



**Review of 2008 Operations
(Final December 12, 2008)**

Scranton Wilkes-Barre Baseball
2007 Season Actual Results vs 2008 Season Projection (as of 11-30-08)
Summary of Operations

	Yankees 2007 Season 10/1/06-9/30/07	Yankees 2008 Season Projection 10/1/07-9/30/08	Variance
REVENUE			
Tickets	3,892,824	3,603,737	(289,087)
Suites	395,608	389,271	(6,337)
Sponsorships	1,674,758	2,037,700	362,942
Merchandise, net	383,616	192,295	(191,321)
Concessions	527,000	489,627	(37,373)
Game Day	56,623	62,618	5,995
Other Events	101,716	175,138	73,422
TOTAL REVENUE	7,032,145	6,950,386	(81,759)
EXPENSES			
G&A	1,850,669	1,107,763	742,906
Sponsorship Sales	714,566	1,013,513	(298,947)
Ticket Operations	1,196,894	1,414,332	(217,438)
Media/P.R.	254,999	145,527	109,472
Game Operations	1,768,681	1,825,893	(57,212)
Other Events	112,371	181,703	(69,332)
Team	308,480	346,365	(37,885)
TOTAL EXPENSES	6,206,660	6,035,096	171,564
Interest Income/(Expense)	40,767	(1,032)	(41,799)
Taxes	-	(8,936)	(8,936)
NET INCOME	866,252	905,322	39,070
Less Concessionaire Short-Payment	152,000	107,747	(44,253)
Stadium Authority Share	238,084	265,858	27,774

Scranton Wilkes-Barre Baseball

FY 2006, 2007 & 2008 Seasons (Oct 1 thru Sept 30)
Summary of Operations

	Season Ending 9/30/06		Season Ending 9/30/07		Season Ending 9/30/08		2007 vs 2008		2007 Notes
	Amount	Margin	Amount	Margin	Amount	Margin	Variance	% Change	
REVENUE									
Sponsorships	576,016	18%	1,674,758	24%	2,037,700	29%	362,942	22%	
Tickets	1,708,028	54%	3,892,824	55%	3,603,737	52%	(289,087)	-7%	
Merchandise (net)	(14,359)	0%	383,616	5%	192,295	3%	(191,321)	-50%	
Concessions	375,000	12%	527,000	7%	489,627	7%	(37,373)	-7%	Below market concessions deal
Suites	342,167	11%	395,608	6%	389,271	6%	(6,337)	-2%	
Game Day	28,437	1%	56,623	1%	62,618	1%	5,995	11%	
Other Events	161,872	5%	101,716	1%	175,138	3%	73,422	72%	
TOTAL REVENUE	3,177,161	100%	7,032,145	100%	6,950,386	100%	(81,759)	-1%	
EXPENSES									
G&A	1,099,972	35%	1,850,669	26%	1,107,763	16%	742,906	40%	
Sponsorship Costs	602,507	19%	714,566	10%	1,013,513	15%	(298,947)	-42%	Includes new DP system New signage, new mascot
Ticket Operations	267,519	8%	1,196,894	17%	1,414,332	20%	(217,438)	-18%	
Media/P.R.	302,573	10%	254,999	4%	145,527	2%	109,472	43%	
Game/Stadium Ops	951,518	30%	1,768,681	25%	1,825,893	26%	(57,212)	-3%	Stadium improvements, added clean-up costs
Team	319,712	10%	308,480	4%	348,365	5%	(37,885)	-12%	New Uniforms
Other Events	11,965	0.4%	112,371	2%	181,703	3%	(69,332)	-62%	
Total Expenses	3,555,866	111.9%	6,206,660	88%	6,035,096	87%	171,564	3%	
EBITDA	(378,705)	-12%	825,485	12%	915,290	13%	89,805	11%	
Taxes	-	-	-	-	(8,936)	0%	(8,936)	n/a	
Interest Income/(Exp)	-	0%	40,767	1%	(1,032)	0%	(41,799)	n/a	
Net Income	(378,705)	-12%	866,252	12%	905,322	13%	39,070	5%	
Concessionaire Short Payment			152,000		107,747				
Stadium Authority Share			238,084		265,858				

Scranton Wilkes-Barre Baseball

2006, 2007 & 2008 Season Revenue

	Season Ending 9/30			2007 vs 2008 Variance	Notes
	2006	2007	2008		
Sponsorship Revenue					
Dominant & Naming Rights	-	738,750	738,750	-	
Programs/Yearbook	57,950	-	264,850	264,850	
Signage	434,411	829,336	793,700	(35,636)	
Radio & TV	27,200	-	-	-	
Promotional	56,455	6,922	-	(6,922)	
Sponsorship TRADE	-	99,750	240,400	140,650	
	576,016	1,674,758	2,037,700	362,942	
Ticket Revenue					
Season/Mini Plans	689,715	1,618,810	1,453,329	(165,481)	269,928 paid
Mini-Plans/Bonus Books	-	1,120,024	953,485	(166,539)	138,782 paid
Group	182,779	395,797	511,938	116,141	47,612 paid
Groups - Deck, Box, Pavillion	-	338,245	286,353	(51,892)	40,471 paid
Daily /Walk-Up	835,534	390,193	370,974	(19,219)	51,520 paid
Postage/Service Charges	-	29,755	27,658	(2,097)	
	1,708,028	3,892,824	3,603,737	(289,087)	548,313 paid / 303,108 In-park
Merchandise Revenue					
Merchandise	38,496	958,781	479,951	(478,830)	
Royalty Revenue	3,095	2,531	46,633	44,102	
Expenses					
Salaries / Benefits	(36,469)	(111,947)	(80,636)	31,311	
Supplies	(290)	(19,543)	(14,463)	5,080	
Outside Services	-	(7,842)	(7,561)	281	
Building & Equipment	(19,191)	(31,703)	21,265	52,968	Includes Sales Carts & Store Heater
Cost of Goods	-	(406,661)	(252,894)	153,767	
Net Merchandise Revenue	(14,359)	383,616	192,295	(191,321)	

Scranton Wilkes-Barre Baseball

2006, 2007 & 2008 Season Revenue

Concession Revenue	<u>375,000</u>	<u>527,000</u>	<u>489,627</u>	<u>(37,373)</u>	Below market deal
Suite Revenue	<u>342,167</u>	<u>395,608</u>	<u>389,271</u>	<u>(6,337)</u>	19 season + 1 rental (sold out)
Other Revenue					
Parking/Concourse	28,437	54,523	60,918	6,395	Season Preferred
Talgate Tent		2,100	1,700	(400)	
Other Events	161,872	6,942	36,665	29,723	
Playoffs	-	94,774	138,473	43,699	
	<u>190,309</u>	<u>158,339</u>	<u>237,756</u>	<u>79,417</u>	
Total Revenue	<u><u>3,177,161</u></u>	<u><u>7,032,145</u></u>	<u><u>6,950,386</u></u>	<u><u>(81,759)</u></u>	

Scranton Wilkes-Barre Baseball

2006, 2007 & 2008 Season Expenses

	Seasons Ending 9/30			2007 vs 2008	2007 Notes
	2006	2007	2008	Variance	
G & A					
Compensation / Benefits	620,796	877,912	560,903	317,009	
Supplies	32,559	67,609	33,399	34,210	
Outside Services	63,577	83,506	71,969	11,537	Phones, Internet, FedEx/Postage, Consulting
Accounting & Tax	15,000	75,000	18,000	57,000	Internal audit, tax preparation, data processing
Legal & Organizational	1,012	154,344	37,853	116,491	Start-Up Legal & League Fees
Bank/CC Fees	17,422	99,407	91,565	7,842	
Computer Support	16,497	23,691	35,562	(11,871)	
T & E	20,828	29,247	16,278	12,969	
Employee Relocation	-	9,837	6,511	3,326	
Building & Equipment	11,286	98,241	2,270	95,971	New Computer System
Equipment Leases	-	11,180	5,890	5,290	
Bad Debt, Donations	99,223	45,381	22,208	23,173	
League Dues	75,567	83,788	77,886	5,902	
Business Insurance	126,205	104,236	74,602	29,634	
Corporate Travel	-	87,290	52,867	34,423	
Total G&A	1,099,972	1,850,669	1,107,763	742,906	
Sponsorships					
Sales					
Compensation / Benefits	-	158,001	337,348	(179,347)	
Supplies	-	4,853	11,142	(6,289)	
Advertising	-	37,776	77,180	(39,404)	
T & E	-	6,562	14,675	(8,113)	
Fulfillment	511,324	251,100	333,132	(82,032)	New Signage
Entertainment					
Salaries / Benefits	8,401	42,877	70,162	(27,285)	
Supplies	2,177	44,258	7,370	36,888	New Mascot Uniform & Design
Game Entertainment	-	81,849	66,477	15,372	
Scoreboard Operations	80,605	78,190	82,355	(4,165)	
T & E	-	1,873	5,238	(3,365)	
Building & Equipment	-	7,227	8,434	(1,207)	
Total Sponsorships	602,507	714,566	1,013,513	(298,947)	

Scranton Wilkes-Barre Baseball

2006, 2007 & 2008 Season Expenses

Tickets

Compensation / Benefits	107,924	439,180	483,585	(44,405)
Supplies	17,594	43,425	38,020	5,405
Ticket Printing	-	91,942	67,767	24,175
Postage	-	17,997	62,340	(44,343)
Advertising	-	167,697	129,259	38,438
Ticket System	-	21,268	16,630	4,638
T & E	-	24,722	6,515	18,207
Pocket Schedules	9,487	8,728	7,035	1,693
NA Ticket Assessment	80,936	119,406	270,919	(151,513)
Giveaways/Promos	-	120,438	141,884	(21,446)
Food Costs	51,678	142,091	190,378	(48,287)
Total Tickets	267,619	1,196,894	1,414,332	(217,438)

Media/PR

Compensation / Benefits	49,512	83,625	61,290	22,335
Supplies	4,321	9,241	33,837	(24,596)
Outside Services	4,635	16,664	9,074	7,590
Radio Charges	32,584	28,195	1,833	26,362
Advertising	130,232	100,116	23,500	76,616
T & E	6,201	4,395	10,126	(5,731)
Building & Equipment	-	7,560	661	6,899
Media Guides/Yearbooks	75,088	5,203	5,206	(3)
Total Media/PR	302,573	254,999	145,527	109,472

Game/Stadium Operations

Compensation / Benefits	263,046	425,302	470,648	(45,346)
Supplies	29,226	58,593	79,935	(21,342)
Security	92,430	81,069	82,862	(1,793)
T & E	-	1,029	1,878	(849)
Building & Equipment	204,133	479,832	497,329	(17,497)
Stadium Clean-Up	-	256,426	251,022	5,404
Utilities	362,683	466,430	442,219	24,211
Total Game/Stadium Ops	951,518	1,768,681	1,825,893	(57,212)

Stadium/Equipment Upgrades
Withdrawal of Prison Clean-Up Crew

Scranton Wilkes-Barre Baseball

2006, 2007 & 2008 Season Expenses

Team					
Supplies	29,667	65,068	37,447	27,621	New Uniforms
Outside Services	31,748	7,951	8,545	(594)	
Team Travel & Hotel	242,275	223,470	286,154	(62,684)	
Taxes/Insurance/Other	16,022	11,991	14,219	(2,228)	
Total Team	319,712	308,480	346,365	(37,885)	
Total Other Events	11,965	112,371	181,703	(69,332)	
TOTAL EXPENSES	3,555,866	6,206,660	6,035,096	171,564	

Scranton Baseball

Selected Highlights 2006, 2007 and 2008

Attendance	2006	2007	2008	Change	Percentage Change
Paid	376,284	548,520	422,740	(125,780)	-22.9%
In Park	223,404	303,108	258,810	(44,298)	-14.6%
Ticket Revenue	1,708,028	3,892,824	3,603,737	(289,087)	-7.4%
Sell-outs	1	23	6	(17)	-73.9%

Sponsorship Sales	2006	2007	2008	Increase	Percentage Change
Dominant Packages	-	738,750	738,750	-	0.0%
General Signage, etc.	576,016	936,008	1,298,950	362,942	38.8%
Total Sponsorship Revenue	576,016	1,674,758	2,037,700	362,942	21.7%

2007 Employment	2006	2007	2008	Increase	Percentage Change
Full-time employees		29	30	1	3.4%
Seasonal employees		200	205	5	2.5%
Total Compensation & Benefits	\$ 1,041,278	\$ 1,984,020	\$ 1,913,774	\$ (70,246)	-6.7%