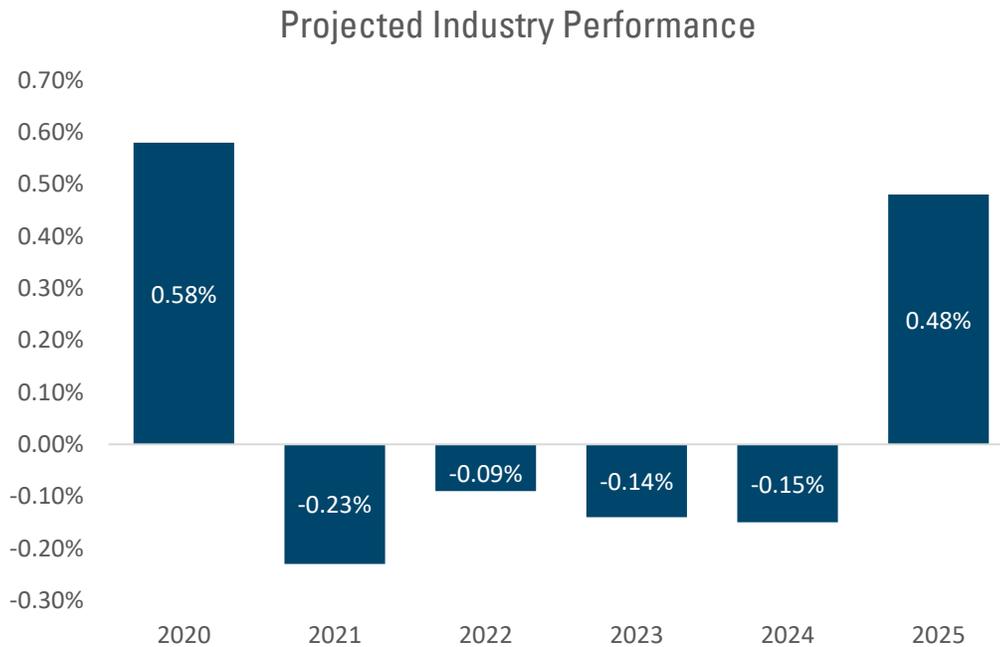


Figure 1: Industry Outlook

Drivers of the Industry

Corporate Profit

The level of corporate profit indicates the ability of businesses to spend money on holiday parties, company picnics, and other social occasions that require professional event-planning services. Higher profit enables businesses to dedicate more money to events, which translates into higher industry revenue and profit. Corporate profit is expected to increase in 2020 (IBIS World, 2020). The upward trend was observed with the research of our comparable facilities. The year-over-year increase in revenue for 2020 has been positive. This is likely because events already planned for 2020 were still executed, likely with accommodation for the pandemic.

Per Capita Disposable Income

Personal disposable income levels determine consumers' willingness and ability to spend money on professional party and event planning services. Per capita disposable income is expected to rise in 2020, presenting a potential opportunity for the industry, according to IBIS World report (IBIS World, 2020). This may look different in the current economic scenario with the pandemic.

Marriage Rate

A large portion of services provided by this industry is composed of wedding planning and managing services, which range from engagement parties to ceremonies and receptions. Accordingly, growth in the number of weddings and related receptions per year will likely increase demand for professional event and party planning services. The marriage rate is expected to continue declining through 2020, posing a potential threat to the industry (IBIS World, 2020).

Time Spent on Leisure and Sports

Time spent on leisure and sports represents Americans' ability to take on planning activities and events on their own. During economic downturns, as unemployment rises, leisure time increases. Time spent on leisure and sports is expected to stagnate in 2020 (IBIS World, 2020).

Annual Growth Rate for Key Industry Drivers (2015-2020)	
Corporate Profit	-6.8%
Per Capita Disposable Income	1.5%
Marriage Rate	-2.2%
Time Spent on Leisure and Sports	0.3%

Figure 3: Industry Drivers

Products and Markets

Corporate social events such as company dinners, charity events, holiday-themed parties, summer picnics, employee appreciation events, and product launches are anticipated to account for 45.2% of annual industry revenue in 2020 (IBIS World, 2020).

Weddings

The second-largest source of industry revenue comes from planning and providing day-of services for weddings (IBIS World, 2020)

Birthday Parties

Birthdays are another significant service segment for the industry, accounting for an estimated 16.4% of industry revenue in 2020 (IBIS World, 2020).

Products and Markets

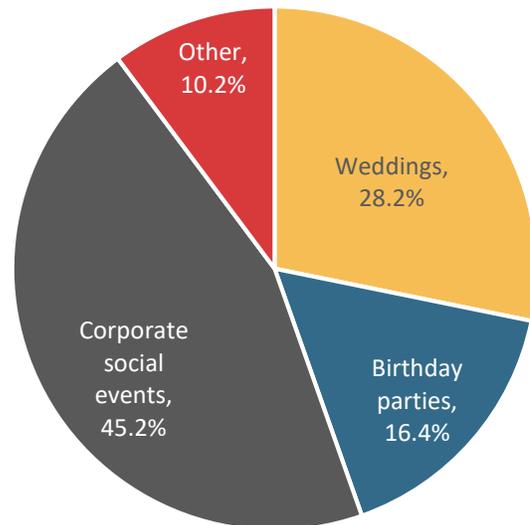


Figure 4: Industry Segments

Other Events

The industry also provides party planning services for religious ceremonies (e.g., bar mitzvahs), retirement parties, graduation parties, festivals, fundraising events, fairs, and sporting events (IBIS World, 2020).

COMMUNITY EVENT CENTER SURVEY

Background

CyBIZ Lab developed a survey to gauge the frequency, type, and desire for numerous events organized in the Creston area. The stated objective of the survey was to "understand the need for a community event center in Union County." Working with the Union County Development Association and the Greater Regional Health Hospital, the survey was distributed via email to Union County residents.

The survey can be divided into two key sections: demographics and event planning. Survey participants were asked to provide their age, town of residence, and employment status. The results provide information that will aid in targeted marketing and understanding preferences across demographic groups, as seen below. The event organization section asked participants to respond to a number of questions about events they have organized in the past, broken down into seven event types (corporate, social, charitable, community, educational, trade show, and other). The profiles of desired amenities, typical costs, and the typical number of attendees are also outlined in the appropriate section below.

Demographics

Across 274 participants, the majority (52%) fell into the 35-54 years of age category. It is expected that the 18-24 age group is not represented as the age group contains only seven years of age as opposed to the ten years for other groups. Theoretically, the younger the participant, the less likely they would have organized an event, as years of life and events organized should be positively correlated. It is also possible that the majority of those who received the email were of the 35-54 age range. Based on the survey alone, the most likely client for the event center will be 35-64 years old.

When asked about employment status, 51% of participants responded that they are currently a business professional, while nine percent claimed employment at a non-profit corporation. Ten percent claimed the "Other" option, while the remaining 30% chose not to respond. The majority (70%) of participants live in Creston, seven percent in Afton, and three percent in Orient. The remaining participants either did not choose to respond, provided a different zip code, or provided an incorrect zip code.

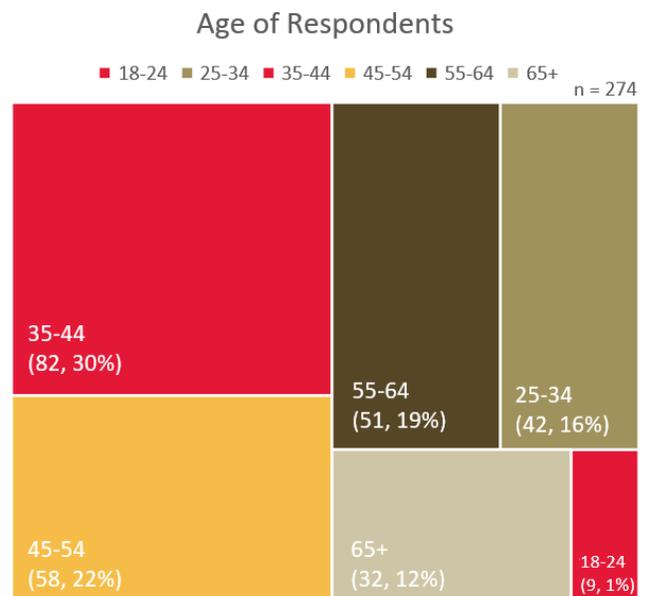


Figure 2: Age of Respondents

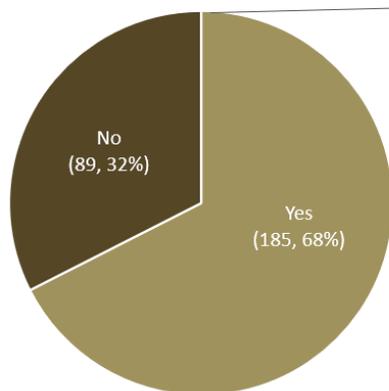
Event Organization

Participants were next asked if they had organized an event. If they answered yes, they were prompted to select all the types of events they had planned. This question did not capture the quantity of each event, but assumed one occurrence per event type selected. Of the 185 participants (65% of total) who claimed to have organized an event, there were a combined 396 events planned. The seven types of events were described, as shown below:

- **Corporate event** (such as team building events, meetings, retreats, social events, holiday parties)
- **Community Event** (such as lunches, dinners, religious gatherings, retreats)
- **Educational event** (such as speakers, school/collegiate events, leadership retreats)
- **Social Event** (such as weddings, birthdays, graduation parties)
- **Charitable event** (such as fundraisers)
- **Trade Show**
- **Other**

The most common event type organized by survey participants was a social event. Nearly one-third of all event organizers claimed to have organized a social event, which is expected as it covers very common life events that are frequently celebrated with an event of some type. The community events and corporate events were the second and third most selected options, at 18% and 19%, respectively. A fewer, yet still significant, number of respondents organized charitable or educational events, 14% and 15%, respectively. Finally, only one percent of respondents organized a trade show, and one percent organized an “other” event, leaving the data for each type to be less reliable compared to the aforementioned event types. The two “other” events with further explanation were a sporting event and concert. A full break-down of the event types can be seen in Figure 3.

Have You Organized an Event in the Past?
n=274



What Type of Event Have You Organized?
(Select All that Apply) n=396

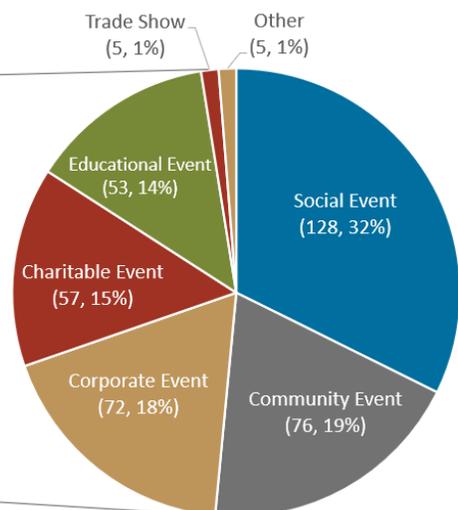


Figure 3: Event History

After each participant selected the event types they organized, they were provided with a list of questions asking about the cost of the event, the number of attendees, and a ranking of ten event center amenities based on importance. For the amenity importance ranking, participants were provided 100 points to allocate to ten different amenities, with more points meaning more importance. This segmentation allowed for analysis based on each specific event type in addition to the aggregate, so a future event center can tailor marketing and operating efforts based on the event type. The average importance ranking for all event types is shown below in Figure 4.

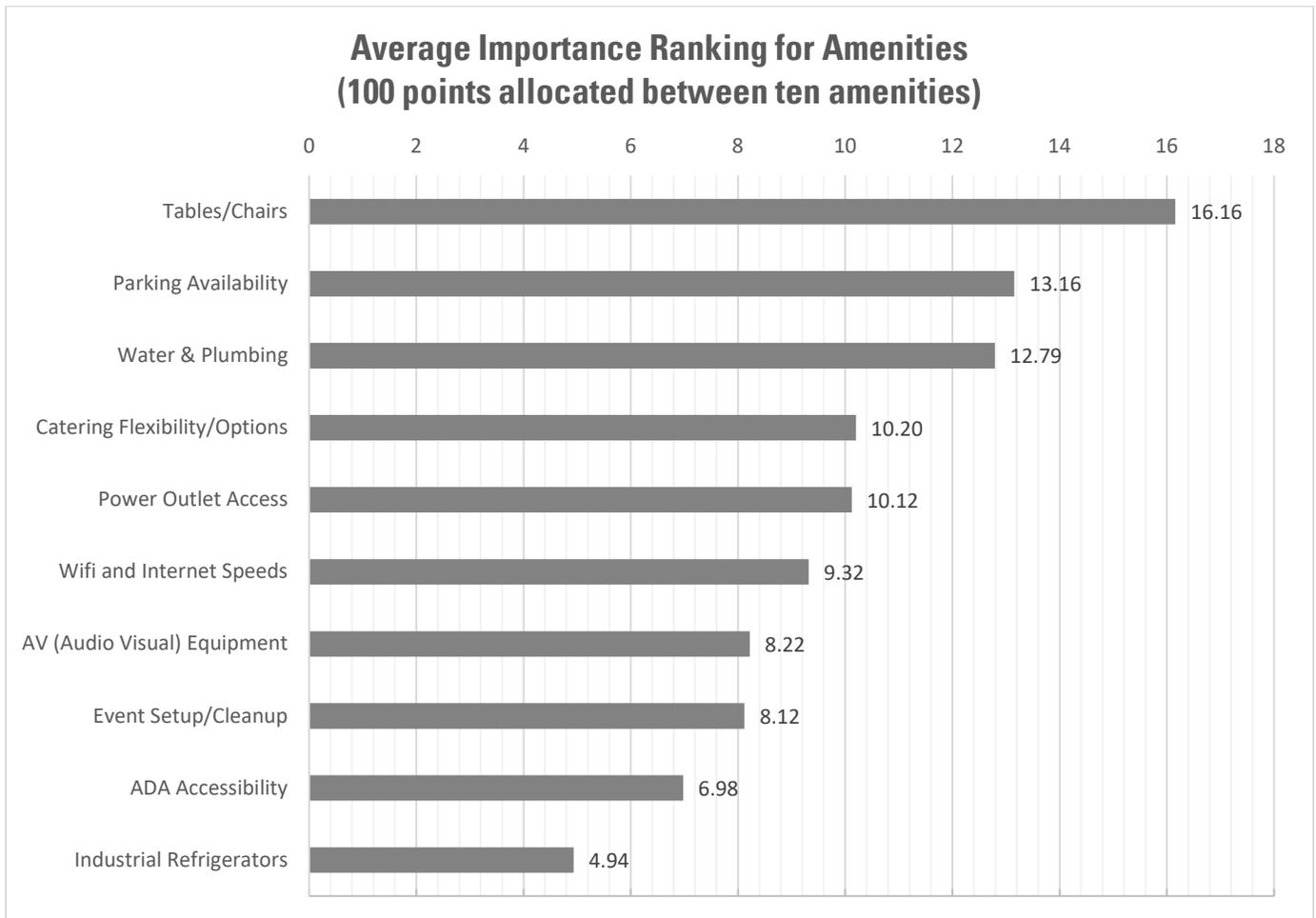


Figure 4: Average Importance Ranking

In Figure 5 below, the total cost and number of attendees for each event type is shown. Cost is represented by the blue bars and y-axis values on the left, and attendees are represented by the gold line with y-axis values on the right. Note the light shade color on the trade show and "other" event types as the number of responses is too low for an accurate analysis. The findings in this chart are discussed in each relevant section below.

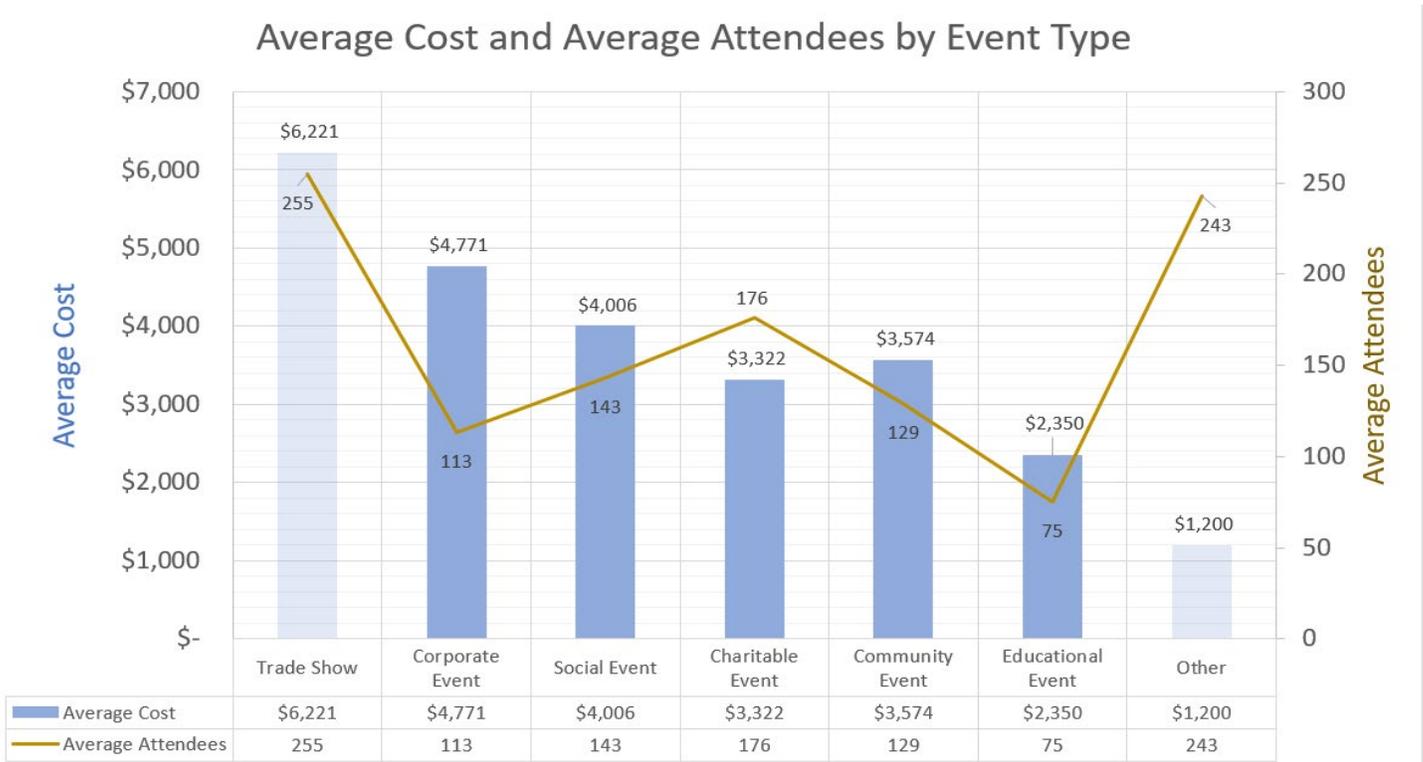


Figure 5: Average Cost and Average Attendees by Event Type

Corporate Event

teambuilding / meetings / retreats / social events / holiday parties

The corporate event type had the highest average cost but a lower average number of attendees, indicating a higher cost per person (\$42/person). As corporations typically have deeper pockets than individuals, it is reasonable for the corporate event type to provide higher revenue due to a nicer venue or a markup for the given client.

Tables and Chairs	17.29
Water and Plumbing	12.40
Parking Availability	11.44
Catering Flexibility/Options	11.06
Wi-fi and Internet Speeds	10.92

Figure 6: Corporate Event Amenities

The amenities receiving above ten points are seen in Figure 6. The highest-rated amenity across all event types were the tables and chairs option for a corporate event. Additional desires from participants included an alcohol license, sufficient space to seat a large number of people (200+), and a fully prepared system for audio/visual needs that do not require the organizer to set up.

Community Event

lunches / dinners / religious gatherings / retreats

Community events showed an average cost of \$28 per person across all event types. These events are often organized by community leaders or members targeted towards members of the community as opposed to a specific group, such as those outlined under the social event category.



Figure 7: Community Event Amenities

Figure 7 shows that the listed amenities earning above ten points were tables and chairs as the most important, with parking availability, and water and plumbing, taking second and third. This order is opposite to the corporate event. It is difficult to make a clear distinction between the difference in the order of the two amenities between the two event types.

Educational Event

speakers / school & collegiate events / leadership retreats

Educational events were at a higher cost per person than average, at \$31. These events typically have a higher need for A.V. (audio/visual) equipment than other events, including projectors, microphones, and high bandwidth internet.



Figure 8: Educational Event Amenities

High bandwidth internet is crucial for educational events since participants may want to stream the event remotely, download or upload presentations, or stream videos. Information for determining the required bandwidth is outlined in the Best Practices section (page 26) and Appendix (page 32) of this report. Additionally, flexibility in seating arrangements is helpful to customize the experience for each client. Based on industry research, most educational events are set up with arrays of tables and chairs or rows of chairs for participants. The speaker is typically located in a prominent location adjacent to projectors and projection screens with access to A.V. equipment.

Social Event

weddings / birthdays / graduation parties

Social events average \$28 per person across all events. Most additional comments from survey participants indicated the importance of seating capacity that can accommodate over 300 people, the proximity of event center to lodging accommodations, climate-controlled environment, a kitchen/food preparation space, and nearby locations for photos.



Figure 9: Social Event Amenities

Based on the survey importance ranking, the tables and chairs are shown to be the most important amenity by a margin of three points, with water and plumbing, A/V equipment, and parking availability following behind within a two-point range. For largely-attended events such as a wedding, having

enough space for attendee parking will provide an advantage over other venues that require the use of shuttles to bring attendees to and from the venue.

Charitable Event

fundraisers

Charitable events have the lowest average cost per person, at \$19. Two out of 41 respondents claimed that they received a free rate for the event as it supported a charitable organization. For purposes of the average cost, only the venues which charged a fee were included in the analysis to provide an accurate cost. To be competitive with other event venues, recognizing charitable events and using a discounted rate may prove to be beneficial.



Figure 10: Charitable Event Amenities

Only three amenities (Figure 10) received scores above ten for charitable events. Compared to the top three amenities for other events, the point allocations for the top three charitable event amenities were two to three points higher. The selection of these amenities shows that the general requirements for hosting a charitable event may be lower than for other events.

Trade Show

Although only four participants claimed to have organized a trade show, the average cost per person of \$24 is close to the \$28 average across all events. Trade shows are often held in venues with large, open floor plans and flexibility of arrangements.

For the trade show option, participants were provided with a "booth set-up/clean-up" amenity in place of "industrial refrigerators." The amenities of higher-than-average importance, shown in Figure 11, indicate similarities to educational events regarding wi-fi and parking availability. Booth set-up/cleaning is also comparable to the tables and chairs option for educational events, as each respective amenity is crucial to the operation of each event type. Providing the materials and labor for setting and cleaning up the booths often used for trade shows is expected based on survey responses, including partitions between booths, tables, and chairs.



Figure 11: Trade Show Amenities

Current Event Space Inadequacy

All survey participants were asked if they were previously unable to organize an event and to explain the reasons. The most common dilemma, cited by 30 out of 58 individuals, was a lack of space. Most often, the event was a wedding with over 200 or 300 guests. The next most often cited issues were a lack of available venues (8), could not fit budget (5), and a lack of flexibility with catering options (4).

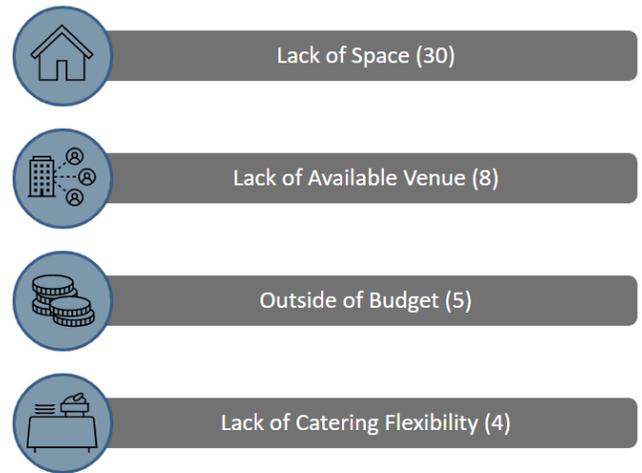


Figure 12: Event Space Inadequacy

FINANCIAL FORECAST

To forecast the financial sustainability of the facility, the CyBIZ team worked with the ISU Extension office to build the expected revenue, expenses, and profit-loss models. CyBIZ drew its assumptions from industry research and a review of comparable facilities. CyBIZ built two scenarios, one that we have called the “Expected Scenario” and another we are calling the “Conservative Scenario”.

Revenue Inputs and Assumptions (Expected Scenario)

Event Space Revenue

For the expected scenario, we estimated there would be 107 events held over an annual period. This number was derived from historical data at the Sheldon Crossroads Pavilion facility and cross-referenced with the results collected from the survey. We have broken down the events into five categories: Weddings, Other Social Events, Corporate Events, Educational Events, and Community and Charitable Events (see Figure 17).

As part of the fee structure we are assuming that each event type will be charged a base fee, with the option of choosing to add services for an additional charge. These base fees are as follows:

- Weddings: \$1,000
- Other Social Events: \$750
- Corporate Events: \$600
- Educational, Community, and Charitable Events: \$400

The level of service is then selected by the customer, who can choose from the three packages offered. First, the Bronze package includes basic services that are included for no additional charge. Then for an additional charge, calculated on a per-head basis, Silver or Gold package services can be added. These packages were those displayed on the Crossroads’ website. (Crossroads Pavilion Event Center, n.d.) The differences in these packages are as follows:

BRONZE PACKAGE

Base Rental Price

Access to Facility from 8:00 AM – 12:30 AM*

Customized Floor Plan

Use and Set up of Tables and Padded Chairs

Use and Setup or Staging

Salt and Pepper Shakers

Use of Catering Kitchen

Use of Audio Visual Equipment (Projector, Screen, Microphone, Aux Cord, HDMI cord)

Client Responsible for Clearing off the Tables and Taking out the Garbage

SILVER PACKAGE

Base Rental Price + \$2.97 Per Guest

Access to Facility from 8:00 AM – 12:30 AM*

Customized Floor Plan

Use and Set up of Tables and Padded Chairs

Use and Setup or Staging

Salt and Pepper Shakers

Use of Catering Kitchen

Use of Audio-Visual Equipment (Projector, Screen, Microphone, AUX cord, HDMI cord)

Set Up and Teardown of Table Linens (Black, White, or Ivory)

Set Up and Teardown of Napkins (Multiple color options) May substitute linen napkins for beverage service if requested

Set Up and Teardown of Accent Table Skirting (Black, White or Ivory)

Event Center Staff Will Clean up the Event Space After Your Event

GOLD PACKAGE

Base Rental Price + \$4.97 Per Guest

- Access to Facility from 8:00 AM – 12:30 AM
- Customized Floor Plan
- Use and Set up of Tables and Padded Chairs
- Use and Setup or Staging
- Salt and Pepper Shakers
- Use of Catering Kitchen
- Use of Audio-Visual Equipment (Projector, Screen, Microphone, AUX cord, HDMI cord)
- Set Up and Teardown of Table Linens (Black, White, or Ivory)
- Set Up and Teardown of Napkins (Multiple color options)
- Set Up and Teardown of Accent Table Skirting (Black, White or Ivory)
- Set Up and Teardown of China Plates, Flatware and Water Glasses
- Water Service at Each Banquet Table during Social Hour and Dinner
- Event Center Staff Will Bus Tables Following Dinner
- Event Center Staff Will Clean up the Event Space After Your Event

Figure 16: Tiered Pricing for Event Center (Crossroads Pavilion)

Venue Rental Revenue	Estimated Events	Average Attendees	Average Charge	Event Revenue	Gold %	Silver %	Bronze %	Gold Revenue	Silver Revenue	Bronze Revenue	Venue Revenue
Weddings	28	150	\$ 1,000	\$ 28,000	60%	20%	20%	\$ 12,524	\$ 2,495	\$ -	\$ 43,019
Other Social Events	14	132	\$ 750	\$ 10,500	50%	25%	25%	\$ 4,592	\$ 1,372	\$ -	\$ 16,464
Corporate Events (incl. Trade Shows)	38	120	\$ 600	\$ 22,800	50%	25%	25%	\$ 11,332	\$ 3,386	\$ -	\$ 37,517
Community & Charitable Events	16	159	\$ 400	\$ 6,400	25%	25%	50%	\$ 3,161	\$ 1,889	\$ -	\$ 11,450
Education Events	11	73	\$ 400	\$ 4,400	25%	25%	50%	\$ 998	\$ 596	\$ -	\$ 5,994
TOTAL	107			\$ 72,100				\$ 32,607	\$ 9,738	\$ -	\$114,445

Figure 17: Venue Rental Revenue – Expected Scenario

Alcohol Revenue

Alcohol revenues are a large portion of overall revenue; therefore, a liquor license will be essential for the event center. To calculate the revenue received from alcohol sales, we made the following assumptions based upon research of comparable facilities and discussions with the Iowa State Extension team:

- Only social events (including weddings) and corporate events will serve alcohol
- For social events:
 - o 80% of all social events will serve alcohol
 - o At the social events where alcohol is served (80% of total events), 70% of attendees will drink alcohol
 - o The average attendee will have four drinks
 - o The average price of each drink regardless of type (beer, wine, or liquor) is \$3.50
 - o An additional bartender charge will be assessed at \$25 per hour. Total charges will vary depending on number of hours and whether one bartender or two is used.
- For corporate events:
 - o 50% of corporate events will serve alcohol
 - o At the corporate events where alcohol is served, 80% of attendees will drink alcohol
 - o The average attendee will have two drinks
 - o The average price of each drink regardless of type (beer, wine, or liquor) is \$3.50
 - An additional bartender charge of \$75 will be assessed to corporate events. This charge is calculated on a per hour basis of \$25 per hour.

Note: Another common practice is to offer an open bar price of \$5-\$15 per attendee. A benefit to this option is hosts will know the total price of alcohol before the night begins.

Alcohol Revenue	% Events w/ Alcohol	% Drinking Alcohol	Avg. # of Drinks	Average Price	Alcohol Revenue	Bartender Charge	Total Bartender	Total Revenue
Weddings	80%	70%	4	\$ 4	\$ 32,928	\$ 150	\$ 3,360	\$ 36,288
Other Social Events	80%	70%	4	\$ 4	\$ 14,488	\$ 100	\$ 1,120	\$ 15,608
Corporate Events (incl. Trade Shows)	50%	80%	2	\$ 4	\$ 12,768	\$ 75	\$ 1,425	\$ 14,193
No Alcohol at other events					\$ 60,184		\$ 5,905	\$ 66,089

Figure 18: Alcohol Revenue - Expected Scenario

Non-Alcohol Revenue

To calculate the non-alcoholic beverage sales, the following assumptions were made:

- All events will have non-alcoholic beverage sales, regardless of the event type.
- The average attendee will consume one drink.
- The average drink will cost two dollars. For each event type, the percentage of people consuming non-alcoholic beverages is as follows:
 - o Social events including weddings: 50%
 - o Corporate events: 50%
 - o Community & charitable events: 100%
 - o Educational events: 100%

Non-Alcohol Revenue	% No Alcohol	Avg. # of Drinks	Average Price	Soda/Water Revenue
Weddings	50%	1	\$ 2	\$ 4,200
Other Social Events	50%	1	\$ 2	\$ 1,848
Corporate Events (incl. Trade Shows)	50%	1	\$ 2	\$ 4,560
Community & Charitable Events	100%	1	\$ 2	\$ 5,088
Education Events	100%	1	\$ 2	\$ 1,606
				\$ 17,302

Figure 19: Non-Alcohol Revenue - Expected Scenario

Catering Revenue

The CyBIZ team does not recommend having the event center involved in catering. Instead, it is recommended to have hosts find third-party caterers to bring food to the event center. It is recommended to charge a per attendee fee to events that hire third-party caterers. This fee is imposed to cover cost of coordinating with the caterer, opening the facility early to allow caterer to set up, and use of the kitchen. We recommend that fee to be between three and five dollars per person. For our projections, we chose three dollars. We also assumed that not all events would have catering. Based upon research of comparable facilities and discussions with the Iowa State Extension team, the following assumptions for outside catering utilization per event type are as follows:

- Weddings: 100%
- Other social events: 50%
- Corporate events: 50%
- Community & charitable events: 25%
- Educational Events: 25%

Note: We applied a flat growth rate of approximately five percent to both the number of events held and the cost of events for both the 2022 and 2023 projections. There is some variation due to rounding.

Catering Charges	Estimated Events	Average Attendees	% With Catering	Catering Charge	Total Charges
Weddings	28	150	100%	\$ 3.00	\$ 12,600
Other Social Events	14	132	50%	\$ 3.00	\$ 2,772
Corporate Events (incl. Trade Shows)	38	120	50%	\$ 3.00	\$ 6,840
Community & Charitable Events	16	159	25%	\$ 3.00	\$ 1,908
Education Events	11	73	25%	\$ 3.00	\$ 602
	107				\$ 24,722

Figure 20: Catering Charges Revenue - Expected Scenario

Revenue	2021	2022	2023
Weddings	\$43,019	\$46,784	\$52,510
Other Social Events	\$16,464	\$20,992	\$23,339
Corporate Events	\$37,517	\$39,395	\$43,540
Community & Charitable Events	\$11,450	\$12,773	\$14,201
Educational Events	\$5,994	\$6,800	\$7,735
Bar/Alcohol Sales	\$66,089	\$72,864	\$80,330
Non-Alcoholic Sales	\$17,302	\$19,075	\$21,032
Catering Charge	\$24,722	\$27,262	\$30,015
Donations/Misc	\$0	\$0	\$0
Totals	\$222,558	\$245,944	\$272,702

Figure 21: Revenue Summary- Expected Scenario

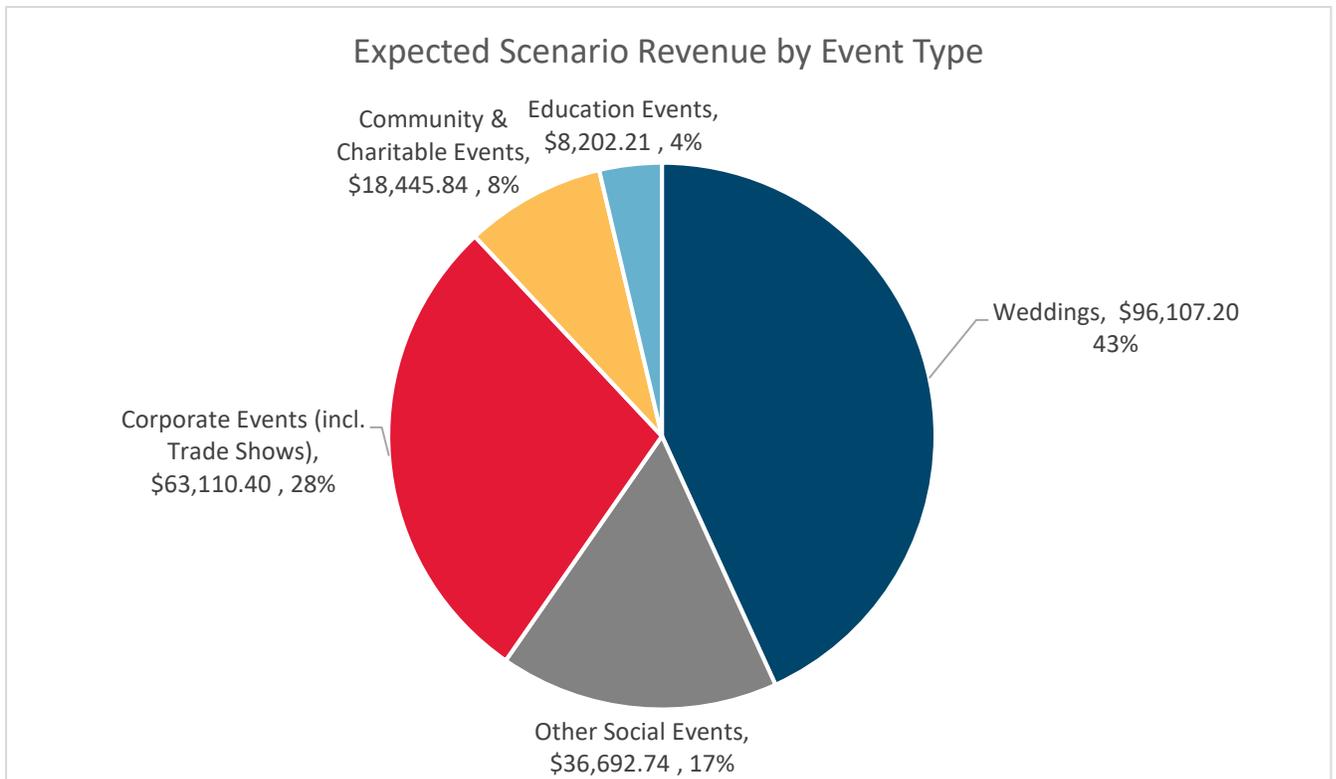


Figure 22: Revenue Break-down for Expected Scenario

Revenue Inputs and Assumptions (Conservative Scenario)

The assumptions remain consistent among the two scenarios. The variable that changes is the number of events held. Our conservative assumption is that the event center will host 75 total events annually the first year, which will, in turn, lower revenues by 30%. A growth rate of approximately five percent (5%) was applied to 2022 and 2023. Revenues per event type can be seen in Table 23.

Venue Rental Revenue	Estimated Events	Average Attendees	Average Charge	Event Revenue	Gold %	Silver %	Bronze %	Gold Revenue	Silver Revenue	Bronze Revenue	Venue Revenue
Weddings	20	150	\$ 1,000	\$ 19,600	60%	20%	20%	\$ 8,767	\$ 1,746	\$ -	\$ 30,113
Other Social Events	10	132	\$ 750	\$ 7,350	50%	25%	25%	\$ 3,215	\$ 960	\$ -	\$ 11,525
Corporate Events (incl. Trade Shows)	27	120	\$ 600	\$ 15,960	50%	25%	25%	\$ 7,932	\$ 2,370	\$ -	\$ 26,262
Community & Charitable Events	11	159	\$ 400	\$ 4,480	25%	25%	50%	\$ 2,213	\$ 1,322	\$ -	\$ 8,015
Education Events	8	73	\$ 400	\$ 3,080	25%	25%	50%	\$ 698	\$ 417	\$ -	\$ 4,196
	75			\$ 50,470				\$ 22,825	\$ 6,817	\$ -	\$ 80,111

Figure 23: Venue Rental Revenue- Conservative Scenario

Alcohol Revenue	% Events w/ Alcohol	% Drinking Alcohol	Avg. # of Drinks	Average Price	Alcohol Revenue	Bartender Charge	Total Bartender	Total Revenue
Weddings	80%	70%	4	\$ 4	\$ 23,050	\$ 150	\$ 2,352	\$ 25,402
Other Social Events	80%	70%	4	\$ 4	\$ 10,142	\$ 100	\$ 784	\$ 10,926
Corporate Events (incl. Trade Shows)	50%	80%	2	\$ 4	\$ 8,938	\$ 75	\$ 998	\$ 9,935
No Alcohol at other events					\$ 42,129		\$ 4,134	\$ 46,263

Figure 24: Alcohol Revenue- Conservative Scenario

Non-Alcohol Revenue	% No Alcohol	Avg. # of Drinks	Average Price	Soda/Water Revenue
Weddings	50%	1	\$ 2	\$ 2,940
Other Social Events	50%	1	\$ 2	\$ 1,294
Corporate Events (incl. Trade Shows)	50%	1	\$ 2	\$ 3,192
Community & Charitable Events	100%	1	\$ 2	\$ 3,562
Education Events	100%	1	\$ 2	\$ 1,124
				\$ 12,111

Figure 25: Non-Alcohol Revenue- Conservative Scenario

Catering Charges	Estimated Events	Average Attendees	% With Catering	Catering Charge	Total Charges
Weddings	20	150	100%	\$ 3.00	\$ 8,820
Other Social Events	10	132	50%	\$ 3.00	\$ 1,940
Corporate Events (incl. Trade Shows)	27	120	50%	\$ 3.00	\$ 4,788
Community & Charitable Events	11	159	25%	\$ 3.00	\$ 1,336
Education Events	8	73	25%	\$ 3.00	\$ 422
	75				\$ 17,306

Figure 26: Catering Charges Revenue- Conservative Scenario

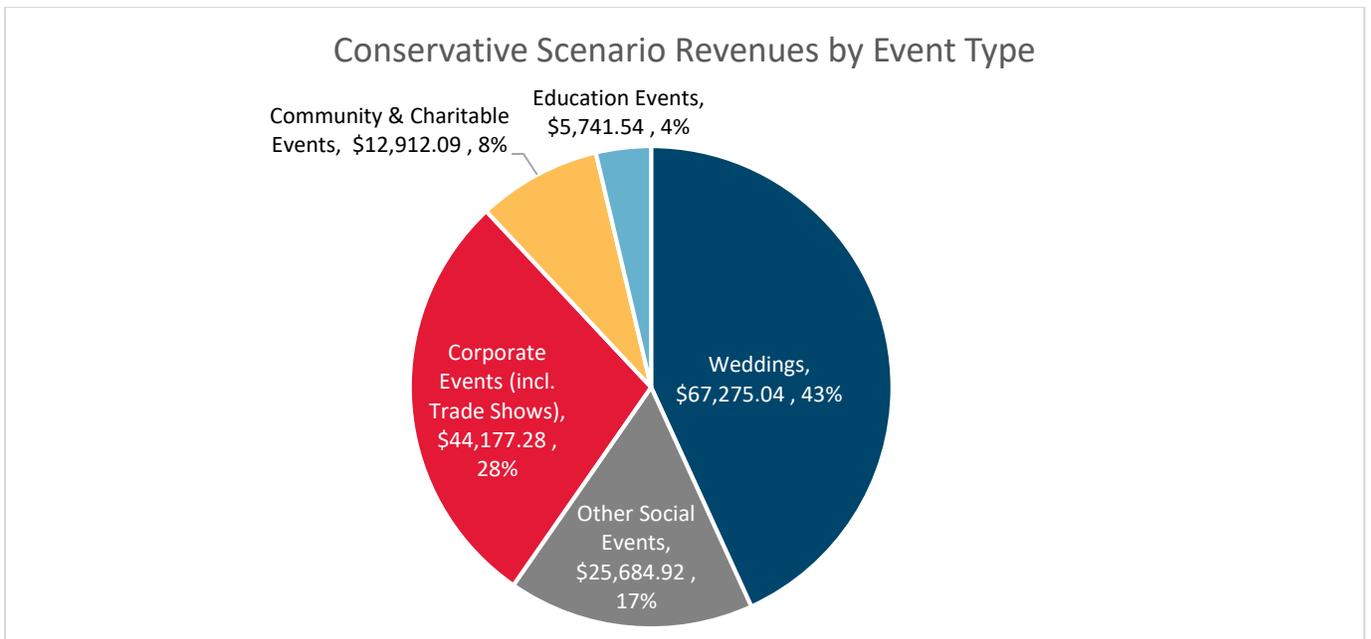


Figure 27: Revenue Summary- Conservative Scenario

▶ Revenue	2021	2022	2023
▶ Weddings	\$30,113	\$33,878	\$37,350
▶ Other Social Events	\$11,525	\$12,965	\$14,263
▶ Corporate Events	\$26,262	\$29,391	\$32,655
▶ Community & Charitable Events	\$8,015	\$8,679	\$9,562
▶ Educational Events	\$4,196	\$4,806	\$5,299
▶ Bar/Alcohol Sales	\$46,264	\$48,577	\$51,001
▶ Non-Alcoholic Sales	\$12,111	\$13,355	\$14,722
▶ Catering Charge	\$17,305	\$18,169	\$19,075
▶ Donations/Misc	\$0	\$0	\$0
Totals	\$155,793	\$169,816	\$183,928

Figure 28: Revenue Break-down for Conservative Scenario

Expenses Inputs and Assumptions

The personnel expenses remain consistent across the two scenarios. Most expenses are drawn from the comparable facility of Crossroads Event Center in Sheldon, Iowa. We modified some assumptions based on differences across the two projects.

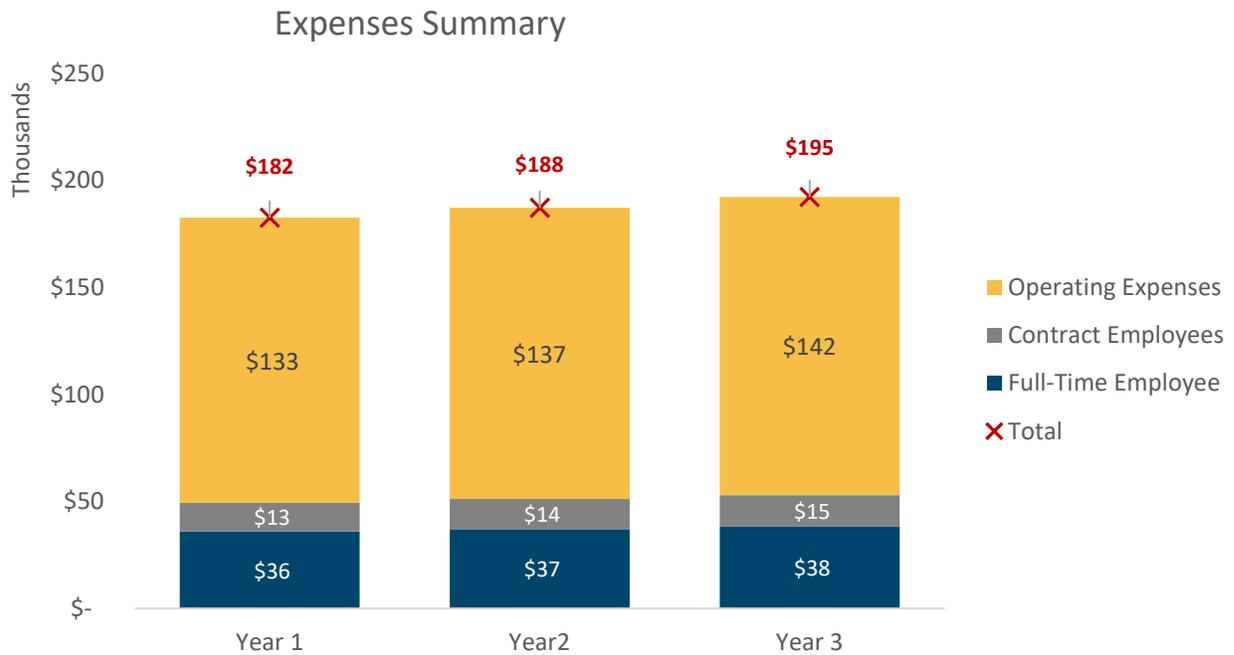


Figure 29: Summary of Expenses

Personnel Costs

One Full-Time Employee: The team recommends one full-time employee to manage the operation of the facility and perform administrative functions. Based on the responsibilities and average household income of Creston, the base salary of the role is recommended to be \$30,000. At a 20% burden rate for full-time employees, the total annual cost is \$36,000. We applied a 3% rate of raises per year to project the three-year forecast.

Flex/Part-Time Contract Workers: For servicing the events, in terms of organizing, set-up, clean up, valet, etc., the facility would hire part-time contract workers. The team assumes that, on average, each event will employ contract workers at a rate of \$10/hour for five hours and \$15/hour for five hours. With the projected total number of events in year one being 107, the total expense for this would be \$13,375. We employ a 5% growth rate in the number of events to project the 3-year forecast.

Personnel	2021	2022	2023
Head Count	2	2	2
Average Salary	\$21,688	\$22,472	\$23,286
Revenue Per Employee	\$109,465	\$120,972	\$134,145
Net Profit Per Employee	\$14,339	\$21,600	\$30,021
Direct Labor	\$13,375	\$14,043	\$14,745
Salaries & Wages	\$13,375	\$14,043	\$14,745
PT Wages	\$13,375	\$14,043	\$14,745
Other Labor	\$36,000	\$37,080	\$38,192
Salaries and Wages	\$30,000	\$30,900	\$31,827
Manager/Admin	\$30,000	\$30,900	\$31,827
Employee-Related Expenses	\$6,000	\$6,180	\$6,365
Totals	\$49,375	\$51,123	\$52,937

Figure 30: Detailed Personnel Costs

Operating Expenses

The expenses for linens, education, training, gas, utilities, garbage, telephone/internet, repairs and maintenance of the grounds, office supplies, liquor licenses, and postage were derived from the average expenses for a facility of this size, i.e., the comparable facility of Crossroads Pavilion.

Since the building will be renovated, we assumed **the repairs and maintenance of building** to be \$5000/year for a facility this size. This may increase after five years as the building gets older.

According to the IBIS World report (IBIS World, 20) on the industry, the **marketing and advertising expenses** are 3.7% of the revenue, on average.

The expense for **liquor supplies** is assumed to be 30% of the bar and alcohol revenues and will change based on this variable.

Across the two scenarios, since marketing and liquor expense is based on revenues, these are the only expense that vary.

Expenses Excluding direct costs, personnel, etc.	2021	2022	2023
Linens	\$8,748	\$8,925	\$9,203
Education & Training	\$804	\$812	\$828
R&M Building	\$5,000	\$5,000	\$5,000
R&M Grounds	\$13,000	\$13,000	\$13,000
Utilities - Gas	\$6,372	\$6,502	\$6,632
Utilities- Electric	\$15,000	\$15,300	\$15,606
Garbage	\$1,080	\$1,101	\$1,123
Telephone/Internet	\$3,600	\$3,672	\$3,745
Marketing/Advertising	\$8,235	\$9,100	\$10,090
Licences - Liquor and Dram	\$5,286	\$5,286	\$5,286
Liquor Supplies	\$19,827	\$21,859	\$24,099
Office Supplies	\$2,400	\$2,400	\$2,400
Operating Supplies	\$24,300	\$24,786	\$25,281
Postage	\$500	\$500	\$500
Depreciation	\$19,231	\$19,231	\$19,231
Totals	\$133,382	\$137,474	\$142,024

Figure 31: Detailed Operating Costs – Expected Scenario

Expenses Excluding direct costs, personnel, etc.	2021	2022	2023
Linens	\$8,748	\$8,295	\$9,203
Education & Training	\$804	\$812	\$828
R&M Building	\$5,000	\$5,000	\$5,000
R&M Grounds	\$13,000	\$13,000	\$13,000
Utilities - Gas	\$6,372	\$6,502	\$6,632
Utilities- Electric	\$15,000	\$15,300	\$15,606
Garbage	\$1,080	\$1,101	\$1,123
Telephone/Internet	\$3,600	\$3,672	\$3,745
Marketing/Advertising	\$5,764	\$6,284	\$6,805
Licences - Liquor and Dram	\$5,286	\$5,286	\$5,286
Liquor Supplies	\$13,879	\$14,573	\$15,301
Office Supplies	\$2,400	\$2,400	\$2,400
Operating Supplies	\$24,300	\$24,786	\$25,281
Postage	\$500	\$500	\$500
Depreciation	\$19,231	\$19,231	\$19,231
Totals	\$124,965	\$126,741	\$129,940

Figure 32: Detailed Operating Costs – Conservative Scenario

Expected vs Conservative P&L

For the conservative scenario, we assume 70% of expected events will take place. This causes net profit to be negative for the first two years and turning positive in year three. Under the expected scenario, the profit is positive for the first three years. Find detailed P&L statements below.

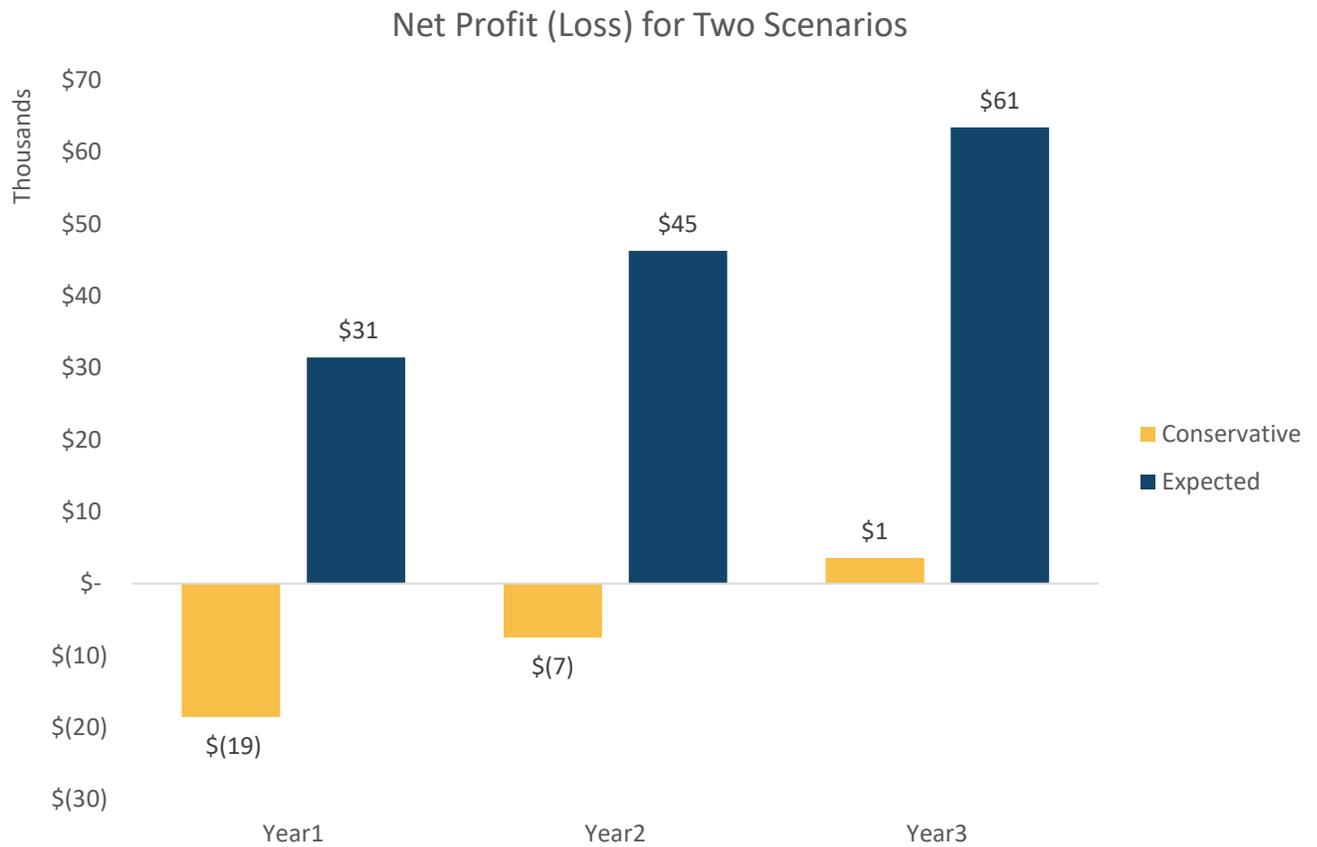


Figure 33: Net Profit/Loss for Conservative vs. Expected Scenarios

▶ Projected Profit & Loss	2021	2022	2023
▶ Revenue	\$222,558	\$245,944	\$272,702
▶ Direct Costs	\$13,375	\$14,043	\$14,745
Gross Margin	\$209,183	\$231,901	\$257,956
Gross Margin %	94%	94%	95%
▶ Operating Expenses	\$169,382	\$174,554	\$180,217
Operating Income	\$39,801	\$57,347	\$77,740
Income Taxes	\$8,358	\$12,043	\$16,325
Total Expenses	\$191,115	\$200,640	\$211,287
Net Profit	\$31,443	\$45,304	\$61,415
Net Profit %	14%	18%	23%

Figure 35: Detailed P&L- Expected Scenario

▶ Projected Profit & Loss	2021	2022	2023
▶ Revenue	\$155,793	\$169,816	\$183,928
▶ Direct Costs	\$13,375	\$14,043	\$14,745
Gross Margin	\$142,418	\$155,774	\$169,183
Gross Margin %	91%	92%	92%
▶ Operating Expenses	\$160,965	\$163,821	\$168,133
Operating Income	(\$18,547)	(\$8,047)	\$1,049
Income Taxes	\$0	\$0	\$0
Total Expenses	\$174,340	\$177,864	\$182,878
Net Profit	(\$18,547)	(\$8,047)	\$1,049
Net Profit %	(12%)	(5%)	1%

Figure 34: Detailed P&L- Conservative Scenario

BEST PRACTICES RECOMMENDATION

Tangible Features

Aesthetic

Aesthetic appeal for the interior, exterior, and the relationship between the two should be considered when designing the event venue. For the exterior, especially with redesigning an existing building, it is desirable to create an appearance that is recognizable as an event venue and not the former location. Additionally, creating a location outside the venue for photos is highly desired by clients organizing social events such as weddings.

For the interior of the building, it is best to create a space with neutral colors to be flexible in hosting a wide range of events. The clients for each event will then have an opportunity to use accent colors in items such as signs, flowers, tablecloths, and more to create their own touch on the event space. These additional items can also be provided as services at additional cost. Furthermore, all combinations of time of day and season should be considered when designing the lighting for the venue. Minimizing uncomfortable glare while maximizing the use of natural light can both increase the liveliness of a venue and create a more energy-efficient building.

The layout of the venue should influence the design of overhead and moveable lighting. The lighting should highlight the focal point of the venue, such as a stage. Using customizable lighting can also allow clients to tailor the aesthetic of the space to match their goals.

Acoustics

If redesigning a building that was not originally used for hosting events, the natural acoustics are likely to have room for improvement. Using carpet and softer fabrics on walls, in addition to acoustic panels, can remedy poor acoustics at a lower cost than reconstruction of an entire room to optimize acoustics. One way to assess acoustics prior to the first client's event is to have an open house or unveiling ceremony and monitor the acoustic performance throughout. Then, areas for improvement, if any, can be remedied before hosting the first client.

Flexible Event Space

A good feature of any event space is the flexibility to change it to suit the host's needs and vision. We recommend movable walls or partitions in the spaces. Such a system would be a valuable addition to any event space as it would allow rooms to be adapted for different occasions and make maximum use of the space available. The flexibility of being able to divide a room into two separate areas enables events to be run simultaneously. We recommend making sure the partitions are aligned with acoustic standards and allow two events to happen without the noise from one hindering the other.

Parking

In an optimal scenario, a venue's parking capacity should be able to fully accommodate the maximum number of guests at any given event. If the venue can support a large number of people (200+), it may help to label the lots with signs to make it easier for attendees to find parking spots or be assigned parking spots if there are separate events occurring simultaneously. If the venue cannot fully support parking for the maximum number of guests, a plan for shuttling or valet services should be developed

and advertised to clients. This plan for shuttling may also be used to shuttle staff to the venue for large events to maximize available parking. Additionally, creating a location for a valet drop-off can provide value to guests and ease traffic congestion within the lots.

Accessibility

Accessibility is often a make-or-break feature for event venues. Following accessibility standards set by the Americans with Disabilities Act (ADA) will provide access for the disabled guests. Adherence to the guidelines can also be used as a point of differentiation against other venues that might not have the same level of accessibility for those who are disabled.

The flow of people from the parking lot into the venue and the venue into the parking lot will create a seamless experience for guests and minimize frustration. Using clear walking lanes in the parking lots for pedestrians and signs to direct traffic to certain rooms will enhance the accessibility of the event center.

Equipment

It often takes multiple years for a venue to acquire the equipment needed for any type of event, from audio/visual equipment to T.V.'s and projectors, to flatware and dining materials. A best practice when initially setting up an event center is to acquire these items slowly as opposed to buying everything that will be needed right away. This method can ensure that only the most necessary items are being purchased first, and waste is minimized. If demand shows that more equipment is needed, then acquiring said equipment can happen at the time of realization. Additionally, once a significant amount of equipment variety is held by the event center, pricing tiers can be developed to reflect different equipment packages. These tiers may include extras such as additional speakers, televisions, podiums, or other items like tablecloths and flatware.

Wi-fi and Internet Speeds

Few things are more frustrating for event planners and participants than slow or dysfunctional wi-fi, especially when the type of event is reliant on internet use (streaming, upload/download, etc.). After determining the types of events that are likely to be held at the event center, the required bandwidth can be estimated using a variety of methods. A basic estimating tool is included in the Appendix (page 32) and considers three variables: number of users, type of usage, and number of devices per user.

Marketing Strategies

In the first months immediately before and after the event center opening, widespread marketing is integral to attracting clients. The most effective channels for marketing include a website, social media, newspaper, and local organizations.

Website

For a website, ensure the information is regularly updated to include phone numbers, email addresses, hours of operation, and a calendar of events. When researching event centers in the Union County area, many had outdated or non-existent websites and inaccurate contact information. Having a well maintained and updated website would give an advantage in the market. The website should also provide information about the types of events that can be held, capacities, and other unique amenities.

Additionally, the appearance of the website on a mobile device should be user friendly and easy to navigate.

Finding unique ways to showcase the event center virtually may also prove to be beneficial in online marketing efforts. Showcasing options include: hiring a professional photographer, creating a visual walkthrough of the facility, and developing drawings of floor plan options.

Social Media

Regular interaction on social media can help attract clients, build awareness of the event center, and advertise through sharing content or paid ads. Posting on major social media outlets such as Facebook, Instagram, and Twitter can aid in building a following and provide an opportunity to share the qualities of the event center that set it apart from other venues. The information posted on the website is a great material to use for social media posts.

Local Marketing

Marketing efforts through newspaper articles, T.V. news segments, radio, and community organizations can be especially helpful when targeting local audiences. Leveraging advertisement opportunities or becoming a sponsor of a local organization helps build brand recognition and reliability. Other efforts such as hosting an open house or local business expo can build excitement around the space and provides low-cost promotion to attendees and businesses.

Pricing Strategies

The team recommends breaking down the prices the facility will charge based on the four main revenue streams.

Flat Fees

This fee will be charged for the rental of the event space based on the size of the space. Since we recommend flexible room options, the size of the space can change depending on the number of events being hosted at the same time.



Figure 36: Layout of Event Space – Crossroads Pavilion

Based on the type of events, the party hosting the event, and the space being rented, the charges can slightly differ. Once the building is built, we recommend pricing the space by referring to the comparable event center we researched. Crossroad's flat fees structure for its event space is highlighted in Table 37 below. For our financial analysis, we use the average expected price for each event based on the expected space a client would rent.

	Size (Sq Ft)	Capacity	Rental Charge
Whole Facility	6,899	430	\$1,200-\$1,600
Great Hall (O'Brien, Prairie Queen Mill, and Sheldon Room)	6,208	410	\$1,100 - \$1,450
Prairie Queen Mill Room	2,976	140	\$500 - \$700
O'Brien Room	1,616	90	\$300 - \$375
Sheldon Room	1,616	90	\$300 - \$375
Boardroom	478	20	\$150 - \$200
Green Room	213	-	\$75

Figure 37: Event rate based on size

Space Amenities Fees

In addition to the event space, the comparable facility provides tiered options of services. These services include set-up, clean-up, greeters, use of silverware, china, and other resources. Based on the needs of the host, they can choose to utilize these services or not. This makes the cost of hosting an event more flexible for the customer. This fee is charged on a per attendee basis, as shown in the table below:



Figure 38: Amenities under tiered fees per person

Beverage Sales

Based on comparable interviews, the team found that revenue from bar and alcohol sales can comprise 25-40% of the total revenue for the event center. We recommend utilizing this source of revenue. This would require making sure the appropriate liquor licenses are obtained and maintained.

Administrative and Managerial Staff

We recommend hiring one full-time administrative staff member to manage a facility of this size. That individual can manage the scheduling and hire contract workers. This manager can coordinate with vendors and wedding planners to keep things running smoothly. Further, having one primary contact can help build a stronger relationship with potential clients.

Liquor License

Expect a majority of weddings to want access to alcohol. One option is to invite an independent owner to set up a bar in the venue. All liquor sales would go directly through that separate business instead of through the venue. Another option is to install a bar that the event center owns and operates. We

recommend the second option, as the venue will be able to make a significant profit from liquor sales. Bartenders could be hired as needed in contract positions. The venue will need to purchase an Iowa liquor license to serve, which can be acquired through the State of Iowa Alcoholic Beverages Division's [website](#). (State of Iowa, n.d.)

Local Partners

Partnering with local businesses is a great way to support the local Creston community and economy. Partners can be restaurants, catering businesses, and potential clients. Typical clients could be schools, foundations, and large employers looking for a location to host work events.

Contract Workers

Hiring contract workers is the recommended strategy for recruiting additional help at events. Workers can be contracted to set up, tear down, clean up, and fill various roles required by the client. The need for workers varies with the revenue and size of the event. Using contract workers keeps hiring costs flexible. We recommend having 5-10 people to call upon as needed for events.

Catering

Many different types of events involve serving food. While catering can be done in-house, we recommend partnering with other providers for this service. The survey indicated the flexibility in catering to be the fourth most important feature in this facility. It would be most efficient to partner with local restaurants and catering services to serve in the venue so that clients have their choice of cuisine. We recommend providing customers with a list of recommended caterers and implementing the recommended \$3/attendee catering charge for hosting the event. Given the number of options in and around Creston, setting up that network should be a smooth process. This gives customers a variety of food options, a flexibility that will be valuable as shown by the survey.

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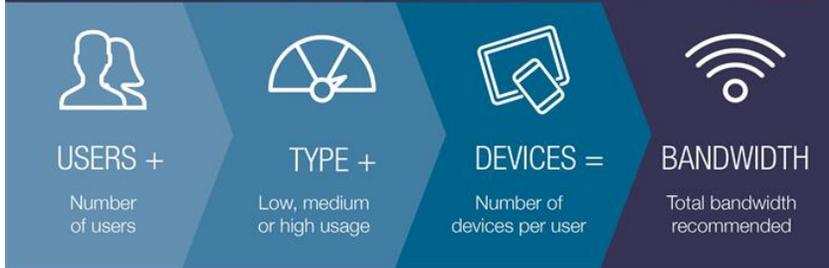
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APPENDIX

Bandwidth Estimator



NUMBER OF USERS	TYPE OF USAGE	BANDWIDTH ESTIMATION	
		MULTIPLE DEVICES PP	SINGLE DEVICE PP
10	Low	2 Mb/s	1 Mb/s
	Medium	2 Mb/s	2 Mb/s
	High	4 Mb/s	3 Mb/s
50	Low	4 Mb/s	3Mb/s
	Medium	6 Mb/s	5 Mb/s
	High	12 Mb/s	9 Mb/s
100	Low	6 Mb/s	5 Mb/s
	Medium	11 Mb/s	9 Mb/s
	High	22 Mb/s	17 Mb/s
300	Low	16 Mb/s	13 Mb/s
	Medium	31 Mb/s	25 Mb/s
	High	58 Mb/s	46 MB/s
500	Low	26 Mb/s	21 Mb/s
	Medium	51 Mb/s	41 Mb/s
	High	89 Mb/s	71 MB/s
1000	Low	51 Mb/s	41 Mb/s
	Medium	101 Mb/s	81 Mb/s
	High	145 Mb/s	116 Mb/s

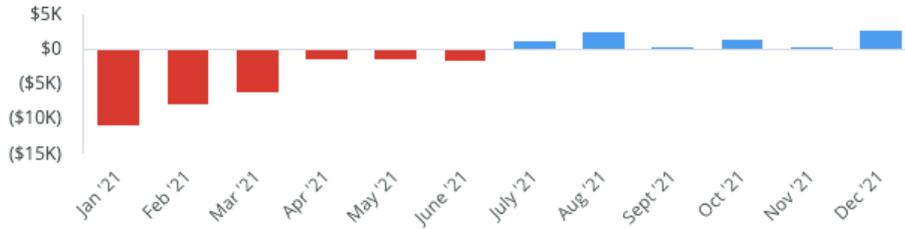
NOTES

Low usage type: Email and basic web surfing
 Medium usage type: Using web applications, audio streaming, skype
 High usage type: Large file transfers, webcasting

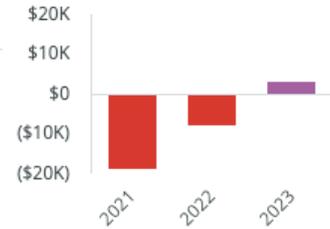


Conservative Profit/Loss

Net profit in 2021



Net profit by year

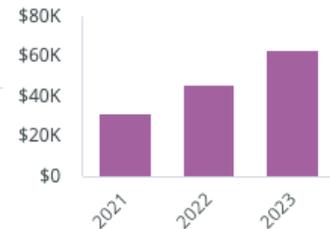


Expected Profit/Loss

Net profit in 2021



Net profit by year



BRONZE PACKAGE

Base Rental Price

Access to Facility from 8:00 AM – 12:30 AM*

Customized Floor Plan

Use and Set up of Tables and Padded Chairs

Use and Setup or Staging

Salt and Pepper Shakers

Use of Catering Kitchen

Use of Audio Visual Equipment (Projector, Screen, Microphone, Aux Cord, HDMI cord)

Client Responsible for Clearing off the Tables and Taking out the Garbage

SILVER PACKAGE

Base Rental Price + \$2.97 Per Guest

Access to Facility from 8:00 AM – 12:30 AM*

Customized Floor Plan

Use and Set up of Tables and Padded Chairs

Use and Setup of Staging

Salt and Pepper Shakers

Use of Catering Kitchen

Use of Audio-Visual Equipment (Projector, Screen,
Microphone, AUX cord, HDMI cord)

Set Up and Teardown of Table Linens (Black, White, or Ivory)

Set Up and Teardown of Napkins (Multiple color options) May
substitute linen napkins for beverage service if requested

Set Up and Teardown of Accent Table Skirting (Black, White
or Ivory)

Event Center Staff Will Clean up the Event Space After Your
Event

GOLD PACKAGE

Base Rental Price + \$4.97 Per Guest

Access to Facility from 8:00 AM – 12:30 AM

Customized Floor Plan

Use and Set up of Tables and Padded Chairs

Use and Setup or Staging

Salt and Pepper Shakers

Use of Catering Kitchen

Use of Audio-Visual Equipment (Projector, Screen,
Microphone, AUX cord, HDMI cord)

Set Up and Teardown of Table Linens (Black, White, or Ivory)

Set Up and Teardown of Napkins (Multiple color options)

Set Up and Teardown of Accent Table Skirting (Black, White
or Ivory)

Set Up and Teardown of China Plates, Flatware and Water
Glasses

Water Service at Each Banquet Table during Social Hour and
Dinner

Event Center Staff Will Bus Tables Following Dinner

Event Center Staff Will Clean up the Event Space After Your
Event

Creston Community Center

2021-2023 Forecast Original Forecast

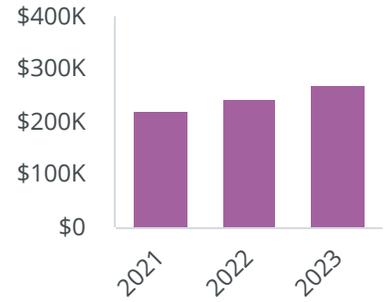
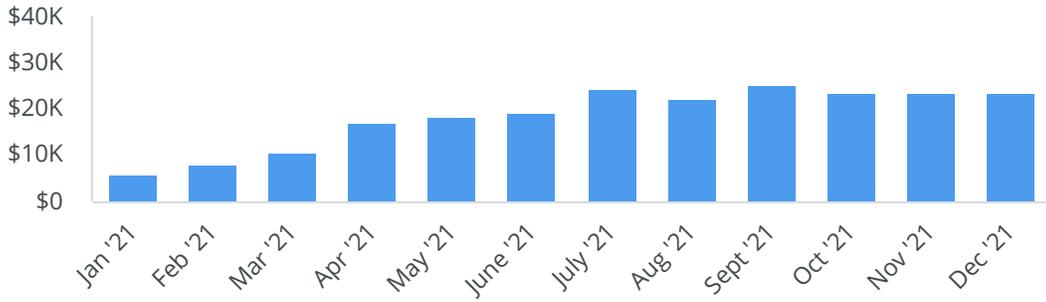
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IOWA STATE UNIVERSITY
Extension and Outreach
Farm, Food and Enterprise Development Program

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Revenue (1 of 2)



Revenue	2021	2022	2023
Weddings	\$43,019	\$46,784	\$52,510
Unit Sales	28	29	31
Unit Prices	\$1,536.40	\$1,613.22	\$1,693.88
Other Social Events	\$16,464	\$20,992	\$23,339
Unit Sales	14	17	18
Unit Prices	\$1,176.03	\$1,234.80	\$1,296.60
Corporate Events	\$37,517	\$39,395	\$43,540
Unit Sales	38	38	40
Unit Prices	\$987.30	\$1,036.70	\$1,088.50
Community & Charitable Events	\$11,450	\$12,773	\$14,201
Unit Sales	16	17	18
Unit Prices	\$715.60	\$751.40	\$788.90
Educational Events	\$5,994	\$6,800	\$7,735
Unit Sales	11	12	13
Unit Prices	\$544.90	\$566.70	\$595
Bar/Alcohol Sales	\$66,089	\$72,864	\$80,330
Unit Sales	52.6	55.23	57.99
Unit Prices	\$1,256.45	\$1,319.27	\$1,385.24
Non-Alcoholic Sales	\$17,302	\$19,075	\$21,032
Unit Sales	67	70.35	73.87
Unit Prices	\$258.24	\$271.15	\$284.71
Catering Charge	\$24,722	\$27,262	\$30,015
Unit Sales	60.75	63.8	66.9
Unit Prices	\$406.95	\$427.30	\$448.66

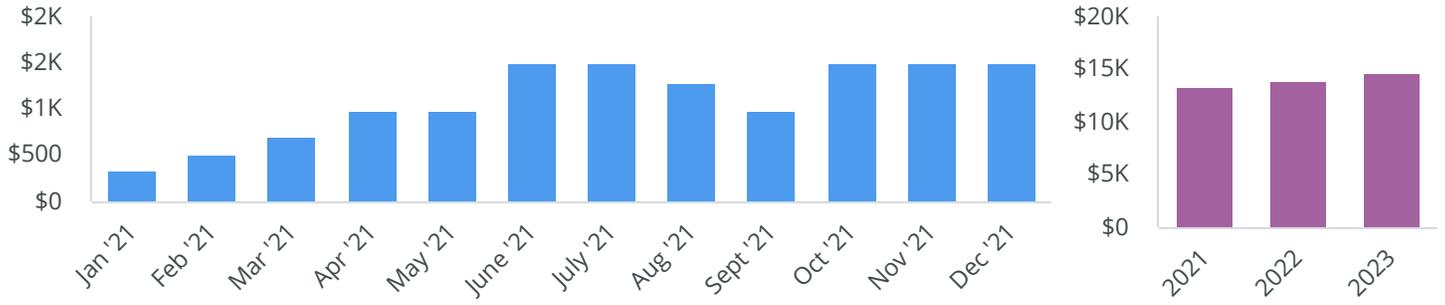
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Revenue (2 of 2)

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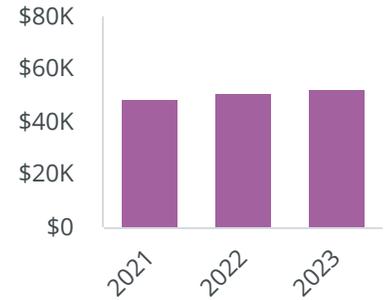
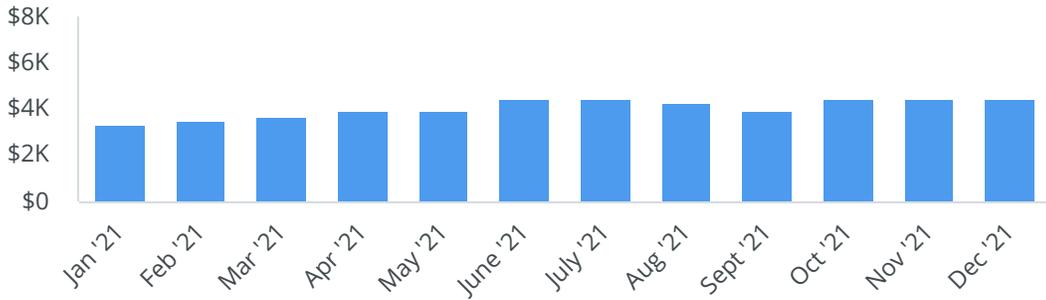
Revenue	2021	2022	2023
Donations/Misc	\$0	\$0	\$0
Totals	\$222,558	\$245,944	\$272,702

Direct Costs



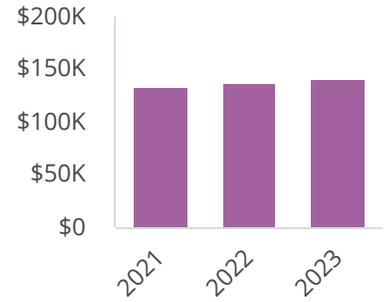
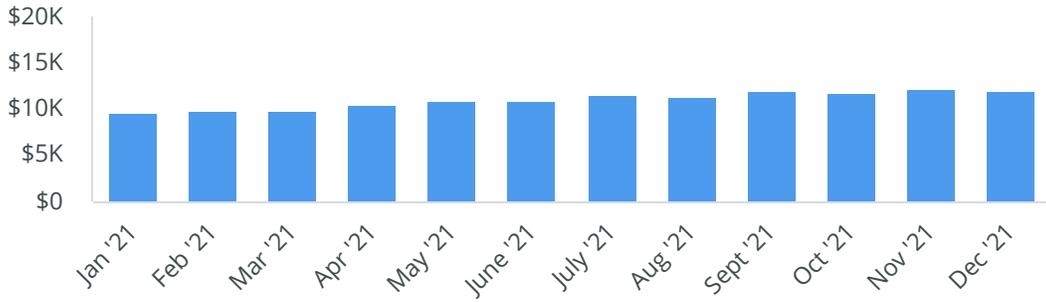
Direct Costs	2021	2022	2023
Direct Labor	\$13,375	\$14,043	\$14,745
Salaries and Wages	\$13,375	\$14,043	\$14,745
PT Wages	\$13,375	\$14,043	\$14,745
Totals	\$13,375	\$14,043	\$14,745

Personnel



Personnel	2021	2022	2023
Head Count	2	2	2
Average Salary	\$21,688	\$22,472	\$23,286
Revenue Per Employee	\$111,279	\$122,972	\$136,351
Net Profit Per Employee	\$15,721	\$22,652	\$30,707
Direct Labor	\$13,375	\$14,043	\$14,745
Salaries & Wages	\$13,375	\$14,043	\$14,745
PT Wages	\$13,375	\$14,043	\$14,745
Other Labor	\$36,000	\$37,080	\$38,192
Salaries and Wages	\$30,000	\$30,900	\$31,827
Manager/Admin	\$30,000	\$30,900	\$31,827
Employee-Related Expenses	\$6,000	\$6,180	\$6,365
Totals	\$49,375	\$51,123	\$52,937

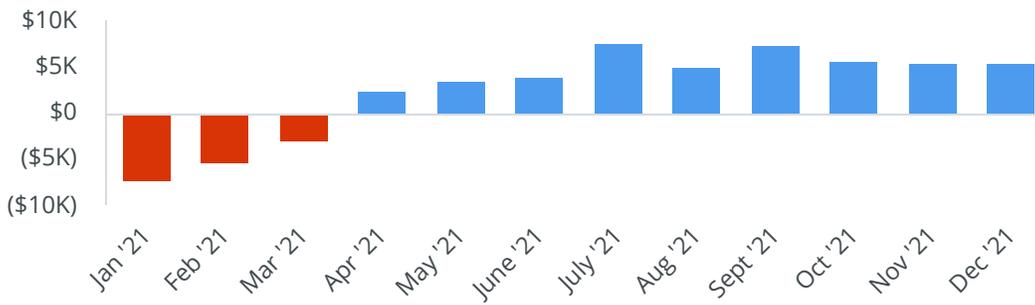
Expenses



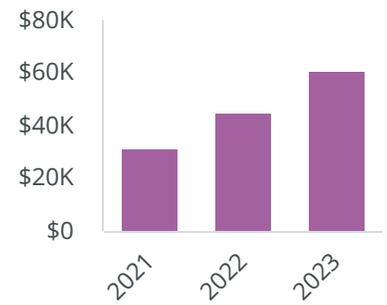
Expenses	2021	2022	2023
Linens	\$8,748	\$8,925	\$9,203
Education & Training	\$804	\$812	\$828
R&M Building	\$5,000	\$5,000	\$5,000
R&M Grounds	\$13,000	\$13,000	\$13,000
Utilities - Gas	\$6,372	\$6,502	\$6,632
Utilities- Electric	\$15,000	\$15,300	\$15,606
Garbage	\$1,080	\$1,101	\$1,123
Telephone/Internet	\$3,600	\$3,672	\$3,745
Marketing/Advertising	\$8,235	\$9,100	\$10,090
Licences - Liquor and Dram	\$5,286	\$5,286	\$5,286
Liquor Supplies	\$19,827	\$21,859	\$24,099
Office Supplies	\$2,400	\$2,400	\$2,400
Operating Supplies	\$24,300	\$24,786	\$25,281
Postage	\$500	\$500	\$500
Depreciation	\$19,231	\$19,231	\$19,231
Totals	\$133,382	\$137,474	\$142,024

Projected Profit & Loss (1 of 2)

Net profit in 2021



Net profit by year



Projected Profit & Loss	2021	2022	2023
Revenue	\$222,558	\$245,944	\$272,702
Weddings	\$43,019	\$46,784	\$52,510
Unit Sales	28	29	31
Unit Prices	\$1,536.40	\$1,613.22	\$1,693.88
Other Social Events	\$16,464	\$20,992	\$23,339
Unit Sales	14	17	18
Unit Prices	\$1,176.03	\$1,234.80	\$1,296.60
Corporate Events	\$37,517	\$39,395	\$43,540
Unit Sales	38	38	40
Unit Prices	\$987.30	\$1,036.70	\$1,088.50
Community & Charitable Events	\$11,450	\$12,773	\$14,201
Unit Sales	16	17	18
Unit Prices	\$715.60	\$751.40	\$788.90
Educational Events	\$5,994	\$6,800	\$7,735
Unit Sales	11	12	13
Unit Prices	\$544.90	\$566.70	\$595
Bar/Alcohol Sales	\$66,089	\$72,864	\$80,330
Unit Sales	52.6	55.23	57.99
Unit Prices	\$1,256.45	\$1,319.27	\$1,385.24
Non-Alcoholic Sales	\$17,302	\$19,075	\$21,032
Unit Sales	67	70.35	73.87
Unit Prices	\$258.24	\$271.15	\$284.71
Catering Charge	\$24,722	\$27,262	\$30,015
Unit Sales	60.75	63.8	66.9
Unit Prices	\$406.95	\$427.30	\$448.66
Donations/Misc	\$0	\$0	\$0

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Projected Profit & Loss (2 of 2)

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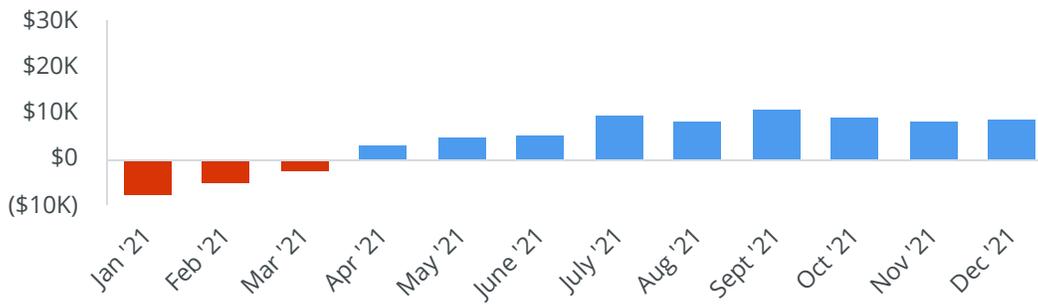
Projected Profit & Loss	2021	2022	2023
Direct Costs	\$13,375	\$14,043	\$14,745
Direct Labor	\$13,375	\$14,043	\$14,745
Salaries & Wages	\$13,375	\$14,043	\$14,745
PT Wages	\$13,375	\$14,043	\$14,745
Gross Margin	\$209,183	\$231,901	\$257,956
Gross Margin %	94%	94%	95%
Operating Expenses	\$169,382	\$174,554	\$180,217
Salaries & Wages	\$30,000	\$30,900	\$31,827
Manager/Admin	\$30,000	\$30,900	\$31,827
Employee Related Expenses	\$6,000	\$6,180	\$6,365
Linens	\$8,748	\$8,925	\$9,203
Education & Training	\$804	\$812	\$828
R&M Building	\$5,000	\$5,000	\$5,000
R&M Grounds	\$13,000	\$13,000	\$13,000
Utilities - Gas	\$6,372	\$6,502	\$6,632
Utilities- Electric	\$15,000	\$15,300	\$15,606
Garbage	\$1,080	\$1,101	\$1,123
Telephone/Internet	\$3,600	\$3,672	\$3,745
Marketing/Advertising	\$8,235	\$9,100	\$10,090
Licences - Liquor and Dram	\$5,286	\$5,286	\$5,286
Liquor Supplies	\$19,827	\$21,859	\$24,099
Office Supplies	\$2,400	\$2,400	\$2,400
Operating Supplies	\$24,300	\$24,786	\$25,281
Postage	\$500	\$500	\$500
Depreciation	\$19,231	\$19,231	\$19,231
Operating Income	\$39,801	\$57,347	\$77,740
Income Taxes	\$8,358	\$12,043	\$16,325
Total Expenses	\$191,115	\$200,640	\$211,287
Net Profit	\$31,443	\$45,304	\$61,415
Net Profit %	14%	18%	23%

Projected Balance Sheet

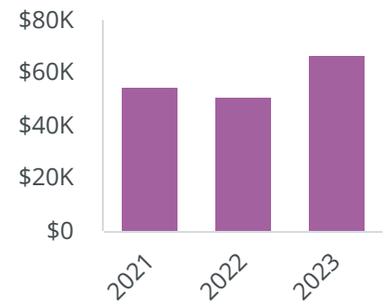
Projected Balance Sheet	2021	2022	2023
Assets	\$57,606	\$108,465	\$176,303
Current Assets	\$57,606	\$108,465	\$176,303
Cash	\$55,064	\$106,433	\$173,929
Accounts Receivable	\$2,542	\$2,032	\$2,374
Liabilities & Equity	\$57,606	\$108,465	\$176,303
Liabilities	\$26,163	\$31,718	\$38,141
Current Liabilities	\$26,163	\$31,718	\$38,141
Accounts Payable	\$0	\$0	\$0
Income Taxes Payable	\$8,358	\$12,043	\$16,325
Sales Taxes Payable	\$17,805	\$19,675	\$21,816
Equity	\$31,443	\$76,747	\$138,162
Retained Earnings		\$31,443	\$76,747
Earnings	\$31,443	\$45,304	\$61,415

Projected Cash Flow

Cash flow in 2021

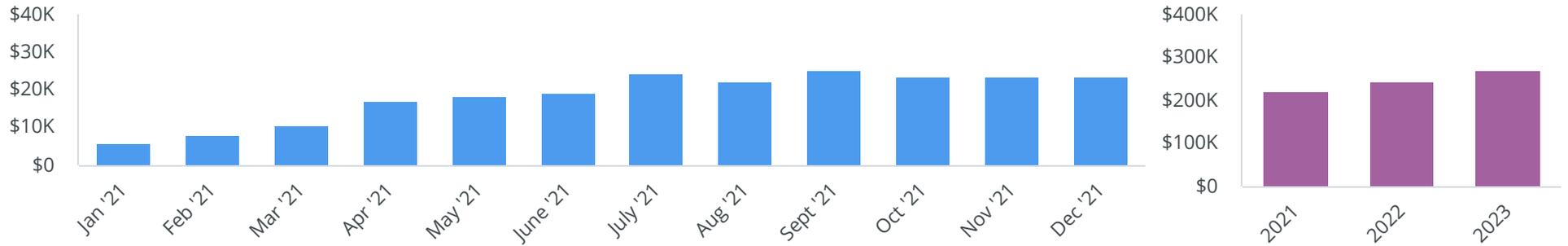


Cash flow by year



Projected Cash Flow	2021	2022	2023
Net Cash from Operations	\$55,064	\$51,369	\$67,495
Net Profit	\$31,443	\$45,304	\$61,415
Change in Accounts Receivable	(\$2,542)	\$510	(\$343)
Change in Accounts Payable	\$0	\$0	\$0
Change in Income Tax Payable	\$8,358	\$3,685	\$4,282
Change in Sales Tax Payable	\$17,805	\$1,870	\$2,141
Cash at Beginning of Period	\$0	\$55,064	\$106,433
Net Change in Cash	\$55,064	\$51,369	\$67,495
Cash at End of Period	\$55,064	\$106,433	\$173,929

Revenue: 2021 (1 of 2)



Revenue	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Weddings	\$0	\$1,536	\$3,073	\$4,609	\$4,610	\$4,609	\$6,145	\$6,146	\$4,609	\$3,073	\$3,073	\$1,536	\$43,019
Unit Sales	0	1	2	3	3	3	4	4	3	2	2	1	28
Unit Prices	\$2K												
Other Social Events	\$0	\$0	\$0	\$1,176	\$1,176	\$2,352	\$2,352	\$2,352	\$2,352	\$2,352	\$1,176	\$1,176	\$16,464
Unit Sales	0	0	0	1	1	2	2	2	2	2	1	1	14
Unit Prices	\$1K												
Corporate Events	\$987	\$988	\$1,974	\$2,962	\$2,962	\$2,962	\$3,949	\$1,975	\$3,949	\$3,949	\$4,937	\$5,923	\$37,517
Unit Sales	1	1	2	3	3	3	4	2	4	4	5	6	38
Unit Prices	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30
Community & Charitable Events	\$716	\$715	\$716	\$715	\$716	\$716	\$1,431	\$1,431	\$1,431	\$716	\$715	\$1,432	\$11,450

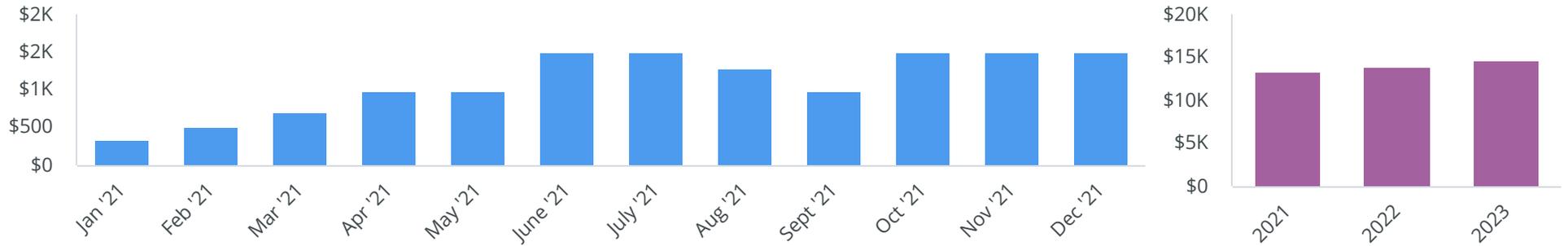
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Revenue: 2021 (2 of 2)

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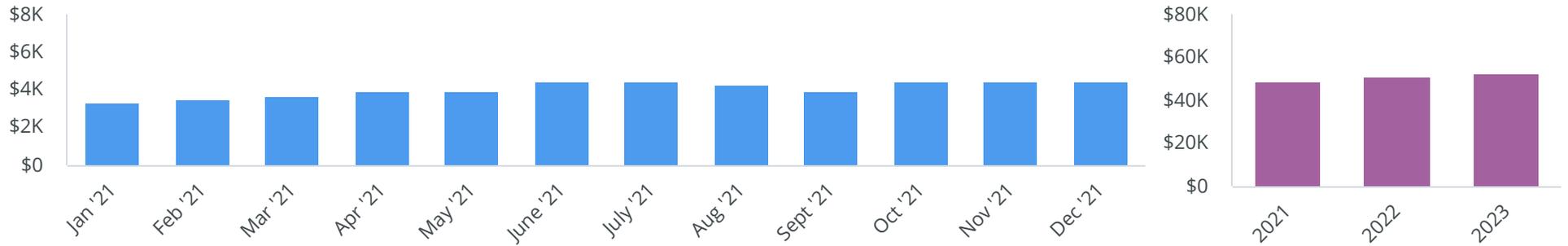
Revenue	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Unit Sales	1	1	1	1	1	1	2	2	2	1	1	2	16
Unit Prices	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60
Educational Events	\$0	\$0	\$0	\$1,090	\$1,090	\$545	\$544	\$545	\$1,090	\$1,090	\$0	\$0	\$5,994
Unit Sales	0	0	0	2	2	1	1	1	2	2	0	0	11
Unit Prices	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90
Bar/Alcohol Sales	\$2,513	\$2,513	\$2,513	\$3,769	\$5,026	\$5,026	\$6,282	\$6,282	\$7,539	\$7,539	\$8,795	\$8,292	\$66,089
Unit Sales	2	2	2	3	4	4	5	5	6	6	7	6.6	52.6
Unit Prices	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K
Non-Alcoholic Sales	\$775	\$1,033	\$1,291	\$1,291	\$1,291	\$1,291	\$1,292	\$1,549	\$1,550	\$1,549	\$2,066	\$2,324	\$17,302
Unit Sales	3	4	5	5	5	5	5	6	6	6	8	9	67
Unit Prices	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24
Catering Charge	\$916	\$1,220	\$1,221	\$1,425	\$1,627	\$2,035	\$2,442	\$2,035	\$2,848	\$3,256	\$2,849	\$2,848	\$24,722
Unit Sales	2.25	3	3	3.5	4	5	6	5	7	8	7	7	60.75
Unit Prices	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95
Donations/Misc	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$5,906	\$8,006	\$10,788	\$17,038	\$18,497	\$19,535	\$24,438	\$22,315	\$25,368	\$23,524	\$23,610	\$23,533	\$223K

Direct Costs: 2021



Direct Costs	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Direct Labor	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Salaries and Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
PT Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Totals	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375

Personnel: 2021 (1 of 2)



Personnel	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Head Count	2												
Average Salary	\$1,425	\$1,513	\$1,600	\$1,750	\$1,750	\$2,000	\$2,000	\$1,900	\$1,750	\$2,000	\$2,000	\$2,000	\$21,688
Revenue Per Employee	\$2,953	\$4,003	\$5,394	\$8,519	\$9,249	\$9,768	\$12,219	\$11,157	\$12,684	\$11,762	\$11,805	\$11,766	\$111K
Net Profit Per Employee	(\$3,595)	(\$2,672)	(\$1,420)	\$1,251	\$1,765	\$2,014	\$3,865	\$2,578	\$3,709	\$2,809	\$2,694	\$2,724	\$15,721
Direct Labor	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Salaries & Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
PT Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Other Labor	\$3,000	\$36,000											
Salaries and Wages	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$30,000
Manager/Admin	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$30,000

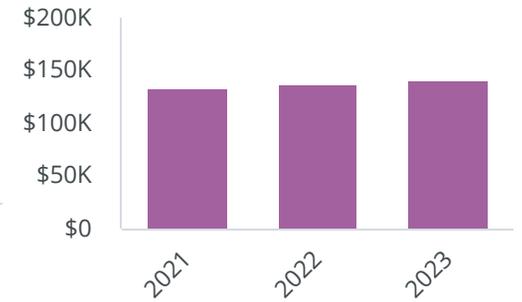
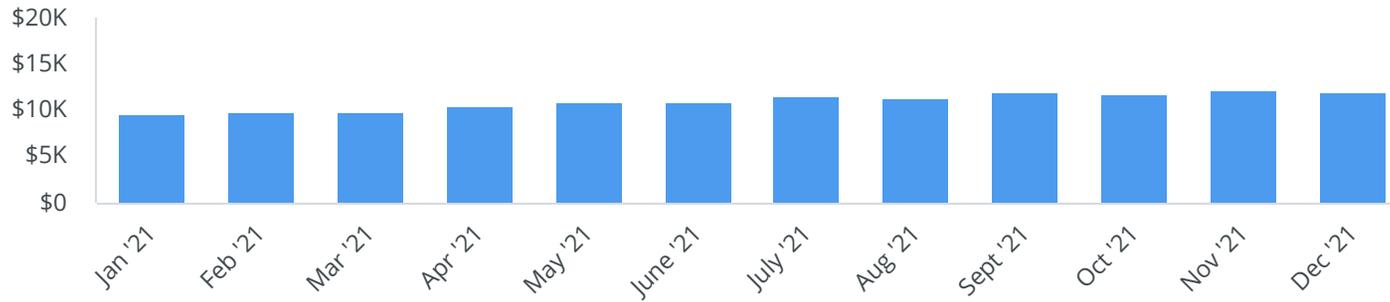
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Personnel: 2021 (2 of 2)

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Personnel	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Employee-Related Expenses	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Totals	\$3,350	\$3,525	\$3,700	\$4,000	\$4,000	\$4,500	\$4,500	\$4,300	\$4,000	\$4,500	\$4,500	\$4,500	\$49,375

Expenses: 2021 (1 of 2)



Expenses	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Linens	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$8,748
Education & Training	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$804
R&M Building	\$416	\$416	\$416	\$416	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$5,000
R&M Grounds	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,084	\$1,084	\$1,084	\$1,084	\$13,000
Utilities - Gas	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$6,372
Utilities- Electric	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$15,000
Garbage	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$1,080
Telephone/Internet	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600

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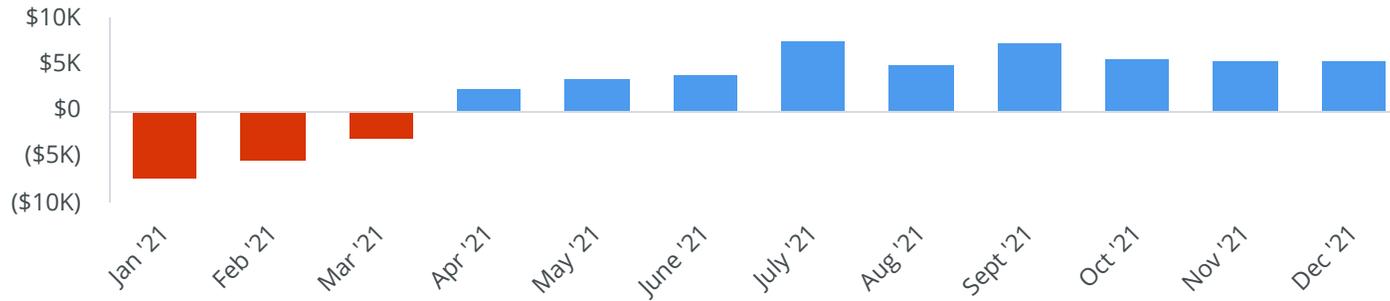
Expenses: 2021 (2 of 2)

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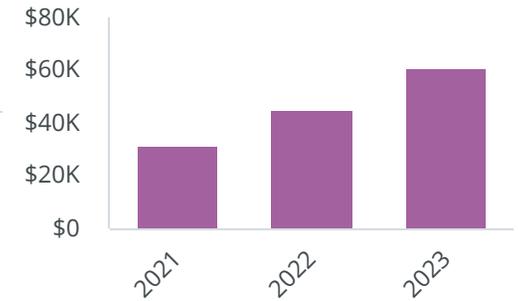
Expenses	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Marketing/Advertising	\$219	\$296	\$399	\$630	\$685	\$722	\$905	\$825	\$939	\$870	\$874	\$871	\$8,235
Licences - Liquor and Dram	\$440	\$440	\$440	\$440	\$440	\$440	\$441	\$441	\$441	\$441	\$441	\$441	\$5,286
Liquor Supplies	\$754	\$754	\$754	\$1,130	\$1,508	\$1,508	\$1,885	\$1,884	\$2,262	\$2,261	\$2,639	\$2,488	\$19,827
Office Supplies	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Operating Supplies	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$24,300
Postage	\$41	\$41	\$41	\$41	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$500
Depreciation	\$1,602	\$1,602	\$1,602	\$1,602	\$1,602	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$19,231
Totals	\$9,746	\$9,824	\$9,928	\$10,535	\$10,968	\$11,007	\$11,567	\$11,489	\$11,979	\$11,911	\$12,291	\$12,137	\$133K

Projected Profit & Loss: 2021 (1 of 4)

Net profit in 2021



Net profit by year



Projected Profit & Loss	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Revenue	\$5,906	\$8,006	\$10,788	\$17,038	\$18,497	\$19,535	\$24,438	\$22,315	\$25,368	\$23,524	\$23,610	\$23,533	\$223K
Weddings	\$0	\$1,536	\$3,073	\$4,609	\$4,610	\$4,609	\$6,145	\$6,146	\$4,609	\$3,073	\$3,073	\$1,536	\$43,019
Unit Sales	0	1	2	3	3	3	4	4	3	2	2	1	28
Unit Prices	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K
Other Social Events	\$0	\$0	\$0	\$1,176	\$1,176	\$2,352	\$2,352	\$2,352	\$2,352	\$2,352	\$1,176	\$1,176	\$16,464
Unit Sales	0	0	0	1	1	2	2	2	2	2	1	1	14
Unit Prices	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K
Corporate Events	\$987	\$988	\$1,974	\$2,962	\$2,962	\$2,962	\$3,949	\$1,975	\$3,949	\$3,949	\$4,937	\$5,923	\$37,517
Unit Sales	1	1	2	3	3	3	4	2	4	4	5	6	38
Unit Prices	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30
Community & Charitable Events	\$716	\$715	\$716	\$715	\$716	\$716	\$1,431	\$1,431	\$1,431	\$716	\$715	\$1,432	\$11,450

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Projected Profit & Loss: 2021 (2 of 4)

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Projected Profit & Loss	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Unit Sales	1	1	1	1	1	1	2	2	2	1	1	2	16
Unit Prices	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60	\$715.60
Educational Events	\$0	\$0	\$0	\$1,090	\$1,090	\$545	\$544	\$545	\$1,090	\$1,090	\$0	\$0	\$5,994
Unit Sales	0	0	0	2	2	1	1	1	2	2	0	0	11
Unit Prices	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90	\$544.90
Bar/Alcohol Sales	\$2,513	\$2,513	\$2,513	\$3,769	\$5,026	\$5,026	\$6,282	\$6,282	\$7,539	\$7,539	\$8,795	\$8,292	\$66,089
Unit Sales	2	2	2	3	4	4	5	5	6	6	7	6.6	52.6
Unit Prices	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K
Non-Alcoholic Sales	\$775	\$1,033	\$1,291	\$1,291	\$1,291	\$1,291	\$1,292	\$1,549	\$1,550	\$1,549	\$2,066	\$2,324	\$17,302
Unit Sales	3	4	5	5	5	5	5	6	6	6	8	9	67
Unit Prices	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24
Catering Charge	\$916	\$1,220	\$1,221	\$1,425	\$1,627	\$2,035	\$2,442	\$2,035	\$2,848	\$3,256	\$2,849	\$2,848	\$24,722
Unit Sales	2.25	3	3	3.5	4	5	6	5	7	8	7	7	60.75
Unit Prices	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95	\$406.95
Donations/Misc	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Direct Costs	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Direct Labor	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Salaries & Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
PT Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375

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Projected Profit & Loss: 2021 (3 of 4)

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Projected Profit & Loss	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Gross Margin	\$5,556	\$7,481	\$10,088	\$16,037	\$17,497	\$18,035	\$22,938	\$21,015	\$24,368	\$22,023	\$22,111	\$22,033	\$209K
Gross Margin %	94%	93%	94%	94%	95%	92%	94%	94%	96%	94%	94%	94%	94%
Operating Expenses	\$12,746	\$12,824	\$12,928	\$13,535	\$13,968	\$14,007	\$14,567	\$14,489	\$14,979	\$14,911	\$15,291	\$15,137	\$169K
Salaries & Wages	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$30,000
Manager/Admin	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$30,000
Employee Related Expenses	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Linens	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$8,748
Education & Training	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$804
R&M Building	\$416	\$416	\$416	\$416	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$5,000
R&M Grounds	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,084	\$1,084	\$1,084	\$1,084	\$13,000
Utilities - Gas	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$6,372
Utilities- Electric	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$15,000
Garbage	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$1,080
Telephone/Internet	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Marketing/Advertising	\$219	\$296	\$399	\$630	\$685	\$722	\$905	\$825	\$939	\$870	\$874	\$871	\$8,235
Licences - Liquor and Dram	\$440	\$440	\$440	\$440	\$440	\$440	\$441	\$441	\$441	\$441	\$441	\$441	\$5,286
Liquor Supplies	\$754	\$754	\$754	\$1,130	\$1,508	\$1,508	\$1,885	\$1,884	\$2,262	\$2,261	\$2,639	\$2,488	\$19,827

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Projected Profit & Loss: 2021 (4 of 4)

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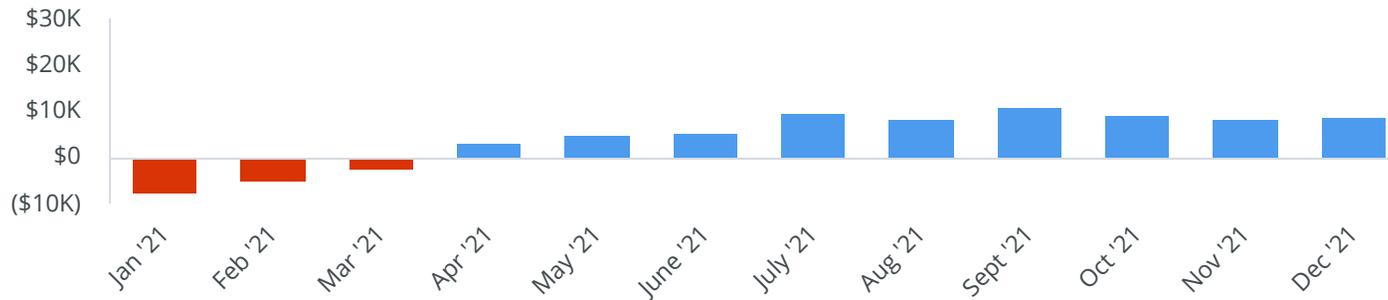
Projected Profit & Loss	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Office Supplies	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Operating Supplies	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$24,300
Postage	\$41	\$41	\$41	\$41	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$500
Depreciation	\$1,602	\$1,602	\$1,602	\$1,602	\$1,602	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$19,231
Operating Income	(\$7,190)	(\$5,343)	(\$2,839)	\$2,502	\$3,529	\$4,028	\$8,371	\$6,527	\$9,389	\$7,112	\$6,819	\$6,896	\$39,801
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$642	\$1,371	\$1,971	\$1,494	\$1,432	\$1,448	\$8,358
Total Expenses	\$13,096	\$13,349	\$13,628	\$14,535	\$14,968	\$15,507	\$16,709	\$17,160	\$17,950	\$17,905	\$18,223	\$18,085	\$191K
Net Profit	(\$7,190)	(\$5,343)	(\$2,839)	\$2,502	\$3,529	\$4,028	\$7,729	\$5,156	\$7,418	\$5,618	\$5,387	\$5,448	\$31,443
Net Profit %	(122%)	(67%)	(26%)	15%	19%	21%	32%	23%	29%	24%	23%	23%	14%

Projected Balance Sheet: 2021

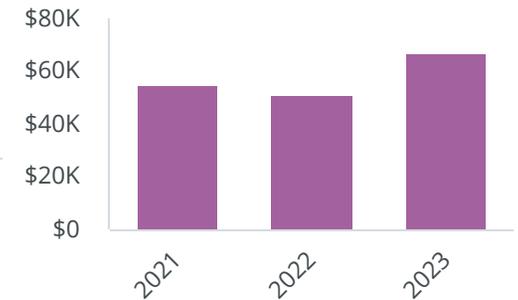
Projected Balance Sheet	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Assets	(\$6,718)	(\$11K)	(\$13K)	(\$9,531)	(\$4,522)	\$1,069	\$11,395	\$19,707	\$31,125	\$40,119	\$48,827	\$57,606	\$57,606
Current Assets	(\$6,718)	(\$11K)	(\$13K)	(\$9,531)	(\$4,522)	\$1,069	\$11,395	\$19,707	\$31,125	\$40,119	\$48,827	\$57,606	\$57,606
Cash	(\$7,356)	(\$12K)	(\$15K)	(\$11K)	(\$6,520)	(\$1,041)	\$8,756	\$17,297	\$28,385	\$37,578	\$46,277	\$55,064	\$55,064
Accounts Receivable	\$638	\$865	\$1,165	\$1,840	\$1,998	\$2,110	\$2,639	\$2,410	\$2,740	\$2,541	\$2,550	\$2,542	\$2,542
Liabilities & Equity	(\$6,718)	(\$11K)	(\$13K)	(\$9,531)	(\$4,522)	\$1,069	\$11,395	\$19,707	\$31,125	\$40,119	\$48,827	\$57,606	\$57,606
Liabilities	\$472	\$1,113	\$1,976	\$3,339	\$4,819	\$6,382	\$8,979	\$12,135	\$16,135	\$19,511	\$22,832	\$26,163	\$26,163
Current Liabilities	\$472	\$1,113	\$1,976	\$3,339	\$4,819	\$6,382	\$8,979	\$12,135	\$16,135	\$19,511	\$22,832	\$26,163	\$26,163
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$642	\$2,013	\$3,984	\$5,478	\$6,910	\$8,358	\$8,358
Sales Taxes Payable	\$472	\$1,113	\$1,976	\$3,339	\$4,819	\$6,382	\$8,337	\$10,122	\$12,151	\$14,033	\$15,922	\$17,805	\$17,805
Equity	(\$7,190)	(\$13K)	(\$15K)	(\$13K)	(\$9,341)	(\$5,313)	\$2,416	\$7,572	\$14,990	\$20,608	\$25,995	\$31,443	\$31,443
Retained Earnings													
Earnings	(\$7,190)	(\$13K)	(\$15K)	(\$13K)	(\$9,341)	(\$5,313)	\$2,416	\$7,572	\$14,990	\$20,608	\$25,995	\$31,443	\$31,443

Projected Cash Flow: 2021

Cash flow in 2021



Cash flow by year



Projected Cash Flow	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Net Cash from Operations	(\$7,356)	(\$4,929)	(\$2,276)	\$3,190	\$4,851	\$5,479	\$9,797	\$8,541	\$11,088	\$9,193	\$8,699	\$8,787	\$55,064
Net Profit	(\$7,190)	(\$5,343)	(\$2,839)	\$2,502	\$3,529	\$4,028	\$7,729	\$5,156	\$7,418	\$5,618	\$5,387	\$5,448	\$31,443
Change in Accounts Receivable	(\$638)	(\$227)	(\$300)	(\$675)	(\$158)	(\$112)	(\$529)	\$229	(\$330)	\$199	(\$9)	\$8	(\$2,542)
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$642	\$1,371	\$1,971	\$1,494	\$1,432	\$1,448	\$8,358
Change in Sales Tax Payable	\$472	\$641	\$863	\$1,363	\$1,480	\$1,563	\$1,955	\$1,785	\$2,029	\$1,882	\$1,889	\$1,883	\$17,805
Cash at Beginning of Period	\$0	(\$7,356)	(\$12K)	(\$15K)	(\$11K)	(\$6,520)	(\$1,041)	\$8,756	\$17,297	\$28,385	\$37,578	\$46,277	\$0
Net Change in Cash	(\$7,356)	(\$4,929)	(\$2,276)	\$3,190	\$4,851	\$5,479	\$9,797	\$8,541	\$11,088	\$9,193	\$8,699	\$8,787	\$55,064
Cash at End of Period	(\$7,356)	(\$12K)	(\$15K)	(\$11K)	(\$6,520)	(\$1,041)	\$8,756	\$17,297	\$28,385	\$37,578	\$46,277	\$55,064	\$55,064

Creston Community Center

2021-2023 Forecast Conservative Forecast

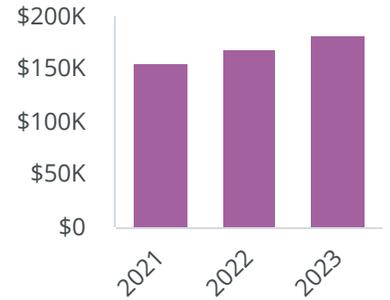
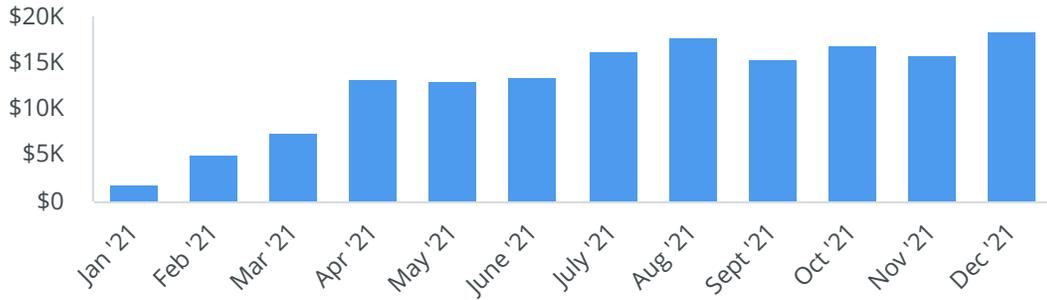
Generated December 14, 2020

Prepared By

IOWA STATE UNIVERSITY
Extension and Outreach
Farm, Food and Enterprise Development Program

Powered By  LivePlan

Revenue (1 of 2)



Revenue	2021	2022	2023
Weddings	\$30,113	\$33,878	\$37,350
Unit Sales	19.6	21	22.05
Unit Prices	\$1,536.40	\$1,613.22	\$1,693.88
Other Social Events	\$11,525	\$12,965	\$14,263
Unit Sales	9.8	10.5	11
Unit Prices	\$1,176.03	\$1,234.80	\$1,296.60
Corporate Events	\$26,262	\$29,391	\$32,655
Unit Sales	26.6	28.35	30
Unit Prices	\$987.30	\$1,036.70	\$1,088.50
Community & Charitable Events	\$8,015	\$8,679	\$9,562
Unit Sales	11.2	11.55	12.12
Unit Prices	\$715.62	\$751.40	\$788.97
Educational Events	\$4,196	\$4,806	\$5,299
Unit Sales	7.7	8.4	8.82
Unit Prices	\$544.91	\$572.15	\$600.76
Bar/Alcohol Sales	\$46,264	\$48,577	\$51,001
Unit Sales	36.82	38.66	40.59
Unit Prices	\$1,256.50	\$1,256.50	\$1,256.50
Non-Alcoholic Sales	\$12,111	\$13,355	\$14,722
Unit Sales	46.9	49.25	51.71
Unit Prices	\$258.24	\$271.15	\$284.71
Catering Charge	\$17,305	\$18,169	\$19,075
Unit Sales	42.53	44.65	46.88
Unit Prices	\$406.90	\$406.90	\$406.90

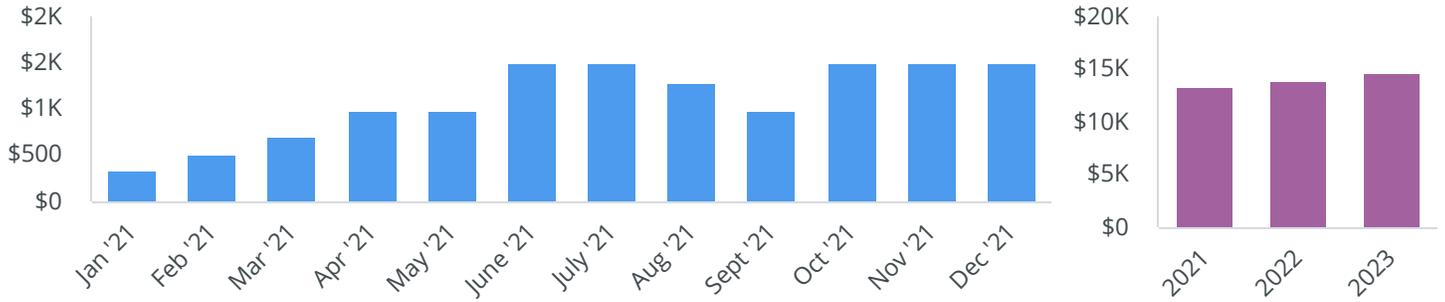
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Revenue (2 of 2)

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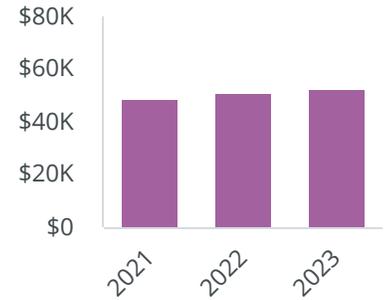
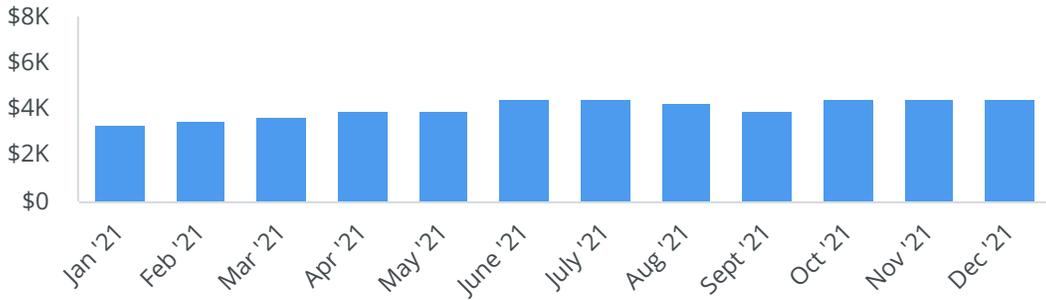
Revenue	2021	2022	2023
Donations/Misc	\$0	\$0	\$0
Totals	\$155,793	\$169,816	\$183,928

Direct Costs



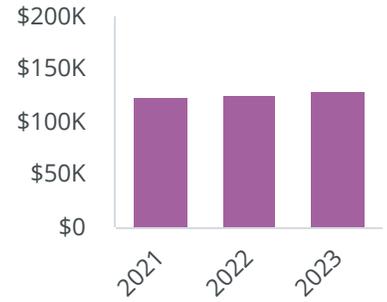
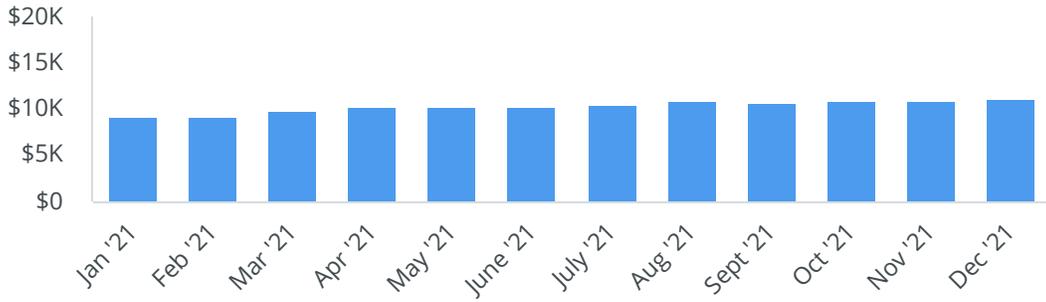
Direct Costs	2021	2022	2023
Direct Labor	\$13,375	\$14,043	\$14,745
Salaries and Wages	\$13,375	\$14,043	\$14,745
PT Wages	\$13,375	\$14,043	\$14,745
Totals	\$13,375	\$14,043	\$14,745

Personnel



Personnel	2021	2022	2023
Head Count	2	2	2
Average Salary	\$21,688	\$22,472	\$23,286
Revenue Per Employee	\$77,896	\$84,908	\$91,964
Net Profit Per Employee	(\$9,273)	(\$4,024)	\$525
Direct Labor	\$13,375	\$14,043	\$14,745
Salaries & Wages	\$13,375	\$14,043	\$14,745
PT Wages	\$13,375	\$14,043	\$14,745
Other Labor	\$36,000	\$37,080	\$38,192
Salaries and Wages	\$30,000	\$30,900	\$31,827
Manager/Admin	\$30,000	\$30,900	\$31,827
Employee-Related Expenses	\$6,000	\$6,180	\$6,365
Totals	\$49,375	\$51,123	\$52,937

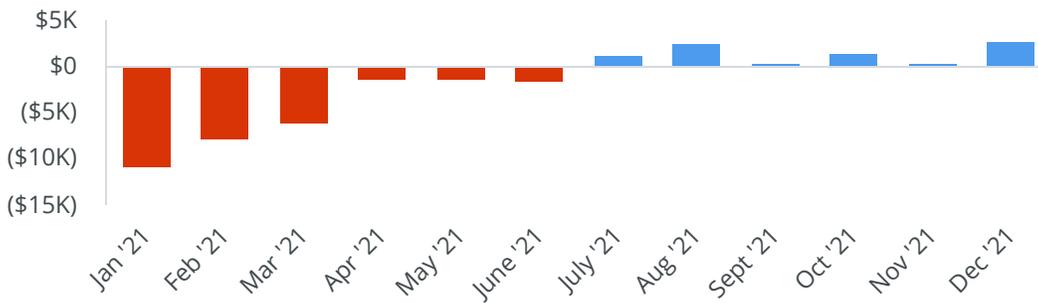
Expenses



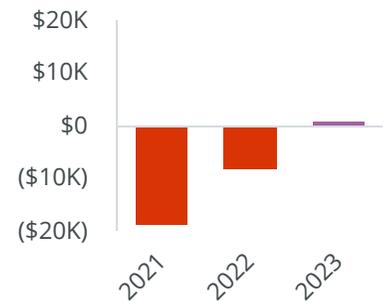
Expenses	2021	2022	2023
Linens	\$8,748	\$8,295	\$9,203
Education & Training	\$804	\$812	\$828
R&M Building	\$5,000	\$5,000	\$5,000
R&M Grounds	\$13,000	\$13,000	\$13,000
Utilities - Gas	\$6,372	\$6,502	\$6,632
Utilities- Electric	\$15,000	\$15,300	\$15,606
Garbage	\$1,080	\$1,101	\$1,123
Telephone/Internet	\$3,600	\$3,672	\$3,745
Marketing/Advertising	\$5,764	\$6,284	\$6,805
Licences - Liquor and Dram	\$5,286	\$5,286	\$5,286
Liquor Supplies	\$13,879	\$14,573	\$15,301
Office Supplies	\$2,400	\$2,400	\$2,400
Operating Supplies	\$24,300	\$24,786	\$25,281
Postage	\$500	\$500	\$500
Depreciation	\$19,231	\$19,231	\$19,231
Totals	\$124,965	\$126,741	\$129,940

Projected Profit & Loss (1 of 2)

Net profit in 2021



Net profit by year



Projected Profit & Loss	2021	2022	2023
Revenue	\$155,793	\$169,816	\$183,928
Weddings	\$30,113	\$33,878	\$37,350
Unit Sales	19.6	21	22.05
Unit Prices	\$1,536.40	\$1,613.22	\$1,693.88
Other Social Events	\$11,525	\$12,965	\$14,263
Unit Sales	9.8	10.5	11
Unit Prices	\$1,176.03	\$1,234.80	\$1,296.60
Corporate Events	\$26,262	\$29,391	\$32,655
Unit Sales	26.6	28.35	30
Unit Prices	\$987.30	\$1,036.70	\$1,088.50
Community & Charitable Events	\$8,015	\$8,679	\$9,562
Unit Sales	11.2	11.55	12.12
Unit Prices	\$715.62	\$751.40	\$788.97
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Unit Sales	7.7	8.4	8.82
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Bar/Alcohol Sales	\$46,264	\$48,577	\$51,001
Unit Sales	36.82	38.66	40.59
Unit Prices	\$1,256.50	\$1,256.50	\$1,256.50
Non-Alcoholic Sales	\$12,111	\$13,355	\$14,722
Unit Sales	46.9	49.25	51.71
Unit Prices	\$258.24	\$271.15	\$284.71
Catering Charge	\$17,305	\$18,169	\$19,075
Unit Sales	42.53	44.65	46.88
Unit Prices	\$406.90	\$406.90	\$406.90
Donations/Misc	\$0	\$0	\$0

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Projected Profit & Loss (2 of 2)

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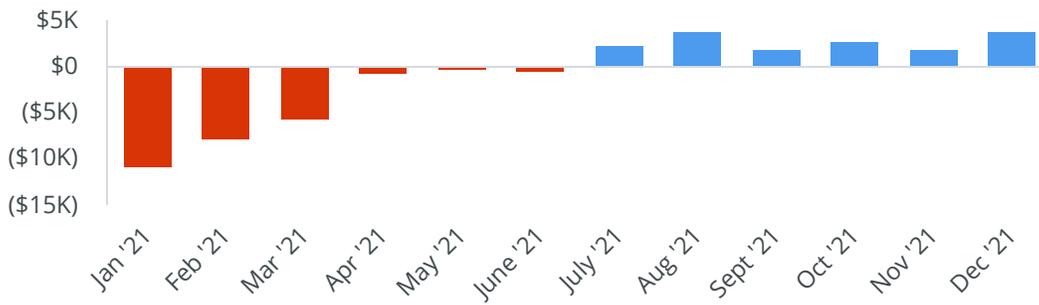
Projected Profit & Loss	2021	2022	2023
Direct Costs	\$13,375	\$14,043	\$14,745
Direct Labor	\$13,375	\$14,043	\$14,745
Salaries & Wages	\$13,375	\$14,043	\$14,745
PT Wages	\$13,375	\$14,043	\$14,745
Gross Margin	\$142,418	\$155,774	\$169,183
Gross Margin %	91%	92%	92%
Operating Expenses	\$160,965	\$163,821	\$168,133
Salaries & Wages	\$30,000	\$30,900	\$31,827
Manager/Admin	\$30,000	\$30,900	\$31,827
Employee Related Expenses	\$6,000	\$6,180	\$6,365
Linens	\$8,748	\$8,295	\$9,203
Education & Training	\$804	\$812	\$828
R&M Building	\$5,000	\$5,000	\$5,000
R&M Grounds	\$13,000	\$13,000	\$13,000
Utilities - Gas	\$6,372	\$6,502	\$6,632
Utilities- Electric	\$15,000	\$15,300	\$15,606
Garbage	\$1,080	\$1,101	\$1,123
Telephone/Internet	\$3,600	\$3,672	\$3,745
Marketing/Advertising	\$5,764	\$6,284	\$6,805
Licences - Liquor and Dram	\$5,286	\$5,286	\$5,286
Liquor Supplies	\$13,879	\$14,573	\$15,301
Office Supplies	\$2,400	\$2,400	\$2,400
Operating Supplies	\$24,300	\$24,786	\$25,281
Postage	\$500	\$500	\$500
Depreciation	\$19,231	\$19,231	\$19,231
Operating Income	(\$18,547)	(\$8,047)	\$1,049
Income Taxes	\$0	\$0	\$0
Total Expenses	\$174,340	\$177,864	\$182,878
Net Profit	(\$18,547)	(\$8,047)	\$1,049
Net Profit %	(12%)	(5%)	1%

Projected Balance Sheet

Projected Balance Sheet	2021	2022	2023
Assets	(\$6,084)	(\$13,008)	(\$10,831)
Current Assets	(\$6,084)	(\$13,008)	(\$10,831)
Cash	(\$8,093)	(\$14,583)	(\$12,439)
Accounts Receivable	\$2,009	\$1,574	\$1,608
Liabilities & Equity	(\$6,084)	(\$13,008)	(\$10,831)
Liabilities	\$12,463	\$13,586	\$14,714
Current Liabilities	\$12,463	\$13,586	\$14,714
Accounts Payable	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0
Sales Taxes Payable	\$12,463	\$13,586	\$14,714
Equity	(\$18,547)	(\$26,594)	(\$25,545)
Retained Earnings		(\$18,547)	(\$26,594)
Earnings	(\$18,547)	(\$8,047)	\$1,050

Projected Cash Flow

Cash flow in 2021

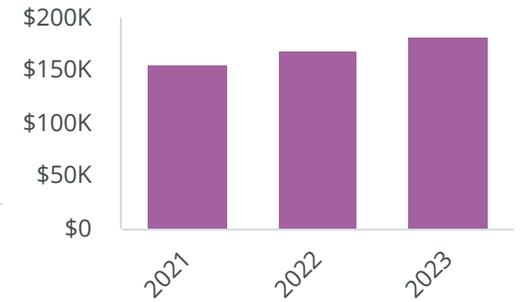
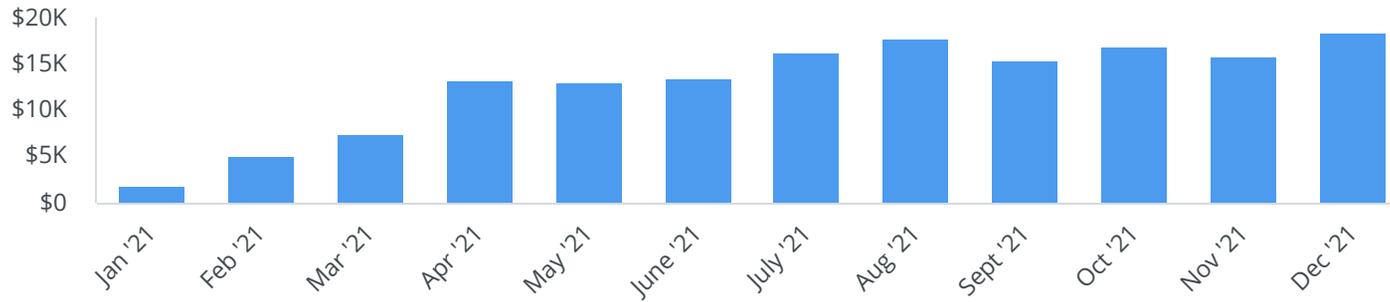


Cash flow by year



Projected Cash Flow	2021	2022	2023
Net Cash from Operations	(\$8,093)	(\$6,490)	\$2,144
Net Profit	(\$18,547)	(\$8,047)	\$1,049
Change in Accounts Receivable	(\$2,009)	\$435	(\$34)
Change in Accounts Payable	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0
Change in Sales Tax Payable	\$12,463	\$1,123	\$1,128
Cash at Beginning of Period	\$0	(\$8,093)	(\$14,583)
Net Change in Cash	(\$8,093)	(\$6,490)	\$2,144
Cash at End of Period	(\$8,093)	(\$14,583)	(\$12,439)

Revenue: 2021 (1 of 2)



Revenue	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Weddings	\$0	\$922	\$1,536	\$3,073	\$3,073	\$3,073	\$4,609	\$4,609	\$3,073	\$3,073	\$1,536	\$1,536	\$30,113
Unit Sales	0	0.6	1	2	2	2	3	3	2	2	1	1	19.6
Unit Prices	\$2K												
Other Social Events	\$0	\$0	\$0	\$941	\$1,176	\$1,176	\$1,176	\$2,352	\$1,176	\$1,176	\$1,176	\$1,176	\$11,525
Unit Sales	0	0	0	0.8	1	1	1	2	1	1	1	1	9.8
Unit Prices	\$1K												
Corporate Events		\$592	\$988	\$1,974	\$1,975	\$1,974	\$2,962	\$1,975	\$1,975	\$2,961	\$3,950	\$4,936	\$26,262
Unit Sales		0.6	1	2	2	2	3	2	2	3	4	5	26.6
Unit Prices	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30
Community & Charitable Events	\$0	\$859	\$715	\$716	\$716	\$715	\$716	\$715	\$716	\$716	\$715	\$716	\$8,015

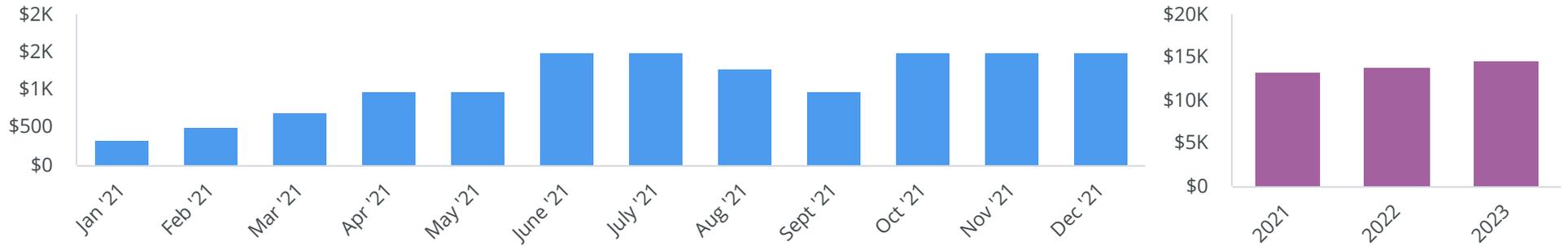
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Revenue: 2021 (2 of 2)

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Revenue	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Unit Sales	0	1.2	1	1	1	1	1	1	1	1	1	1	11.2
Unit Prices	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62
Educational Events	\$0	\$0	\$0	\$926	\$545	\$545	\$545	\$545	\$545	\$545	\$0	\$0	\$4,196
Unit Sales	0	0	0	1.7	1	1	1	1	1	1	0	0	7.7
Unit Prices	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91
Bar/Alcohol Sales	\$1,257	\$1,256	\$2,513	\$3,770	\$3,769	\$3,770	\$3,769	\$5,026	\$5,026	\$5,026	\$5,026	\$6,056	\$46,264
Unit Sales	1	1	2	3	3	3	3	4	4	4	4	4.82	36.82
Unit Prices	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K
Non-Alcoholic Sales	\$258	\$775	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,291	\$1,033	\$1,033	\$1,523	\$12,111
Unit Sales	1	3	4	4	4	4	4	4	5	4	4	5.9	46.9
Unit Prices	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24
Catering Charge	\$407	\$814	\$814	\$813	\$814	\$1,221	\$1,627	\$1,628	\$1,628	\$2,441	\$2,441	\$2,657	\$17,305
Unit Sales	1	2	2	2	2	3	4	4	4	6	6	6.53	42.53
Unit Prices	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90
Donations/Misc	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$1,922	\$5,218	\$7,599	\$13,246	\$13,100	\$13,507	\$16,438	\$17,883	\$15,429	\$16,972	\$15,877	\$18,602	\$156K

Direct Costs: 2021



Direct Costs	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Direct Labor	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Salaries and Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
PT Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Totals	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375

Personnel: 2021 (1 of 2)



Personnel	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Head Count	2												
Average Salary	\$1,425	\$1,513	\$1,600	\$1,750	\$1,750	\$2,000	\$2,000	\$1,900	\$1,750	\$2,000	\$2,000	\$2,000	\$21,688
Revenue Per Employee	\$961	\$2,609	\$3,800	\$6,623	\$6,550	\$6,754	\$8,219	\$8,941	\$7,714	\$8,486	\$7,939	\$9,301	\$77,896
Net Profit Per Employee	(\$5,325)	(\$3,826)	(\$2,955)	(\$574)	(\$646)	(\$700)	\$710	\$1,318	\$286	\$778	\$252	\$1,409	(\$9,273)
Direct Labor	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Salaries & Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
PT Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Other Labor	\$3,000	\$36,000											
Salaries and Wages	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$30,000
Manager/Admin	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$30,000

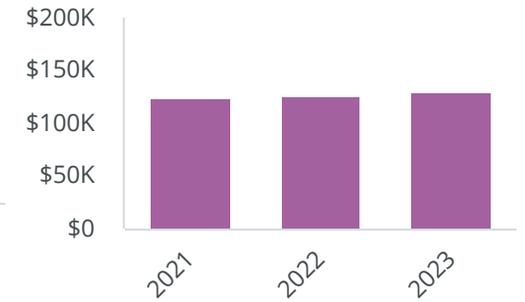
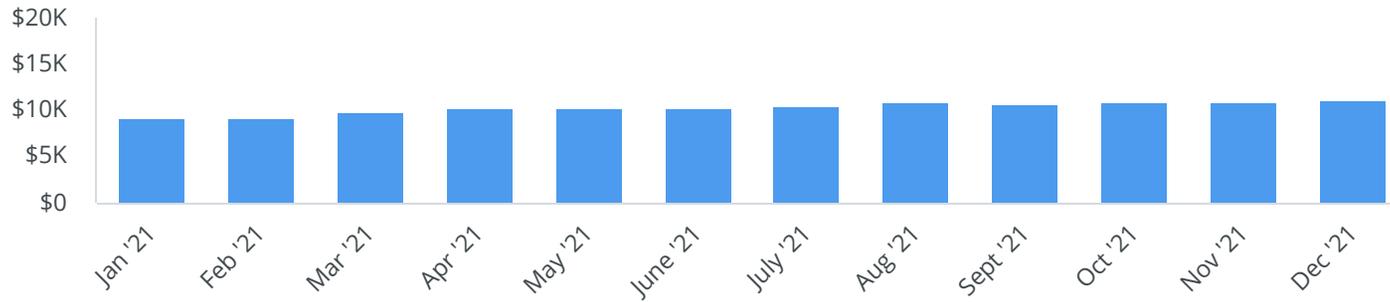
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Personnel: 2021 (2 of 2)

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Personnel	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Employee-Related Expenses	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Totals	\$3,350	\$3,525	\$3,700	\$4,000	\$4,000	\$4,500	\$4,500	\$4,300	\$4,000	\$4,500	\$4,500	\$4,500	\$49,375

Expenses: 2021 (1 of 2)



Expenses	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Linens	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$8,748
Education & Training	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$804
R&M Building	\$416	\$416	\$416	\$416	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$5,000
R&M Grounds	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,084	\$1,084	\$1,084	\$1,084	\$13,000
Utilities - Gas	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$6,372
Utilities- Electric	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$15,000
Garbage	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$1,080
Telephone/Internet	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600

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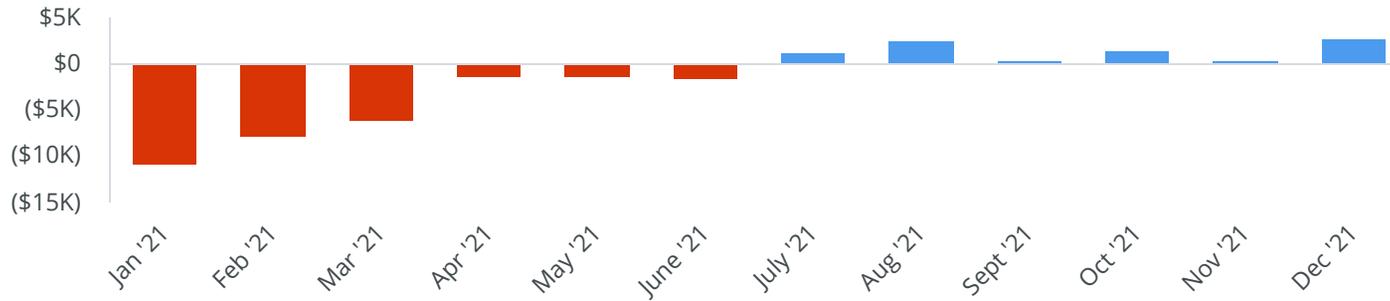
Expenses: 2021 (2 of 2)

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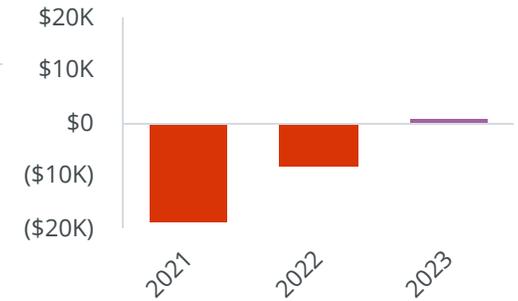
Expenses	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Marketing/Advertising	\$71	\$193	\$281	\$490	\$485	\$500	\$608	\$662	\$571	\$628	\$587	\$688	\$5,764
Licences - Liquor and Dram	\$440	\$440	\$440	\$440	\$440	\$440	\$441	\$441	\$441	\$441	\$441	\$441	\$5,286
Liquor Supplies	\$377	\$377	\$754	\$1,131	\$1,131	\$1,130	\$1,131	\$1,508	\$1,508	\$1,508	\$1,507	\$1,817	\$13,879
Office Supplies	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Operating Supplies	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$24,300
Postage	\$41	\$41	\$41	\$41	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$500
Depreciation	\$1,602	\$1,602	\$1,602	\$1,602	\$1,602	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$19,231
Totals	\$9,222	\$9,344	\$9,809	\$10,395	\$10,392	\$10,407	\$10,517	\$10,948	\$10,857	\$10,915	\$10,874	\$11,285	\$125K

Projected Profit & Loss: 2021 (1 of 4)

Net profit in 2021



Net profit by year



Projected Profit & Loss	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Revenue	\$1,922	\$5,218	\$7,599	\$13,246	\$13,100	\$13,507	\$16,438	\$17,883	\$15,429	\$16,972	\$15,877	\$18,602	\$156K
Weddings	\$0	\$922	\$1,536	\$3,073	\$3,073	\$3,073	\$4,609	\$4,609	\$3,073	\$3,073	\$1,536	\$1,536	\$30,113
Unit Sales	0	0.6	1	2	2	2	3	3	2	2	1	1	19.6
Unit Prices	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K	\$2K
Other Social Events	\$0	\$0	\$0	\$941	\$1,176	\$1,176	\$1,176	\$2,352	\$1,176	\$1,176	\$1,176	\$1,176	\$11,525
Unit Sales	0	0	0	0.8	1	1	1	2	1	1	1	1	9.8
Unit Prices	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K
Corporate Events		\$592	\$988	\$1,974	\$1,975	\$1,974	\$2,962	\$1,975	\$1,975	\$2,961	\$3,950	\$4,936	\$26,262
Unit Sales		0.6	1	2	2	2	3	2	2	3	4	5	26.6
Unit Prices	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30	\$987.30
Community & Charitable Events	\$0	\$859	\$715	\$716	\$716	\$715	\$716	\$715	\$716	\$716	\$715	\$716	\$8,015

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Projected Profit & Loss: 2021 (2 of 4)

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Projected Profit & Loss	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Unit Sales	0	1.2	1	1	1	1	1	1	1	1	1	1	11.2
Unit Prices	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62	\$715.62
Educational Events	\$0	\$0	\$0	\$926	\$545	\$545	\$545	\$545	\$545	\$545	\$0	\$0	\$4,196
Unit Sales	0	0	0	1.7	1	1	1	1	1	1	0	0	7.7
Unit Prices	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91	\$544.91
Bar/Alcohol Sales	\$1,257	\$1,256	\$2,513	\$3,770	\$3,769	\$3,770	\$3,769	\$5,026	\$5,026	\$5,026	\$5,026	\$6,056	\$46,264
Unit Sales	1	1	2	3	3	3	3	4	4	4	4	4.82	36.82
Unit Prices	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K	\$1K
Non-Alcoholic Sales	\$258	\$775	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,291	\$1,033	\$1,033	\$1,523	\$12,111
Unit Sales	1	3	4	4	4	4	4	4	5	4	4	5.9	46.9
Unit Prices	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24	\$258.24
Catering Charge	\$407	\$814	\$814	\$813	\$814	\$1,221	\$1,627	\$1,628	\$1,628	\$2,441	\$2,441	\$2,657	\$17,305
Unit Sales	1	2	2	2	2	3	4	4	4	6	6	6.53	42.53
Unit Prices	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90	\$406.90
Donations/Misc	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Direct Costs	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Direct Labor	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
Salaries & Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375
PT Wages	\$350	\$525	\$700	\$1,000	\$1,000	\$1,500	\$1,500	\$1,300	\$1,000	\$1,500	\$1,500	\$1,500	\$13,375

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Projected Profit & Loss: 2021 (3 of 4)

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Projected Profit & Loss	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Gross Margin	\$1,572	\$4,693	\$6,899	\$12,246	\$12,100	\$12,007	\$14,938	\$16,583	\$14,429	\$15,472	\$14,378	\$17,102	\$142K
Gross Margin %	82%	90%	91%	92%	92%	89%	91%	93%	94%	91%	91%	92%	91%
Operating Expenses	\$12,222	\$12,344	\$12,809	\$13,395	\$13,392	\$13,407	\$13,517	\$13,948	\$13,857	\$13,915	\$13,874	\$14,285	\$161K
Salaries & Wages	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$30,000
Manager/Admin	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$30,000
Employee Related Expenses	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Linens	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$729	\$8,748
Education & Training	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$804
R&M Building	\$416	\$416	\$416	\$416	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$5,000
R&M Grounds	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,083	\$1,084	\$1,084	\$1,084	\$1,084	\$13,000
Utilities - Gas	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$6,372
Utilities- Electric	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$15,000
Garbage	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$1,080
Telephone/Internet	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Marketing/Advertising	\$71	\$193	\$281	\$490	\$485	\$500	\$608	\$662	\$571	\$628	\$587	\$688	\$5,764
Licences - Liquor and Dram	\$440	\$440	\$440	\$440	\$440	\$440	\$441	\$441	\$441	\$441	\$441	\$441	\$5,286
Liquor Supplies	\$377	\$377	\$754	\$1,131	\$1,131	\$1,130	\$1,131	\$1,508	\$1,508	\$1,508	\$1,507	\$1,817	\$13,879

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Projected Profit & Loss: 2021 (4 of 4)

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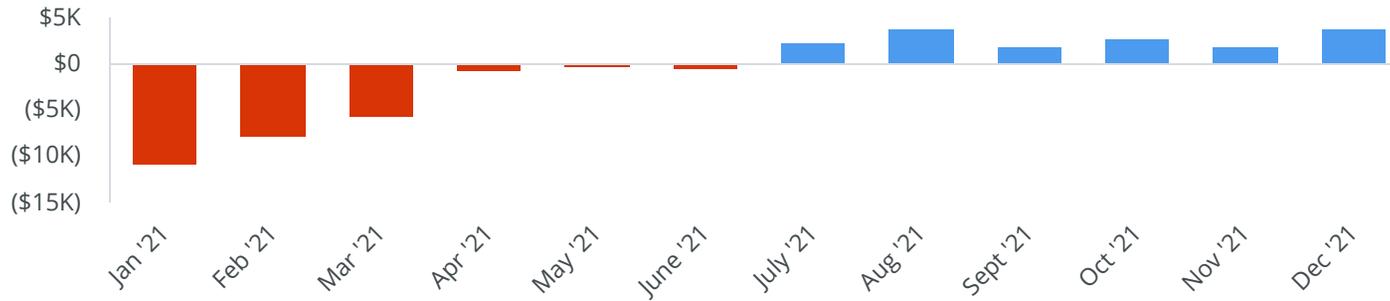
Projected Profit & Loss	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Office Supplies	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Operating Supplies	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$2,025	\$24,300
Postage	\$41	\$41	\$41	\$41	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$500
Depreciation	\$1,602	\$1,602	\$1,602	\$1,602	\$1,602	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$1,603	\$19,231
Operating Income	(\$11K)	(\$7,651)	(\$5,910)	(\$1,149)	(\$1,291)	(\$1,401)	\$1,421	\$2,635	\$571	\$1,557	\$504	\$2,817	(\$19K)
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$12,572	\$12,869	\$13,509	\$14,395	\$14,392	\$14,907	\$15,017	\$15,248	\$14,857	\$15,415	\$15,374	\$15,785	\$174K
Net Profit	(\$11K)	(\$7,651)	(\$5,910)	(\$1,149)	(\$1,291)	(\$1,401)	\$1,421	\$2,635	\$571	\$1,557	\$504	\$2,817	(\$19K)
Net Profit %	(554%)	(147%)	(78%)	(9%)	(10%)	(10%)	9%	15%	4%	9%	3%	15%	(12%)

Projected Balance Sheet: 2021

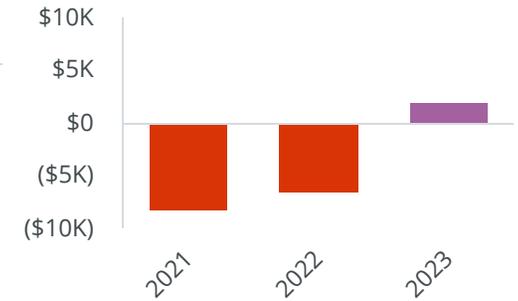
Projected Balance Sheet	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Assets	(\$10K)	(\$18K)	(\$23K)	(\$23K)	(\$23K)	(\$24K)	(\$21K)	(\$17K)	(\$15K)	(\$12K)	(\$10K)	(\$6,084)	(\$6,084)
Current Assets	(\$10K)	(\$18K)	(\$23K)	(\$23K)	(\$23K)	(\$24K)	(\$21K)	(\$17K)	(\$15K)	(\$12K)	(\$10K)	(\$6,084)	(\$6,084)
Cash	(\$11K)	(\$18K)	(\$24K)	(\$25K)	(\$25K)	(\$25K)	(\$23K)	(\$19K)	(\$17K)	(\$14K)	(\$12K)	(\$8,093)	(\$8,093)
Accounts Receivable	\$208	\$563	\$821	\$1,431	\$1,415	\$1,459	\$1,775	\$1,931	\$1,666	\$1,833	\$1,715	\$2,009	\$2,009
Liabilities & Equity	(\$10K)	(\$18K)	(\$23K)	(\$23K)	(\$23K)	(\$24K)	(\$21K)	(\$17K)	(\$15K)	(\$12K)	(\$10K)	(\$6,084)	(\$6,084)
Liabilities	\$154	\$571	\$1,179	\$2,239	\$3,287	\$4,367	\$5,682	\$7,113	\$8,347	\$9,705	\$10,975	\$12,463	\$12,463
Current Liabilities	\$154	\$571	\$1,179	\$2,239	\$3,287	\$4,367	\$5,682	\$7,113	\$8,347	\$9,705	\$10,975	\$12,463	\$12,463
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$154	\$571	\$1,179	\$2,239	\$3,287	\$4,367	\$5,682	\$7,113	\$8,347	\$9,705	\$10,975	\$12,463	\$12,463
Equity	(\$11K)	(\$18K)	(\$24K)	(\$25K)	(\$27K)	(\$28K)	(\$27K)	(\$24K)	(\$23K)	(\$22K)	(\$21K)	(\$19K)	(\$19K)
Retained Earnings													
Earnings	(\$11K)	(\$18K)	(\$24K)	(\$25K)	(\$27K)	(\$28K)	(\$27K)	(\$24K)	(\$23K)	(\$22K)	(\$21K)	(\$19K)	(\$19K)

Projected Cash Flow: 2021

Cash flow in 2021



Cash flow by year



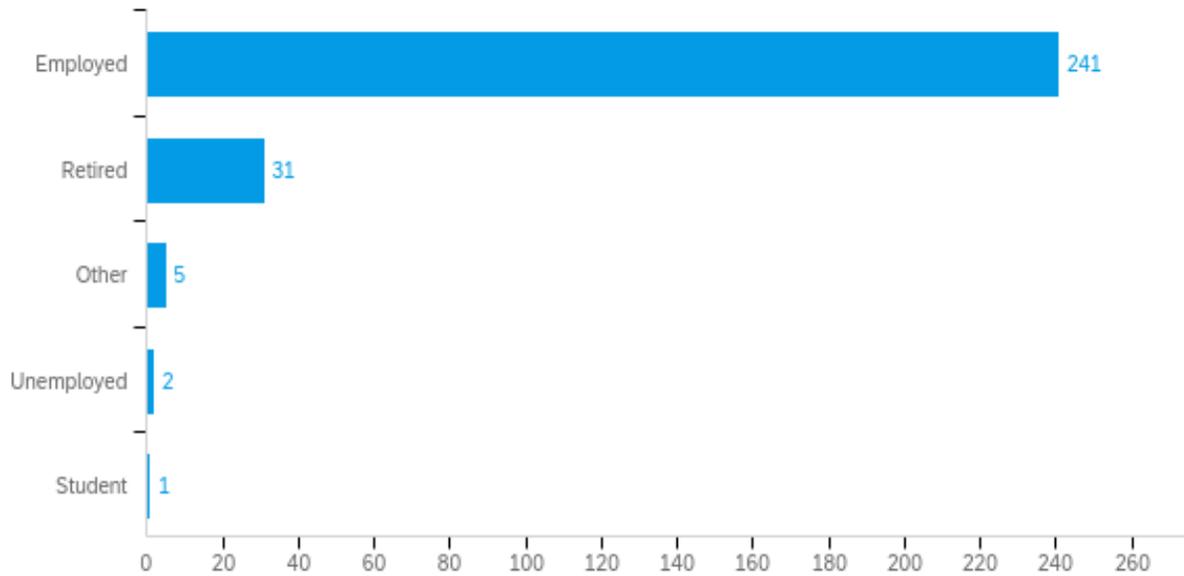
Projected Cash Flow	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	2021
Net Cash from Operations	(\$11K)	(\$7,590)	(\$5,559)	(\$698)	(\$228)	(\$364)	\$2,419	\$3,910	\$2,070	\$2,748	\$1,892	\$4,011	(\$8,093)
Net Profit	(\$11K)	(\$7,651)	(\$5,910)	(\$1,149)	(\$1,291)	(\$1,401)	\$1,421	\$2,635	\$571	\$1,557	\$504	\$2,817	(\$19K)
Change in Accounts Receivable	(\$208)	(\$356)	(\$257)	(\$610)	\$16	(\$44)	(\$317)	(\$156)	\$265	(\$167)	\$118	(\$294)	(\$2,009)
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Sales Tax Payable	\$154	\$417	\$608	\$1,060	\$1,048	\$1,080	\$1,315	\$1,431	\$1,234	\$1,358	\$1,270	\$1,488	\$12,463
Cash at Beginning of Period	\$0	(\$11K)	(\$18K)	(\$24K)	(\$25K)	(\$25K)	(\$25K)	(\$23K)	(\$19K)	(\$17K)	(\$14K)	(\$12K)	\$0
Net Change in Cash	(\$11K)	(\$7,590)	(\$5,559)	(\$698)	(\$228)	(\$364)	\$2,419	\$3,910	\$2,070	\$2,748	\$1,892	\$4,011	(\$8,093)
Cash at End of Period	(\$11K)	(\$18K)	(\$24K)	(\$25K)	(\$25K)	(\$25K)	(\$23K)	(\$19K)	(\$17K)	(\$14K)	(\$12K)	(\$8,093)	(\$8,093)

Creston Survey Results Report

Creston Event Center

December 14th 2020, 1:48 pm MST

Q1 - Which of the following best describes you?



#	Answer	%	Count
1	Employed	86.07%	241
2	Unemployed	0.71%	2
3	Retired	11.07%	31
5	Student	0.36%	1
6	Other	1.79%	5
	Total	100%	280

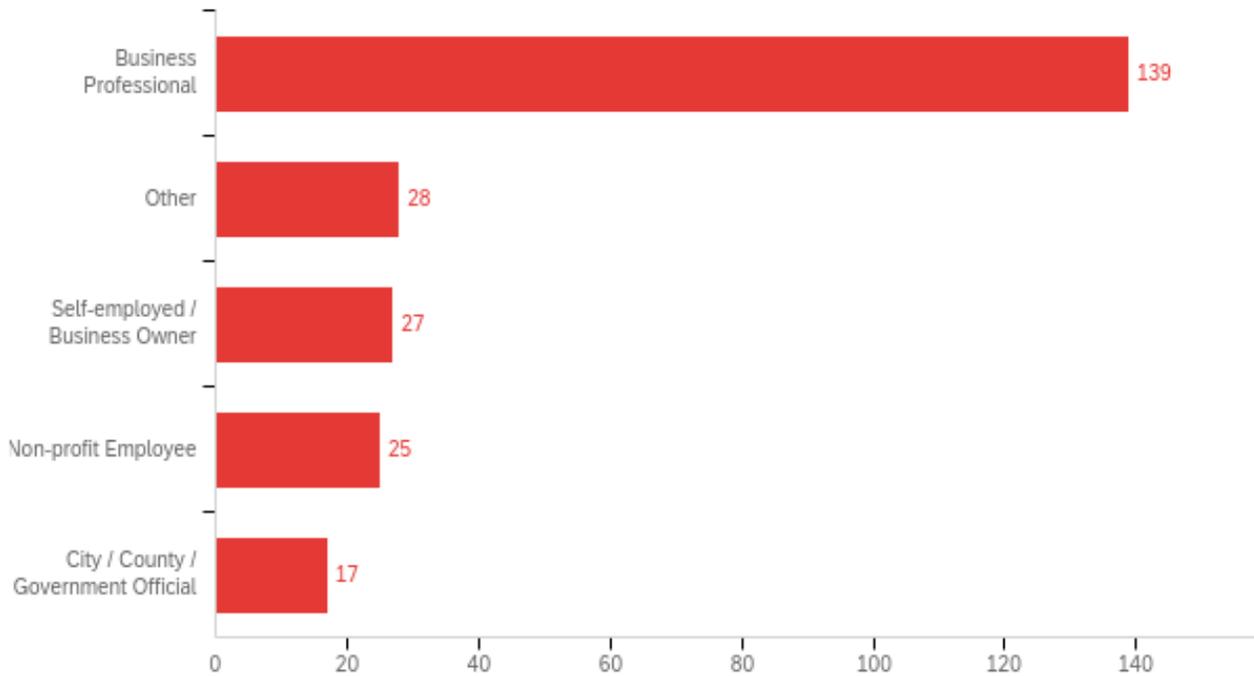
Q1_6_TEXT - Other

Other - Text

Retired and Also run a computer repair business

Employed

Q2 - Which of the following best describes your employment status?



#	Answer	%	Count
1	Business Professional	58.90%	139
2	Self-employed/Business Owner	11.44%	27
3	Non-profit Employee	10.59%	25
4	City/County/Government Official	7.20%	17
5	Other	11.86%	28
	Total	100%	236

Q2_5_TEXT - Other

Other - Text

Environmental Services

hospital nurse

RN

nurse

Healthcare

Education Employee

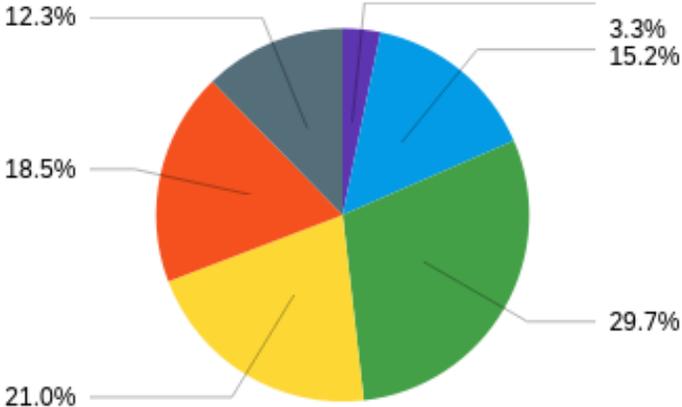
Hospital

STAFF SONOGRAPHER AT HOSP

education

Nurse

Q3 - What is your age?



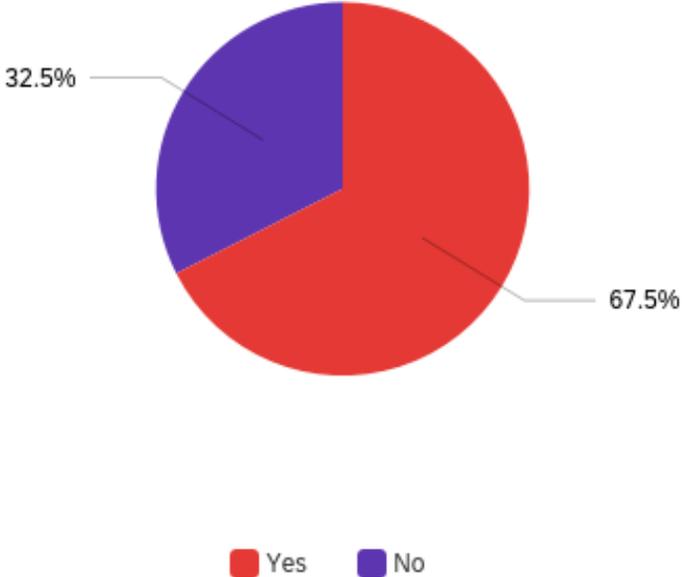
- < 18 years old
- 18-24 years old
- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55-64 years old
- >65 years old

#	Answer	%	Count
1	<18 years old	0.00%	0
2	18-24 years old	3.26%	9
3	25-34 years old	15.22%	42
4	35-44 years old	29.71%	82
5	45-54 years old	21.01%	58
6	55-64 years old	18.48%	51
7	>65 years old	12.32%	34
	Total	100%	276

Q4 - What is your residential ZIP Code?

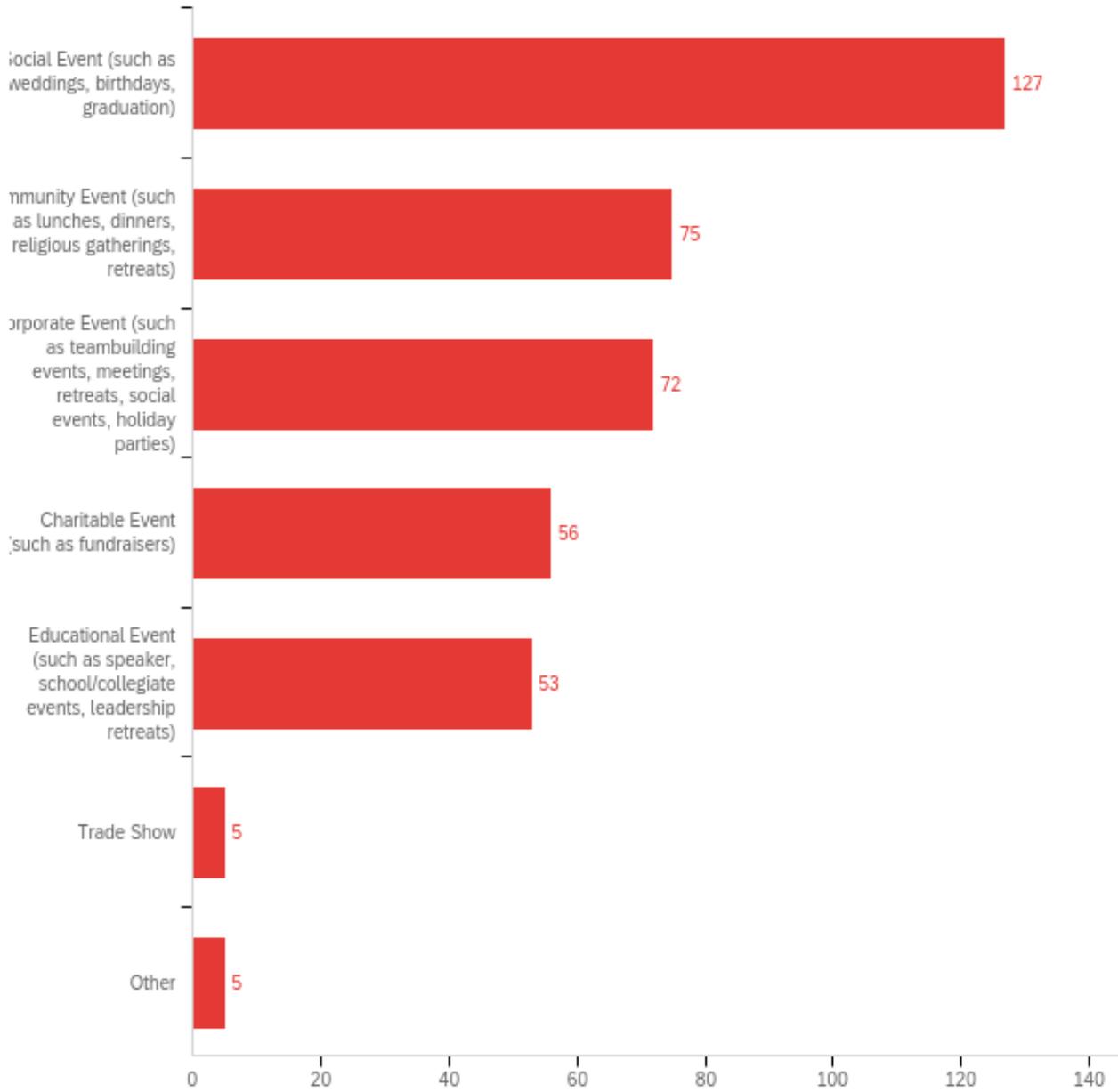


Q5 - Have you organized social, community or corporate events (with more than 10 guests) in the past 3 years?



#	Answer	%	Count
1	Yes	67.52%	185
2	No	32.48%	89
	Total	100%	274

Q6 - What was the nature of your event? Please select all that apply.



#	Answer	%	Count
1	Corporate Event (such as teambuilding events, meetings, retreats, social events, holiday parties)	18.32%	72
2	Community Event (such as lunches, dinners, religious gatherings, retreats)	19.08%	75
3	Educational Event (such as speaker, school/collegiate events, leadership retreats)	13.49%	53
4	Social Event (such as weddings, birthdays, graduation)	32.32%	127
5	Charitable Event (such as fundraisers)	14.25%	56

6	Trade Show	1.27%	5
7	Other	1.27%	5
	Total	100%	393

Q6_7_TEXT - Other

Other - Text

Sporting events

Concert

Q7 - Approximately, how many people attended the corporate event?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Number of people	13.00	450.00	112.65	109.97	12092.87	62

Answer	%	Count
450	1.61%	1
359	1.61%	1
358	1.61%	1
350	4.84%	3
325	1.61%	1
300	1.61%	1
250	3.23%	2
220	1.61%	1
200	1.61%	1
178	1.61%	1
153	1.61%	1
150	3.23%	2
146	1.61%	1
126	1.61%	1
125	1.61%	1
120	1.61%	1
110	1.61%	1
108	1.61%	1
100	4.84%	3
82	1.61%	1
76	1.61%	1

74	1.61%	1
73	1.61%	1
71	1.61%	1
60	3.23%	2
58	1.61%	1
55	3.23%	2
52	1.61%	1
51	1.61%	1
50	6.45%	4
49	1.61%	1
48	1.61%	1
43	1.61%	1
41	1.61%	1
40	1.61%	1
36	1.61%	1
33	1.61%	1
32	1.61%	1
30	3.23%	2
24	3.23%	2
20	6.45%	4
18	3.23%	2
15	3.23%	2
13	1.61%	1
Total	100%	62

Q8 - What was the total cost of the corporate event?

What was the total cost of the corporate event?

Nonprofit so usually space is free and we pay cost of speaker and supplies

500

Unknown

\$2500

500

\$200

2500

2000

\$500

1000

Do not know

Unknown

free - used in-house facilities

50000

0

0

1800\$

2500

3000.00

\$500

\$5000

??

\$13,000.00

\$5,000

\$1,000

1500

0

unsure

\$3000.

2500.00

na

\$10,000

2000

Cost was on vendors

\$15,000.00

\$5,000

1000

10000

800

225

\$5,000

3000

\$3,500

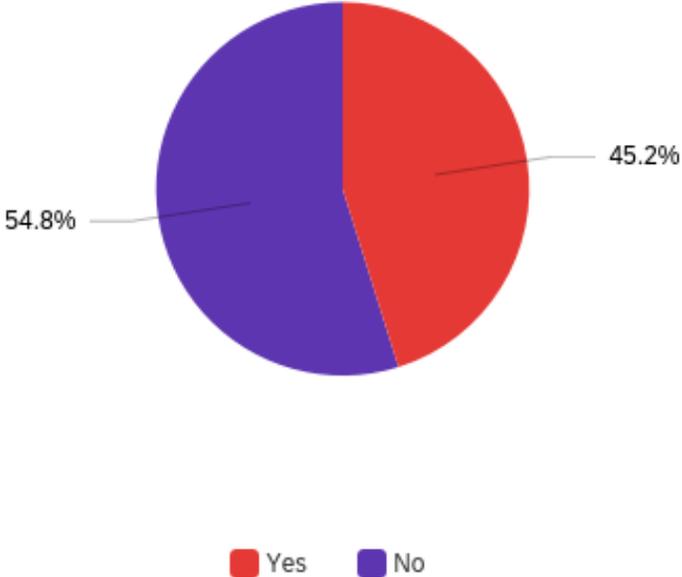
N/A

5000

\$15,000

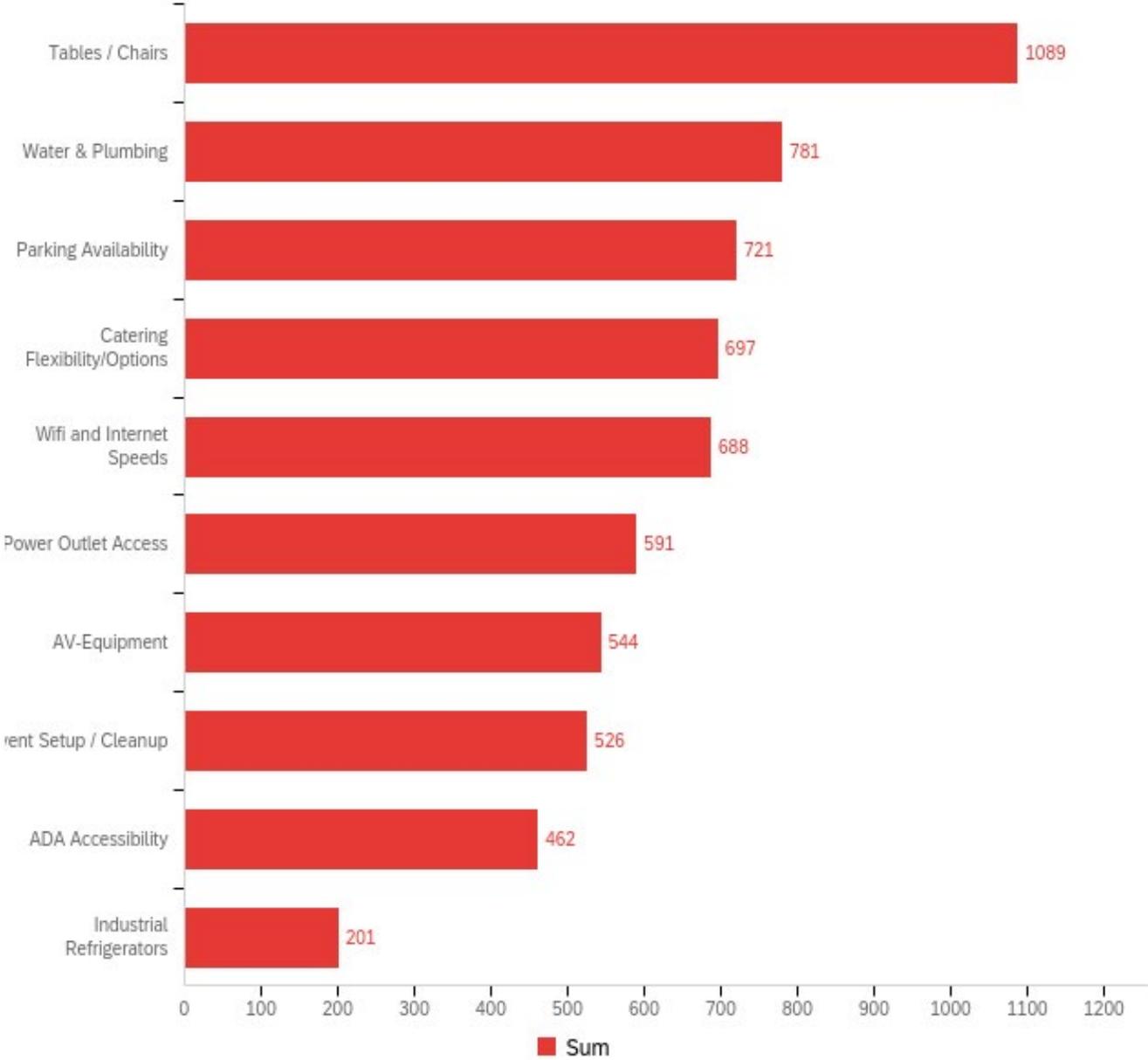
\$2,500

Q9 - Was the ability to serve alcohol an important factor when choosing a location for the corporate event?



#	Answer	%	Count
1	Yes	45.16%	28
2	No	54.84%	34
	Total	100%	62

Q45 - Please assign a point value to the following amenities based on how important they are when choosing an event space. Assign more points to the more important amenities and less points to the less important amenities. There are 10 options and the total points must equal 100.



Q46 - If there are additional amenities or features not listed above, please describe them below

If there are additional amenities or features not listed above, please describe them below

Having a space that already has wifi, audio/visual equipment set up for trainings is really great. Typically we use SWCC for this type of event.

Space

Full Kitchen and Full service bar

Attendee gift

Good/comfortable HVAC (heating, air conditioning)

HVAC System is needed

Alcohol

nearby overnight lodging

Space to meet capacity needs - More important than anything listed above

Kitchen area

Max capacity greater than 400

Q13 - Approximately, how many people attended the community event?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Number of people	0.00	500.00	129.68	101.41	10284.08	59

#	Answer	%	Count
0	0	3.39%	2
15	15	1.69%	1
20	20	1.69%	1
24	24	1.69%	1
30	30	1.69%	1
31	31	3.39%	2
40	40	1.69%	1
42	42	1.69%	1
50	50	5.08%	3
51	51	5.08%	3
52	52	1.69%	1
55	55	1.69%	1
60	60	1.69%	1
73	73	1.69%	1
75	75	3.39%	2
76	76	1.69%	1
80	80	3.39%	2
94	94	1.69%	1
100	100	11.86%	7
102	102	1.69%	1
108	108	1.69%	1

115	115	1.69%	1
125	125	3.39%	2
142	142	1.69%	1
150	150	1.69%	1
156	156	1.69%	1
199	199	1.69%	1
200	200	5.08%	3
201	201	3.39%	2
215	215	1.69%	1
222	222	1.69%	1
225	225	1.69%	1
248	248	1.69%	1
250	250	3.39%	2
255	255	1.69%	1
266	266	1.69%	1
344	344	1.69%	1
346	346	1.69%	1
350	350	1.69%	1
500	500	1.69%	1
	Total	100%	59

Q14 - What was the total cost for the community event?

What was the total cost for the community event?

\$1500+

25,000

\$800

\$3500

2000.00

1000

3000.00

300

750

\$450

1500

\$500

Do not know

500

\$550

There was no cost, as this was a fundraiser. All food costs were donated.

0

\$2000

100.00

\$50

15000

Free to community events

800

1500.00

Not sure would have to research

?

2500

\$10,000.00

1000

unsure

\$500.

300

\$3,500

0

Unsure

9,000.00

600.00

\$15,000

Unsure, event did not go on as planned

\$500

3000

0

\$300

1500

N/A

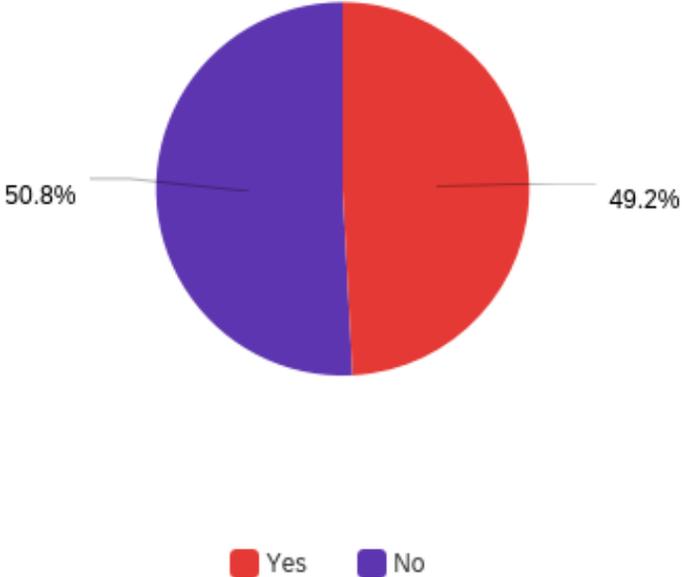
7000

5000

\$5,000

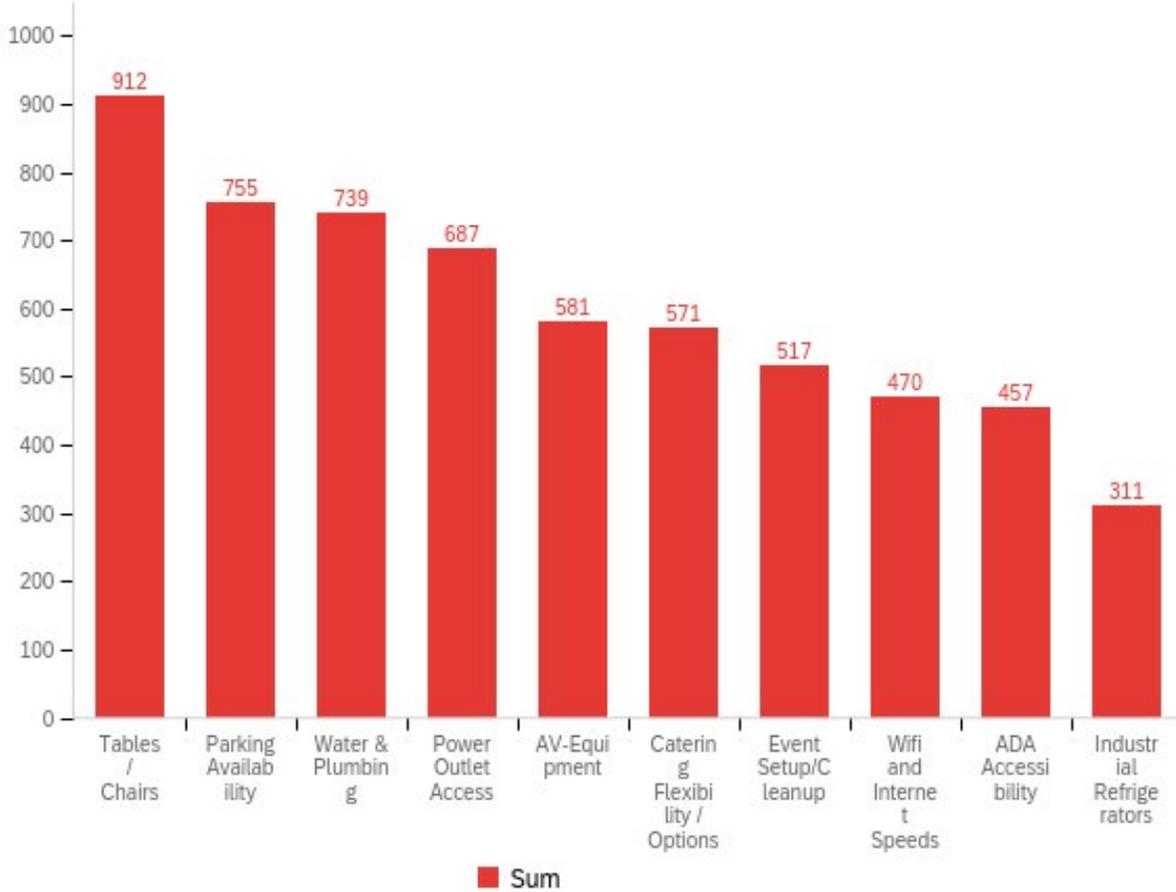
\$2,000

Q15 - Was the ability to serve alcohol an important factor when choosing a location for the community event?



#	Answer	%	Count
1	Yes	49.15%	29
2	No	50.85%	30
	Total	100%	59

Q52 - Please assign a point value to the following amenities based on how important they are when choosing an event space. Assign more points to the more important amenities and less points to the less important amenities. There are 10 options and the total points must equal 100.



Q50 - If there are additional amenities or features not listed above, please describe them below

If there are additional amenities or features not listed above, please describe them below

Full Service Bar Ability to seat 450 people

heating and cooling

Industrial kitchen

Kid friendly - at least set back from a major road

HVAC System

Space in room so not crowded

ability to control heat/cold

Easy to use AV system with quality speakers that can play music (not PA)

Buffet window/serving area; stage

Max capacity greater than 300

Q18 - Approximately, how many people attended the educational event?

Answer	%	Count
0	2.63%	1
13	2.63%	1
20	5.26%	2
24	5.26%	2
26	2.63%	1
27	2.63%	1
28	5.26%	2
29	2.63%	1
30	5.26%	2
34	2.63%	1
35	2.63%	1
40	2.63%	1
50	7.89%	3
51	5.26%	2
54	2.63%	1
55	5.26%	2
59	2.63%	1
75	2.63%	1
76	2.63%	1
80	2.63%	1
100	5.26%	2
112	2.63%	1
122	2.63%	1
124	2.63%	1
150	2.63%	1
189	2.63%	1
200	2.63%	1

204	2.63%	1
350	2.63%	1
Total	100%	38

Q19 - What was the total cost of the educational event?

What was the total cost of the educational event?

had to improvise alot

event is still in the works

Free

Do not know

??

6000.00

6000

500

500

500

50

3000

300.00

250

1500

1000

0

0

\$8,000

\$5000

\$500

\$5,000

\$250

\$2000

\$200

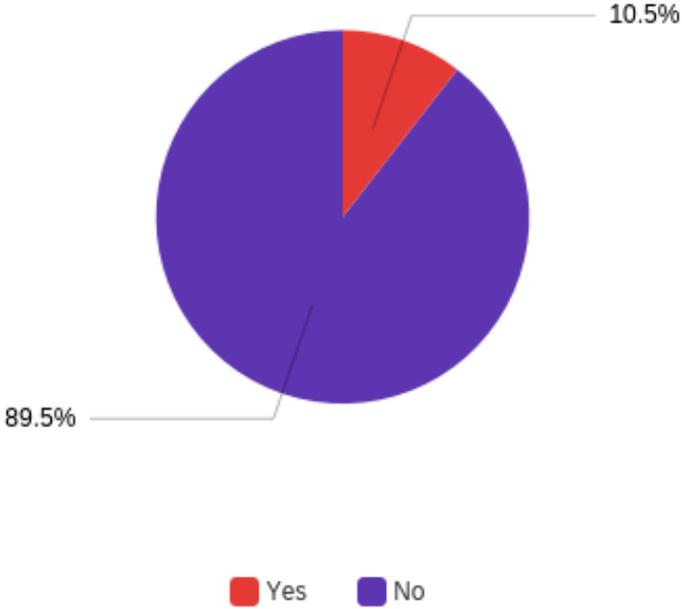
\$2,000.00

\$1500

\$1000

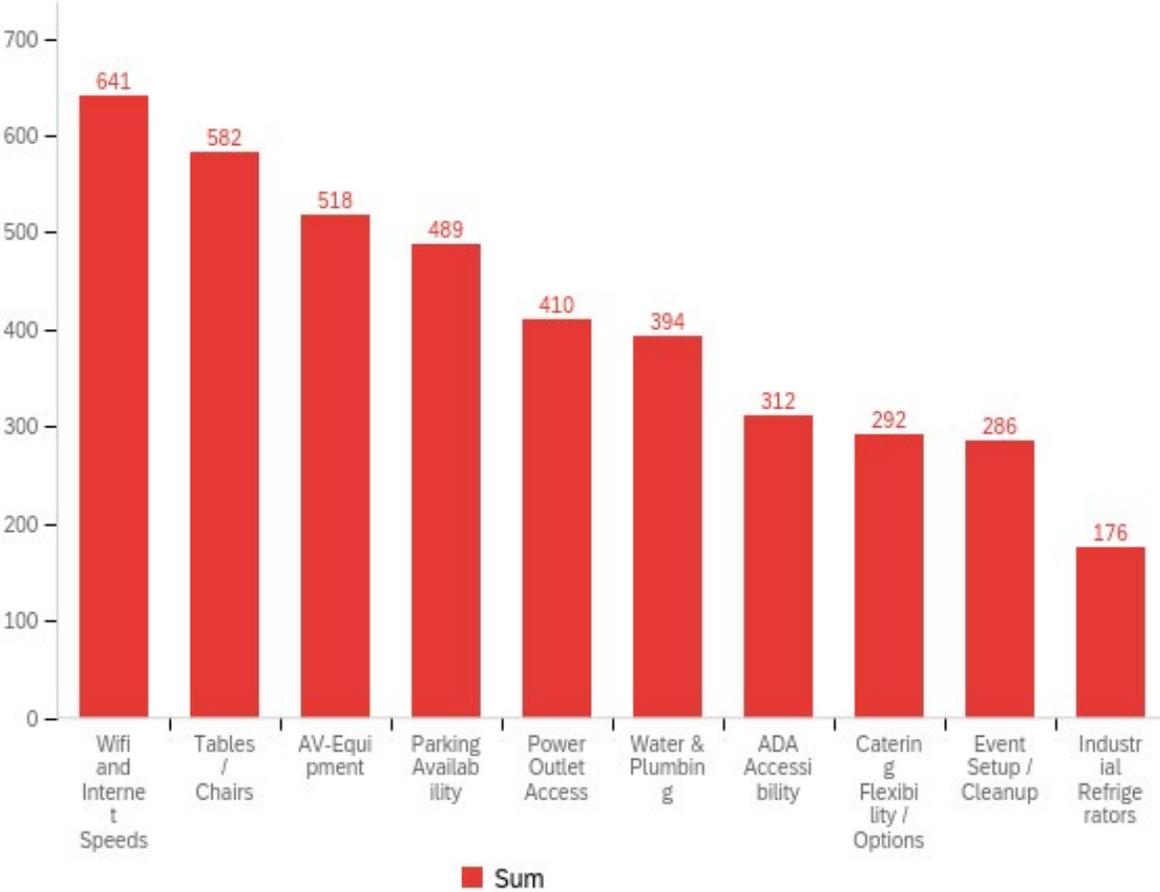
\$100

Q20 - Was the ability to serve alcohol an important factor when choosing a location for the educational event?



#	Answer	%	Count
1	Yes	10.53%	4
2	No	89.47%	34
	Total	100%	38

Q56 - Please assign a point value to the following amenities based on how important they are when choosing an event space. Assign more points to the more important amenities and less points to the less important amenities. There are 10 options and the total points must equal 100.



Q54 - If there are additional amenities or features not listed above, please describe them below

If there are additional amenities or features not listed above, please describe them below

all important

Hotel access

Plates, silverware, linens, dance floor

Alcohol

Q22 - Approximately, how many people attended the social event?

Answer	%	Count
15	1.05%	1
17	1.05%	1
18	1.05%	1
20	2.11%	2
23	1.05%	1
25	4.21%	4
26	2.11%	2
29	1.05%	1
30	2.11%	2
39	1.05%	1
40	1.05%	1
41	1.05%	1
45	2.11%	2
47	1.05%	1
49	1.05%	1
50	6.32%	6
51	2.11%	2
52	1.05%	1
60	1.05%	1
62	1.05%	1
70	2.11%	2
73	1.05%	1
75	2.11%	2
88	1.05%	1
90	1.05%	1
94	1.05%	1
100	3.16%	3

101	2.11%	2
102	1.05%	1
112	1.05%	1
125	1.05%	1
130	1.05%	1
140	1.05%	1
148	1.05%	1
150	7.37%	7
151	1.05%	1
152	1.05%	1
175	2.11%	2
200	3.16%	3
201	2.11%	2
204	2.11%	2
206	1.05%	1
219	1.05%	1
225	1.05%	1
245	1.05%	1
249	2.11%	2
250	1.05%	1
251	2.11%	2
255	1.05%	1
274	1.05%	1
275	1.05%	1
300	2.11%	2
304	1.05%	1
305	1.05%	1
319	1.05%	1
320	1.05%	1
324	1.05%	1

350	2.11%	2
352	1.05%	1
356	1.05%	1
401	1.05%	1
500	1.05%	1
Total	100%	95

Q23 - What was the total cost of the social event?

What was the total cost of the social event?

- \$500

- 10000

- \$150

- \$12,000

- 100

- 600.00

- 250

- \$700

- 5000.00

- wedding/graduation

- 20.

- \$10,000

- 300

- 7000

- 1000

- \$5,000

- 200.00

- 300.00

- \$500

- 500

- Do not know

- 25,000

- All food was donated and we did not have to pay for a space, so there was essentially no cost associated with this event

- \$5,000

- 10,000

- \$7000

???

5000

\$1000

100.00

100

0

500

20000

600\$

1200

17,000

3500

? Don't recall

\$900

1000

??

\$20,000.00

\$5000

\$50 for location rental plus \$14 dinner per guest

500

1000

unsure

0

1000

\$1000.00

3000

\$3000.00

190

3000

Unsure

Under \$5,000

5000.00

\$300

na

\$1000

200\$

\$500

1500.00

\$5000

5,000.00

2000

10000

150

\$10,000

4500

10,000

200

10000

200

\$250

10000

\$150

500

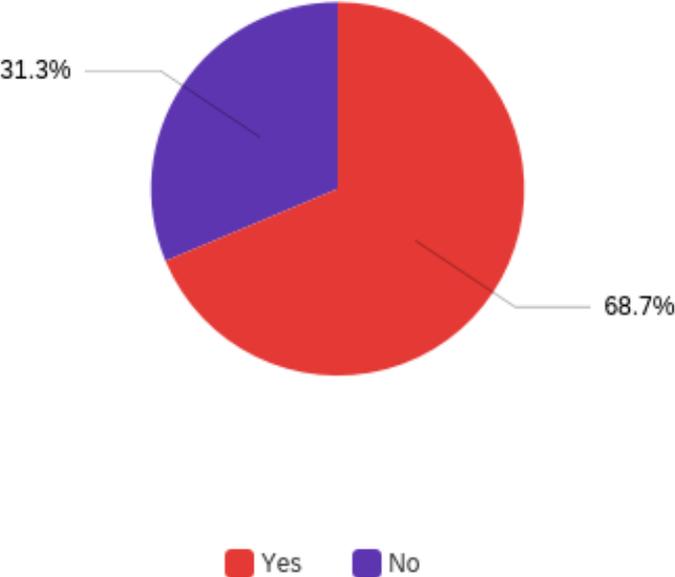
3000

1000

\$500

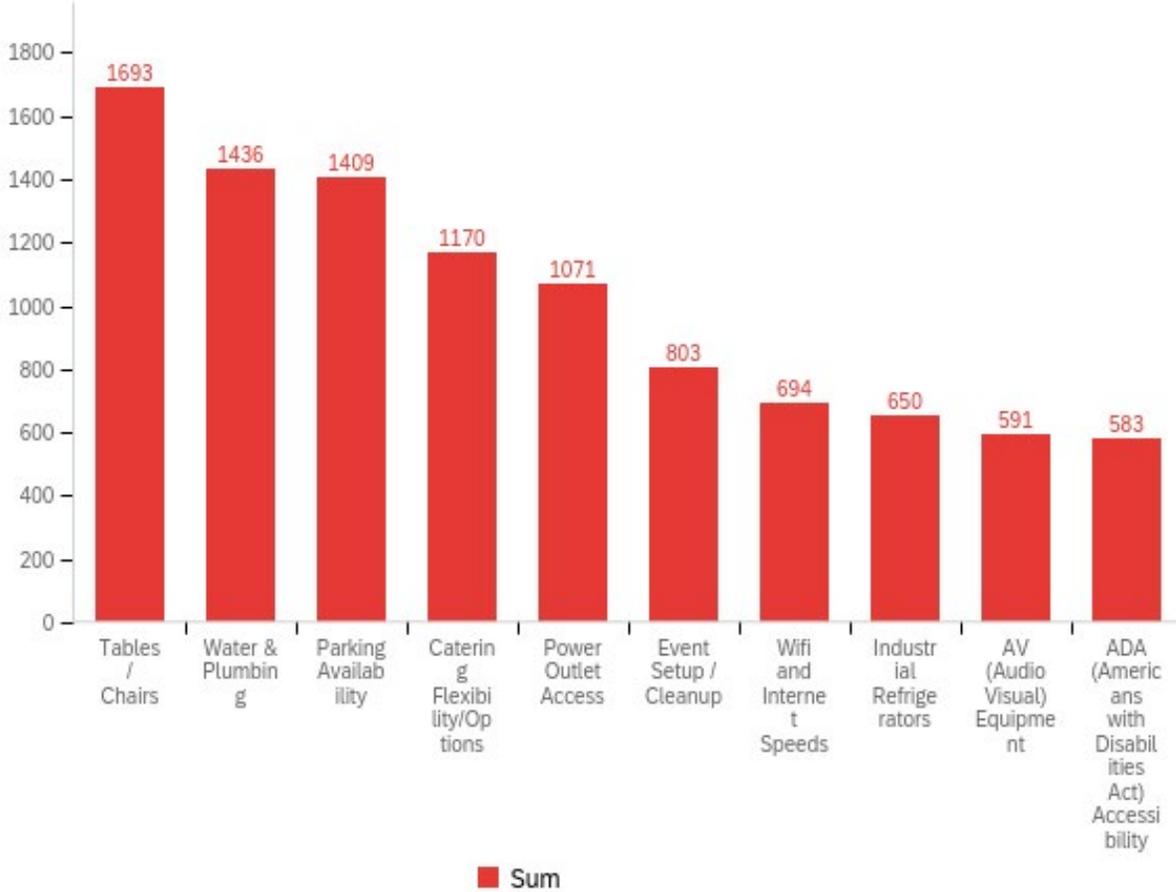
\$2500

Q24 - Was the ability to serve alcohol an important factor when choosing a location for the social event?



#	Answer	%	Count
1	Yes	68.69%	68
2	No	31.31%	31
	Total	100%	99

Q60 - Please assign a point value to the following amenities based on how important they are when choosing an event space. Assign more points to the more important amenities and less points to the less important amenities. There are 10 options and the total points must equal 100.



Q58 - If there are additional amenities or features not listed above, please describe them below

If there are additional amenities or features not listed above, please describe them below

rooms for guests to spend the night

Heat and AC

having a kitchen and serving area

Hotel access

Kitchen with long counter for serving

Scenic (photo ops.) Large enough for 300+ guests on one floor.

heating and cooling

Lighting equipment Sound equipment

this is a stupid metric. things should be 1-10, not add up to 100.

Sense of place

Available Local decorator a person can hire for event

Thank you's for attendees

Good/comfortable HVAC (heating, air conditioning)

HVAC System

outside seating as well, or patio area

Alcohol

no

Easy to use AV system with speakers that can play music (not PA)

None

Table linens available

Space/large event hall

Just a dry climate controlled area to accommodate a large gathering

Multiple ovens, kitchen/food prep space

useable kitchen/prep area

Trash services

Heat and AC

Capacity greater than 300

Q26 - Approximately, how many people attended the charitable event?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Number of people	30.00	477.00	178.80	104.00	10816.81	40

Answer	%	Count
30	2.50%	1
38	2.50%	1
50	5.00%	2
51	5.00%	2
61	2.50%	1
70	2.50%	1
75	5.00%	2
82	2.50%	1
100	2.50%	1
101	2.50%	1
120	2.50%	1
127	5.00%	2
148	2.50%	1
150	2.50%	1
161	2.50%	1
175	2.50%	1
195	2.50%	1
200	10.00%	4
201	5.00%	2
221	2.50%	1
250	5.00%	2

253	2.50%	1
286	2.50%	1
300	10.00%	4
301	2.50%	1
331	2.50%	1
344	2.50%	1
477	2.50%	1
Total	100%	40

Q27 - What was the total cost of the charitable event?

What was the total cost of the charitable event?

1000

2500

100.00

7500

300

5000

3500

5000

\$100

essentially 0. All foods donated, no charge for venue,

5000

\$1000

\$2000

0

15000

3000

1000

Not sure would need to research

5000

\$10k

300

\$3,500.00

\$5,000

1000

\$500

\$10,000

LESS THAN 1,000.00

2000

3000

\$500

1000

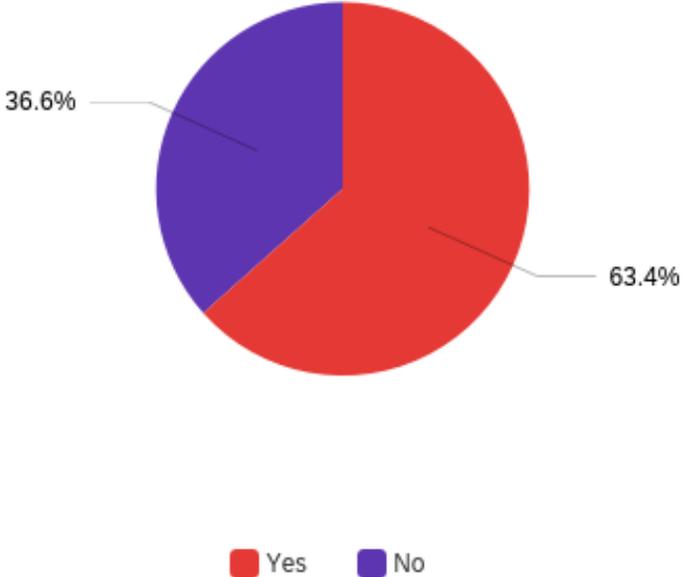
1500

N/A

1000

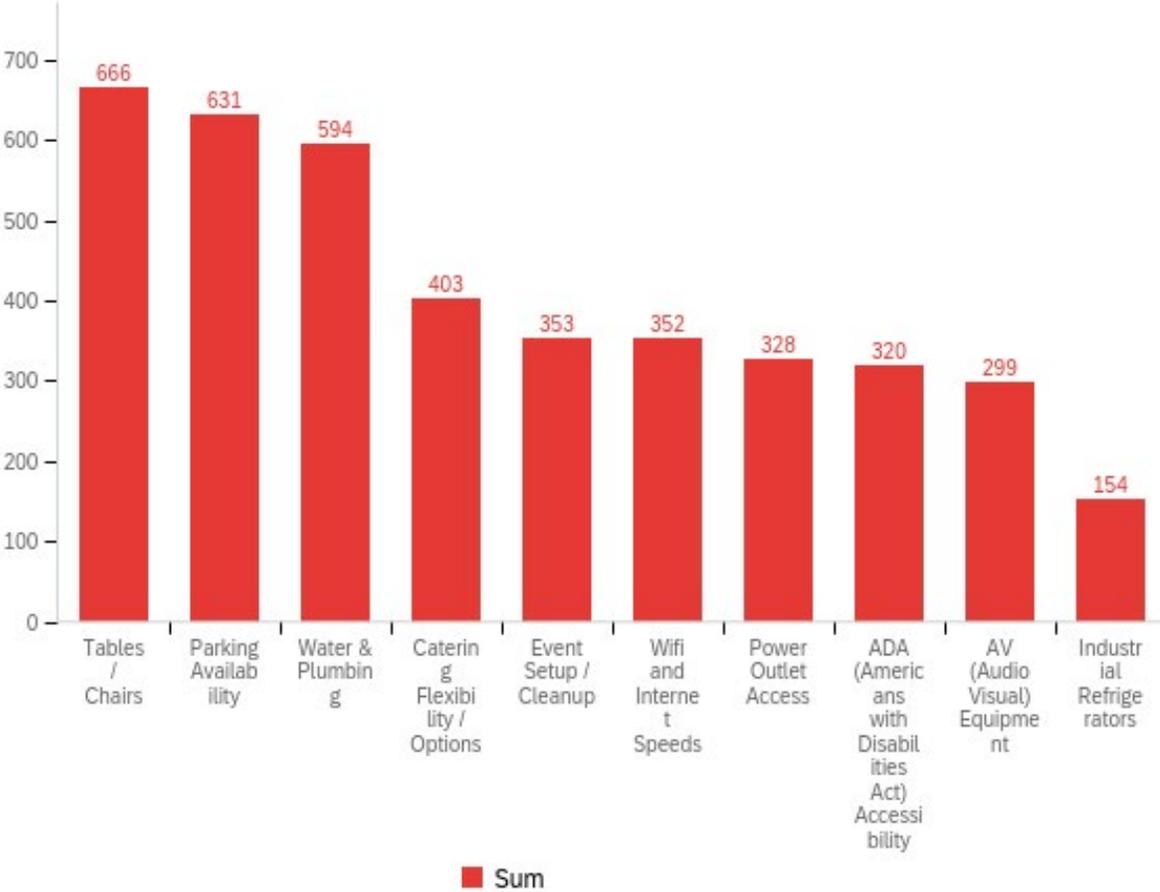
\$4000

Q28 - Was the ability to serve alcohol an important factor when choosing a location for the charitable event?



#	Answer	%	Count
1	Yes	63.41%	26
2	No	36.59%	15
	Total	100%	41

Q64 - Please assign a point value to the following amenities based on how important they are when choosing an event space. Assign more points to the more important amenities and less points to the less important amenities. There are 10 options and the total points must equal 100.



Q62 - If there are additional amenities or features not listed above, please describe them below

If there are additional amenities or features not listed above, please describe them below

Space for more than 200

useless metric

sense of place

Gifts for attendees

Need to seat over 300 people

Alcohol

Close to town not in the country.

ability to control heat/cold

Heat and AC

Capacity greater than 300

Q34 - Approximately, how many people attended the trade show?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Number of people	112.00	352.00	255.00	101.59	10321.00	4

Answer	%	Count
112	25.00%	1
206	25.00%	1
350	25.00%	1
352	25.00%	1
Total	100%	4

Q35 - What was the total cost of the trade show?

What was the total cost of the trade show?

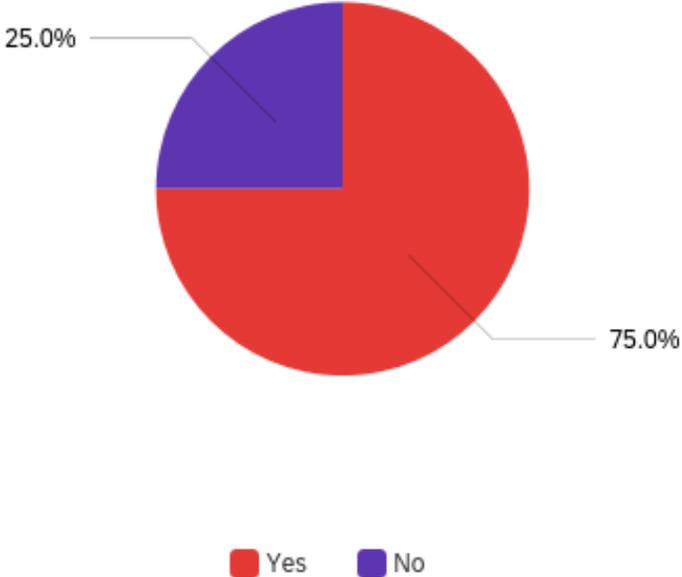
\$500

20000

\$4000

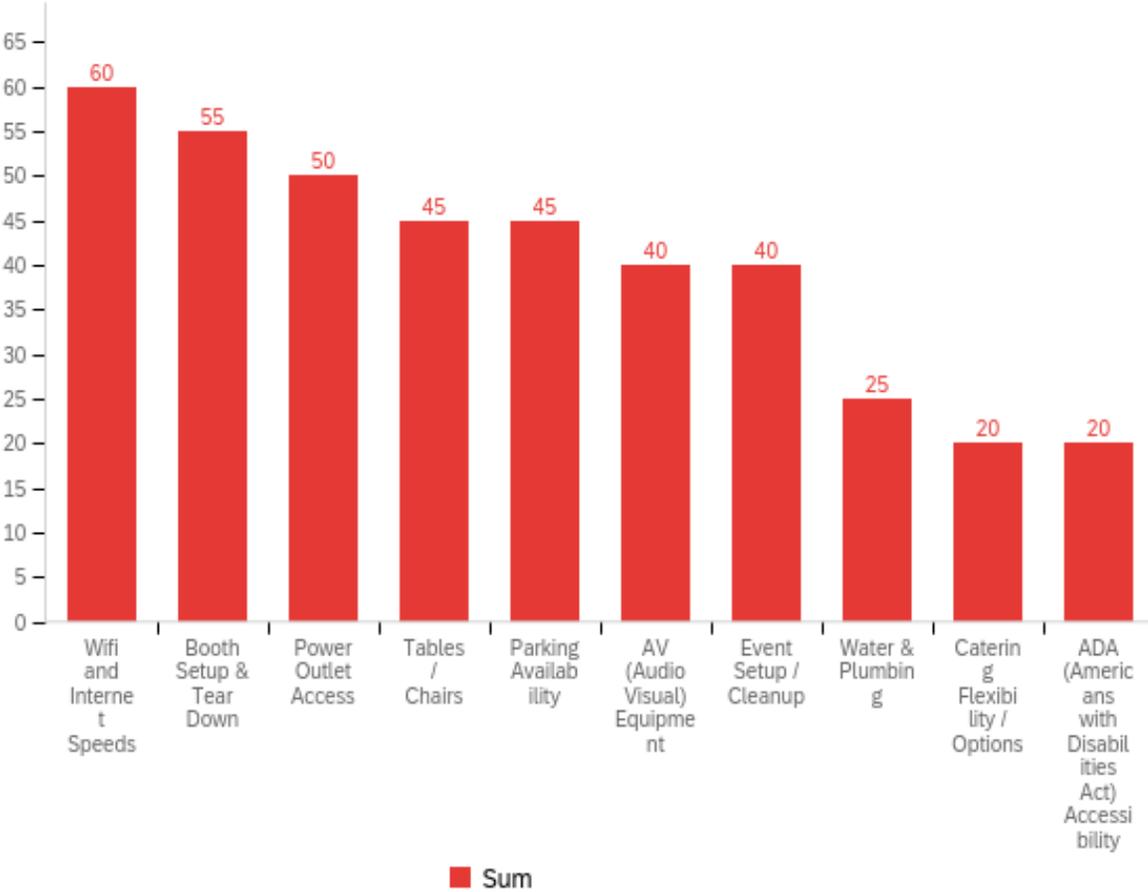
384

Q36 - Was the ability to serve alcohol an important factor when choosing a location for the trade show?



#	Answer	%	Count
1	Yes	75.00%	3
2	No	25.00%	1
	Total	100%	4

Q68 - Please assign a point value to the following amenities based on how important they are when choosing an event space. Assign more points to the more important amenities and less points to the less important amenities. There are 10 options and the total points must equal 100.



Q66 - If there are additional amenities or features not listed above, please describe them below

If there are additional amenities or features not listed above, please describe them below

Capacity greater than 300

Q30 - Approximately, how many people attended the "other" event?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Number of people	40.00	500.00	242.50	190.57	36318.75	4

#	Answer	%	Count
40	40	25.00%	1
80	80	25.00%	1
350	350	25.00%	1
500	500	25.00%	1
	Total	100%	4

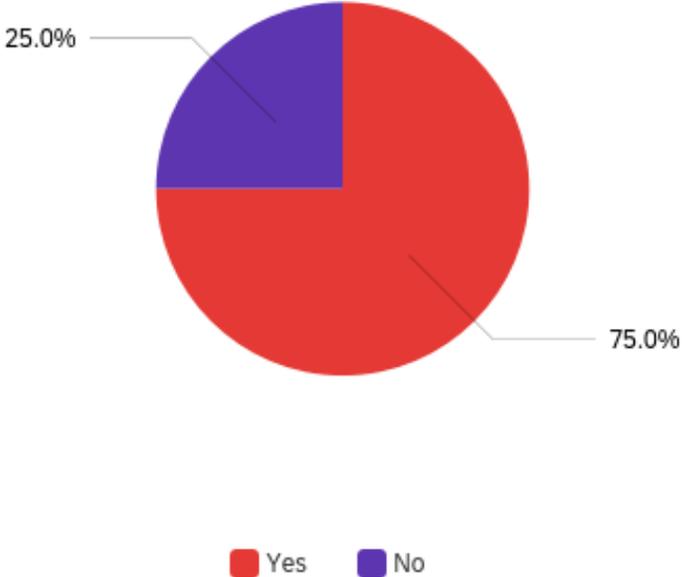
Q31 - What was the total cost of the "other" event?

What was the total cost of the "other" event?

1,200.00

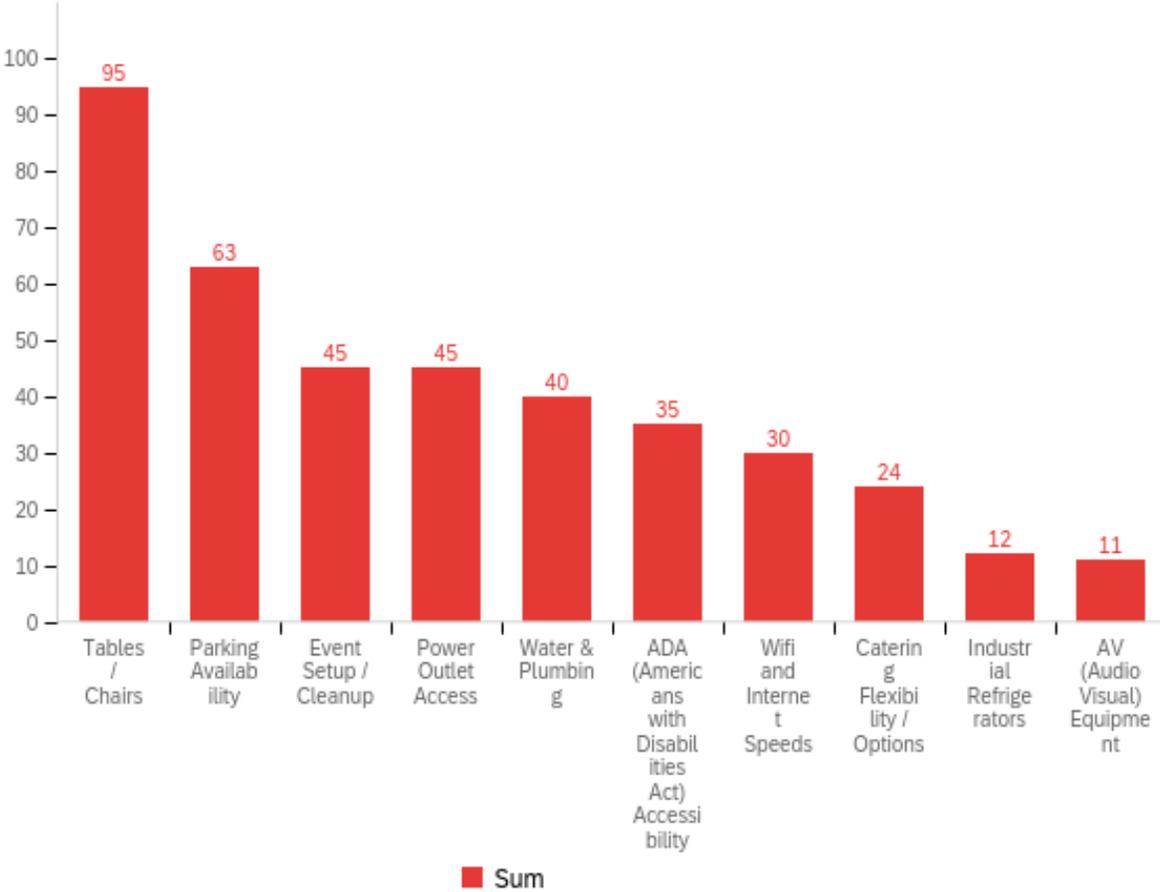
Volunteer ran

Q32 - Was the ability to serve alcohol an important factor when choosing a location for the "other" event?



#	Answer	%	Count
1	Yes	75.00%	3
2	No	25.00%	1
	Total	100%	4

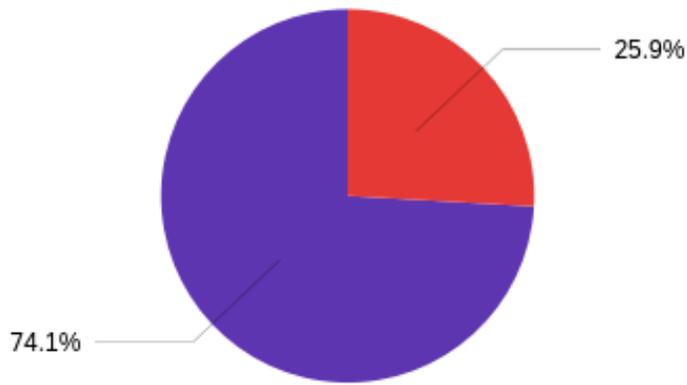
Q72 - Please assign a point value to the following amenities based on how important they are when choosing an event space. Assign more points to the more important amenities and less points to the less important amenities. There are 10 options and the total points must equal 100.



Q70 - If there are additional amenities or features not listed above, please describe them below

If there are additional amenities or features not listed above, please describe them below

Q38 - Are there any events you were unable to organize due to a lack of event space or resources in the surrounding area?



■ Yes (please describe the event and reason you could not organize the event)
 ■ No

#	Answer	%	Count
1	Yes (please describe the event and reason you could not organize the event)	25.89%	58
2	No	74.11%	166
	Total	100%	224

Q38_1_TEXT - Yes (please describe the event and reason you could not organize the event)

Yes (please describe the event and reason you could not organize the event) - Text

Family gathering - no space available at reasonable cost

i have had to have parties in afton because they have a community center with good space

not enough space, or prices were too high to be able to afford the apty and the venue..

Compete for dates bc only 1 place to have it

Nothing with enough seating space.

Hosting a conference

family gatherings

Cub Scout events are hard due to availability/ADA access/space

Covid, Cost, Size, Availability

potluck

work conference due to lack of space and catering options.

wedding, no venues

Holiday events with food

Wedding reception; space large enough was not available.

fundraiser

Nursing Conferences locations not big enough no food available price

Booked

fundraisers

There is not enough space

Wedding reception for over 300 people

Limited space available and most places already reserved

Our event could be bigger. Hard to have sit down event over 200 people

wedding, not big enough

No place convenient w/ food & drinks

Wedding - not enough space

weddings

graduation parties, wedding

Yes, closest event center big enough is in Lenox

Social event

large baby showers, kids bday party in the fall/winter

Weddings for over 200 persons

No place big enough in Creston. Had to go to Lenox

birthday/anniversary parties and family reunions

Wedding

Organizational Competency Day

Employee Picnic with families. Not enough room at Supertel.

Cannot currently organize an inside event in this town for more than 200-ish. Would like to invite 300-350.

We were able to still organize the event but had to decrease the number of people attending. None of the venues had enough space for our original list of attendees.

family reunion

There are not any buildings that can host a large crowd of people. Had to have our event out of town.

customer sampling event

Educational meetings for government agencies with no budget for meeting rooms

Fundraisers

Wedding. Too many guests

Political event, no larger venues available

No space within budget

We would like to have a quilt retreat group with a speaker/teacher but no available venue

Indoor Music Festival

Weddings, anniversary celebration, benefits... and especially now with covid need even more room for spacing out and comfort

Graduation, class reunion space availability

Wedding—-not large enough space for 300 people on one level

We have moved events outside of Creston to Des Moines, Osceola, and into Missouri due to the lack of professional hotels and event venues.

Q61 - Additional Comments

Additional Comments