

2012 Olympic Games Budget and Supporting Schedules



San Francisco, U.S. Bid City

April 3, 2002

OCOG 2012 Games Budget

(All in \$US 2002 Millions)

Revenues			
Line #	Schedule #	Description	Amount
1	1	Broadcast Rights	\$ 844
2	2	TOP Sponsorship	\$ 226
3	3	Domestic Sponsorship	\$ 566
4	4	Licensing	\$ 62
5	5	Official Suppliers	\$ 98
6	6	Olympic Coin/Stamp	\$ 8
7	7	Lotteries	\$ -
8	8	Ticket Sales	\$ 721
9	9	Donations	\$ 64
10	10	Disposal of Assets	\$ 17
11	11	Subsidies	\$ -
12	12	Paralympics	\$ 44
13	13	Other	\$ 185
		Total Revenues	\$ 2,835
14	14	Date of Budget Submission	April 3, 2002

Facilities Budget			
Line #	Schedule #	Description	Amount
15	14A	Sports Facilities	\$ 318 (1)
16	14A	Olympic Village	\$ 13
17	14A	MPC & IBC	\$ 26
18	14A	Other	
Operations Costs			
19	15	Sport Events	\$ 507
20	16	Olympic Village	\$ 44
21	17	MPC & IBC	\$ 153
22	18	Ceremonies and Programs	\$ 142
23	19	Medical Services	\$ 14
24	20	Catering	\$ 43
25	21	Transportation	\$ 218
26	22	Security	\$ 93
27	23	Paralympics	\$ 82
28	24	Advertising & Promotion	\$ 110
29	25	Administration	\$ 240
30	26	Pre-Olympic Events & Coordination	\$ 27
31	27	Legacy	\$ 1,228 (2)
32	28	Contingency	\$ 269
33	29	Facilities Rental Costs	\$ 30
34	30	Additional Financial Guarantee Costs	\$ 44
35	31	Other	\$ 48
Total Expenses			\$ 2,426
36	32	Surplus (Deficit)	\$ 409

Notes:

(1) Within line 15, there is a \$31 million contingency included for facility cost overruns.

(2) Within line 31, only the cash portion of the legacy expense is counted towards the

Total Expense amount. The cash portion is budgeted as (\$US Mil): **\$5**

Cash Flow

		2005	2006	2007	2008	2009	2010	2011	2012	Sub Total	2013	2014	Total
(All in \$US 2002 Millions)													
Cash Position													
Beginning of Year		\$ 10	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ 449	\$ 413	\$ 10
Cash Inflows													
line #													
N/A	Bank Financing		33.8	72.6	55.1	122.8				284.3			284.3
1	TV Rights				126.6	109.7	71.7	80.2	455.8	844			844
2	TOP Sponsor				2.3	6.8	11.3	74.6	131	226			226
3	Domestic Sponsorship			2.5	5	34.8	42.3	72.2	92.2	249			249
4	Licensing			0.6	1.2	8.7	10.5	18	23	62			62
5	Official Suppliers				0.3	1.3	1.5	2.6	3.3	9			9
8	Tickets						108.2	288.4	324.4	721			721
11	State, City, Region									0			0
13	Other Income			3.7	7.5	52.1	63.2	108.2	376	610.7	12.3	12.2	635.2
Cash Outflows													
line #													
15-18	Capital Investments			8.9	85.7	192.8	57.1	12.4		356.9			356.9
19-33	Operations		43.8	70.5	112.3	143.4	246.1	353	956.9	1926	48.6	16.2	1990.8
N/A	Bank Repayments						5.5	278.8		284.3			284.3
Cash Position													
End of Year		\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 449	\$ 449	\$ 413	\$ 409	\$ 409

Timing of cash in and cash out is based on Atlanta actuals, adjusted by delaying cash in by 30 days.
Cash out includes deposits made for private guarantee - deposits are returned in year 2012.
Borrowing rate is calculated at 8.5%.

Cash Flow Schedule B

Broadcast Rights

Total Broadcast Revenue (\$millions)	\$ 844.15	Total shown represents Broadcast Rights revenue in 2012 discounted to \$US 2002 at a rate of 3% per year for 10 years.
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Schedule/Line Item 1

We note:

- (1) The rate of arithmetic increase from Moscow to Beijing averages 57% over 7 quadrenniums.
- (2) When multiple quadrenniums were negotiated in a single contract (which happened between Atlanta and Sydney), the increase was 42%.
- (3) Broadcast rights from the Internet are expected to add value to this category.
- (4) The IOC has announced that negotiations for broadcast rights for the 2012 Games may not be completed until 2005.
- (5) Broadcast revenue for games conducted in the US tend to attract higher revenues (Atlanta was 47% greater than Barcelona, and Salt Lake City was 44% greater than Nagano).

In consideration of the foregoing, BASOC conservatively estimates an increase of 35% for broadcast rights revenue for the 2012 Olympic Games.

Total Summer Broadcast Revenues – by Source (in millions)										
	(actual)	(actual)	(actual)	(actual) OCOG 60%	(actual) OCOG 60%	(actual) OCOG 60%	Projected OCOG 49%	(projected) OCOG 49%	(projected) OCOG 49%	(projected) OCOG 49%
	Moscow	Los Angeles	Seoul	Barcelona	Atlanta	Sydney	Athens	Beijing	San Francisco (2012)	2012 in \$2002
Total	\$100	\$287	\$403	\$636	\$935	\$1,332	\$1,498	\$1,715	\$2,315	
OCOG Share					\$561	\$799	\$734	\$840	\$1,134	\$844.15

Discount Factor 74%

The above amounts are based on actual results or projections based on contracts in place. The source for these amounts is the IOC's *Olympic Marketing Newsletter*.

TOP Sponsorship

Total TOP Revenue (\$millions)

\$ 226.35

Total shown represents TOP revenue in 2012 discounted to US\$ 2002 at a rate of 3% per year for 10 years.

Schedule/Line Item: 2

Basic Assumptions: Given the rate of arithmetic increase from Calgary/Seoul to Torino/Beijing averages 55% over 5 quadrenniums, and the increase for SLC/Athens and Torino/Beijing is forecasted for 18% and 20% respectively, San Francisco conservatively estimates an increase of 20% for TOP revenue in 2012.

TOP Revenue (in millions) by Quad								
	Calgary/Seoul	Albertville/ Barcelona	Lillihammer/A tlanta	Nagano/Sydney	SLC/Athens	Torino/Beijing **	San Francisco 2012	2012 in \$2002
Total	\$96	\$172	\$275	\$550	\$650	\$780	\$936.00	
Summer OCOG			\$89	\$179	\$211	\$254	\$304.20	\$ 226.35

The above amounts are based on actual results. The source for these amounts is the IOC's *Olympic Marketing Newsletter*.

** TOP for this Quad has not been announced by the IOC. A 20% growth over Athens has been assumed.

Domestic Sponsorship Revenue

Projected Revenues

	Product/Sponsor Category	Cash	VIK	Total	Underlying Assumptions*
301	1 OPUS Tier 1 Sponsors				
302	2 Phone Service				
303	3 Banking				
304	4 Beverages - Beer				
305	5 Auto				
306	6 Telecom Products / Service				
307	7 Oil/Gas				
308	8 OPUS Tier 2 Sponsors				
309	9 Insurance				
310	10 Healthcare				
311	11 Airline				
312	12 Personal Computers				
313	13 Cards / Small Gifts				
314	14 Ticket Packages / Hospitality				
315	15 Computer Networking / IT				
316	16 Clothing Maker				
317	17 Jobs / Employment				
318	18 Beauty / Body Products				
319	19 Home Office Products				
320	20 Timing				

Domestic Sponsorship Revenue

Projected Revenues

		Product/Sponsor Category	Cash	VIK	Total	Underlying Assumptions*
321	21	Security Systems				
322	22	Retail - Home Improvement				
323	23	Local Power Supplier				
324	24	Heating / Cooling				
325		GROSS REVENUE	\$ 475.20	\$ 423.00	\$ 898.20	
326		IOC ROYALTY (5% of Total Gross, but all in cash)	\$ (44.91)	\$ -	\$ (44.91)	Based on estimates of previous Olympic experiences
327		USOC REVENUE (35% of cash and 25% VIK of post-IOC Gross)	\$ (182.04)	\$ (105.75)	\$ (287.79)	Based on estimates of previous Olympic experiences
		Total Domestic Sponsorship Revenue	\$ 248.25	\$ 317.25	\$ 565.50	

*Categories are shown based on Salt Lake City. It is assumed that product / sponsor categories will change in mix and value over time. Therefore, no values were assigned to a category. Total sponsorship is increased 5% from Salt Lake City experience. The mix of Cash and VIK is changed from Salt Lake City to reflect an emphasis on cash sponsorship and an effort to fully utilize all VIK contributions.

Historical Domestic Sponsorship Information		
Domestic Sponsorships	Atlanta 1	SLC 2
	In 1996 \$	In 2002 \$
Cash	\$ 314,662	\$ 396,090
VIK	258,407	463,255
Total	\$ 672,550	\$ 859,345

1. Figures were taken from Atlanta.
2. SLC's VIK amount has not been fully utilized.

Licensing Revenue

	Product Category	Projected Revenues	Underlying Assumptions
401	1 Accessories - Labels & Hand Tags		
402	2 Accessories - Leather Goods & Gifts		
403	3 Accessories - Pins		
404	4 Accessories - Sunglasses		
405	5 Accessories - Temporary Tattoos		
406	6 Accommodations		
407	7 Air Fresheners		
408	8 Apparel - Boxers & Scarves		
409	9 Apparel - Children		
410	10 Apparel - Fleece Products		
411	11 Apparel - Formal		
412	12 Apparel - Headwear		
413	13 Apparel - Men General		
414	14 Apparel - Outerwear		
415	15 Apparel - Socks		
416	16 Apparel - Women General		
417	17 Apparel - Woven Accessories		
418	18 Books - Children		
419	19 Books - General		
420	20 Chocolate & Candy Products		
421	21 Collectibles		
422	22 Decorative - Crystal		
423	23 Decorative - Fine Art		
424	24 Decorative - Fine Jewelry		
425	25 Flashlights		
426	26 Golf Putter		
427	27 Housewares: Cast Iron		
428	28 Housewares: Flasks		

**Line Item 4
Licensing
Schedule 4**

Licensing Revenue

	Product Category	Projected Revenues	Underlying Assumptions
429	29 License Plates		
430	30 Mascots		
431	31 Mattresses		
432	32 Novelties - Calendars		
433	33 Novelties - Inflatable Novelties & Balloons		
434	34 Novelties - Lighters		
435	35 Novelties - Office Equipments & Supplies		
436	36 Novelties - Pens & Pencils		
437	37 Novelties - Scented Candles		
438	38 Novelties - Stamps		
439	39 Novelties - Watches & Clocks		
440	40 Others		
441	41 Premium Products		
442	42 Pre-paid Calling Card		
443	43 Software - Commemorative CD		
444	44 Software - Computer Games		
445	45 Toys - Dolls		
446	46 Toys - Puzzles		
	Total Licensing Revenue	\$ 62.33	

Notes:

Budget amount is based on Atlanta's budget from 1996, adjusted for the cost of living in San Francisco and inflated from 1996 to 2002 dollars. The total was then reduced 10% to reflect expectations of diminished royalty levels in contracts signed with licensees.

Official Suppliers Revenue

Projected Revenues

	Product/Sponsor Category	Cash	VIK	Total	Underlying Assumptions (Include details of how VIK is budget relieving)
501	1 Accommodation: Hotel				
502	2 Beverages: Wine & Spirits				
503	3 Computer: Data-networking				
504	4 Computer: UNIX Sever Solutions				
505	5 Energy: Natural Gas				
506	6 Energy: Temporary Power Generation & Distribution				
507	7 Food: Canned				
508	8 Food: Catering Services				
509	9 Food: Cereal Products				
510	10 Food: Dairy Milk				
511	11 Food: Meat Produce				
512	12 Food: Nutritional				
513	13 Food: Pre-packaged				
514	14 Health: Prescription Pharmaceuticals				
515	15 Health-care Automation				
516	16 Logistic: Freight Forwarding & Custom Services				
517	17 Logistic: Railroad Services				
518	18 Medals, Corporate Recognition & Service Awards				
519	19 Metal Detectors				
520	20 Retail: Large Home Appliances				
521	21 Retail: Mattresses				
522	22 Retail: Office Furniture				
523	23 Retail: Paper Products				
524	24 Retail: Ticket Sales				
525	25 Services: Exposition & Convention				
526	26 Services: Market Research				
527	27 Services: Outplacement & Career Transition Services				
528	28 Services: Volunteer & Staff Training Services				
529	29 Sports Equipment for Summer Sports				
530	30 Telecommunication: Television & Radio Stations				
531	GROSS REVENUE	\$ 20.84	\$ 118.07	\$ 138.90	
532	IOC ROYALTY (5% of Total Gross, but all in cash)	\$ (6.95)	\$ -	\$ (6.95)	Based on Estimates of Salt Lake Experience.
533	USOC REVENUE (35% Cash and 25% of VIK of post-IOC Gross)	\$ (4.86)	\$ (29.52)	\$ (34.38)	Based on Estimates of Salt Lake Experience.
	Total Official Suppliers Revenue	\$ 9.03	\$ 88.55	\$ 97.58	

Revenue calculated as gross value and then split as 15% Cash and 85% VIK based on Salt Lake City experience.

Coin and Stamp Revenue		
Product Category	Projected Revenues (NET)	Underlying Assumptions
601 1	Coins (net) \$ 7.80	Assumes program is similar to ACOG's program, shared 50/50 with USOC and 3% IOC royalty on total coin sales (not surcharges). Includes 10% increase in program size to allow for internet sales.
602 2	Stamps (net) \$ -	A stamp program is expected, but the royalty payment from the program is expected to be small. To be conservative, no revenue is assumed. Stamp program will, however, provide significant promotional benefits.
	Total Net Coin and Stamp Revenue \$ 7.80	

Questions:

1 - What specific characteristics of your coin and stamp program will make it a financial success?

Based on Salt Lake City experience, San Francisco does not project this program to be extraordinarily successful.

Coin program will include early work with U.S Mint.

Coin program will also include a rarity program.

2 - How do you plan to market each program (coin and stamp)?

San Francisco intends to use eBay (or similar sites) to market the coin program and the post offices (first-day issue) to market the stamp program.

3 - How did you estimate demand and pricing structures?

ACOG experience (1996):

Total Surcharges from U.S. Mint	\$26.20	
IOC royalties	-\$2.48	3% of total coin sales, not surcharge revenue to ACOP
Net Coin Program Revenue to ACOP	\$23.72	

ACOG's Share (1996)

Inflation Factor (1996-2000)	\$7.38	50/50 split with the USOC after covering operating expenses
OCOG's Estimated Share (\$2000)	NA	Reflects lower expectations
Inflation Factor (2000-2002)	\$7.38	
OCOG's Estimated Share (\$2002)	1.0609	2002 Multiplier = 3% annual
	\$7.80	

**Line Item 6
Olympic Coin and Stamp
Schedule 6**

Lottery Revenue

	Lottery Type	Net Projected Revenues	Underlying Assumptions
701	1 Lotteries	\$ -	Current California law does not permit the Olympics to have a lottery. After receiving the host city designation, San Francisco is prepared to capitalize on state & national lottery options. It is presently assumed to be zero to be conservative.
702	2		
703	3		
704	4		
700	Total Lottery Revenue	\$ -	

Line Item 7
Lotteries
Schedule 7

Ticket Sales

#	Discipline	Site/Venue	Seating Capacity All Events	Projected # Sold Seats All Events	Price Range		Projected Sales	Average Ticket Price (sales/total # of seats)
					Low	High		
Olympic Disciplines								
1	Archery	Stanford West Campus	87,000	77,720	\$ 17	\$ 57	\$ 3,093,213	\$ 35.55
2	Athletics - Marathon	n/a - combined with Athletics - Track & Field						
3	Athletics - Racewalk	n/a - combined with Athletics - Track & Field						
4	Athletics - Track & Field	Stanford Stadium 2	1,357,485	1,233,601	\$ 31	\$ 398	\$ 124,173,324	\$ 91.47
5	Badminton	Maples Pavilion, Stanford	117,800	108,934	\$ 25	\$ 80	\$ 4,992,184	\$ 42.38
6	Baseball	PacBell Park / Buck Shaw - Santa Clara U.	910,600	781,472	\$ 9	\$ 92	\$ 16,117,652	\$ 17.70
7	Basketball	Oakland Arena / Leavey Arena - Santa Clara U.	668,600	598,660	\$ 25	\$ 398	\$ 39,187,558	\$ 58.61
8	Boxing	Cow Palace	315,874	266,845	\$ 39	\$ 311	\$ 22,406,844	\$ 70.94
9	Canoe/Kayak-Sprint	Lake Natoma 1	140,400	124,979	\$ 9	\$ 57	\$ 3,347,437	\$ 23.84
10	Canoe/Kayak-Slalom	Lake Natoma 2	13,200	12,804	\$ 44	\$ 79	\$ 807,468	\$ 61.17
11	Cycling-Mtn Bike	Domaine Chandon - Napa	33,950	31,234	\$ 17	\$ 50	\$ 759,140	\$ 22.36
12	Cycling-Road	San Francisco-Waterfront to GG Park	25,650	24,368	\$ 50	\$ 50	\$ 1,218,375	\$ 47.50
13	Cycling-Track	Santa Clara	33,250	31,920	\$ 57	\$ 92	\$ 2,783,025	\$ 83.70
14	Swimming - Diving	Stanford - Temporary Pool	156,000	150,600	\$ 31	\$ 311	\$ 24,678,544	\$ 158.20
15	Equestrian - 3-day	Monterey Horse Park	202,500	182,250	\$ 15	\$ 57	\$ 6,191,593	\$ 30.58
16	Equestrian - Dressage	Monterey Horse Park	114,800	103,320	\$ 31	\$ 57	\$ 4,025,582	\$ 35.07
17	Equestrian - Jumping	Monterey Horse Park	86,100	80,360	\$ 57	\$ 179	\$ 9,751,127	\$ 113.25
18	Fencing	Moscone/Hall D	110,682	94,080	\$ 20	\$ 57	\$ 3,975,528	\$ 35.92
19	Field Hockey	Spartan Stadium / Spartan Stadium Side Field	921,420	717,698	\$ 20	\$ 114	\$ 27,674,733	\$ 30.03
20	Football Total	Candlestick / Oakland Coliseum2 / Four Other Venues	2,456,000	2,006,475	\$ 17	\$ 311	\$ 102,664,669	\$ 41.80
21	Gymnastics - Artistic	San Jose Arena 1	156,000	154,440	\$ 74	\$ 389	\$ 31,331,310	\$ 200.84
22	Gymnastics - Rhythmic	San Jose Arena 2	61,250	55,615	\$ 74	\$ 127	\$ 5,319,716	\$ 86.85
23	Gymnastics - Trampoline	San Jose Arena 2	15,000	13,976	\$ 48	\$ 74	\$ 991,909	\$ 66.13
24	Handball	Moscone West 1	356,290	290,120	\$ 17	\$ 74	\$ 8,969,914	\$ 25.18
25	Judo	San Jose Convention Center	167,286	153,292	\$ 20	\$ 70	\$ 7,620,891	\$ 45.56
26	Modern Pentathlon	Maples Pavilion, Stanford Swim Ctr, Sunken Diamond	35,798	29,533	\$ 9	\$ 57	\$ 981,221	\$ 27.41
27	Rowing	Lake Natoma 1	187,200	175,032	\$ 9	\$ 70	\$ 4,826,036	\$ 25.78
28	Shooting	Santa Clara Shooting Center	51,592	47,054	\$ 17	\$ 44	\$ 1,102,211	\$ 21.36
29	Softball	Sunken Diamond	158,508	131,375	\$ 9	\$ 57	\$ 2,260,741	\$ 14.26
30	Swimming	Stanford - Temporary Pool	180,000	173,880	\$ 31	\$ 398	\$ 34,671,298	\$ 192.62
31	Swimming - Synchronized	Stanford - Temporary Pool	60,000	56,616	\$ 31	\$ 354	\$ 9,393,878	\$ 156.56
32	Table Tennis	Moscone West 2	245,673	199,723	\$ 20	\$ 100	\$ 12,023,678	\$ 48.94
33	Taekwondo	Moscone West 2	109,200	97,188	\$ 30	\$ 70	\$ 4,727,443	\$ 43.29
34	Tennis	San Jose State University	357,400	313,296	\$ 30	\$ 179	\$ 20,924,858	\$ 58.55
35	Triathlon	San Francisco Aquatic Park	17,100	16,245	\$ 57	\$ 57	\$ 923,934	\$ 54.03
36	Volleyball - Beach	Edwards Stadium - UC Berkeley	248,400	232,116	\$ 57	\$ 144	\$ 17,427,848	\$ 70.16
37	Volleyball - Indoor	Haas Pavilion / Recreational Sports Facility - UC Berkeley	456,400	413,462	\$ 15	\$ 179	\$ 22,931,578	\$ 50.24
38	Water Polo	George Haines International	204,000	184,980	\$ 30	\$ 223	\$ 10,173,659	\$ 49.87

Line Item 8
Ticket Sales
Schedule 8

Ticket Sales

#	Discipline	Site/Venue	Seating Capacity All Events	Projected # Sold Seats All Events	Price Range		Projected Sales	Average Ticket Price (sales/total # of seats)
					Low	High		
39	Weightlifting	Kaiser Auditorium	110,400	95,328	\$ 57	\$ 179	\$ 9,297,540	\$ 84.22
40	Wrestling	San Jose Convention Center 1	185,600	171,100	\$ 31	\$ 74	\$ 8,135,225	\$ 43.83
41	Wrestling - Greco/Roman	n/a - combined with Wrestling						
42	Wrestling - Women	n/a - combined with Wrestling						
43	Sailing	Treasure Island	80,892	68,557	\$ 263	\$ 438	\$ 25,734,188	\$ 318.13
44	Closing Ceremony	Stanford Stadium 1	85,499	77,854	\$ 303	\$ 830	\$ 53,961,626	\$ 631.14
45	Opening Ceremony	Stanford Stadium 1	85,499	84,644	\$ 337	\$ 922	\$ 64,724,830	\$ 757.02
Subtotals			11,366,298	9,862,744			\$ 756,303,522	\$ 66.54
(Gymnastics Gala - 40% to Gymnastics Federation)							\$ (1,620,373)	
(Taxes - based on individual sales tax in each venue's county, ranges 7.0-8.5%)							\$ (62,543,703)	
Premium Ticket Package Revenue - assumed to be zero to show conservative estimates							\$ -	
Luxury Suite Sales							\$ 30,296,160	
(Luxury Suite Taxes - based on 8.25% tax rate)							\$ (2,499,433)	
Paralympic Discipline								
46	Opening Ceremony	Stanford University Stadium**	90,499	72,399	50	50	\$ 3,619,960	\$ 40.00
47	Closing Ceremony	Stanford University Stadium**	90,499	72,399	25	25	\$ 1,809,980	\$ 20.00
48	Archery	Stanford University Olympic Archery Center**	40,000	24,800	10	16	\$ 281,600	\$ 7.04
49	Athletics	Stanford University Stadium**	904,990	552,044	10	16	\$ 5,900,535	\$ 6.52
50	Basketball ID - Prelims	Leavey Center**	30,000	18,500	10	16	\$ 206,000	\$ 6.87
51	Basketball ID - Prelims & Finals	Oakland Coliseum Arena**	120,000	74,000	10	16	\$ 824,000	\$ 6.87
52	Basketball Wheelchair - Prelims	Leavey Center**	45,000	27,500	10	16	\$ 296,000	\$ 6.58
53	Basketball Wheelchair - Prelims &	Oakland Coliseum Arena**	180,000	110,000	10	16	\$ 1,184,000	\$ 6.58
54	Boccia	DeAnza College Flint Center	12,000	7,400	10	16	\$ 82,400	\$ 6.87
55	Cycling - Road	Marina Green - San Francisco**	25,650	16,245	0	0	\$ -	\$ -
56	Cycling - Track	Santa Clara**	23,750	14,725	10	16	\$ 167,200	\$ 7.04
57	Equestrian - Dressage	Monterey Horse Park**	114,800	71,750	10	16	\$ 838,040	\$ 7.30
58	Equestrian - Freestyle	Monterey Horse Park**	114,800	71,750	10	16	\$ 838,040	\$ 7.30
59	Fencing	San Jose Convention Center*	30,000	18,600	10	16	\$ 211,200	\$ 7.04
60	Football	Spartan Stadium*	135,000	83,700	10	16	\$ 950,400	\$ 7.04
61	Goalball	San Jose State Events Center	21,000	12,900	10	16	\$ 141,600	\$ 6.74
62	Judo	San Jose Convention Center**	35,847	22,703	10	16	\$ 277,217	\$ 7.73
63	Powerlifting	Shoreline Amphitheater	35,000	21,500	10	16	\$ 236,000	\$ 6.74
64	Sailing	Treasure Island**	20,034	12,307	0	0	\$ -	\$ -
65	Shooting	Shooting Center**	38,694	23,861	10	16	\$ 265,699	\$ 6.87

Line Item 8
Ticket Sales
Schedule 8

Ticket Sales

#	Discipline	Site/Venue	Seating Capacity All Events	Projected # Sold Seats All Events	Price Range		Projected Sales	Average Ticket Price (sales/total # of seats)
					Low	High		
66	Swimming	Stanford University Olympic Swimming Complex**	108,000	66,000	10	16	\$ 710,400	\$ 6.58
67	Table Tennis	San Jose Convention Center**	81,891	50,045	10	16	\$ 538,661	\$ 6.58
68	Volleyball - Sitting	Maples Pavilion*	71,600	43,855	10	16	\$ 476,140	\$ 6.65
69	Wheelchair Rugby	San Jose Arena - San Jose*	60,000	37,200	10	16	\$ 422,400	\$ 7.04
70	Wheelchair Tennis	San Jose State University**	109,800	67,100	10	16	\$ 722,240	\$ 6.58
	*Olympic Venue							
	**Olympic Venue for same sport							
	Total Paralympic Disciplines	(Paralympic Occupancy is 62.76%)	2,538,854	1,593,283			\$ 20,999,711	
		(Paralympic Taxes based on average 8.25% tax rate)					\$ (1,732,476)	
		Subtotal All Tickets After Taxes, but before service charge or IOC share					\$ 739,203,409	
		(Net IOC Share - takes 5% of after-tax sales, but takes \$3.5 million of that 5% as tickets, which is added back to OCOG revenue)					\$ (33,460,170)	
		Ticket Processing Service Charge (Revenue/Expense Neutral with costs in Expense Schedules)					\$ 15,354,533	
		Total (Net)	13,905,152	11,456,027			\$ 721,097,772	\$ 51.86

Overall Information:

Amount

Total Occupancy - Olympic Games

86.77% (Below reported Sydney occupancy to be conservative in estimates)

Average ticket price (exclusive of Opening and Closing Ceremonies tickets)

\$ 57 (After sales tax, but before order processing and transportation surcharges)

Price Range - Opening Ceremonies tickets

\$337-\$922

Price Range - Closing Ceremonies tickets

\$303-\$830

Low High

Price Range - Low Priced Tickets

\$ 9 \$ 337

Price Range - High Priced Tickets

\$ 44 \$ 922

Note: Difference in total ticket revenue between current model and original model (2000) is primarily due to the re-scaling of the ticketing tiers at the venues to reflect common Olympic practice.

Donations Revenue

		Revenue Source	Projected Revenues	Underlying Assumptions
901	1	Donations Received after 2005	\$ 54.00	Based on SLOC raising \$50M for 2002, BASOC expects a 20% increase in donations due to high concentration of foundations and charitable organizations in the Bay Area and the significant donations made by Californians to SLOC.
901A				Of the \$60 million gross, the cost of fundraising will be 10% (\$6M). Costs include value of tickets distributed as part of fundraising efforts.
902	2	Remaining Bid Round Contributions	\$ 10.00	Seed money for OCOG remaining from BASOC Bid Budget and fundraising done for the international round of bidding.
		Total Donations Revenue	\$ 64.00	

Line Item 9
Donations
Schedule 9

Disposal of Assets Revenue

		Asset Category or Specific Fixed Asset	Projected Revenues	Underlying Assumptions
1001	1	Disposal of Assets	\$ 16.50	Patterned after components of ACOG program, covering the sale of collectibles and general assets, but with significantly higher returns.
				Includes program increases in selected areas, including sales to sponsors, special sales agents for collectibles, sales to vendors, sales to venue owners, and large-scale sales to businesses.
		Total Disposal of Assets Revenue	\$ 16.50	

Line Item 10
Disposal of Assets
Schedule 10

Government Subsidies

		Source	Projected Revenues	Underlying Assumptions
1101	1	Subsidies	\$ -	Assumed no subsidies.
1102	2			
1103	3			
1104	4			
		Total Government Subsidies	\$ -	

Line Item 11
Government Subsidies
Schedule 11

Paralympics Revenue

	Source	Projected Revenues	Underlying Assumptions
1201	1 Fundraising Revenue	\$ 3.40	Equal to Sydney
1202	2 Sponsorship (includes VIK)	\$ 33.00	Equal to Sydney incl. VIK
1203	3 Athlete Entry Fees	\$ -	Assumed to be no longer be a revenue source.
1204	4 TV Rights	\$ 5.60	Equal to 2x Sydney based on new IPC/IOC broadcasting partnership and increased interest for purchasing broadcast feed.
1205	5 Ticket Sales	\$ -	Included in Ticket Model
1206	6 Other	\$ 2.00	Includes Art Festival, Torch Sales, Other
1207	7		
1208	8		
1200	Total Paralympics Revenue	\$ 44.00	All values based on Sydney 2000 data. \$AUS converted to \$US at 1.4:1. To be conservative in estimates, no inflation factor was added to Sydney 2000 totals.

Line Item 12
Paralympics Rev
Schedule 12

Other Revenue

	Source	Projected Revenues	Underlying Assumptions
1301	1 Accommodations	\$ 6.63	Assumes that the program is sized equivalently to ACOG, but BASOC is involved exclusively in Academic housing, and has no involvement in private housing or hotel accommodations to non-Olympic Family participants.
1302	2 Advertising Revenue	\$ 15.00	Revenue offset for sale of Bay Area billboard space acquired to protect sponsor rights. Assumed \$20M cost (shown on Schedule 28, Line 4), with \$5M sponsor recognition and \$15M revenue.
1303	3 OCOG Rate Cards	\$ 58.12	Olympic Broadcaster / Press / Participant services provided to media at a fee, including IBC buildout of \$15M. This is offsetting revenue for expenses listed in other categories - assumed to be revenue/expense neutral.
1304	4 Press Rate Card	\$ -	Included with OCOG Rate Card
1305	5 Other Rate Card	\$ -	Included with OCOG Rate Card
1306	6 Cultural Program	\$ 7.99	Includes ticket revenue and sponsor contributions, cash and VIK, net of 5% IOC royalty. Inflation adjusted ACOG performance.
1307	7 Interest Income/(Expense)	\$ (54.40)	Net interest expense based on cash flow forecast.
1308	8 License Tags	\$ 10.90	ACOG received \$10 of the \$25 charge per license tag net of the cost of goods sold. Net of 5% royalty paid to the IOC. Inflation-adjusted ACOG performance.
1309	9 Miscellaneous Rev.	\$ -	NA
1310	10 Concessions	\$ 16.03	Assume OCOG gets 17% of the average spectator food expenditure estimated to be \$3 per ticket sold, plus \$1 per ticket margin on merchandise sold, plus \$1M total for margin on catering for sponsor hospitality.
1311	11 Parking	\$ -	NA
1312	12 Brick Program	\$ 16.20	450,000 bricks at \$40 per brick adjusted for 10% expenses for cost of brick program.

Line Item 13

**Other Revenue
Schedule 13**

Other Revenue

		Source	Projected Revenues	Underlying Assumptions
1313	13	Test Event Revenue	\$ 2.16	Includes ticket revenue and sponsor contributions, cash and VIK, net of 5% IOC royalty. Inflation adjusted ACOG performance. Expected to increase 30% (more than Atlanta) for both test events revenue and expenses.
1314	14	Torch Sales	\$ 3.23	Inflation adjusted ACOG performance. Torches were sold exclusively to participants in the Torch Relay at break-even cost. This is a conservative estimate and more torch sales are anticipated.
1315	15	Village Revenue	\$ 5.73	Includes primarily room and board for athletes before the free occupancy period and room and board for AS accreditations. Inflation adjusted ACOG performance.
1316	16	Retail	\$ 37.92	Includes pre-Games stores operated by OCOG. Assumes comparable scope of operations, comparable IOC and USOC royalties, etc. with recent Olympics. Amount shown is gross revenue, against cost shown in Schedule 35.
1317	17	Public Transit Surcharge	\$ 59.40	Assumes 9.9 million tickets sold with a public transit surcharge averaging \$6 per ticket, prorated based on the cost of the ticket. This item is revenue/expense neutral with expenses shown in the transportation expense budget.
1317A				Note that we assume no government subsidy for transportation expense.
		Total Other Revenue	\$ 184.90	

Line Item 13
Other Revenue
Schedule 13

Facilities Budget

#		Discipline	Site/Venue	Venue Capacity	New Construction \$	Upgrades \$	Build-outs \$	Construction Contingencies \$	% of Line Item	Total OCOG Facilities Budget \$	Final Disposition
		Olympic Disciplines									
1	OCOG	Archery	Stanford West Campus	8,000	-	-	1,900,000	190,000	100%	\$ 2,090,000	
	Non-OCOG	Archery	Stanford West Campus	-	-	-	-	-	0%	\$ -	
	Sub-total	Archery	Stanford West Campus	8,000	\$ -	\$ -	\$ 1,900,000	\$ 190,000		\$ 2,090,000	Returned to Owner
2	OCOG	Athletics - Marathon	N/A - See Athletics - Track & Field	-	-	-	-	-		N/A - See Athletics - Track & Field	
	Non-OCOG	Athletics - Marathon	N/A - See Athletics - Track & Field	-	-	-	-	-		N/A - See Athletics - Track & Field	
	Sub-total	Athletics - Marathon	N/A - See Athletics - Track & Field							N/A - See Athletics - Track & Field	
3	OCOG	Athletics - Racewalk	N/A - See Athletics - Track & Field	-	-	-	-	-		N/A - See Athletics - Track & Field	
	Non-OCOG	Athletics - Racewalk	N/A - See Athletics - Track & Field	-	-	-	-	-		N/A - See Athletics - Track & Field	
	Sub-total	Athletics - Racewalk	N/A - See Athletics - Track & Field							N/A - See Athletics - Track & Field	
4	OCOG	Athletics - Track & Field	Stanford Stadium 2	100,000	150,000,000	-	6,820,000	15,682,000	51%	\$ 172,502,000	
	Non-OCOG	Athletics - Track & Field	Stanford Stadium 2	-	150,000,000	-	-	15,000,000	49%	\$ 165,000,000	
	Sub-total	Athletics - Track & Field	Stanford Stadium 2	100,000	\$ 300,000,000	\$ -	\$ 6,820,000	\$ 30,682,000		\$ 337,502,000	Legacy to Stanford
5	OCOG	Badminton	Maples Pavilion, Stanford	7,000	-	-	710,000	71,000	100%	\$ 781,000	
	Non-OCOG	Badminton	Maples Pavilion, Stanford	-	-	-	-	-	0%	\$ -	
	Sub-total	Badminton	Maples Pavilion, Stanford	7,000	\$ -	\$ -	\$ 710,000	\$ 71,000		\$ 781,000	Returned to Owner
6a	OCOG	Baseball1	PacBell Park	41,000	-	-	1,010,000	101,000	100%	\$ 1,111,000	
	Non-OCOG	Baseball1	PacBell Park	-	-	-	-	-	0%	\$ -	
	Sub-total	Baseball1	PacBell Park	41,000	\$ -	\$ -	\$ 1,010,000	\$ 101,000		\$ 1,111,000	Returned to Owner
6b	OCOG	Baseball2	Buck Shaw - Santa Clara U.	10,000	-	-	1,130,000	113,000	100%	\$ 1,243,000	
	Non-OCOG	Baseball2	Buck Shaw - Santa Clara U.	-	-	-	-	-	0%	\$ -	
	Sub-total	Baseball2	Buck Shaw - Santa Clara U.	10,000	\$ -	\$ -	\$ 1,130,000	\$ 113,000		\$ 1,243,000	Returned to Owner
7a	OCOG	Basketball1	Oakland Arena	20,000	-	-	1,340,000	134,000	100%	\$ 1,474,000	
	Non-OCOG	Basketball1	Oakland Arena	-	-	-	-	-	0%	\$ -	
	Sub-total	Basketball1	Oakland Arena	20,000	\$ -	\$ -	\$ 1,340,000	\$ 134,000		\$ 1,474,000	Returned to Owner
7b	OCOG	Basketball2	Leavey Arena - Santa Clara U.	5,000	-	-	710,000	71,000	100%	\$ 781,000	
	Non-OCOG	Basketball2	Leavey Arena - Santa Clara U.	-	-	-	-	-	0%	\$ -	
	Sub-total	Basketball2	Leavey Arena - Santa Clara U.	5,000	\$ -	\$ -	\$ 710,000	\$ 71,000		\$ 781,000	Returned to Owner
8	OCOG	Boxing	Cow Palace	10,000	-	-	2,070,000	207,000	100%	\$ 2,277,000	
	Non-OCOG	Boxing	Cow Palace	-	-	-	-	-	0%	\$ -	
	Sub-total	Boxing	Cow Palace	10,000	\$ -	\$ -	\$ 2,070,000	\$ 207,000		\$ 2,277,000	Returned to Owner
9	OCOG	Canoeing - Flat Water	Lake Natoma 1	25,000	-	-	2,610,000	261,000	100%	\$ 2,871,000	
	Non-OCOG	Canoeing - Flat Water	Lake Natoma 1	-	-	-	-	-	0%	\$ -	
	Sub-total	Canoeing - Flat Water	Lake Natoma 1	25,000	\$ -	\$ -	\$ 2,610,000	\$ 261,000		\$ 2,871,000	Returned to Owner

Line Item 15, 16, 17, and 18
Facilities Budget
Schedule 14 A

Facilities Budget											
#		Discipline	Site/Venue	Venue Capacity	New Construction \$	Upgrades \$	Build-outs \$	Construction Contingencies \$	% of Line Item	Total OCOG Facilities Budget \$	Final Disposition
		Olympic Disciplines									
10	OCOG	Canoeing - Slalom	Lake Natoma 2	4,000	1,000,000	-	1,940,000	294,000	49%	\$ 3,234,000	Legacy to State of
	Non-OCOG	Canoeing - Slalom	Lake Natoma 2	-	3,000,000	-	-	300,000	51%	\$ 3,300,000	California Dept. of
	Sub-total	Canoeing - Slalom	Lake Natoma 2	4,000	\$ 4,000,000	\$ -	\$ 1,940,000	\$ 594,000		\$ 6,534,000	Parks and Recreation
11	OCOG	Cycling - Mountain	Domaine Chandon - Napa	20,000	-	-	1,920,000	192,000	100%	\$ 2,112,000	
	Non-OCOG	Cycling - Mountain	Domaine Chandon - Napa	-	-	-	-	-	0%	\$ -	
	Sub-total	Cycling - Mountain	Domaine Chandon - Napa	20,000	\$ -	\$ -	\$ 1,920,000	\$ 192,000		\$ 2,112,000	Returned to Owner
12	OCOG	Cycling - Road	San Francisco-Waterfront to GG Park	10,000	-	-	1,680,000	168,000	100%	\$ 1,848,000	
	Non-OCOG	Cycling - Road	San Francisco-Waterfront to GG Park	-	-	-	-	-	0%	\$ -	
	Sub-total	Cycling - Road	San Francisco-Waterfront to GG Park	10,000	\$ -	\$ -	\$ 1,680,000	\$ 168,000		\$ 1,848,000	Returned to Owner
13	OCOG	Cycling - Track	Santa Clara	6,000	-	-	7,340,000	734,000	100%	\$ 8,074,000	
	Non-OCOG	Cycling - Track	Santa Clara	-	-	-	-	-	0%	\$ -	Legacy to
	Sub-total	Cycling - Track	Santa Clara	6,000	\$ -	\$ -	\$ 7,340,000	\$ 734,000		\$ 8,074,000	City of Antioch
14	OCOG	Diving	N/A - See Swimming	-	-	-	-	-		N/A - See Swimming	
	Non-OCOG	Diving	N/A - See Swimming	-	-	-	-	-		N/A - See Swimming	
	Sub-total	Diving	N/A - See Swimming	-	-	-	-	-		N/A - See Swimming	
15	OCOG	Equestrian - 3-day	Monterey Horse Park	50,000	-	-	3,355,000	335,500	100%	\$ 3,690,500	
	Non-OCOG	Equestrian - 3-day	Monterey Horse Park	-	-	-	-	-	0%	\$ -	
	Sub-total	Equestrian - 3-day	Monterey Horse Park	50,000	\$ -	\$ -	\$ 3,355,000	\$ 335,500		\$ 3,690,500	Returned to Owner
16	OCOG	Equestrian - Dressage	Monterey Horse Park	30,000	5,000,000	-	7,655,000	1,265,500	40%	\$ 13,920,500	Legacy to
	Non-OCOG	Equestrian - Dressage	Monterey Horse Park	-	19,000,000	-	-	1,900,000	60%	\$ 20,900,000	Monterey Horse Park
	Sub-total	Equestrian - Dressage	Monterey Horse Park	30,000	\$ 24,000,000	\$ -	\$ 7,655,000	\$ 3,165,500		\$ 34,820,500	Foundation
17	OCOG	Equestrian - Jumping	N/A - See Dressage	-	-	-	-	-		N/A - See Dressage	
	Non-OCOG	Equestrian - Jumping	N/A - See Dressage	-	-	-	-	-		N/A - See Dressage	
	Sub-total	Equestrian - Jumping	N/A - See Dressage	-	-	-	-	-		N/A - See Dressage	
18	OCOG	Fencing	Moscone/Hall D	7,000	-	-	3,620,000	362,000	100%	\$ 3,982,000	
	Non-OCOG	Fencing	Moscone/Hall D	-	-	-	-	-	0%	\$ -	
	Sub-total	Fencing	Moscone/Hall D	7,000	\$ -	\$ -	\$ 3,620,000	\$ 362,000		\$ 3,982,000	Returned to Owner
19a	OCOG	Field Hockey1	Spartan Stadium	27,000	-	-	1,410,000	141,000	100%	\$ 1,551,000	
	Non-OCOG	Field Hockey1	Spartan Stadium	-	-	-	-	-	0%	\$ -	
	Sub-total	Field Hockey1	Spartan Stadium	27,000	\$ -	\$ -	\$ 1,410,000	\$ 141,000		\$ 1,551,000	Returned to Owner
19b	OCOG	Field Hockey2	Spartan Stadium - Side Field	5,000	-	-	2,335,000	233,500	100%	\$ 2,568,500	
	Non-OCOG	Field Hockey2	Spartan Stadium - Side Field	-	-	-	-	-	0%	\$ -	
	Sub-total	Field Hockey2	Spartan Stadium - Side Field	5,000	\$ -	\$ -	\$ 2,335,000	\$ 233,500		\$ 2,568,500	Returned to Owner

Line Item 15, 16, 17, and 18
Facilities Budget
Schedule 14 A

Facilities Budget											
#		Discipline	Site/Venue	Venue Capacity	New Construction \$	Upgrades \$	Build-outs \$	Construction Contingencies \$	% of Line Item	Total OCOG Facilities Budget \$	Final Disposition
		Olympic Disciplines									
20a	OCO	Football (Soccer)1	Oakland Coliseum 2	70,000	-	-	1,340,000	134,000	100%	\$ 1,474,000	
	Non-OCO	Football (Soccer)1	Oakland Coliseum 2	-	-	-	-	-	0%	\$ -	
	Sub-total	Football (Soccer)1	Oakland Coliseum 2	70,000	\$ -	\$ -	\$ 1,340,000	\$ 134,000		\$ 1,474,000	Returned to Owner
20b	OCO	Football (Soccer)2	Candlestick	65,000	-	-	710,000	71,000	100%	\$ 781,000	
	Non-OCO	Football (Soccer)2	Candlestick	-	-	-	-	-	0%	\$ -	
	Sub-total	Football (Soccer)2	Candlestick	65,000	\$ -	\$ -	\$ 710,000	\$ 71,000		\$ 781,000	Returned to Owner
20c	OCO	Football (Soccer)3	Memorial Stadium	75,000	-	-	710,000	71,000	100%	\$ 781,000	
	Non-OCO	Football (Soccer)3	Memorial Stadium	-	-	-	-	-	0%	\$ -	
	Sub-total	Football (Soccer)3	Memorial Stadium	75,000	\$ -	\$ -	\$ 710,000	\$ 71,000		\$ 781,000	Returned to Owner
20d	OCO	Football (Soccer)4	Jack Murphy	70,000	-	-	710,000	71,000	100%	\$ 781,000	
	Non-OCO	Football (Soccer)4	Jack Murphy	-	-	-	-	-	0%	\$ -	
	Sub-total	Football (Soccer)4	Jack Murphy	70,000	\$ -	\$ -	\$ 710,000	\$ 71,000		\$ 781,000	Returned to Owner
20e	OCO	Football (Soccer)5	LA Coliseum	80,000	-	-	710,000	71,000	100%	\$ 781,000	
	Non-OCO	Football (Soccer)5	LA Coliseum	-	-	-	-	-	0%	\$ -	
	Sub-total	Football (Soccer)5	LA Coliseum	80,000	\$ -	\$ -	\$ 710,000	\$ 71,000		\$ 781,000	Returned to Owner
20f	OCO	Football (Soccer)6	Rose Bowl	90,000	-	-	710,000	71,000	100%	\$ 781,000	
	Non-OCO	Football (Soccer)6	Rose Bowl	-	-	-	-	-	0%	\$ -	
	Sub-total	Football (Soccer)6	Rose Bowl	90,000	\$ -	\$ -	\$ 710,000	\$ 71,000		\$ 781,000	Returned to Owner
21	OCO	Gymnastics - Artistic	San Jose Arena	17,000	-	-	3,380,000	338,000	100%	\$ 3,718,000	
	Non-OCO	Gymnastics - Artistic	San Jose Arena	-	-	-	-	-	0%	\$ -	
	Sub-total	Gymnastics - Artistic	San Jose Arena	17,000	\$ -	\$ -	\$ 3,380,000	\$ 338,000		\$ 3,718,000	Returned to Owner
22	OCO	Gymnastics - Rhythmic	N/A - See Gymnastics - Artistic	-	-	-	-	-		N/A - See Gymnastics - Artistic	
	Non-OCO	Gymnastics - Rhythmic	N/A - See Gymnastics - Artistic	-	-	-	-	-		N/A - See Gymnastics - Artistic	
	Sub-total	Gymnastics - Rhythmic	N/A - See Gymnastics - Artistic	-	\$ -	\$ -	\$ -	\$ -		N/A - See Gymnastics - Artistic	
23	OCO	Gymnastics - Trampoline	N/A - See Gymnastics - Artistic	-	-	-	-	-		N/A - See Gymnastics - Artistic	
	Non-OCO	Gymnastics - Trampoline	N/A - See Gymnastics - Artistic	-	-	-	-	-		N/A - See Gymnastics - Artistic	
	Sub-total	Gymnastics - Trampoline	N/A - See Gymnastics - Artistic	-	\$ -	\$ -	\$ -	\$ -		N/A - See Gymnastics - Artistic	

Line Item 15, 16, 17, and 18
Facilities Budget
Schedule 14 A

Facilities Budget											
#		Discipline	Site/Venue	Venue Capacity	New Construction \$	Upgrades \$	Build-outs \$	Construction Contingencies \$	% of Line Item	Total OCOG Facilities Budget \$	Final Disposition
		Olympic Disciplines									
24a	OCOG	Handball1	Moscone West 1	8,000	-	-	3,080,000	308,000	100%	\$ 3,388,000	
	Non-OCOG	Handball1	Moscone West 1	-	-	-	-	-	0%	\$ -	
	Sub-total	Handball1	Moscone West 1	8,000	\$ -	\$ -	\$ 3,080,000	\$ 308,000		\$ 3,388,000	Returned to Owner
24b	OCOG	Handball2	Haas Pavilion	12,200	-	-	760,000	76,000	100%	\$ 836,000	
	Non-OCOG	Handball2	Haas Pavilion	-	-	-	-	-	0%	\$ -	
	Sub-total	Handball2	Haas Pavilion	12,200	\$ -	\$ -	\$ 760,000	\$ 76,000		\$ 836,000	Returned to Owner
25	OCOG	Judo	San Jose Convention Center	13,000	-	-	3,615,000	361,500	100%	\$ 3,976,500	
	Non-OCOG	Judo	San Jose Convention Center	-	-	-	-	-	0%	\$ -	
	Sub-total	Judo	San Jose Convention Center	13,000	\$ -	\$ -	\$ 3,615,000	\$ 361,500		\$ 3,976,500	Returned to Owner
26	OCOG	Modern Pentathlon	Maples Pavilion, Stanford Swim Center, Sunken Diamond	10,000	-	-	300,000	30,000	100%	\$ 330,000	
	Non-OCOG	Modern Pentathlon	Maples Pavilion, Stanford Swim Center, Sunken Diamond	-	-	-	-	-	0%	\$ -	
	Sub-total	Modern Pentathlon	Maples Pavilion, Stanford Swim Center, Sunken Diamond	10,000	\$ -	\$ -	\$ 300,000	\$ 30,000		\$ 330,000	Returned to Owner
27	OCOG	Rowing	N/A - see Canoeing	-	-	-	-	-		N/A - see Canoeing	
	Non-OCOG	Rowing	N/A - see Canoeing	-	-	-	-	-		N/A - see Canoeing	
	Sub-total	Rowing	N/A - see Canoeing		\$ -	\$ -	\$ -	\$ -		N/A - see Canoeing	
28	OCOG	Sailing	Treasure Island	3,000	-	-	2,180,000	218,000	100%	\$ 2,398,000	
	Non-OCOG	Sailing	Treasure Island	-	-	-	-	-	0%	\$ -	
	Sub-total	Sailing	Treasure Island	3,000	\$ -	\$ -	\$ 2,180,000	\$ 218,000		\$ 2,398,000	Returned to Owner
29	OCOG	Shooting	Santa Clara Shooting Center	7,500	20,000,000	-	1,390,000	2,139,000	100%	\$ 23,529,000	Legacy to County of
	Non-OCOG	Shooting	Santa Clara Shooting Center	-	-	-	-	-	0%	\$ -	Santa Clara
	Sub-total	Shooting	Santa Clara Shooting Center	7,500	\$ 20,000,000	\$ -	\$ 1,390,000	\$ 2,139,000		\$ 23,529,000	Sheriffs
30	OCOG	Softball	Sunken Diamond	10,000	-	-	2,355,000	235,500	100%	\$ 2,590,500	
	Non-OCOG	Softball	Sunken Diamond	-	-	-	-	-	0%	\$ -	
	Sub-total	Softball	Sunken Diamond	10,000	\$ -	\$ -	\$ 2,355,000	\$ 235,500		\$ 2,590,500	Returned to Owner
31	OCOG	Swimming	Stanford - Temporary Pool	15,000	-	-	15,455,000	1,545,500	100%	\$ 17,000,500	
	Non-OCOG	Swimming	Stanford - Temporary Pool	-	-	-	-	-	0%	\$ -	Legacy to City of
	Sub-total	Swimming	Stanford - Temporary Pool	15,000	\$ -	\$ -	\$ 15,455,000	\$ 1,545,500		\$ 17,000,500	San Francisco
32	OCOG	Synchronized Swimming	N/A - See Swimming	-	-	-	-	-		N/A - See Swimming	
	Non-OCOG	Synchronized Swimming	N/A - See Swimming	-	-	-	-	-		N/A - See Swimming	
	Sub-total	Synchronized Swimming	N/A - See Swimming	-	\$ -	\$ -	\$ -	\$ -		N/A - See Swimming	
33	OCOG	Table Tennis	Moscone West 2	8,000	-	-	3,030,000	303,000	100%	\$ 3,333,000	
	Non-OCOG	Table Tennis	Moscone West 2	-	-	-	-	-	0%	\$ -	
	Sub-total	Table Tennis	Moscone West 2	8,000	\$ -	\$ -	\$ 3,030,000	\$ 303,000		\$ 3,333,000	Returned to Owner

Line Item 15, 16, 17, and 18
Facilities Budget
Schedule 14 A

Facilities Budget

#		Discipline	Site/Venue	Venue Capacity	New Construction \$	Upgrades \$	Build-outs \$	Construction Contingencies \$	% of Line Item	Total OCOG Facilities Budget \$	Final Disposition
		Olympic Disciplines									
34	OCOG	Taekwondo	Moscone West 2	8,000	-	-	-	-		Included in Table Tennis	
	Non-OCOG	Taekwondo	Moscone West 2	-	-	-	-	-		Included in Table Tennis	
	Sub-total	Taekwondo	Moscone West 2	8,000	\$ -	\$ -	\$ -	\$ -		Included in Table Tennis	
35	OCOG	Tennis	San Jose State University	23,000	10,000,000	-	2,662,500	1,266,250	30%	\$ 13,928,750	
	Non-OCOG	Tennis	San Jose State University	-	30,000,000	-	-	3,000,000	70%	\$ 33,000,000	Legacy to San Jose
	Sub-total	Tennis	San Jose State University	23,000	\$ 40,000,000	\$ -	\$ 2,662,500	\$ 4,266,250		\$ 46,928,750	State University
36	OCOG	Triathlon	San Francisco Aquatic Park	10,000	-	-	1,810,000	181,000	100%	\$ 1,991,000	
	Non-OCOG	Triathlon	San Francisco Aquatic Park	-	-	-	-	-	0%	\$ -	
	Sub-total	Triathlon	San Francisco Aquatic Park	10,000	\$ -	\$ -	\$ 1,810,000	\$ 181,000		\$ 1,991,000	Returned to Owner
37	OCOG	Volleyball - Beach	Edwards Stadium - UC Berkeley	17,000	-	-	3,225,000	322,500	100%	\$ 3,547,500	
	Non-OCOG	Volleyball - Beach	Edwards Stadium - UC Berkeley	-	-	-	-	-	0%	\$ -	
	Sub-total	Volleyball - Beach	Edwards Stadium - UC Berkeley	17,000	\$ -	\$ -	\$ 3,225,000	\$ 322,500		\$ 3,547,500	Returned to Owner
38a	OCOG	Volleyball - Indoor1	Haas Pavilion - UC Berkeley	12,200	-	-	1,390,000	139,000	100%	\$ 1,529,000	
	Non-OCOG	Volleyball - Indoor1	Haas Pavilion - UC Berkeley	-	-	-	-	-	0%	\$ -	
	Sub-total	Volleyball - Indoor1	Haas Pavilion - UC Berkeley	12,200	\$ -	\$ -	\$ 1,390,000	\$ 139,000		\$ 1,529,000	Returned to Owner
38b	OCOG	Volleyball - Indoor2	Recreational Sports Facility - UC Berkeley	8,000	-	-	890,000	89,000	100%	\$ 979,000	
	Non-OCOG	Volleyball - Indoor2	Recreational Sports Facility - UC Berkeley	-	-	-	-	-	0%	\$ -	
	Sub-total	Volleyball - Indoor2	Recreational Sports Facility - UC Berkeley	8,000	\$ -	\$ -	\$ 890,000	\$ 89,000		\$ 979,000	Returned to Owner
39	OCOG	Water Polo	George Haines International	6,000	-	-	1,740,000	174,000	100%	\$ 1,914,000	
	Non-OCOG	Water Polo	George Haines International	-	-	-	-	-	0%	\$ -	
	Sub-total	Water Polo	George Haines International	6,000	\$ -	\$ -	\$ 1,740,000	\$ 174,000		\$ 1,914,000	Returned to Owner
40	OCOG	Weightlifting	Kaiser Auditorium	6,000	-	-	1,420,000	142,000	100%	\$ 1,562,000	
	Non-OCOG	Weightlifting	Kaiser Auditorium	-	-	-	-	-	0%	\$ -	
	Sub-total	Weightlifting	Kaiser Auditorium	6,000	\$ -	\$ -	\$ 1,420,000	\$ 142,000		\$ 1,562,000	Returned to Owner
41	OCOG	Wrestling - Freestyle	San Jose Convention Center	13,000	-	-	-	-		Included in Judo	
	Non-OCOG	Wrestling - Freestyle	San Jose Convention Center	-	-	-	-	-		Included in Judo	
	Sub-total	Wrestling - Freestyle	San Jose Convention Center	13,000	\$ -	\$ -	\$ -	\$ -		Included in Judo	
42	OCOG	Wrestling - Greco/Roman	N/A - See Wrestling - Freestyle	-	-	-	-	-		N/A - See Wrestling - Freestyle	
	Non-OCOG	Wrestling - Greco/Roman	N/A - See Wrestling - Freestyle	-	-	-	-	-		N/A - See Wrestling - Freestyle	
	Sub-total	Wrestling - Greco/Roman	N/A - See Wrestling - Freestyle	-	\$ -	\$ -	\$ -	\$ -		N/A - See Wrestling - Freestyle	
43	OCOG	Wrestling - Women	N/A - See Wrestling - Freestyle	-	-	-	-	-		N/A - See Wrestling - Freestyle	
	Non-OCOG	Wrestling - Women	N/A - See Wrestling - Freestyle	-	-	-	-	-		N/A - See Wrestling - Freestyle	
	Sub-total	Wrestling - Women	N/A - See Wrestling - Freestyle	-	\$ -	\$ -	\$ -	\$ -		N/A - See Wrestling - Freestyle	

Line Item 15, 16, 17, and 18
Facilities Budget
Schedule 14 A

Facilities Budget											
#		Discipline	Site/Venue	Venue Capacity	New Construction \$	Upgrades \$	Build-outs \$	Construction Contingencies \$	% of Line Item	Total OCOG Facilities Budget \$	Final Disposition
		Olympic Disciplines									
44	OCO	Olympic Village	Moffet Field	-	-	-	12,000,000	1,200,000	2%	13,200,000	Legacy to
	Non-OCO	Olympic Village	Moffet Field	-	816,000,000	-	-	-	98%	816,000,000	County of
	Sub-total	Olympic Village	Moffet Field		\$ 816,000,000	\$ -	\$ 12,000,000	\$ 1,200,000		829,200,000	Santa Clara
45	OCO	Closing Ceremonies	N/A - See Athletics	-	-	-	-	-		N/A - See Athletics	
	Non-OCO	Closing Ceremonies	N/A - See Athletics	-	-	-	-	-		N/A - See Athletics	
	Sub-total	Closing Ceremonies	N/A - See Athletics							N/A - See Athletics	
46	OCO	Opening Ceremonies	N/A - See Athletics	-	-	-	-	-		N/A - See Athletics	
	Non-OCO	Opening Ceremonies	N/A - See Athletics	-	-	-	-	-		N/A - See Athletics	
	Sub-total	Opening Ceremonies	N/A - See Athletics							N/A - See Athletics	
47	OCO	Main Press Center	Moscone South	-	-	-	4,500,000	450,000	100%	4,950,000	
	Non-OCO	Main Press Center	Moscone South	-	-	-	-	-	0%	-	
	Sub-total	Main Press Center	Moscone South	-	\$ -	\$ -	\$ 4,500,000	\$ 450,000		4,950,000	Returned to Owner
48	OCO	International Broadcast Center	Moffet Field	-	-	6,000,000	15,200,000	-	100%	21,200,000	
	Non-OCO	International Broadcast Center	Moffet Field	-	-	-	-	-	0%	-	Legacy - Landmark
	Sub-total	International Broadcast Center	Moffet Field		\$ -	\$ 6,000,000	\$ 15,200,000	\$ -		21,200,000	Preservation
		Sub-total OCOG		1,041,900	186,000,000	6,000,000	134,827,500	30,562,750	26%	\$ 357,390,250	
		Sub-total Non-OCOG			1,018,000,000	-	-	20,200,000	74%	\$ 1,038,200,000	
		Sub-total OCOG and Non-OCOG		1,041,900	\$ 1,204,000,000	\$ 6,000,000	\$ 134,827,500	\$ 50,762,750		\$ 1,395,590,250	
		Infrastructure									
49	Non-OCO	Roads and Bridges	See Note Below on Infrastructure		\$ 5,400,000,000	\$ 13,900,000,000	\$ -	\$ -		\$ 19,300,000,000	
50	Non-OCO	Railways	See Note Below on Infrastructure		\$ 4,000,000,000	\$ -	\$ -	\$ -		\$ 4,000,000,000	
51	Non-OCO	Airport	See Note Below on Infrastructure		\$ 6,000,000,000	\$ -	\$ -	\$ -		\$ 6,000,000,000	
52	Non-OCO	Visitor Accommodations	See Note Below on Infrastructure		\$ 2,475,000,000					\$ 2,475,000,000	
		Total Infrastructure			\$ 17,875,000,000	\$ 13,900,000,000	\$ -	\$ -		\$ 31,775,000,000	
	OCO	Total OCOG		1,041,900	\$ 186,000,000	\$ 6,000,000	\$ 134,827,500	\$ 30,562,750	1%	\$ 357,390,250	
	Non-OCO	Total Non-OCOG		-	\$ 18,893,000,000	\$ 13,900,000,000	\$ -	\$ 20,200,000	99%	\$ 32,813,200,000	
		Total OCOG and Non-OCOG		1,041,900	\$ 19,079,000,000	\$ 13,906,000,000	\$ 134,827,500	\$ 50,762,750		\$ 33,170,590,250	
Notes on IBC Buildout: \$15.2 million cost is offset from revenue received from OCOG Rate Card in Schedule 13, Line 3.											
Note on Infrastructure: BASOC's bid is not dependent on any infrastructure expenditures for roads, railways, airports, or accommodations. All roads, railways, airports, and accommodations needed to support Olympic games currently exist or the funds have been committed by the appropriate funding agency. The expenditures shown for infrastructure are all specifically planned projects.											
Upgrades - major structural additions Build outs - leasehold improvements, space build outs, or other construction costs for minor construction or modifications. Also includes costs of temporary/portable construction and rentals.											

**Line Item 15, 16, 17, and 18
Facilities Budget
Schedule 14 A**

Total Facilities Budget

#	Discipline	Site/Venue	Total OCOG Facilities Budget	% of Line Item	Total Non-OCOG Facilities Budget	% of Line Item	Is Construction Bid Dependent Y or N
	Olympic Disciplines						
1	Archery	Stanford West Campus	\$ 2,090,000	100%	\$ -	0%	NO
2	Athletics - Marathon	N/A - See Athletics - Track & Field					
3	Athletics - Racewalk	N/A - See Athletics - Track & Field					
4	Athletics - Track & Field	Stanford Stadium 2	\$ 172,502,000	51%	\$ 165,000,000	49%	YES
5	Badminton	Maples Pavilion, Stanford	\$ 781,000	100%	\$ -	0%	NO
6	Baseball1	PacBell Park	\$ 1,111,000	100%	\$ -	0%	NO
6b	Baseball2	Buck Shaw - Santa Clara U.	\$ 1,243,000	100%	\$ -	0%	NO
7	Basketball1	Oakland Arena	\$ 1,474,000	100%	\$ -	0%	NO
7b	Basketball2	Leavey Arena - Santa Clara U.	\$ 781,000	100%	\$ -	0%	NO
8	Boxing	Cow Palace	\$ 2,277,000	100%	\$ -	0%	NO
9	Canoeing - Flat Water	Lake Natoma 1	\$ 2,871,000	100%	\$ -	0%	NO
10	Canoeing - Slalom	Lake Natoma 2	\$ 3,234,000	49%	\$ 3,300,000	51%	NO
11	Cycling - Mountain	Domaine Chandon - Napa	\$ 2,112,000	100%	\$ -	0%	NO
12	Cycling - Road	San Francisco-Waterfront to GG Park	\$ 1,848,000	100%	\$ -	0%	NO
13	Cycling - Track	Santa Clara	\$ 8,074,000	100%	\$ -	0%	NO
14	Diving	N/A - See Swimming					
15	Equestrian - 3-day	Monterey Horse Park	\$ 3,690,500	100%	\$ -	0%	NO
16	Equestrian - Dressage	Monterey Horse Park	\$ 13,920,500	40%	\$ 20,900,000	60%	NO
17	Equestrian - Jumping	N/A - See Dressage					
18	Fencing	Moscone/Hall D	\$ 3,982,000	100%	\$ -	0%	NO
19	Field Hockey1	Spartan Stadium	\$ 1,551,000	100%	\$ -	0%	NO
19b	Field Hockey2	Spartan Stadium - Side Field	\$ 2,568,500	100%	\$ -	0%	NO

**Line Item 15, 16, 17, and 18
Summary Facilities Budget
Schedule 14 B**

Total Facilities Budget

#	Discipline	Site/Venue	Total OCOG Facilities Budget	% of Line Item	Total Non-OCOG Facilities Budget	% of Line Item	Is Construction Bid Dependent Y or N
	Olympic Disciplines						
20	Football (Soccer)1	Oakland Coliseum 2	\$ 1,474,000	100%	\$ -	0%	NO
20b	Football (Soccer)2	Candlestick	\$ 781,000	100%	\$ -	0%	NO
20c	Football (Soccer)3	Memorial Stadium	\$ 781,000	100%	\$ -	0%	NO
20d	Football (Soccer)4	Jack Murphy	\$ 781,000	100%	\$ -	0%	NO
20e	Football (Soccer)5	LA Coliseum	\$ 781,000	100%	\$ -	0%	NO
20f	Football (Soccer)6	Rose Bowl	\$ 781,000	100%	\$ -	0%	NO
21	Gymnastics - Artistic	San Jose Arena	\$ 3,718,000	100%	\$ -	0%	NO
22	Gymnastics - Rhythmic	N/A - See Gymnastics - Artistic					
23	Gymnastics - Trampoline	N/A - See Gymnastics - Artistic					
24a	Handball1	Moscone West 1	\$ 3,388,000	100%	\$ -	0%	
24b	Handball2	Haas Pavilion	\$ 836,000	100%	\$ -	0%	NO
25	Judo	San Jose Convention Center	\$ 3,976,500	100%	\$ -	0%	NO
26	Modern Pentathlon	Maples Pavilion, Stanford Swim Center, Sunken Diamond	\$ 330,000	100%	\$ -	0%	NO
27	Rowing	N/A - see Canoeing					
28	Sailing	Treasure Island	\$ 2,398,000	100%	\$ -	0%	NO
29	Shooting	Santa Clara Shooting Center	\$ 23,529,000	100%	\$ -	0%	YES
30	Softball	Sunken Diamond	\$ 2,590,500	100%	\$ -	0%	NO
31	Swimming	Stanford - Temporary Pool	\$ 17,000,500	100%	\$ -	0%	NO
32	Synchronized Swimming	N/A - See Swimming					0
33	Table Tennis	Moscone West 2	\$ 3,333,000	100%	\$ -	0%	NO
34	Taekwondo	Moscone West 2	Included in Table Tennis		Included in Table Tennis		
35	Tennis	San Jose State University	\$ 13,928,750	30%	\$ 33,000,000	70%	NO
36	Triathlon	San Francisco Aquatic Park	\$ 1,991,000	100%	\$ -	0%	NO
37	Volleyball - Beach	Edwards Stadium - UC Berkeley	\$ 3,547,500	100%	\$ -	0%	NO
38	Volleyball - Indoor1	Haas Pavilion - UC Berkeley	\$ 1,529,000	100%	\$ -	0%	NO
38b	Volleyball - Indoor2	Recreational Sports Facility - UC Berkeley	\$ 979,000	100%	\$ -	0%	NO
39	Water Polo	George Haines International	\$ 1,914,000	100%	\$ -	0%	NO
40	Weightlifting	Kaiser Auditorium	\$ 1,562,000	100%	\$ -	0%	NO
41	Wrestling - Freestyle	San Jose Convention Center	Included in Judo		Included in Judo		
42	Wrestling - Greco/Roman	N/A - See Wrestling - Freestyle					

**Line Item 15, 16, 17, and 18
Summary Facilities Budget
Schedule 14 B**

Total Facilities Budget

#	Discipline	Site/Venue	Total OCOG Facilities Budget	% of Line Item	Total Non-OCOG Facilities Budget	% of Line Item	Is Construction Bid Dependent Y or N
	Olympic Disciplines						
43	Wrestling - Women	N/A - See Wrestling - Freestyle					
44	Olympic Village	Moffet Field	\$ 13,200,000	2%	\$ 816,000,000	98%	YES
45	Closing Ceremonies	N/A - See Athletics					
46	Opening Ceremonies	N/A - See Athletics					
47	Main Press Center		\$ 4,950,000	100%	-	0%	NO
48	International Broadcast Center		\$ 21,200,000	100%	-	0%	NO
	Total		\$ 357,390,250		\$ 1,038,200,000		

Line Item 15, 16, 17, and 18
Summary Facilities Budget
Schedule 14 B

Sports Event Expense (Costs to stage events and venues)

	Description	Projected Expenses	Underlying Assumptions
1901	1 Equipment Rental	\$ 0.81	Atlanta
1902	2 Equipment Purchase	\$ 35.68	Atlanta (Sports Eqm \$21M; Venue FF&E \$10M)
1903	3 Personnel Costs	\$ 64.05	Atlanta + (\$1M Uniform Distribution) Adjustm; (Uniform \$17M; Competition Management Personnel \$11M)
1904	4 Telecommunication Usage	\$ -	Included in Technology
1905	5 Technology	\$ 285.84	Atlanta + (\$3M) Adjustm; (Info Sys Svces \$77M; Technical Svces \$157M)
1906	6 Utilities	\$ 7.23	Atlanta + (\$4M Utilities) Adjustm
1907	7 Others: Accreditation	\$ 4.82	Atlanta (Personnel \$2M)
1908	8 Others: Games Services	\$ 28.93	Atlanta + (\$10M Environmental Mgmt) Adjustm; (Hotel Rooms \$2M; Dormitory \$6M)
1909	9 Others: Venue Logistics	\$ 47.55	Atlanta + (\$12M Cleaning and Warehouse Costs) Adjustm; (Cleaning/Waste Mgmt \$15M)
1910	10 Others: Games-Time Operation	\$ 15.52	Atlanta
1911	11 Others: Misc.	\$ 16.41	Atlanta + (\$15M Remote Venues) Adjustm; (Remote Venue \$15M)
	Total Sports Event Expense	\$ 506.84	

Notes:

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Line items with the assumption "Atlanta + Adjustm" represent lines where BASOC added extra costs in addition to adjusted Atlanta total.

Amount shown in parenthesis before the word "Adjustm" represents amount BASOC added to budget in addition to adjusted Atlanta total.

Line items that begin with "Other:" represent categories added by BASOC to original list of category line items supplied by USOC.

**Line Item 19
Sport Events
Schedule 15**

Olympic Village Expense (Costs to operate the Olympic Village)

	Description	Projected Expenses	Underlying Assumptions
2001	1 Equipment Rental	\$ 1.33	Rental cost of village facilities will be zero - included in the contract with the developers per Tom Qualgia, head of Village theme team. Equipment Rental equal to Atlanta.
2002	2 Equipment Purchase	\$ 4.01	Atlanta (Main Village \$4M)
2003	3 Personnel Costs	\$ 17.67	Atlanta
2004	4 Telecommunication Usage	\$ -	Included in Technology
2005	5 Technology	\$ 0.78	Atlanta. Most Village technology is included in Item 1905.
2006	6 Utilities	\$ 8.66	Atlanta + (\$4M Utilities) Adjustm
2007	7 Others: Look	\$ -	See "Look of the Games" on Schedule 22
2008	8 Others: Ancillary Villages	\$ 4.48	Atlanta (Personnel \$1M) + BASOC cost calculations for room, board and buildout of \$3.2M for Mountain Bike, Soccer, Equestrian, and Rowing.
2010	9 Others: Program Planning & Management	\$ 2.25	Atlanta
2011	10 Others: Misc.	\$ 5.14	Atlanta (Facility Services \$3M; Performances \$2M)
	Total Olympic Village Expense	\$ 44.30	

Notes:

Ancillary village cost calculations estimated based on number of athletes, number of nights in ancillary village, cost per athlete per night, and associated setup costs.

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Line items with the assumption "Atlanta + Adjustm" represent lines where BASOC added extra costs in addition to adjusted Atlanta total.

Amount shown in parenthesis before the word "Adjustm" represents amount BASOC added to budget in addition to adjusted Atlanta total.

Line items that begin with "Other:" represent categories added by BASOC to original list of category line items supplied by USOC.

MPC and IBC Expense
(Costs to run the Main Press Center and International Broadcast Center)

	Description	Projected Expenses	Underlying Assumptions
2101	1 Equipment Rental	\$ 42.71	Atlanta
2102	2 Equipment Purchase	\$ 11.84	Atlanta (Broadcast Eqm \$5M Staff & Planning Eqm \$5M)
2103	3 Personnel Costs	\$ 77.47	Atlanta (Venue Broadcast Production Staff Meals/Accommodations \$18M; Engineering & Operations Personnel Costs \$11M)
2104	4 Telecommunication Usage	\$ -	Included in Technology
2105	5 Technology	\$ 2.02	Atlanta (Video Services \$2M). MPC technology costs covered in Item 1905 in Sport Schedule. Some IBC technology costs in Item 1905 and 2102.
2106	6 Utilities	\$ 1.36	Atlanta. MPC operations costs covered in item 1906 in Sport Schedule.
2107	7 Others: Venue Operations	\$ 12.44	Atlanta IBC Operations. MPC Ops covered in Sport Schedule lines 1903-1909.
2109	8 Others: Misc.	\$ 5.61	Atlanta (Production Supplies \$1M; Engineering & Operations Supplies \$1M)
	Total MPC and IBC Expense	\$ 153.44	

Notes:

Budget amounts are shown in 2002 US\$ millions.

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Line items with the assumption "Atlanta + Adjustm" represent lines where BASOC added extra costs in addition to adjusted Atlanta total.

Amount shown in parenthesis before the word "Adjustm" represents amount BASOC added to budget in addition to adjusted Atlanta total.

Line items that begin with "Other:" represent categories added by BASOC to original list of category line items supplied by USOC.

Line Item 21
MPC and IBC
Schedule 17

Ceremonies and Programs Expense

	Description	Projected Expenses	Underlying Assumptions
2201	1 Opening & Closing Ceremonies	\$ 40.78	Atlanta + (\$5M Cauldron Costs) Adjustm; (Ceremonies Production Contract \$27M; Personnel Costs \$5M). Includes medal ceremonies.
2202	2 Cultural Programs	\$ 30.62	Atlanta + (\$2M Humanities Program) Adjustm; (Humanities Programs \$8M; Visual Arts Programs \$6M)
2203	3 Torch Relay	\$ 24.47	Atlanta (Event Production Services \$16M; Travel \$5M)
2204	4 Youth Camps	\$ 11.73	Atlanta + (\$9M) Adjustm; (International Olympic Youth Camp \$6M; Teacher Education \$3M; Academic Olympiad \$1M; Admin \$1.5M)
2205	5 Others: Creative Services	\$ 6.49	Atlanta + (-\$2M Personnel) Adjustm; (Consulting & Design Services \$1M; Personnel Costs \$3M)
2206	6 Others: Event Services/ Special Events	\$ 9.11	Atlanta (Travel \$4M; Personnel Costs \$3M)
2207	7 Others: Venue Look of the Games	\$ 19.04	Atlanta
	Total Ceremonies and Programs Expense	\$ 142.24	

Notes:

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Line items with the assumption "Atlanta + Adjustm" represent lines where BASOC added extra costs in addition to adjusted Atlanta total.

Amount shown in parenthesis before the word "Adjustm" represents amount BASOC added to budget in addition to adjusted Atlanta total.

Line items that begin with "Other:" represent categories added by BASOC to original list of category line items supplied by USOC.

Line Item 22
Ceremonies and Programs
Schedule 18

Medical Services Expense

	Description	Projected Expenses	Underlying Assumptions
2301	1 Athlete Care at Competition	\$ 1.60	\$50K per venue X 32 Venues for cost of supplies; assumes labor volunteers
2302	2 Olympic Village Polyclinic Services	\$ 1.50	Atlanta + (\$1M) Adjustm
2303	3 Medical Services - Olympic Family & Officials	\$ 0.25	Medical supplies for hotel & venues
2304	4 Medical Services - MPC & IBC	\$ 0.10	Estimated for medical/ first aid supplies & equipments in and around MPC & IBC
2305	5 Doping Control	\$ 6.10	Atlanta + (\$4M Expanded Program) Adjustm
2306	6 Hospital Facilities	\$ 3.00	Agreement with regional hospital for 6 hospitals at \$500K each
2307	7 Medical Transport Services	\$ 0.45	For 300 events; 3 ambulances per event at \$500 per ambulance
2308	8 Spectator First Aid	\$ 0.80	\$25K per venue X 32 Venues for cost of supplies; assumes labor volunteers
2309	9 Other Medical Costs	\$ 0.61	Atlanta
	Total Medical Services Expense	\$ 14.41	

Notes:

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Line items with the assumption "Atlanta + Adjustm" represent lines where BASOC added extra costs in addition to adjusted Atlanta total.

Amount shown in parenthesis before the word "Adjustm" represents amount BASOC added to budget in addition to adjusted Atlanta total.

Line items that begin with "Other:" represent categories added by BASOC to original list of category line items supplied by USOC.

**Line Item 23
Medical Services
Schedule 19**

Catering Expense			
	Description	Total Projected Expenses	Underlying Assumptions
2401	1 Rental Costs	\$ -	Rental costs are accounted for as part of meal cost in lines 2402-2404.
2402	2 Meals - Athletes, Officials & Technicians	\$ 30.00	Based on Sydney Games because cost was under-reported for Atlanta
2403	3 Olympic Family Lounges	\$ 3.50	Additional Service. Budgeted at \$110k per venue (32 venues).
2404	4 Meals - OCOG Staff	\$ 9.40	Based on Sydney Games experience of \$5.5M plus \$3.5M adjustment for increased size of program.
2405	5 Other Catering Expense	\$ 0.46	Atlanta
	Total Catering Expense	\$ 43.36	

Notes:

Sydney Games refers to 2000 Olympic Games in Sydney, Australia.

Budget amounts are shown in 2002 US\$ millions.

Items listed in parenthesis are the largest single line items within the given budget category, rounded to the nearest million dollars.

Budget amounts unless noted otherwise are based on Atlanta's budget from 1996, adjusted for the cost of living in San Francisco and inflated from 1996 to 2002 dollars.

Line items with the assumption "Atlanta + Adjustm" represent lines where BASOC added extra costs in addition to adjusted Atlanta total.

Amount shown in parenthesis before the word "Adjustm" represents amount BASOC added to budget in addition to adjusted Atlanta total.

Line items that begin with "Other:" represent categories added by BASOC to original list of category line items supplied by USOC.

**Line Item 24
Catering
Schedule 20**

Transportation Expense

	Description	Total Projected Expenses	Underlying Assumptions
2501	1 Travel Subsidies	\$ 22.10	Total \$22.1M (Athletics & Officials - \$15.3 M; Horses - \$6.1M; Other Gear - \$700K). Based on average cost of \$1k per person. Olympic Solidarity pays for 1,200 athletes, which decreased subsidy amount by \$1.2M
2502	2 Local Transportation - Athletes & Official Delegation	\$ 29.69	Atlanta + (\$6M Increased Service) Adjustm; This includes the village internal bus system.
2503	3 Local Transportation - Others (including Mass Transit)	\$ 103.88	Atlanta + (\$63M Increased Service) Adjustm; (Spectator Transport Service \$68M; Personnel Costs \$15M). Amount shown is gross cost. See ticket surcharge ("Other" revenue schedule).
2504	4 Transportation Facilities	\$ 7.03	Atlanta (Facilities \$2M; Facility Improvements \$2M)
2505	5 Vehicles & Equipment	\$ 14.58	Atlanta + (\$3M Bike Program at Park and Ride) Adjustm; (Olympic Family Fleet \$11M)
2506	6 Other Transportation Expenses	\$ 5.42	Atlanta + (\$4 Airport Operations) Adjustm; (Supplies \$1M)
2507	7 Others: Personnel Cost	\$ 29.75	Atlanta + (\$4M Training) Adjustm
2508	8 Others: Rapid Response Backup Transport	\$ 5.10	Adjustm; Rapid Response backup transport system will consist of 300 buses costing \$1000 per day for 17 days. Will be stationed within 10 minutes of all venues to assist athletes, media, and Olympic family.
	Total Transportation Expense	\$ 217.53	

Notes:

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Line items with the assumption "Atlanta + Adjustm" represent lines where BASOC added extra costs in addition to adjusted Atlanta total.

Amount shown in parenthesis before the word "Adjustm" represents amount BASOC added to budget in addition to adjusted Atlanta total.

Line items that begin with "Other:" represent categories added by BASOC to original list of category line items supplied by USOC.

Security Expense (Law Enforcement, Fire & EMS)*

	Description	Total Projected Expenses	Underlying Assumptions
2601	1 Personnel	\$ 40.94	Atlanta + (\$27M) Adjustm; (Law Enforcement \$28M; Fire/EMS \$13M)
2602	2 Equipment	\$ 6.99	Atlanta + (\$7M) Adjustm; (Law Enforcement \$4M; Fire/EMS \$3M)
2603	3 Private Security Contractors	\$ 30.76	Atlanta + (\$15M) Adjustm; (Security Academy/Training \$7M; Private Security \$23M)
2604	4 Planning, Coordination & Training	\$ 0.83	Atlanta + Adjustm; (Law Enforcement \$.3M; Fire/EMS \$.5M)
2605	5 Other Security Costs	\$ -	NA
2606	Others: Command & Control Operations Expenses	\$ 2.00	Adjustm; (Law Enforcement \$1.5M; Fire/EMS \$.5M)
2607	6 Others: Associated Personnel Expenses	\$ 11.11	Adjustm; (Law Enforcement, including CHP, \$9M; Fire/EMS \$2M)
	Total Security Expense	\$ 92.63	

*Adjustments to Atlanta numbers done by Chris Bellavita from the SLOC. Mr. Bellavita was also the Department of Defense's representative to ACOG.

Notes:

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**Line Item 26
Security
Schedule 22**

Paralympics Operations Expense

	Description	Projected Expenses	Underlying Assumptions
2701	1 Sport Events	\$ 10.20	Based on Sydney 2000 Audited Results
2702	2 Olympic Village	\$ 10.30	Based on Sydney 2000 Audited Results
2703	3 MPC & IBC	\$ -	0
2704	4 Ceremonies & Programs	\$ 5.60	Based on Sydney 2000 Audited Results
2705	5 Medical Services	\$ 3.70	Based on Sydney 2000 Audited Results
2706	6 Catering	\$ -	0
2707	7 Transportation	\$ 11.90	Based on Sydney 2000 plus \$6.5 million travel subsidy (\$1,000 per athlete/official)
2708	8 Security	\$ 2.30	Based on Sydney 2000 Audited Results
2709	9 Advertising & Promotions	\$ 8.40	Based on Sydney 2000 Audited Results
2710	10 Administration	\$ 21.48	Based on Sydney 2000 Audited Results, reduced 40% to adjust for unified administration program with OCOG.
2711	11 Pre-Paralympic Events & Coordination	\$ 2.50	Test events estimate based on allocation of "Sport" Paralympic costs for Sydney 2000
2712	12 Legacy	\$ -	Included in overall legacy and contingency planning for BASOC budget
2713	13 Contingency	\$ -	Included in overall legacy and contingency planning for BASOC budget
2714	14 Other	\$ 5.20	Based on Sydney. Includes volunteers, torch, and festivals
	Total Paralympics Expense	\$ 81.58	

Notes:

Budget amounts are shown in 2002 US\$ millions.

Conversion rate of \$AUS 1.4 : 1 \$US used to calculate Sydney results in US\$.

Sydney amounts also adjusted by inflation rate of 3% compounded over two years to move from 2000 to 2002 US\$.

Line Item 27
Paralympics Ops Exp
Schedule 23

Advertising and Promotion Expense

	Description	Projected Expenses	Underlying Assumptions
2801	1 International & Domestic Media	\$ 7.37	Atlanta + (\$5M Internet) Adjustm
2802	2 Publication - Event & Sport Brochures	\$ 7.46	Atlanta (Creative Services \$5M)
2803	3 Décor Plan for City	\$ 18.16	Atlanta + (\$6M Olympic Way and \$4M Festival Sites) Adjustm
2804	4 Others: Marketing	\$ 75.67	Atlanta + (\$20M Increased Services) Adjustm (Ticket Order Processing Contract \$15M; Sponsor Protection and Benefits \$20M).
2804A			Includes dollars dedicated to acquisition of all billboard space in the Bay Area to further protect sponsors' rights and eliminate ambush marketing efforts.
2805	5 Other Advertising & Promotion Expenses	\$ 0.96	Atlanta
	Total Advertising and Promotion Expense	\$ 109.62	

Notes:

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**Line Item 28
Advertising and Promotion
Schedule 24**

Administration Expense*

	Description	Projected Expenses	Underlying Assumptions
2901	1 Personnel	\$ 81.90	Atlanta (Office of the Chief Ops Officer \$8M; Office of the CEO \$5M)
2902	2 Volunteers	\$ 2.50	Atlanta (Volunteer Training & Orientation \$2M)
2903	3 Consultant	\$ 17.34	Atlanta (Planning & Program Management \$5M; Consulting, Planning & Systems Development \$5M)
2904	4 Rental	\$ 14.64	Atlanta
2905	5 Office Furniture & Equipment	\$ 3.49	Atlanta
2906	6 Telephone, Fax, & Postage	\$ 6.36	Atlanta
2907	7 Information Technology	\$ 15.79	Atlanta
2908	8 Insurance	\$ 54.14	Current numbers provided to BASOC by Marsh McLennan Co.
2909	9 Translation & Interpreting	\$ 1.66	Atlanta
2910	10 Legal & Audit	\$ 22.54	Atlanta (Legal Services \$20M)
2911	11 Other Administrative Expenses	\$ 13.41	Atlanta + (Housekeeping & Maintenance \$3M)
2912	12 Others: OCOG Travel	\$ 6.23	Atlanta + (-\$1M reduced travel) Adjustm (Public Relations Mgmt \$1M; Competition Planning \$1M)
	Total Administration Expense	\$ 240.00	

*Includes all windup administration costs associated with post-Olympics activity.

Notes:

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**Line Item 29
Administration
Schedule 25**

Pre-Olympic Events & Coordination Expense

	Description	Projected Expenses	Underlying Assumptions
3001	1 Testing Sport Facilities Pre-Games	\$ 15.04	Atlanta + (\$11M Expanded Program) Adjustm. Shown net of \$12M cost accounted for by other operating departments.
3002	2 Coordination between OCOG, USOC, & NGBs	\$ 3.16	Atlanta
3003	3 Meetings, Reports, Presentations	\$ 5.33	Atlanta
3004	4 Home Team Partnership	\$ 3.04	See Home Team Partnership Supporting Schedule
3005	5 Other	\$ 0.83	Atlanta
	Total Pre-Olympic Event and Coordination Expense	\$ 27.41	

Notes:

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Line Item 30
Pre-Olympic Events and Coord
Schedule 26

Home Team Partnership Expense

	Description	Projected Expenses	Underlying Assumptions
3011	1 Office Space	\$ 0.42	Calculated at 2,000 sq ft of office space for 7 years @\$30/sq ft
3012	2 Housing	\$ 1.16	2008 Housing provided to US Olympic team. Based on 700 athletes @\$75/day for 14 days plus 300 staff and others @\$100/day for 14 days.
3013	3 Personnel	\$ 0.49	Staff support @\$70k/yr for 7 years
3014	4 Technology	\$ 0.18	Estimated to be \$25k per year for 7 years
3015	5 USA Team Processing/ Training Center	\$ -	Contributed by City/County of Sacramento
3016	6 Official Delegation Commitments/ Offers	\$ -	Assumed to be zero.
3017	7 Athlete Family Program	\$ 0.80	Includes complimentary tickets, athlete family center at village (\$500k), and staff liason costs of \$300k for 2011-2012.
3018	8 Athlete Family Ticket Program	\$ -	66,000 tickets to be provided to athletes (2 tickets per athlete per event). Expense of tickets given to athletes included by adding 1% to event vacancy assumptions.
3019	9 Other	\$ -	
	Total Home Team Partnership Expense	\$ 3.04	

Notes:

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Legacy

	Description	Projected	Underlying Assumptions
3101	1 Cash Distributions to Legacy Venues	\$ 5.00	Seed money given to legacy venues to either operate venues, as in the case of shooting center, or move venues, as in the case of velodrome and swimming pool.
3102	2 Physical Assets	\$ 1,223.10	Physical asset legacy of \$1.2 billion is not an expense. Costs are shown in facilities budget.
	Total Legacy	\$ 1,228.10	

Budget amounts are shown in 2002 US\$ millions.

See Schedule 27A for detail on Physical Asset and Cash Distribution legacy.

Line Item31
Legacy
Schedule 27 A

Cash Distributions to Legacy Venues

Site/Venue	OCOG Legacy Amount		Beneficiary	Purpose of Cash Distribution
Shooting Center	\$ 2.00		Santa Clara County Sheriffs	Assists in initial operation of shooting center after the Olympic Games.
Swimming Pool	\$ 2.50		City of San Francisco	Assists in moving the pool from Olympic venue to permanent home.
Velodrome	\$ 0.50		City of Antioch	Assists in moving the velodrome from Olympic venue to City of Antioch
Total	\$ 5.00			

Physical Asset Legacy

Site/Venue	OCOG Legacy Amount	Non-OCOG Legacy Amount	Beneficiary	Future Maintenance Responsibilities
Canoeing - Slalom	\$ 1.00	\$ 3.00	State of California Department of Parks and Recreation	Department of Parks and Recreation and Cal State University Sacramento
Monterey Horse Park	\$ 5.00	\$ 19.00	Monterey Horse Park Foundation	Monterey Horse Park (a California non-profit corporation)
Olympic Broadcast Center	\$ 8.50		TBD	TBD
Olympic Stadium	\$ 150.00	\$ 150.00	Stanford University	Stanford University
Olympic Village	\$ -	\$ 816.00	Private Developer	To be sold after games. Approx. 20% of units to be sold as affordable housing.
Shooting Center	\$ 20.00	\$ -	Santa Clara County Sheriffs Department	Santa Clara County Sherriffs Department with assistance from OCOG
Swimming Pool	\$ 7.30		City of San Francisco	City of San Francisco
Tennis Center	\$ 10.00	\$ 30.00	San Jose State University	San Jose State University
Velodrome	\$ 3.30		City of Antioch	City of Antioch
Total	\$ 205.10	\$ 1,018.00		

Contingency Expense

	Description (for example)	Projected Expenses	Underlying Assumptions
3201	1 Operations Contingency	\$ 269.29	Equals 15% of costs for line items 19-30 and 33-35 as defined by Schedule A.
3202	2 Other Contingencies	\$ -	\$31 million of contingencies have also been included in the Sports Facilities budget on schedule A, Line 15.
	Total Contingency Expense	\$ 269.29	

Notes:

Budget amounts are shown in 2002 US\$ millions.

Line Item 32
Contingency
Schedule 28

Rental Costs

Rental Costs			
	Description (for example)	Projected Expenses	Underlying Assumptions
3301	1 Facilities Rental Costs	\$ 29.70	Atlanta + (Venue Rental \$24M; Training Venue Rental \$2M)
	Total Rental Costs	\$ 29.70	

Notes:

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Financial Guarantees

Financial Guarantees			
	Description (for example)	Projected Expenses	Underlying Assumptions
3401	1 Financial Guarantee Costs	\$ 43.72	Based on net interest expense to loan money to pay deposit on financial guarantee with Security Life of Denver Insurance.
3402	2		
Total Guarantees		\$ 500.00	See Below
Total Guarantees Costs		\$ 43.72	

Guarantees total \$500 million and come from two sources:

1. Private Guarantee from Security Life of Denver Insurance (\$250 million)

Standard and Poor's Rating of AA+

2. State of California Guarantee (\$250 million)

State Bill 1987, passed March 21, 2002 and signed by Governor Gray Davis on March 25, 2002.

All amounts shown in 2002 US\$.

Other Expense

	Description	Projected Expenses	Underlying Assumptions
3501	1 Others: External Relations	\$ 14.51	Atlanta + (-\$5M Reduced Staffing) Adjustm (Local Govt & Community Relations \$3M; Federal Govt Relations \$3M)
3502	2 Others: Merchandising	\$ 21.67	Atlanta (Personnel Costs \$5M; Rent \$6M). This item is the cost of pre-Games retail operation. Revenue from pre-Games retail is shown in Other Revenue, Line 1316.
3503	3 Others: Municipal Services	\$ 7.21	Atlanta (City & Municipal Svces \$7M)
3504	4 Others: Oversight Community Liaison	\$ 5.07	Atlanta
	Total Other Expense	\$ 48.47	

Notes:

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**Line Item 35
Other Exp
Schedule 31**

Surplus

	Description (for example)	Projected Total
Total Surplus		\$ 409.00
	Legacy 2012 U.S. Athlete Endowment	\$ 170.00
	Legacy 2012 Regional Youth Athlete Endowment	\$ 75.00
	Legacy 2012 Culture Endowment	\$ 10.00
	Legacy 2012 Environment	\$ 5.00
	Amount for USOC	\$ 128.55
	Amount to IOC (5%)	\$ 20.45

Line Item 36
Surplus or Deficit
Schedule 32