



Oneidas bringing several hundred bags of corn to Washington's starving army at Valley Forge, after the colonists had consistently refused to aid them.

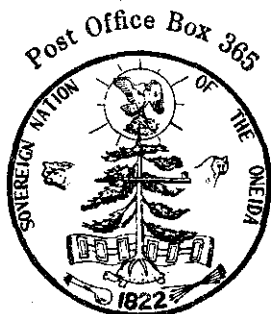
Oneida Tribe of Indians of Wisconsin



UGWA DEHOLUH YATENE

Because of the help of this Oneida Chief in cementing a friendship between the six nations and the Colony of Pennsylvania, a new nation, the United States was made possible.

Phone: 869-2771



Oneida, WI 54155

Resolution 8-2-82-A

WHEREAS, The Oneida Tribe of Indians of Wisconsin has operated a bingo operation since 1975, and,

WHEREAS, the games have been conducted at the Oneida Memorial Building in Oneida, Wisconsin, and,

WHEREAS, the size of the crowds have outgrown the seating capacity of the Oneida Memorial Building,

NOW, THEREFORE, BE IT RESOLVED, the Oneida Tribe of Indians of Wisconsin submit to the State Bank of DePere for a loan not to exceed \$450,000 to build a new facility for the primary purpose of conducting Tribally operated bingo games, and,

Put in minutes

BE IT FURTHER RESOLVED, the Oneida Tribe of Indians of Wisconsin support the application of the State Bank of DePere to the Bureau of Indian Affairs for a guaranteed loan.

C E R T I F I C A T I O N

I, the undersigned, as Secretary of the Oneida Business Committee, hereby certify that the Oneida Business Committee is composed of 9 members of whom 5 members, constituting a quorum were present at a meeting duly called, noticed, and held on the 2 day of June 1982; that the foregoing Resolution was duly adopted at such meeting by a vote of 5 members for, 0 members against, 0 members not voting; and that said Resolution has not been rescinded or amended in any way.

Lee Gordon McLester III, Secretary
ONEIDA BUSINESS COMMITTEE

Overview

Originally relocating in Wisconsin in 1822, the Oneida Tribe is a progressive growing Tribe. With the increase in federal funding to Indian Tribes in the 1970's, the Oneida Tribe has grown significantly. From a work force of below 15 employees in 1970 to a work force of over 350 as of October 1981, the Oneida Tribe has experienced a rapid growth in both the number of employees and the number of services it provides to the community. As the 1980's begin, there is a definite trend toward reducing federal aid to local communities and Indian Tribes. This will have a great impact upon the Tribe. Other employment opportunities must be made available and other sources of funding developed.

As a response to the growing needs of the Oneida Tribe and the limited amount of assistance that can be expected, the Oneida Tribe will develop its resources by broadening its economic base through economic development.

An integral part of the economic development plan is the growth and development of Tribal enterprises. Through the development of Tribal enterprises the Oneida Tribe hopes to increase its tribal income and employment. At the same time, it is felt the development of enterprises will assist the Tribe in gaining control over its own local resources.

The Oneida Tribe of Indians of Wisconsin has operated a bingo operation since 1975. The bingo games have become quite popular. Because of the popularity of the bingo games the Oneida Tribe has a need for a larger facility.

This proposal will address the need for a new facility. The Oneida Tribe has a goal of becoming financially independent within the near future. The construction of this activity center will be the first phase development of a proposed three phase development on the Oneida Tribe's fifty six acres near the Austin Straubel Airport. The second phase will be the construction of a Hotel-Convention Center and the third phase the construction of an office park and of industrial lots.

Tribal Management Approach

The Oneida Tribe believes the approach toward the management of its enterprises is an important aspect of its economic development. It is commonly known the predominate reason why small businesses fail is due to poor management. The Oneida Tribe has developed a management strategy toward its developments. In developing the strategy, the Oneida Tribe conducted an evaluation and assessment of its economic development efforts. The purpose of which was to (1) pinpoint limitations and strengths in its operations; (2) identify possible deterrents to development and (4) identify resources available for economic development.

The Tribe has adopted the following position and approach to the management of an enterprise. An enterprise is a business and not a training program or welfare program. The business is not created for the social welfare of individuals. Income from a business can be used for social activities, however, the business is not a welfare program.

As indicated, the business is not a training program, therefore, all employees must meet the qualifications of the positions. It is expected that individuals will upgrade their skills for higher positions, however, they must be qualified to fill the positions.

The Tribe has been successful at operating enterprises. An evaluation of what made the successful operations different from the unsuccessful operation is the base for further enterprise development. Although structurally different, the following conditions prevailed in the enterprises and will be the framework for future development. Identified conditions were:

- I. Clearly defined separation between the Tribal government and enterprise.
- II. Governed by the Tribal Ordinance.
- III. Management boundaries defined by the Oneida Tribe.
- IV. Management skills developed within the enterprise.
- V. Within management boundaries, personnel held responsible for operation.
- VI. Direction for development given by Oneida Tribe.
- VII. Yearly Business Plans developed.
- VIII. Tribal Reviews and Controls established and defined. Included are scheduled audits and conditions of other reviews.

Within this framework the Oneida Tribe plans on developing its enterprises. By building on success and evaluating failures, the Tribe expects to minimize the difficulties they may have in the business world.

Tribal Management System

The Oneida Tribe has centralized management system, headed up by a General Manager. The General Manager has the responsibility of implementing the decisions and goals of the Oneida Tribe on a day to day basis. Personnel matters are handled through the personnel office. All personnel matters, including posting of positions, setting salary rates, hiring and dismissals are handled through the Personnel Manager.

Accounting is handled by the Central Accounting Department with the Controller having the overall responsibility for the day to day operation. The central accounting system monitors and processes all expenditures of the enterprises. All payments and purchases must be processed by the Accounting Office and approved by the Manager of the individual enterprise.

Technical assistance is given to the enterprise from the Economic Developer and the Business Manager.

All policies and direction for enterprise development is approved by the Oneida Tribe's elected officials, the Oneida Tribal Business Committee.

Oneida Bingo Enterprise

The Oneida Tribe of Indians of Wisconsin operates a unique and highly profitable bingo operation. It is unique in its crowd size and the nature of its games. The highly efficient operation has maintained a friendly atmosphere while growing from a small operation to a much larger operation. It is unique in it is totally operated by Oneida Tribal members. Despite no advertising of the events bingo players have come from as far away as Chicago to play bingo on the Oneida Reservation. Tourists from as far away as California have played bingo on the Oneida Reservation while vacationing in Wisconsin.

Why is the Oneida Tribe able to operate a bingo operation so successfully and differently from other bingo operations? There are a number of reasons but underlying the unique operation is the Oneida Tribe's rights as an Indian Nation to regulate its own activities. By regulating its own activities it is able to refine the management and control over the bingo games where it is efficiently and effectively run.

Bingo in Wisconsin

Bingo became legal in Wisconsin in the early 1970's. The state had to change their constitution to allow bingo to be played for cash prizes. The purpose of bingo is to allow non-profit entities of the state of Wisconsin, such as churches, to generate income by holding bingo games for cash prizes. The income is to be used for non-profit purposes.

The state of Wisconsin regulates bingo games by restricting jack-pot sizes by restricting number of games, by issuing license, and by limiting total cash paid per bingo. Under the state of Wisconsin jurisdiction a good bingo operation would generate \$15,000 a year.

The state of Wisconsin does not regulate the bingo games played on the Oneida Reservation. Although the state of Wisconsin has made attempts at regulating the bingo games played in Oneida, a federal district court has ruled the state has no jurisdiction of bingo games played on the reservation operated and regulated by the Oneida Tribe. A permanent restraining order has been issued preventing any attempts of the state to interfere with bingo games operated by the Oneida Tribe.

Bingo on the Oneida Reservation

Bingo has been operated by the Oneida Tribe since 1975. It began showing a profit the first time it was operated by the Oneida Tribe and has grown steadily to its present size. The first bingo grossed \$85.00. In 1982 the average session grosses \$7,796. The bingo games have been and continue to be managed by a group of people referred to as the bingo committee. The bingo committee is actually the supervising staff of the bingo games. Two members of the five member committee have worked as bingo committee members since the first bingo session in 1975. The other three members have worked on the bingo games at least two years.

The Oneida Tribe has regulated the bingo games through a bingo ordinance. The ordinance specifies the limitations on value of prizes, who may operate bingo games, and other matters related to the operation of bingo games. An important aspect of the Oneida Tribe's bingo games is the operation is run solely by Oneida Indians. All employees of the bingo operation are Oneida Indians. This truly is a unique and important aspect of the Oneida bingo operation.

Present Facilities

Bingo games are played at the Oneida Memorial Building, located within the village of Oneida. It is in a heavily populated area.

The bingo games are played in the gymnasium with the lobby area and kitchen area also used. The gym can comfortably seat 450-475 people. There are two small men's restrooms and two small women's restrooms in the building.

The building also contains office space. The Oneida Tribes central accounting system as well as the Oneida Tribes business committee have offices in the building. A space is leased to a local hair dresser. Small laundry facilities are also available in the building.

A gravel parking lot is located directly behind the community center. Enough parking space is available for 100 cars. The parking lot is located within the Duck Creek flood plains and cannot be expanded. Sanitary services are provided by a lagoon system for the entire area. The lagoon system has not been able to adequately treat the sewage generated in the area.

Present Bingo Operation

The Oneida Tribe presently operates bingo four days a week. Wednesday, Thursday, Saturday and Sunday. Each day there is one session except on Sunday there are two sessions. Once a month the Tribe operates a special bingo on a Friday night referring to this as marathon bingo. Other special bingo's are held on New Years Eve, Thanksgiving and Easter. There are no bingo games over the Christmas holiday. Each session has 34 games. Some sessions have what is referred to as early birds, and late birds. These are six special bingo games for those who arrive before the regular session or remain after the session.

The 34 games that make up the regular bingo session have 27 regular bingo games paying \$20 each, six special bingo games paying between \$50 and \$200 to the winner. One bingo of progressive black out paying a minimum of \$1,000 to the winner who would mark all squares on their sheet prior to reaching an established total of numbers called. If no player has bingo before the total is reached a consolation prize of \$500 is paid. Total cash prizes do not exceed \$3,000 per session. All prizes are paid in cash.

The bingo committee also manages the concession sales. Food such as hot dogs, hamburgers, soups, potato chips, popcorn and soda pop are served out of the kitchen.

In order to play bingo a player must buy an entry bingo card. Additional cards may also be purchased. The entry card and additional cards are used for the 27 regular bingo games.

To play four of the specials and to play the black out game special cards must be purchased. Two of the six special bingo games are played using the regular bingo cards. If the bingo has early birds or late birds those game cards must also be bought separately.

Each player must purchase an entry card to enter the games. The entry cards cost \$1.00 each, additional cards cost 75¢. These cards are used for the 27 regular games plus two of the special games.

To play the other four special games and the black out game disposal paper bingo cards are used. A sheet containing six bingo game cards may be purchased for \$1.00 or individual cards may be purchased for 25¢ each. If there are early birds or late birds the same disposal cards are used for the same price. The jack-pots for the early birds are $\frac{1}{2}$ the total received per game.

The holiday bingo sessions and the marathon bingo sessions are played slightly differently. Only 25 games are played, however, the pay outs are different. 20 of the games pay \$100 to the winners. Five games pay between \$200 and \$500 dollars to the winners. During the marathon bingo session only four of the games require buying different cards. The procedures for purchasing these cards are the same as those outlined above for the disposal cards.

The bingo games are not advertised in any fashion other than a sign outside of the building. Despite the lack of advertising players come to the bingo games on a weekly basis from as far away as 70 miles. On a monthly basis players from as far away as Chicago, Illinois and Crystal Falls, Michigan come to play bingo in Oneida. A group of

tourists from Colorado and a group from California who vacation in Wisconsin make it a point to play bingo in Oneida while in Wisconsin. The draw area contains the populated Fox Valley, Green Bay, Oshkosh, Fond du Lac, Shawano, Manitowoc, Wausau, De Pere, and Oconto areas. A large draw area is also the rural communities of New London, Keshena, Seymour and Freedom. The total population of the draw area is well over 250,000 people. The bingo committee estimates that 80% of each crowd are repeats. The bingo committee makes it a point to be friendly and provide a pleasant atmosphere. A large percentage of the players are known by the committee on a first name basis.

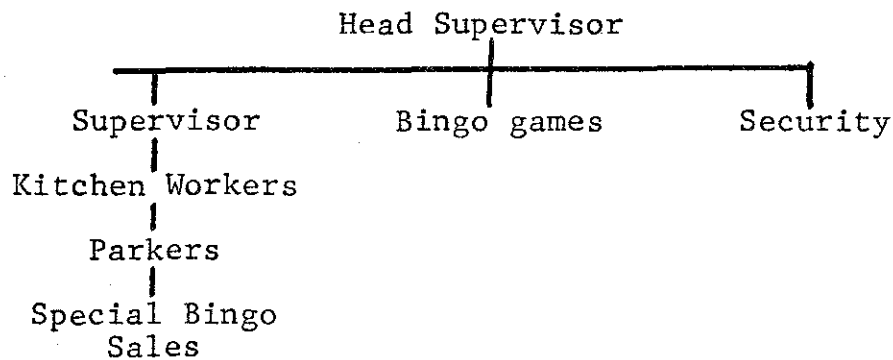
From numerous conversations with players the bingo committee cites these reasons as why people enjoy playing bingo in Oneida.

1. The cash payments and the size of jack-pots.
2. The friendly atmosphere.
3. The variety of games played.
4. The mystic of playing "on" the reservation.
5. No alcoholic beverages.

As referred to previously the bingo games are managed by a committee. The five members are Alma Webster, Sandra Ninham, Lillian King, Kate Stevens and Kathy Hughes. All the members work the bingo games except Kathy Hughes. Kathy Hughes is an employee of the central accounting office and processes the payments for the operation. Alma Webster and Sandra Ninham have worked the bingo games since 1975. Alma Webster helped introduce the "early birds" and marathon bingo into the operation. Sandra Ninham is the chairperson of the committee and has been instrumental in maintaining the friendly atmosphere of the bingo games. Lillian King has been with the bingo operation for 3 years. She has added her experience in operating community activities and her employment as a department planner to the committee. In addition Mrs. King has been an avid bingo player. Kate Stevens has been working on bingo games for over two years. Ms. Stevens' experience at operating concession sales has helped the kitchen operation considerably. Ms. Stevens has had a great deal of experience with working with people particularly elderly and youth. The committee as a whole has a great deal of experience at operating a very successful bingo.

The bingo committee meets at least once a week. These sessions are basically staff meetings. They discuss inventories, staffing, scheduling of bingo workers, supplies, and the operation of the games.

During a bingo session two bingo committee members work. They are the supervisory staff for the games. Each is assigned to supervise over a particular aspect of the games. They do not always work in the same area, so each member knows the entire operation. Two members are on relief each session. The overall responsibility for the operation is the chairperson of the committee, Sandra Ninham. In her absence Lillian King fills in. An organizational chart would appear as follows:



Security personnel report to the head supervisor. Security is maintained by contract with local police officers.

By department the following personnel work under authority of the supervisor.

Food Service

3 kitchen workers - six hours per session
 duties: prepare and sell food.

On the floor

9 floor workers - five hours each
 duties: exchange cards, call out winners
 answer questions. Count cards and
 people in area.

3 sellers
 duties: sell and monitor the bingo card sales, also
 are responsible for paying winners.

2 callers - five hours per session
 duties: call out all bingo games. Verify winners,
 and total all winners per session.

3 parkers - six hours per session
 duties: direct cars to designated parking areas,
 watch cars while bingo is being played.

1 maintenance - six hours
 duties: clean area after each bingo.

The two supervisors verify cash receipts for each session. All cards are counted twice each night. Total revenue must match number of cards sold. The cash is deposited in a safe each night. An armored car transports the cash to the bank, the next working day. Security is on duty until the money is put in the safe.

All bills are processed for payment through the Oneida Tribes central accounting system. Records are maintained by the central accounting office on the Bingo operation.

Need for New Facility

In FY 1982 the average crowd size per session has been 350. This is

despite the severe winter Wisconsin had in 1982. During the spring and early summer the crowds have averaged 387 people. The maximum comfort range for the crowds are 450 to 475. Any number over 475 makes the crowd uncomfortable. In March of 1982 the crowds were over this range on six different occasions. Because of the cramped quarters players have been coming up to 7 hours before the scheduled event to guarantee seating. A new facility is needed that will house the number of players who wish to play.

A new facility is needed for other reasons as well. The lagoon system that services the waste from the building has not been able to treat the sewerage. As a result of inadequate treatment facilities the Duck Creek is very polluted.

Parking is sufficient for only 100 cars. Well over 175 cars seek parking on a regular basis. This has put a great deal of stress on the local residents in Oneida. No adequate area is available to expand the parking facilities to handle the crowds.

The intent of the building was for community activities. Because of the time demand of the bingo games, no other activities can take place on a regular basis.

The ventilation and air conditioning are so poor as to make it close to unbearable during hot summer days. The smoke is bad all the time.

For all these reasons a new facility is needed.

Site for New Facility

The Oneida Tribe has selected the 56 acre "Airport site" in the village of Ashwaubenon as the site for the Activity Center. The site is on Airport Road directly across from the entrance to the Austin Straubel Airport. The Airport is the only public airport serving the great Green Bay area. This site is highly accessible to major thoroughways. The four lane highway connects to the free way system of US 41. US 41 runs north to Marinette and south to Milwaukee. US 41 intersects with Interstate 43, State highway 54, and State highway 29.

The airport site needless to say has great potential for development. A tentative plan for the site is to have a hotel-motel convention center, an office park and industrial lots in the site.

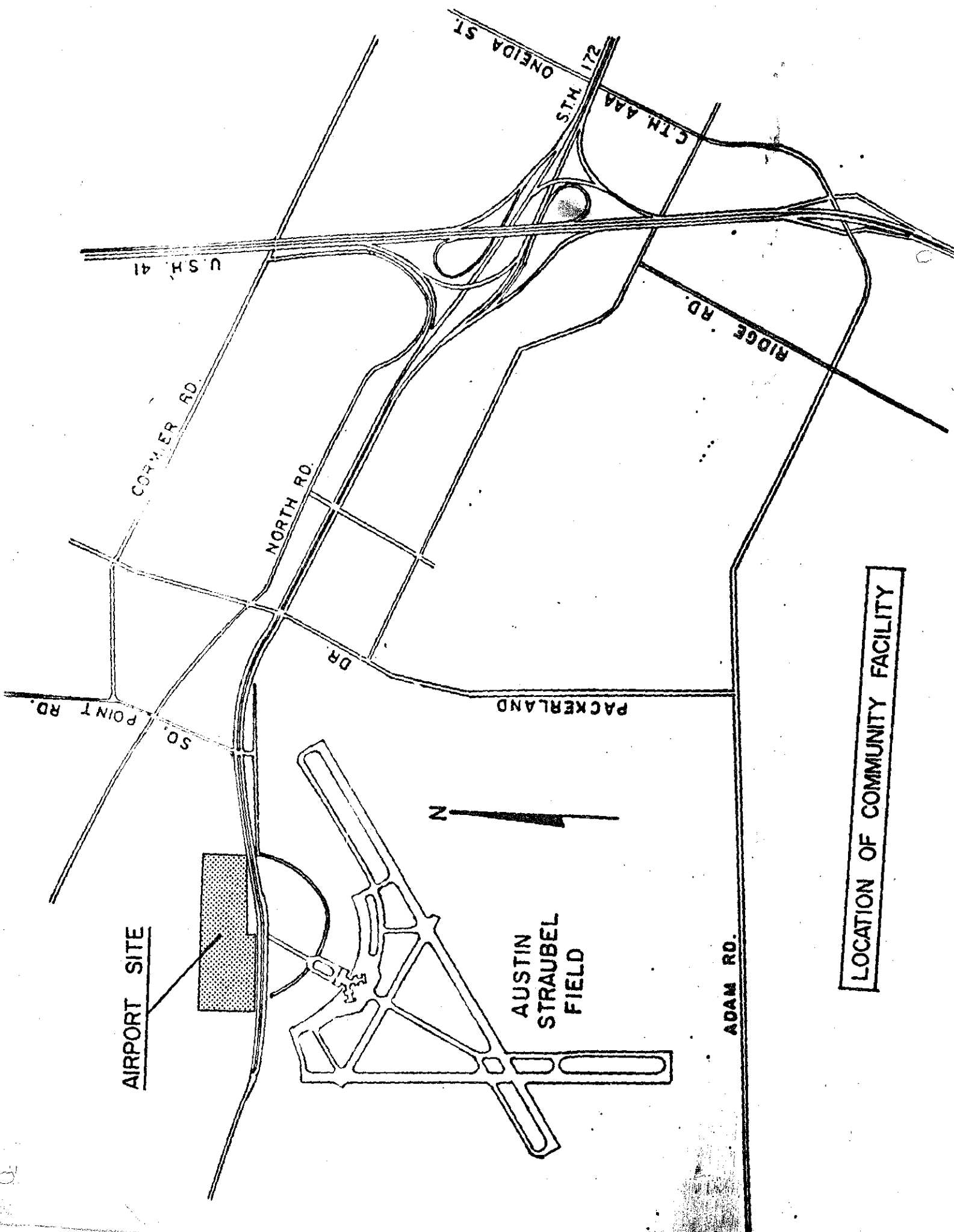
No developments are directly to the east or west of the site. North of the 56 acres is a waste disposal site for the Fort Howard Paper Company.

The airport site is zoned commercial/light industry by both the Oneida Tribe and the Village of Ashwaubenon.

The sight is heavily wooded and should be a very attractive location for the building.

Proposed Facility

The proposed facility will be a _____ square foot building with adequate parking for 300 cars. The building will be equipped with a



AIRPORT SITE

AUSTIN
STRAUBEL
FIELD

LOCATION OF COMMUNITY FACILITY

U.S.H. 41

CORNER RD.

NORTH RD.

DR.

PACKERLAND

ADAM RD.

RIDGE RD.

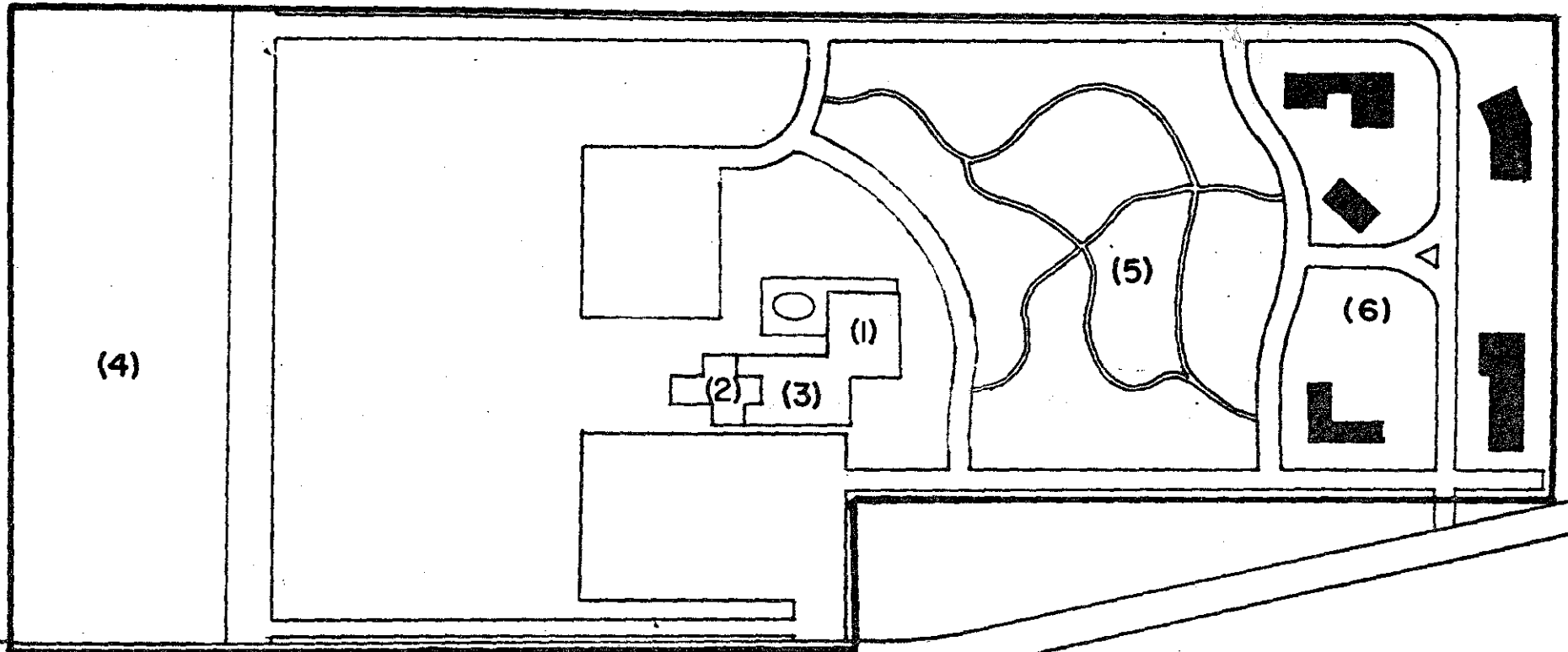


ONEIDA ST.

STM. 172

CTH AAA

PROPOSED AIRPORT SITE DEVELOPMENT



- (1) HOTEL
- (2) CONVENTION CENTER
- (3) MALL
- (4) LIGHT INDUSTRY PARK
- (5) PARK
- (6) OFFICE PARK

security system, kitchen facilities, will have seating capacity of 800 with room for expansion, smoke exhaust system, central air conditioned. The new facility will have a special booth area for purchasing game cards, an elevated stage area, an office, janitorial area, three storage areas. The storage areas will be for storing tables and chairs, and bingo equipment. The office will have a safe.

The players will enter a lobby area prior to entering the playing area. There will be five lighted bingo boards in the interior. A complete equipment list is provided in the Financial Information section.

The new facility will have greater security than the present facility.

Operation Plan - New Facility

The Oneida Tribe is please with the present management of the bingo operation. The management has developed and maintained a quality operation. A new facility is another step in the evolution of the bingo enterprise.

Many qualities of the present management are valuable asstes to the bingo games. The management encourages creative ideas, cooperation, friendliness, and pride in workmanship. Because the bingo committee enjoy their work, they provide a pleasant atmosphere for the employees.

Changes in the management will take place in the new facility. The titles to the positions will be different. The chairman of the committee will be the bingo manager. Three of the committee members will become supervisors. The duties of the management team will change little, however the non-working committee member will be dropped from the organization. The management team will therefore be composed of the manager and three supervisors. Staff meetings among the management team will be held at least weekly.

The manager will be the contact person for the operation. Responsibility for the operation will rest with the manager. All vouchers will be signed by the manager. The manager will be responsible to see the cash is picked up by the armored car service. The upkeep of the building and grounds will be the responsibility of the manager.

The supervisors will assist in making orders, keeping inventory, supervising and scheduling personnel, operating the bingo games, making policy, processing payments, planning activities and other duties assigned by the management team. The management of bingo has been a group effort and will basically remain that way.

With the new facility more duties will be added to the bingo managers responsibilities and will require the manager to work full time. More sessions will be held and will require more time from the supervisors as well. Of the three supervisors, two will work full time and one will work part-time. Other staffing changes will include the classification of bingo workers into categories as follows. Floor workers, maintenance workers, parkers, receptionist, security, cooks, and cook aides. Each session will have:

- 2 members of the management team
- 12 floor workers
- 2 parkers
- 1 receptionist

- 1 Security Officer
- 1 Head Cook
- 2 Cooks
- 3 Cook aides

The maintenance personnel, a receptionist, the manager and the supervisors work hours in addition to the sessions. The entire personnel and their hours and wages are listed below. Differences in wages to floor workers is a result of their length of employment.

Positions

1	Manager (8.17/hr.)	\$17,000
2	Supervisors (7.21/hr.)	30,000
1	Relief Supervisor (7.21/hr.) (27 hr.)	10,123
12	Floor Workers (3.85/hr.) (20 hr.)	48,048
10	Floor Workers (5.00/hr.) (20 hr.)	52,000
2	Floor Workers (4.25/hr.) (20 hr.)	8,840
4	Parkers (3.85/hr.) (20 hr.)	16,016
2	Maintenance (4.50/hr.) (40 hr.)	18,720
1	Receptionist (3.35/hr.) (40 hr.)	6,968
1	Receptionist (3.35/hr.) (32 hr.)	5,574
1	Security (9.50/hr.) (40 hr.)	19,760
1	Head Cook (4.50/hr.) (40 hr.)	9,360
2	Cooks (4.00/hr.) (36 hr.)	14,976
3	Cook Aides (3.85/hr.) (36 hr.)	21,622

43 6 / 2000 \$279,007

Floor workers will work two different time schedules. A group of twelve will work three sessions and a second group will work the other three sessions. Two parkers will work three sessions and two will work the other three sessions. There will be a daytime and nighttime receptionist.

The cooks will prepare the food for each session and the cook aides will assist in selling the food. Cigarettes will also be sold along with candy bars, chips, coffee, pop, popcorn and food. A change in this department will include the selling of the concession items out on the floor through the use of portable serving carts.

The format of bingo games themselves will not change. However, new jack-pots and cost of cards will be established as follows:

34 games a session

4 specials

- \$125 prize
- \$150 prize
- \$200 prize

Progressive Black out start at number 50 - \$1,000 go as far as number 57. Pot is raised \$100 each time.

2 Triple Headers

- \$180 prize
- \$ 50 prize

○ 27 games at \$30

Cost of Cards

\$1.00 entry card
.75 additional cards

Paper Specials

\$.25 a card
1.00 a sheet

Early Birds

\$.50 a card
\$1.00 a sheet

There will be six sessions a week, that is one more than the present operation. The games will be held Tuesday, Wednesday, Thursday, Saturday and two sessions on Sunday. Additional times may be tested for games.

The games will basically be operated the same with some changes due to the increase in sessions and the need to maintain the new building.

Oneida Bingo Enterprise
Pro forma
Profit & Loss Statement

First Year

<u>Gross Sales</u>		\$1,925,460	\$94,340
<u>Cost of Sales</u>		<u>789,438</u>	<u>51,887</u>
<u>Gross Profit</u>	total	<u>\$1,178,475</u>	<u>42,453</u>
Personnel		\$279,007	
Fringes (21%)		58,591	
Supplies, Materials-Bingo		96,273	
Mileage .002		3,851	
Transportation/Per diem		3,851	
Insurance		3,600	
Special Events, Promotion		5,776	
Supplies		7,453	
Maintenance Supplies		1,925	
Repairs		8,000	
Utilities		17,000	
Holding Tank Expense		13,000	
Advertising		6,000	
Depreciation-Building		9,900	
Depreciation-Equipment		10,000	
Reproduction/Printing		1,925	
Telephone		600	
Indirect Cost		<u>11,000</u>	
<u>Operating Expense</u>		<u>537,802</u>	
Net before interest		640,673	

<u>2nd Year</u>	<u>Bingo</u>	<u>Concessions</u>	<u>Total</u>
<u>Gross Sales</u>	\$2,163,060	\$105,864	\$2,268,924
<u>Cost of Sales</u>	<u>886,854</u> (41%)	<u>58,225</u> (55%)	<u>945,079</u>
<u>Gross Profit</u>	<u>1,276,206</u>	<u>47,639</u>	<u>1,323,845</u>

Operating Expenses

Personnel	\$ 295,747
Fringes	62,106
Bingo Supplies	108,153
Mileage	4,092
Transportation	3,851
Insurance	3,816
Special Events - Promotions	6,489
Kitchen Supplies	8,469
Maintenance Supplies	2,040
Repairs	8,480
Utilities	18,020
Holding Tank Expense	13,780
Depreciation - Building	9,900
Depreciation - Equipment	10,000
Reproduction/Printing	2,040
Telephone	600
Indirect Cost	<u>11,660</u>

Operating Expense 569,243
before interest

Net profit before interest 754,602

<u>3rd Year</u>	<u>Bingo</u>	<u>Concessions</u>	<u>Total</u>
<u>Gross Sales</u>	\$2,430,310	\$ 119,291	\$2,549,601
<u>Cost of Sales</u>	<u>996,427</u>	<u>65,610</u>	<u>1,062,037</u>
<u>Gross Profit</u>	<u>1,433,883</u>	<u>53,681</u>	<u>1,487,564</u>

Operating Expenses

Personnel	\$ 313,492
Fringes	65,833
Bingo Supplies	121,515
Mileage	4,327
Transportation	3,851
Insurance	4,045
Special Events-Promotions	6,878
Kitchen Supplies	8,469
Maintenance Supplies	2,162
Repairs	8,989
Utilities	19,101
Holding Tank Expense	14,607
Depreciation-Building	9,900
Depreciation-Equipment	10,000
Reproduction/Printing	2,162
Telephone	650
Indirect Cost	<u>12,359</u>
Operating Expense before interest	<u>608,339</u>
Net Profit before interest	<u>879,225</u>

FINANCIAL PROJECTIONS

The estimated income from the bingo games operated in the proposed new facility have been calculated based on an annual increase of six percent growth in the crowd size. The six percent growth rate has been the rate of growth over the last two years. Although the average amount each player spends has increased over the last few years the first years income does not reflect an increase. An inflation rate of six percent the second and third years has been projected. The average number of sessions per month has been increased by 17% which is equal to the increase in planned sessions.

These projections should be very conservative. With adequate parking, Comfortable seating and easy access the business should do quite well.

PROJECTIONS

Attendance

Per Session	6% Increase
Number of Sessions	17% Increase
Per Person	No Increase

Attendance Bingo		Average Number of Sessions/Month	Per Person
1st year	371	20.21	21.40
2nd year	393.26	20.21	22.68
3rd year	416.85	20.21	24.04
Kitchen			
1st year	371	20.21	1.05
2nd year	393.26	20.21	1.11
3rd year	416.85	20.21	1.18

Financial Requirements

Building and Improvements \$445,000
New Equipment

Bingo Equipment

4 lighted bingo boards (\$600 each)	2,400
135 tables (\$125 each)	16,975
800 chairs (\$35 each)	28,000
3 custom locked money table (\$700 each)	2,100
	<hr/>
	\$ 49,375

Kitchen Equipment

3 coolers, Freezers (\$1,800 each)	\$ 5,400
2 commercial grade Range-Oven (\$2,500 each)	5,000
2 carts - to transport food (\$400 each)	800
All miscellaneous equipment	900
	<hr/>
	12,100

Building & Grounds

2 Automatic Scrubbers (\$1,500 each)	\$ 3,000
1 Vacuum Cleaners	250
1 Lawn Mower	350
9 carts (\$80 each)	720
Signs	6,250
Snow Blowers	250
	<hr/>
	\$ 10,820

Total Equipment

\$ 72,295

Operating Expenses (1 month) \$ 41,787
Inventory Kitchen 4,317

Financial Need \$563,399
Tribal Contribution 141,399
Loan 422,000

Loan Payment Estimates

Real Estate
30 year note 16.5% on \$333,750 \$4,622/month

Equipment Inventory
10 years at 17% on \$88,800 1,690/month

Total on Real Estate 1,663,920
Total on Equipment 202,800

Interest Expense

First Year \$70,051
Second Year 66,548
Third Year 63,221

Depreciation Schedule

Building \$10,012
40 years 10% salvage
Equipment
10 years 0 salvage 7,220

Security Needed

Assignment of Income
Agreement