

Business Plan

August 2006

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Confidentiality Agreement

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It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of it by reader may cause serious harm or damage to Alaska Professional Sports®, Inc.

Upon request, this document is to be immediately returned to Alaska Professional Sports®, Inc.

Printed Name

X

Signature

Date

Table of Contents

Confidentiality Agreement	i
1.0 Executive Summary	
Objectives	3
Mission.....	3
Keys to Success.....	3
2.0 Description of Business	
Business Concept	4
Status of the Business	4
Physical Facilities	4
3.0 Market Analysis	
Market Description	5
Target Market.....	6
General Market Trends	7
Competition	8
4.0 Marketing Plan	
Current Situation & Market Overview	10
Defining Market	11
Strategy.....	12
Measure Results	15
5.0 Operations	
Objectives	25
Strategies.....	25
Performance Measures.....	26
6.0 Management and Personnel	
Administrative Staff	28
Organizational Chart	28
Position Descriptions.....	29
Professional Assistance	31
7.0 Benchmarks	
Timeline Chart.....	32
8.0 Financial Analysis	
Sources and Uses of Funds.....	33
Pro Forma Profit and Loss	35
Measures of Performance	36
Key Financial Assumptions	37

Appendices

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This document is not, and is not to be construed as, an offer of securities.
The statements contained in it are made by Alaska Professional Sports, Inc. to its stakeholders.

Appendix A Pro Forma Profit and Loss by Month (2007)	50
Appendix B Arena Seating	51
Appendix C Arena Capacity	52
Appendix D af2 league	53
Appendix E Key Employee Biographies	54

1.0 Executive Summary

1.1 Objectives

Alaska Professional Sports®, Inc. (APS), was started to bring high quality professional level sports to the “Last Frontier”. APS has secured the right to purchase an arenafootball2 (af2) league franchise to be based in the state of Alaska. Along with securing the af2 franchise APS will be forming a sports management organization to produce not only a football team but to explore other professional sports teams and venues.

1.2 Mission

The goal of APS is to use our passion for the community and sports to provide Alaska with a high quality sports entertainment experience. Alaska Professional Sports®, Inc., in conjunction with our fans, business affiliates, and employees, will use sound business concepts to provide a high quality sports product that will benefit the community and its shareholders.

1.3 Keys to success

APS is committed to:

- Provide a first-class entertainment experience in a wholesome environment

- Respect the game of arena football

- Maintain integrity on and off the field

- Serve and not be served

- Inspire and encourage people to higher levels of personal and professional achievement, growth, maturity, and respect for each other

- Use sound business practices to ensure a return to shareholders

2.0 Description of Business

2.1 Business Concept

The APS football team is a member of the arenafootball2 league. Though the league is separate from the Arena Football League (AFL), the game is precisely the same. The major difference between arenafootball2 and the AFL is the size of the home-city. Arena football is the only professional sport to have a Fan's Bill of Rights (see Appendix C). In addition, arena football was the first professional sport ever to release a Mission Statement (the National Football League's mission statement was released in 2004). In 1990, the US Patent Office issued patent No. 4,911,433 for the Arena Football Game System, making it the only sports league in history able to play a patented, rival-free game.

Arena football has been a professional sport for 20 years. The af2 is considered a developmental league. About one of every four players from the af2 advances into a higher-ranking league each year (i.e., AFL, CFL or NFL). In fact, Kurt Warner of the New York Giants and Tommy Maddox of the Pittsburgh Steelers both played arena football before advancing to the NFL.

2.2 Status of the Business

APS was originally formed as a sole proprietorship in the state of Alaska on March 20, 2006. On May 4, 2006 the company incorporated under Alaska Corporations Code. The initial meeting of the Board occurred on May 23, 2006, at which time the Board approved a number of resolutions to enable APS to conduct normal business transactions.

2.3 Physical Facilities

Sullivan Arena

The Sullivan Arena is the home arena for the team. The Sullivan is owned by the Municipality of Anchorage and managed by SMG Company. It is located at 1600 Gambell Street in Anchorage, Alaska. APS will use the Sullivan Arena through a rental agreement. AFL requirements for a playing surface are 200' x 85' with a minimum height of 50'. The Sullivan Arena is 200' x 100' with a height of 85'. The af2 recommends each team have a home arena that seats between 6,000 and 10,000 fans. The Sullivan Arena has a seating capacity of 6,500 when set up for football games.

Practice Facility

Team tryouts, conditioning and practices will happen at a yet-to-be-named facility. APS is looking at several possible venues and will enter a rental agreement when negotiations are complete.

Administrative Offices

The administrative office for Alaska Professional Sports®, Inc., is located at 1200 East 76th Avenue, Suite 1219 in Anchorage, Alaska 99518.

Mailing address: PO Box 110385, Anchorage AK 99511-0385.

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URL: www.akprosports.com

3.0 Market Analysis

3.1 Market Description

Products and Services

APS will offer fans tangible products and services including entertainment (through ticket sales) and team merchandise. The franchise also offers corporate customers prominent advertising space and prestigious client incentives through corporate ticket sales.

General and Season Ticket Sales

The kind of entertainment provided by af2 football is unlike anything previously available in Anchorage. This is a family-friendly venue with a fundamental emphasis on fan experience. Over 66% of Americans claim to be football fans and af2 football offers more of everything people love about the game. The action is faster, the scores are higher, and the smaller venues bring an intimacy to the game that hasn't existed before. Research indicates that once people start going to af2 games, they become very loyal to the team in their area and show a high interest in the team, following it regularly. People who like football enjoy seeing it in a different, fast-paced environment.

Team Merchandise

The development of a successful football team requires investment in the community of fans. Football, unlike other industries, is fundamentally about the community and not the individual. It is about a sense of shared emotional ownership. This phenomenon is called fan equity and it is one of the reasons fans purchase team merchandise. The core component of fan equity is the opportunity it offers supporters to engage in solidarity with other fans with whom they share a common identity. Not only is it about a shared solidarity with those who support the team, it also incorporates a competitive relationship with those who don't. The football team is the vehicle for this shared experience, for this community of interest, and the merchandise is the link maintaining this bond outside the arena. Fans wear team insignia to identify themselves with fellow fans and to make themselves known to competitors.

Concession Sales

APS, working with SMG, will provide food and beverages at the games. This will include food items, soft drinks, and beer.

Advertising Space

APS will provide a uniquely targeted marketing and advertising opportunity to corporate clients including a wide variety of advertising options that have not been available in the area. Advertisers will be able to print their messages on banners, dasher boards, field logos, footballs, programs, rail signs, the scoreboard, and uniforms.

Corporate Sponsorship

Sales in this area consist of companies wishing to hold events in connection with games, i.e., night clubs, restaurants, hotels or sports bars. It also includes selling game broadcast rights for radio, television, podcast, or any other broadcast medium.

Corporate Ticket Sales

While corporate tickets provide access to the same level of entertainment as general and season ticket sales, the reasons for purchasing them are quite different. Alaska businesses will purchase tickets and give them away as customer incentives and client gifts.

Customer Profile

The core af2 fan tends to be young, with one-third of the AFL’s fans below the age of 24, and 80 percent below age 44. A recent survey done at the league’s request indicates the average af2 fan is male, roughly 40, Caucasian, with a household income averaging \$75,000 or better, and a fanatical or strong interest in the team in their area. This information was obtained when league season ticket holders and fans were sent an e-mail asking them to participate in a survey being conducted by the University of Dallas sports and marketing MBA program on behalf of af2. The data also indicates general ticket purchasers have household incomes averaging \$50,000 or better.

3.2 Target Market

Men between the ages of 21 – 44

This segment is the typical football fan base. They attend games loyally; are apt to buy season tickets; follow the statistics of the league, the team and the players; organize fan clubs; drink beer at the games; purchase t-shirts, sweatshirts and hats with team insignia; and appreciate the presence of the cheerleaders.

Families with children under the age of 14

This segment is less likely to watch football together on TV, but enjoys the experience of going to the game in person. They are also apt to buy season tickets; follow the statistics of the players and the dance team/cheerleaders; eat concession foods and drink sodas at the games; purchase clothing as well as cups, posters, pennants, foam fingers and pompoms with team insignia; and stay after the game to meet and get autographs from the players and cheerleaders.

Corporate clients

This segment gives tickets to their customers and clients. They are likely to purchase blocks of seating for multiple games. They want to be the hero in their clients’ eyes, so they are likely to purchase higher-end seating. Corporate clients may also purchase team insignia merchandise if it is packaged with the tickets and in a way that would be more enticing to their clients/customers. Corporate clients may include new car dealers, real estate professionals, oil companies, technology companies, and any other business with high dollar sales or high dollar contract negotiations.

Smaller market segments include tourists; female sports enthusiasts and birthday/celebrations groups.

Table 1 Market Size Estimates

af2 demographics as represented in the Anchorage population	
Between 5 and 14 years old	43,655
Between 24 & 44 years old	82,708
Total under 44 years old	161,757
Income of \$50,000 or better	60%
Income of \$75,000 or better	40%
Mean household income	\$75,122
Men 21 – 44	About 53,130
Families with children under 14	About 32,220

Anchorage is the ideal fit for an af2 team with demographics matching that of the typical arena league fan. There is a large military presence made up primarily of young men and young families. Anchorage has a high percentage of families with young children and a larger portion of the population is between 24 and 44. Anchorage has a history of being extremely loyal and supportive of local sports including the Anchorage Aces (‘AA’ hockey), UAA Seawolves (college hockey), the Great Alaska Shootout (college basketball), Anchorage Bucs (college baseball), Anchorage

Glacier Pilots (college baseball), Thursday Night Fights (boxing), and the Alaska Fighting Championships (extreme fighting).

The residents of Anchorage are traditionally very supportive of sporting events. Similar events such as the Great Alaska Shootout, Alaska Aces games and the Alaska Fighting Championships consistently sell thousands of tickets. The Shootout traditionally sells close to 7000 tickets for the Friday and Saturday night games and the championship game occasionally sells out. Even though the Alaska Fighting Championships does not have the same broad family appeal as Arena Football, it is important to note they regularly have 3000 – 4000 in attendance. The Alaska Aces is the most applicable comparison with a large and loyal fan base in Anchorage.

National polls indicate 65% of American men and 35% of women like football. Only 14.9% of men (12.6% of women) say they like hockey, while 35% of men (13% of women) say they like boxing (Scripps Howard News Service, www.newspolls.org, Dec 2003). If those statistics hold true in Anchorage, APS can anticipate 30+% more supporters for the af2 team than the already impressive fan bases of the Alaska Aces, Thursday Night Fights, and the Alaska Fighting Championships.

3.3 General Market Trends

Football Frenzy

America has football fever and the frenzy is growing. According to a 2003 article in Forbes magazine, the National Football League (NFL) is the most valuable and profitable team sport in the world. Over the years Super Bowl Sunday has become an unofficial national holiday, with interest in the game split 50/50 between men and women. College football conferences averaged almost 80% capacity crowds in 2005, with the Southeastern Conference (SEC) averaging 95%, and many teams selling out every game for two or three years running. In the last few years, the rise in popularity of fantasy football leagues has added fuel to the fire of football fans. Analysts estimate that as many as 30 million people play the game and in 2005 Americans spent over \$2 billion dollars on fantasy football alone. The football frenzy is alive and growing in America as evidenced by the market’s eagerness to support the twenty-year old Arena Football league and the newest league, arenafootball2.

Arena League and arenafootball2 Growth

One indicator of the popularity of Arena Football is the growth of the ArenaFan Online website. They experienced tremendous growth during 2004 with banner ad impressions rising 50% during the 2004 season as compared to the 2003 season. Impressions available during the 2005 season (Feb-Jun) were estimated at over 3.8 million with another 2.5 million available during the off-season months. The site boasts a strong male sports fan orientated clientele, which they say, “are a more die-hard sports fan than people who casually follow the major league sports”.

Table 2 outlines some stats ArenaFan Online users provided in a site survey which are consistent with the APS market analysis and a unique fit to the Anchorage market.

Table 2 Anchorage Market

Percent of users by age group:	57% between 25-44	23% under 25.
Percent of users male:	77%	
Household income of users:	41% make over \$50,000	25% make over \$75,000

More than two million fans attended regular season Arena Football games in the 32 markets competing in both the AFL and af2 in the year 2000, the inaugural season for arenafootball2. It was the fifth consecutive year the AFL surpassed one million fans. In their inaugural season, 15 af2 teams drew almost one million fans. More specifically, af2 averaged 7,239 fans per game and more than 900,000 fans walked through turnstiles in af2 venues throughout

the regular season and playoffs. Besides the NFL, NHL, and NBA, af2 was the only other professional sports league to fill its buildings to over 70% capacity in 2000 (af2 was at 72%). In 2001, the af2 became the first current professional football league to reach the one million mark in just its second season.

It seems logical as the players succeed, the fan base will grow. In the inaugural season, a total of 70 af2 players moved up to the AFL, CFL, or NFL. The number of af2 players moving up to the AFL continues to multiply as over 50 players from the 2002 af2 season landed on a final roster, practice squad or reserve list of an AFL team for the 2003 campaign. It marked the first time that every AFL team had at least one former af2 player on its roster. Those moving aren't just the players. Coaches and officials are quickly moving up in the ranks, proving the "developmental" in developmental league to be true for everyone. Fans get excited and even more devoted as their "hometown boys" move into the major leagues.

There are cautionary tales in the af2 annals. The league is down from 34 teams in 2003 to 20 now. Owners failed when they tried to run teams like a bank or a real estate company. The short history of the af2 tells us that a winning record and a pervasive promotional effort is what win sponsors and fans.

3.4 Competition

Direct Competitors

Much can be learned from a brief analysis of how competitors have positioned themselves in the market and how APS will position themselves against them. Both major market segments have their own set of direct competitors, which are as follows:

Men between the ages of 21 and 44

Direct competitors for this market are the Anchorage Aces, specifically if they go into the playoffs, and the Alaska Fighting Championships which holds two or three events during the af2 season. Since all of these events are held in the same arena, potential customers will never have to choose among them on any given night, however, season ticket purchasers may feel the need to decide between hockey tickets or football tickets, and the lower-income general ticket purchasers may be deciding where their limited monthly entertainment budget will go.

The Anchorage Aces appeals to the n% of the target market that enjoys hockey. A high percentage of the team's sponsors have this market as their primary segment, however, most of the Aces positioning and promotions tends to be more family oriented.

The Alaska Fighting Championships is positioned directly within this target market. However, these are only occasional events where spectators cheer for individual competitors. Events like this don't generate the same community feel or fan equity that APS expects to create.

APS will position the af2 team in this market through promotions that target them such as autograph appearances at sports bars by the team members and the cheerleaders, team merchandise giveaways on radio stations such as KWHL, and creative ticket contests at car dealers, audio stores, and night clubs.

Families with children under 14

Direct competitors for this market are the Alaska Aces playoff games and baseball games. The Anchorage Aces is positioned in this market through their "KeyBank Sunday Skate with the Aces" promotions and occasional player visits to the schools, however, they held only two of the Sunday Skates during the past season and have no published schedule for the school visits.

Both the Bucs and the Pilots baseball games tend to draw families. Spending the evening outside with the family at a baseball game, eating hotdogs and drinking root beer, is a traditional summer activity. The baseball season begins in June and holds a game almost every evening until the end of July. The positioning for these clubs is nostalgia for the “good old days”. They have low admission prices (\$4 - \$6) and low season ticket prices (\$55 - \$120). The clubs also hold many special events and have giveaways at most games that appeal to this audience. Despite all of these facts, attendance at baseball games in Anchorage is typically low. While inclement weather may have an occasional effect it is not the major factor. In our low-attention span society, baseball has seen a sharp decline in interest. Fans are now demanding a faster pace and more excitement in their sporting events.

APS will position the af2 team in this market by offering a family friendly atmosphere, an exciting, rock concert-like show, face time with the players and the cheerleaders after every game, activities at the games that appeal to younger fans, a fun mascot, and promotions that appeal to families and children.

Substitutes

The most intimidating substitute that APS has for attendance at af2 games can be summed up in three words: Summer in Alaska. This includes all the fairs, festivals and youth sports activities as well as camping, fishing, hiking, biking, or anything that puts Alaskans outside in the sun. There is only one way to combat such a strong substitute and that is to match its positioning. All the summer activities in Alaska have two things in common that make people feel compelled to drop everything to do them: rarity and tradition.

These things (fairs, softball, fishing, bike rides, etc.) are rare because there is only a short period of time in the year to do them. Because there is so little time to enjoy the outdoors, when Alaskans have the chance that is what is done. Alaskans are also very traditional. These activities have become ingrained in the traditions of our culture in Alaska. The only way to combat this is to copy it. First of all, APS *must* position the af2 season and the eight home games as an extremely rare opportunity. An atmosphere must be created quickly to build this rare opportunity into an Alaskan summer tradition.

Pricing Strategy

The APS pricing strategy for ticket sales is to set prices comparable to the market prices for similar sports entertainment in the area. The goal is to remove price as a factor in a potential customer’s decision to go with a competitor.

Aces tickets

Corner Balcony	324.00
Center Balcony	396.00
Lower Mezzanine	558.00
Upper Mezzanine	630.00
Center Ice	774.00

SHOOTOUT (Nov. 22-26, 2005)

Tournament Packages on sale Nov 7	
Prime Seating	\$150
All other seats	\$120
General Admission	\$110

Individual session tickets on sale Nov 14

Prime Seats:	
Session I	\$14 (plus outlet fee)
Session II-VII	\$23 (plus outlet fee)
Session VIII	\$30 (plus outlet fee)
Others Seats:	
Session I	\$12 (plus outlet fee)
Session II-VII	\$19 (plus outlet fee)
Session VIII	\$25 (plus outlet fee)
General Admission	
Session I	\$11 (plus outlet fee)
Session II-VII	\$18 (plus outlet fee)
Session VIII	\$22 (plus outlet fee)

4.0 Marketing Plan

4.1 Current Situation & Market Overview

APS is bringing arenafootball2 (af2) to Alaska. The af2 team is the only professional football team in Alaska and the newest member of the af2 league, the official developmental league of the Arena Football League. The Anchorage-based expansion team's first season is scheduled to begin in April 2007. The team will play a 17-game season, including eight home games at the Sullivan Area in Anchorage, Alaska, and one exhibition game at the Carlson Center in Fairbanks, Alaska.

Af2 is unlike anything previously offered in Anchorage. The action is fast-paced, the scores are high, and venues provide fans with an intimate experience of the game. Research suggests people who like football also enjoy the experience of af2. APS/af2 will offer tangible products to the Anchorage market including season, single and corporate tickets, team merchandise, advertising space, and sponsorship opportunities.

Anchorage has a thriving sports community consisting of a large and loyal fan base. Events such as the Great Alaska Shootout, Alaska Aces, Alaska Fighting Championships, and Anchorage Bucs often report sell-out events. APS/af2 will compete with these athletic clubs for a fan base. In addition, summer based activities pose a challenge when targeting potential ticket buyers to attend an indoor event.

APS is entering an environment where it is difficult to gain top-of-mind awareness with a population choosing from alternative sports and entertainment options. Developing a strong brand identity through placed media, community and public relations, web and grass-root tactics will position af2 as a highly entertaining, family-friendly game within the market. This strategy will create loyalty among fans and in turn maximize potential to sell tickets, team merchandise, advertising space, and sponsorship packages.

This marketing plan will address the following challenges:

4.2 Defining the Market.

Current APS/af2 visibility within the market is low. Establishing APS and af2 in the market is an opportunity and a challenge. Projecting a strong and consistent identity as a professional and community-based sports company is an effective way to establish presence in the market thus attracting players, fans, investors, and sponsors.

Competing for men aged 21-44, a prime af2 target demographic. Direct competitors for this market are the Anchorage Aces and Alaska Fighting Championships. Implementing a brand image campaign coupled with current direct marketing tactics will reach this audience.

Competing for families with children under 14, a prime af2 target demographic. Direct competitors for this market are the Alaska Aces hockey, Anchorage Bucs and Glacier Pilots baseball teams. Implementing a brand image campaign coupled with current direct marketing tactics will reach this audience.

Competing with summer based activities. Activities such as fairs, festivals, camping, hiking, biking, and fishing pose a challenge when targeting potential ticket buyers to an indoor event. Positioning the af2 home schedule as a rare opportunity to see ultra-entertaining and fan-friendly arena football in Anchorage is an effective way to position the game as *the* summertime sports activity in Alaska.

Objective

This plan is designed to achieve specific goals: a) establish APS/af2 visibility within the community as an entertaining, family/community-friendly game, b) target men 21-44, c) target families with children under 14, d) position af2 as a compelling choice when competing against summertime activities, and e) develop and maintain good relationships within the community.

These objectives should be quantifiable. Brand image and marketing efforts should show increased levels in brand identity which may be measured by ticket sponsorship, advertising, and merchandise revenue. The following plan is a cross-functional process. It is composed of a series of interlocking activities and tasks.

Target Audience

Those who attend sports events in Anchorage:

- ▶ Men 21-44
- ▶ Families with children under 14
- ▶ Corporate/Business, community leaders and professionals
- ▶ APS Staff
- ▶ Investors
- ▶ Media
- ▶ Military personnel
- ▶ Tourists
- ▶ Female sports enthusiasts

4.3 Strategy

Develop and implement a consistent APS/af2 brand and use it as the unifying connection with all marketing and communications by approaching image building as an organic process and confirm a consistent message through all administrative activities.

Tactics

- ▶ Develop APS/af2 collateral to define and execute brand. Ensure consistent cross-departmental execution of APS/af2 message and image by administrative staff in all communications including marketing, ticketing, advertising, sponsorship, merchandising, and sales efforts.
- ▶ Develop and execute marketing strategy focused on targeting men 21-44.
- ▶ Develop and execute marketing strategy focused on targeting families with children under 14.
- ▶ Develop and execute marketing strategy focused on positioning af2 as THE summertime sports activity in Alaska.
- ▶ Develop and maintain good relationships within community.
- ▶ Set goals
- ▶ Measure

Action Items

Develop APS/AF2 collateral to define and execute brand. Ensure consistent cross-departmental execution of APS/af2 message and image by administrative staff in all communications including marketing, ticketing, sponsorship, merchandising, and sales.

Design and implement templates for the following items:

- ▶ Letterhead
- ▶ Newsletter
- ▶ Envelopes

- ▶ Memo fax
- ▶ E-mail signatures
- ▶ Business cards
- ▶ Handbooks
- ▶ Admin forms
- ▶ Display signage

All APS/af2 collateral and external communications efforts must stay within specified branding guidelines by using approved logos and templates as approved by APS President.

Timeframe: Immediately and ongoing

Execution: APS/af2 Administration Team

Result: Defines APS/af2's brand image within community by streamlining image presentation.

Develop and execute marketing strategy focused on targeting men 21-44 and families with children under 14. A mix of placed media, community and public relations, web and grass-root tactics is recommended.

Key Message: "Alaska Professional Sports is bringing arena football to Alaska. Season kicks off in April 2007. Get in the Game! Season tickets, tryouts and team information at akprosports.com." Depending on the target audience the construction may vary slightly but should always convey excitement, entertainment, and family- friendly message.

Paid Broadcast Advertising – A combination of broadcast and print media is the most cost effective way to primarily (but not exclusively) target men 21-44 and families with children under 14.

Radio: KTZN Sports 550 AM, KASH Country 107.5.1 FM, KBFX Pure Rock 100.5 FM, KFAT Urban 92.9, KGOT FM 101.3 FM, KWHL Rock 106.5 FM, BUZZ 102.1 FM

Print: Anchorage Daily News, and Anchorage Press

Television: sports and family programming on KTUU 2 NBC Affiliate, KTVA 11 CBS Affiliate, KIMO 13 ABC Affiliate, KTBY 4 Fox Affiliate, and GCI Cable

Web

The APS website is at www.akprosports.com . A new website will be designed exclusively for the af2 team once an official team name, logo, and URL are developed. The Alaska af2 website will be highly interactive with the capability to sell season and single game tickets and merchandise. Currently, all marketing and communications efforts drive target audiences to the APS website. This tactic will continue.

Grass Root

The following is recommended to augment paid advertising and web efforts:

- ▶ Submit information to calendar listings such as ADN and Anchorage Convention & Visitors Bureau, Chamber and other community-based newsletters and publications.
- ▶ Maintain databases for marketing targeting efforts. Data should be updated twice a year for accuracy.
- ▶ Schedule media opportunities for President, General Manager, Coaching Staff, players, and cheerleaders on radio and TV to promote feature stories and home games.
- ▶ Schedule PR opportunities such as meet-and-greets after home games, and autograph appearances with players and cheerleaders.
- ▶ Execute promotional tactics such as ticket and merchandise give-away's on radio, enter to win boxes at key locations, and co-promotional sponsorships and contests with media.

- ▶ Poster and flyer distribution at key locations such as sports bars, malls, athletic clubs, restaurants and sports facilities.
- ▶ Display signage in key locations such as Sullivan arena, ticket outlets and practice facility for top-of-mind awareness.

Timeframe: Immediately and ongoing

Execution: APS/AF2 Marketing & Communications Team

Result: Defines APS/AF2's brand image within community by streamlining image presentation. Targets men 21-44 and families with children under 14.

Position af2 as a compelling choice when competing against summertime activities.

Position af2 as fast-paced, high scoring, ultra-entertaining and fan-friendly game in all marketing and communications efforts.

- ▶ Align af2 season with spring and summer.
- ▶ Highlight the fact that there are only nine home games – a rarity worth catching.
- ▶ Increase advertising frequency leading up to season kick off with a sense of urgency "*Get in the Game*".

Timeframe: Immediately and ongoing

Execution:

Result: Strengthen APS/AF2's brand image through increased awareness and exposure within community.

Develop and maintain good relationships within community.

Media relationships: issue press releases, pitch stories, provide informational based season book to include contact information, bios, images, ticket prices, and story angles – make it easy for them. Maintain relationships through constant contact and cooperation.

Collaborate with various charities within the community to support their mission while maintaining af2 top-of-mind awareness in community.

Develop co-promotional opportunities with corporate sponsors and media outlets.

Identify sponsors who have marketing resources to help maximize APS/af2's marketing efforts. Marketing "piggy back" opportunities to target corporate employees or clients to include:

- ▶ Bill inserts
- ▶ Radio remotes
- ▶ Matching links on websites
- ▶ Collateral posted in employee lobby and booths at fairs
- ▶ Co-promotional partnerships

Develop system to recognize sponsors and reciprocate support within business community. Such action items include:

- ▶ Offer special "corporate nights" and provide discounted tickets to employees of corporate sponsors.
- ▶ Post "Thank You", "Friends of APS/af2" or "Support those who support APS/AF2" ad in programs to show appreciation and reinforce relationship.
- ▶ Create link on website to post sponsors with matching links to their websites.
- ▶ Provide sponsors and investors with a limited amount of tickets and/or merchandise to give to employees and customers as "perks".

Timeframe: Immediately and ongoing

Execution: Administrative Staff

Result: Building new and strengthening existing relationships within the community is an effective way to maintain and maximize support. Furthermore, collaborating with businesses through grass-root tactics maximizes marketing dollars.

Table 3 Total Advertising Budget

Source	Monthly	Annual
Print Media	\$ 1,500	\$ 18,000
Radio	\$ 2,500	\$ 30,000
TV	\$ 3,500	\$ 42,000
Web	\$ 500	\$ 6,000
Display	\$ 250	\$ 3,000
Printing	\$ 200	\$ 2,400
Total	\$ 8,450	\$ 101,400

Set Goals

The following goals are based on financial assumptions.

Table 4 Sales Goals (2007)

2007	GOAL
General Tickets	\$622,656
Season Tickets	\$454,014
Advertising	\$476,800
Retail Sales	\$78,000
Web Sales	\$39,000
Total	\$1,670,470

4.4 Measure Results

It is important to test, analyze, and identify effectiveness within the following formats:

Track sales, leads, visitors to website, percent of sales to impressions

Determine which strategies are producing the most customers and which are producing the least customers

Survey customers

Measure return on investment per each marketing activity

Summary

This plan is designed to achieve specific goals: a) establish APS/af2 visibility within the community as an entertaining, family/community friendly game, b) target men 21-44, c) target families with children under 14, d) position af2 as a compelling choice when competing against summertime activities and e) develop and maintain good relationships within community. Efforts should be measured frequently and adjusted appropriately to help achieve set goals and objectives.

Web Plan

Current Situation

Alaska Professional Sports (APS) is bringing arenafootball2 (af2) to Alaska. The af2 team is the only professional football team in Alaska and the newest member of the af2 league, the official developmental league of the Arena Football League. The Anchorage-based expansion team's first season is scheduled to begin in April 2007. The

team will play a 17-game season, including eight home games at the Sullivan Area in Anchorage, Alaska, and one exhibition game at the Carlson Center in Fairbanks, Alaska.

According to US Census data, Alaska is one of the most “wired” states in the nation. In a survey conducted in 2005, Alaska ranked second for the most households with a computer and Internet access within the USA. E-mail, educational tools and access to worldwide news and information are just a few reasons why Alaskans are wired to the Internet. In an environment where it is difficult for Alaska-based fans to travel to af2 games the concept that an interactive website could further connect fans to their home team is compelling.

APS is currently directing people to visit www.akprosports.com for more information on Alaska’s arenafootball2 (af2) team. A unique af2 URL will be assigned once the team’s name and logo are set. The website will be designed exclusively for Alaska’s af2 team featuring audio, video and statistics as well as the capability to sell tickets and team merchandise online. Expected completion date is June 30, 2006.

Objective

This plan is designed to develop an Alaskan af2 team website as an interactive marketing tool for fans, advertisers, sponsors, media and investors. The new website will serve as an important marketing and communications tool for APS. This objective should be quantifiable. Over time website statistics should show increased levels of visitors, which may be measured by total traffic reports and ticket and merchandise sales.

Target Audience

Attendees of sports events in Anchorage

- ▶ Men 21-44
- ▶ Families with children under 14
- ▶ Corporate/Business community leaders and professionals
- ▶ APS Staff
- ▶ Investors
- ▶ Media
- ▶ Military personnel
- ▶ Tourists
- ▶ Female sports enthusiasts

Marketing Strategy

Develop and implement an interactive af2 website and use it as the unifying connection with all marketing, sales, ticketing and communications efforts. When applicable, each piece of collateral should incorporate the af2 URL.

Such items may include:

- ▶ Print ads
- ▶ TV commercials
- ▶ Radio commercials
- ▶ E-mail signatures
- ▶ Letterhead
- ▶ Programs
- ▶ Business cards
- ▶ Memo fax
- ▶ Display signage

Development Requirements

The future Alaska af2 website will include the following pages:

- ▶ Home – point of entry
- ▶ Team – player roster, coaching staff, mascot and league information
- ▶ Tickets – seating chart, season tickets, single game tickets, and group tickets available to purchase online
- ▶ Schedule – Complete listing of team schedule
- ▶ Media/news – news releases, photo gallery and video downloads
- ▶ Fan Zone – fan club registration, message board, bill of rights, arena football 101
- ▶ Community – team appearances, cheerleader appearances, charity requests and promotions/special events
- ▶ Merchandise – complete listing of merchandise available to purchase online
- ▶ Standing/Stats – up to date team standings and statistics
- ▶ Sponsors – current sponsor listing by logo and sponsorship opportunities
- ▶ Cheerleading – roster, photo gallery and appearances
- ▶ Contact us – complete listing of APS administrative staff
- ▶ E-blast – integrated system for fast and free disbursement of information and special offers to key fan base

Goals

The primary goal of the website is to serve as the place for fans to find all things Alaska af2. By committing to this goal, fans will be able to follow their team to out of state games, purchase tickets and merchandise, and receive up-to-date stats and information about special events and upcoming opportunities.

Traffic

At this time it is difficult to set tangible traffic goals. Visitor tracking should begin immediately upon launching the new Alaska af2 website to determine patterns and set goals. Once goals are set, web efforts should be monitored and adjusted to meet expectations.

Sales Strategy

Projected goals include ticket and merchandise sales.

Table 4 Web Sales

Web Sales	GOAL
FY 07	\$39,000
FY 08	\$58,500
FY 09	\$78,000
FY 10	\$78,000
FY 11	\$97,500
Total	\$351,000

Ticket Sales Strategy

The goal of the APS sales strategy is to sell every available ticket for every game. Advance sales are typically a struggle in Alaska's laid-back culture. A major factor in driving sell-out crowds will be creating the sense of scarcity within the community. This should be a secondary goal of every communication APS has with the public. Including a simple statement such as "*Sell out crowds are anticipated. Get your tickets now,*" to every page of the website and every advertisement, communication and promotion is essential to developing a sense of urgency among our customers. This urgency is meant diminish the inclination to wait until the day of the game to buy tickets.

Table 5 Pricing Structure

	Single	Fundraising	Group 12 – 40	Group 41 – 75	Group 75+	Season	Pick Four	Family 4 Pass
Front Row	\$39.50	N/A	N/A	N/A	N/A	\$295.00	N/A	\$1,180.00
VIP	\$36.50	N/A	N/A	N/A	N/A	\$270.00	N/A	\$1,080.00
Club Zone	\$32.50	\$28.50	\$30.50	\$29.50	\$28.50	\$240.00	\$124.00	\$960.00
Go Zone	\$29.50	\$25.50	\$27.50	\$26.50	\$25.50	\$215.00	\$112.00	\$860.00
End Zone	\$26.50	\$22.50	\$24.50	\$23.50	\$22.50	\$195.00	\$102.00	\$780.00
Inner Circle	\$23.50	\$19.50	\$21.50	\$20.50	\$19.50	\$175.00	\$90.00	\$700.00
Balcony	\$18.50	\$14.50	\$16.50	\$15.50	\$14.50	\$140.00	\$72.00	\$560.00
	\$29.50	\$22.10	\$24.10	\$23.10	\$22.10	\$218.57	\$100.00	\$874.29

Game Day Pricing

Some clubs add \$2 - \$3 to the price of single ticket purchases on game days to encourage advance ticket sales. Walk-up ticket sales are extremely unpredictable. They vary widely based on the weather of game day and other factors outside the control of APS. For many clubs, game day sales may take a dip when the weather is bad, however, in Alaska game day sales may take their biggest hit when the weather is favorable. APS may want to consider adding an incentive for advance ticket purchases. The other side of the debate is the potential for the increase in game day ticket prices to deter a last minute decision to attend the game even if the weather is bad. In that case we *could* create a fan-friendly promotion/tradition in which the game day markup does not apply if it rains that day or if the high temperature is below a given number (maybe 45° or 50°F).

Fundraising

Tickets will be sold in blocks of 50 or more to non-profit organizations to resell at the single ticket price. After the game, the non-profit is given a check for the difference. For example, the Boy Scouts commit to sell 50 balcony tickets. Ten Boy Scouts go out and sell tickets to five people each. After the game, APS cuts a check to the Boy Scouts for \$200. Logistically we may need to establish coupon code or something to that effect so we know which tickets are non-profit tickets. Ticketmaster and/or the Sullivan Box Office may be able to help us work out the logistics.

Children's Rate

The majority of sporting events in Anchorage as well as af2 teams in other cities do not offer a children's rate for tickets. It creates a complicated pricing structure when a children's rate is introduced. It is also based on an honor system whether or not a buyer qualifies for the child rate. In addition, having the children's rate does not necessarily equate to selling more tickets to families.

However, considering a large fan base of families with children is integral to the success of the team, we will offer a variety of promotions with reduced rates for these customers (see promotions).

Pick Four

This option is a family pack and/or a mini-season pass depending on how the purchaser uses it. A family can use the Pick Four option by using all four of their tickets for the same game. Or it can be used as a flexible season pass option allowing customers to pick four games that fit around their summer schedules.

Complimentary Tickets

Due to our goal of creating a sense of scarcity for tickets, it would not be in our best interest to make a large number of complimentary tickets available to the public. Complimentary tickets will be available in designated quantities to all APS staff and players. Board members and cheerleaders may be required to purchase tickets, perhaps at a discounted rate. The media will be admitted via a pass list to be provided by the Director of Media & Public Relations. A limited block of complimentary tickets will be made available to the Director of Advertising Sales, Director of Marketing, and the Director of Media & Public Relations.

Many teams offer complimentary tickets when attendance dramatically declines. APS would prefer to offer Sponsored Tickets rather than complimentary ones. For example, a sponsor or advertiser may choose to buy a block of 100 seats to allow military personnel to come to the game for free or to allow students who received all A's on their final report card to come to the game for free. These Sponsored Seats not only save APS money, but offer invaluable community relations opportunities for our advertisers and sponsors.

Distribution

Making buying easy is a priority for APS. Tickets will be available online through a trusted, secure website. This relationship is being explored with Ticketmaster. Ticketmaster's local retail partner is Fred Meyer. APS should have two or three other local ticket partners, possibly a health club, a sporting goods store, and a convenience store chain. Groups can call APS to purchase blocks of tickets.

Promotional Efforts

Advertising

An email newsletter to all fans with a calendar of events, promotions and appearances, announcements about team happenings, invitations to special events, and more.

The team will have a wide reaching radio and television advertising campaign designed to saturate the market with the brand.

Buzz. We will use merchandise sales to create buzz and fan equity even before the first season begins. Small and simple bumper stickers are a visual and viral way to generate awareness. We will give bumper stickers away for free to anyone who wants to put one on their car. We'll also begin selling other merchandise such as t-shirts and caps as soon as the team is named and the brand is developed.

Personal selling

Corporate sales will largely depend on great customer service and personal sales. Advertisers and sponsors will be encouraged to purchase group seating for their employees and their clients. The strategy to develop these sales is largely based on relationship building and responding to the needs of this market.

Community involvement is important to the development of any brand, but even more so for a team that wants to become a part of that community. One ticket sales strategy that involves community involvement is challenge grants. A corporate partner or foundation (or even APS) can put out a challenge to the community that they will match the amount of ticket sales over a specific period of time or in a specific section for a game. These match funds will go to a charity or non-profit organization that the organization would like to support.

Publicity

The V.P. Marketing & community Relations will work closely with the Director of Ticket Sales to create awareness about promotions and sales strategies.

Sales Promotions

Contests for all fans will be designed to boost ticket sales. Some examples of this are a Super Fan Contest or a 5000th Game Ticket Contest.

Family-Friendly Contests

Family Day Promotion (2nd game of the season) – Tickets for kid's 11 and under are 1/2 off.

Mother's Day Promotion (game before Mother's day) – Mom gets in free. Flowers for all the moms. Maybe contests with prizes for mom with the most kids, newest mom, and oldest mom.

Father's Day Promotion (game before Father's day) – 40% off Pick 4 in the end zone or go zone plus a hat for dad.

In-Season Season Ticket Sales & Renewals

To build long-term relationships with season ticket holders, we will hold a promotion to boost renewals and sales for the next season during the current season. One idea for this promotion will be to do a drawing of all season ticket renewals and all new season ticket purchasers for an all expenses trip to the championship af2 game that year. We should be able to find sponsors for such a prize.

Customer Convenience

For the convenience of our fans we will accept major credit cards, for online ordering, the local Ticketmaster outlet is Fred Meyer, use the local for telephone orders for groups and season ticket sales, using major credit cards for delivery and will-call tickets, and suggest that our partner hotel allow guests to charge tickets to their rooms.

Customer Experience

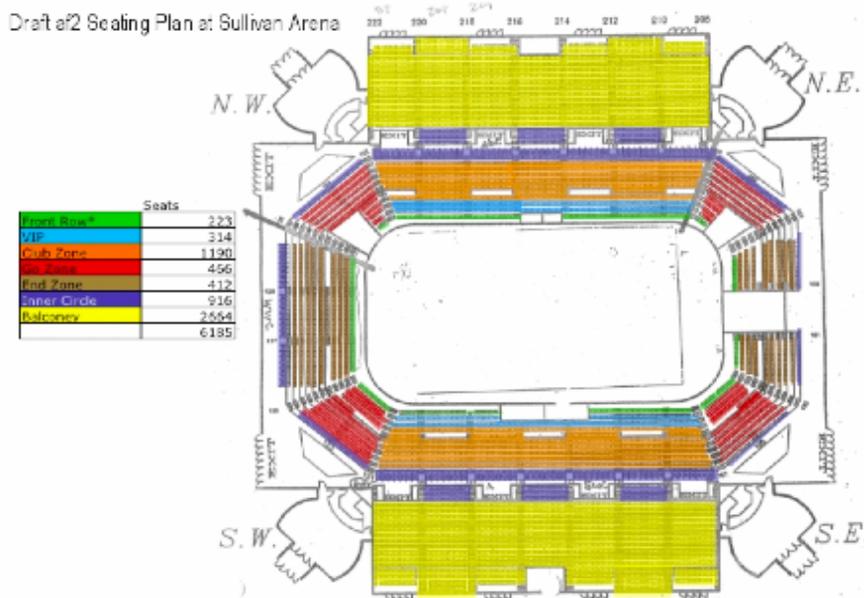
A huge part of maintaining ticket sales hinges on the customer experience. We want to create a complete atmosphere. All of our initial efforts will be focused on getting people to sample our product. Once we get them in the building, it's up to us to make them want to come back.

Pre-, Post-Game and Half time Entertainment:

- ▶ Official tailgate party for ticket holders.
- ▶ Official after Party for all fans.
- ▶ Meet and greet with players and cheerleaders after the game.
- ▶ Crowd-drawing and family-friendly half-time entertainment such as community competitions (guns & roses contest, dodge ball matches), concerts, etc.

- ▶ Provide the experience af2 is known for with fast paced music, visual celebrations for touchdowns, etc.

Table 6 Ticket Prices



Seats	Single	Fundraising**	Group 12 - 40	Group 41 - 75	Group 75+	Season	Pick Four	Family 4 Pass
Front Row*	223	\$39.50	N/A	N/A	N/A	\$295.00	N/A	\$1,180.00
VIP	314	\$36.50	N/A	N/A	N/A	\$270.00	N/A	\$1,080.00
Club Zone	1190	\$32.50	\$28.50	\$30.50	\$29.50	\$240.00	\$124.00	\$960.00
Box Zone	466	\$29.50	\$25.50	\$27.50	\$26.50	\$215.00	\$112.00	\$860.00
End Zone	412	\$26.50	\$22.50	\$24.50	\$23.50	\$195.00	\$102.00	\$780.00
Lower Circle	916	\$23.50	\$19.50	\$21.50	\$20.50	\$175.00	\$90.00	\$700.00
Balcony	2664	\$18.50	\$14.50	\$16.50	\$15.50	\$140.00	\$72.00	\$560.00
	6185	\$29.50	\$22.10	\$24.10	\$23.10	\$218.57	\$100.00	\$874.29

*All sections could have branded names once we have a team name

**Sold in blocks of 50 or more to non-profits to "resell" at the single ticket price. After the game, we give the non-profit a check for the difference. Logistically, we might have a coupon code or something to that effect so we know which tickets are non-profit. Maybe TicketMaster and/or the Sullivan Box Office can help us with that.

Table 7 Ticket Projections

Avg representation per game		Avg price	Season income with 8 games
2.5%	154	0	\$0.00
15.0%	923	\$218.57	\$201,630.83
1.5%	92	\$22.10	\$16,309.80
22.5%	1384	\$29.50	\$326,565.00
2.5%	154	\$24.10	\$29,643.00
1.5%	92	\$23.10	\$17,047.80
1.0%	62	\$22.10	\$10,873.20
3.5%	215	\$100.00	\$43,050.00
5.0%	308	\$874.29	\$268,844.18
55.0%	3383		\$913,963.80

Avg representation per game		Avg price	Season income with 8 games



2.5%	154	0	\$0.00
20.0%	1230	\$218.57	\$268,841.10
1.5%	92	\$22.10	\$16,309.80
25.0%	1538	\$29.50	\$362,850.00
3.0%	185	\$24.10	\$35,571.60
2.0%	123	\$23.10	\$22,730.40
1.5%	92	\$22.10	\$16,309.80
7.0%	431	\$100.00	\$86,100.00
10.0%	615	\$874.29	\$537,688.35
72.5%	4459		\$1,346,401.05

Avg representation per game		Avg price	Season income with 8 games
2.5%	154	0	\$0.00
35.0%	2153	\$218.57	\$470,471.93
1.5%	92	\$22.10	\$16,309.80
30.0%	1845	\$29.50	\$435,420.00
5.0%	308	\$24.10	\$59,286.00
2.5%	154	\$23.10	\$28,413.00
1.5%	92	\$22.10	\$16,309.80
10.0%	615	\$100.00	\$123,000.00
12.0%	738	\$874.29	\$645,226.02
100.0%	6150		\$1,794,436.55

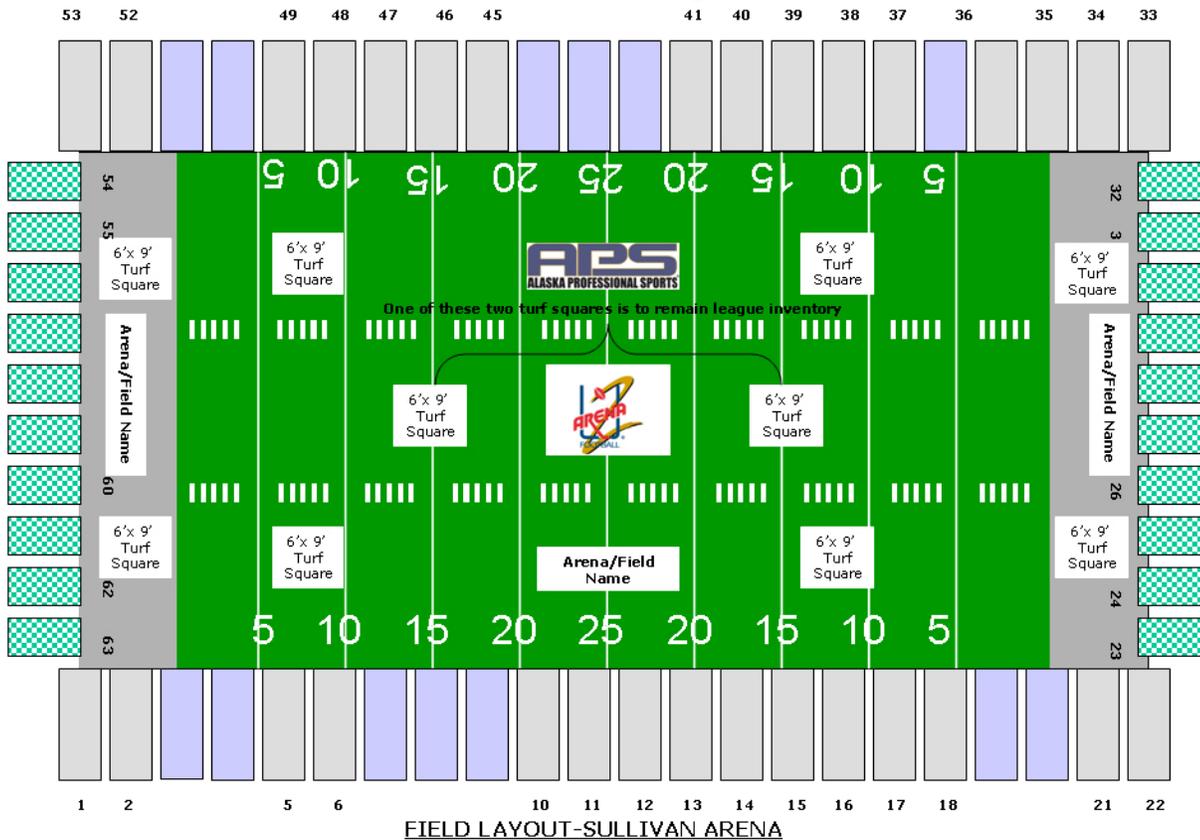
Advertising Sales Strategy

APS will sell advertising to local small, medium, and large business and build strong relationships with an emphasis on building strong business relationships where both parties can benefit from a partnership.

Advertising sales consists of arena/field name, turf logo, dasher pads, logos, banners logos, patches brochures, uniforms, and P.A. announcements as well as radio and TV recognition among other promotional means. The majority of advertising opportunities will take on APS inventory placed in the Sullivan Arena.

Advertising information can also be placed on practice jerseys, player’s helmets, footballs and even the coach’s uniforms. There will also be advertising opportunities at the teams practice facility. As an ongoing sales strategy, APS will build partnerships with its advertisers and sponsor by providing excellent customer service, personal sales, and creative advertising ideas and to treat partners responsibly and with mutual respect.

Table 8 Advertising Field Positions



Merchandise Sales Strategy

In addition to ticket sales, APS will offer fans the opportunity to purchase team merchandise. All merchandise will include the team name, logo, and colors. Based on similar af2 market research, merchandise items will include:

- ▶ Hats (various styles)
- ▶ T-shirts (short-sleeved and long-sleeved, including women and children’s sizes)
- ▶ Hooded sweatshirts
- ▶ Replica jerseys
- ▶ Polo shirts
- ▶ Fleece vests
- ▶ Logo travel mugs
- ▶ Knit beanie caps

Distribution

Merchandise will be available on the APS website, in a retail store at headquarters, in various sporting goods stores, at community and statewide fairs, and at home games. APS is positioned to sell team merchandise beginning mid-June through August 20, 2006, at a booth located in the downtown Saturday Market. APS staff and volunteers will operate the booth on Saturday’s and Sunday’s nearly 12 weeks during the summer and early fall.

Promotion Strategy

The VP of Marketing and Community Relations will work closely with the VP of Sales, Director of Merchandise, and Director of Ticket Sales to create awareness about promotions and sales strategies.

Advertising

The team will have a wide-reaching radio, television and print advertising campaign designed to saturate the market with the af2 brand. In addition, the APS website will be a vital promotional tool.

Grass Root

APS will use merchandise sales to create buzz and fan equity even before the first season begins. Small and simple bumper stickers are a visual and viral way to generate awareness. We will give bumper stickers away for free to anyone who wants to put one on their car. Other such items will include:

- ▶ Calendar listings such as ADN and Anchorage Convention & Visitors Bureau, Chamber and other various community-based newsletters and publications.
- ▶ Web/E-blast marketing to single and season ticket buyers.
- ▶ Promotional tactics such as ticket and merchandise give-away's on radio, enter-to-win boxes at key locations, and co-promotional sponsorships and contests with media.
- ▶ Poster and flyer distribution at key locations such as sports bars, malls, athletic clubs, restaurants and sports facilities.
- ▶ Display signage in key locations such as Sullivan arena, ticket outlets and practice facility for top of mind awareness.

Public Relations

Maintaining top-of-mind awareness is a vital tactic in any promotions strategy. APS staff will work together to coordinate media coverage and foster good relationships within the community.

5.0 Operations

5.1 Objectives

The first order of business is to gather a team of professionals who will provide direction, training, and services to the players.

A **Head Coach** should be hired no later than September 1, 2006. Hiring of assistant coaches and establishing a coaching staff will be delegated to this person with a deadline of no longer than 60 days from the date of hire of the Head Coach.

An **Equipment Trainer** should be hired no later than November 1, 2006. This person will be responsible for all maintenance of players' equipment, locker rooms, and ordering.

A **Medical Trainer** (Air Traffic Control medical certification or comparable required) should be hired no later than January 1, 2007. This person will be responsible for initial and on-going attendance to all players' health and injuries at home and on the road. The Medical Trainer will be responsible for working hand-in-hand with the team physician(s) to keep players safely on the field. The Medical trainer will also be responsible for recruiting two (2) interns for medical staff assistance.

A **Strength & Conditioning Coach** will be responsible for the physical maintenance of all players. This coach will be supplied by Acceleration Alaska.

A working relationship will be established with one or more local doctors specializing in orthopedics. In addition to providing advice and services to the coaches, trainers, and players, these doctors could provide referrals or suggestions for finding the Medical Trainer and interns. In consultation with these professionals, medical facilities will be sought to provide the best possible care for our athletes.

In addition to gathering the professional team of coaches and trainers, work will begin with a local travel agent and airlines to have the **team travel schedule** for the upcoming season (2007) completed 30 days prior to the release of the arenafootball2 (af2) 2007 game schedule.

Operations is responsible for the direction, management, coordination, and administration of all team-related personnel, activities, and issues. Programs to develop and support the players and related personnel will be established and maintained not just in the season but throughout the year.

5.2 Strategies

In looking for the best coaching staff, contacting coaches with experience in Arena Football League (AFL), arenafootball2 (af2), National Collegiate Athletic Association (NCAA), and Canadian Football League (CFL) is the first order of business for word-of-mouth advertising as well as advice from seasoned coaches. Posting job openings and calls for resumes on highly regarded sports websites (NCAA, AFL, af2, CFL, etc.) should add to the field of applicants from which to choose.

Hiring from within our community, if possible, is important. Communication with the ACES could be of value in finding an operations staff, particularly asking for referrals or sharing of experiences in locating and hiring locally. Further communication with other afl2 teams should also provide advice and perhaps referrals.

Contact local doctors specializing in orthopedics to find one or more willing to work with this team. These doctors could provide referrals or suggestions for finding the Medical Trainer and interns.

Maintain a good working relationship with Acceleration Alaska training staff. Acceleration Alaska is an integral part of the strength and conditioning program for the team.

Seek advice and services from one or more local travel agents concerning the logistics of large team travel on specific dates.

5.3 Performance Measures

There are many ways performance can be measured but one of the best is reputation. Alaska Professional Sports®, Inc. is dedicated to maintaining the highest reputation in the local community, in af2, and in the sports community at large. Constant communication with peers and contacts, seeking advice and comment, should provide feedback regarding our reputation so any changes can be made as necessary. Professionalism and service will define the work and reputation of all concerned with this team.

Recruiting of a top-notch staff of coaches and trainers will be an initial measure of performance. Deadlines in this area will be met with the hiring of the most qualified and experienced people available. While the initial hiring may come to an end, recruitment will not as communication continues with championship teams and successful organizations, as well as the local community of sports enthusiasts and professionals.

Establishing a working relationship with physicians and medical facilities will mark accomplishment of the objective to provide excellent medical support for the team, coaches, and trainers. The Medical Training Staff plays a key role in maintaining and enhancing the health and well-being of our players. Providing the best possible care for our athletes is of prime importance.

Performance may also be measured in the maintenance of a good working partnership with Acceleration Alaska, in conjunction with the Alaska Club, which will serve as our primary source for strength and conditioning of the team.

Establishing a working relationship with travel industry professionals will mark accomplishment of the objective to ensure thoroughness and professionalism in obtaining travel arrangements.

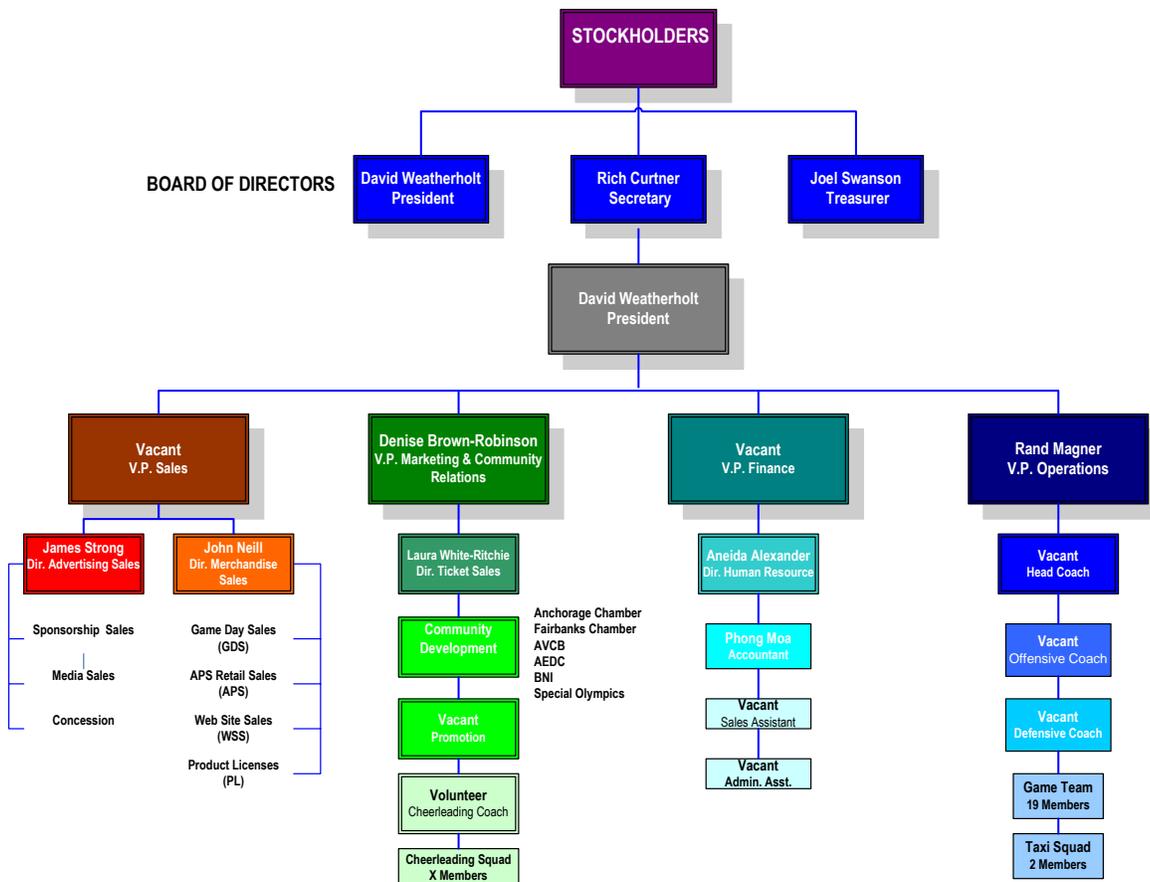
6.0 Management and Personnel

6.1 Administrative Staff

President
 Vice President Sales
 Vice President Finance
 Vice President Marketing & Community Relations
 Vice President Operations
 Director Human Resources
 Director of Ticket Sales
 Director of Advertising Sales
 Director of Merchandise Sales
 Accountant
 Sales Assistant
 Administrative Assistant

6.2 Organization Chart

Function & Organizational Chart



6.3 Position Descriptions

President

Reports to Board of Directors

Responsible for developing primary goals, operating plans, policies, and short and long range objectives for the organization. Implementation following approval by Board of Directors. Maintain established goals, objectives, and policies of Board of Directors. Direct and coordinate activities to achieve profit and return on capital. Establish organizational structure and delegate authority to subordinates. Lead the organization towards objectives, meet with, advise other executives, and review results of business operations. Determine action plans to meet needs of stakeholders. Represent organization to business community, major customers, government agencies, shareholders, and the public.

Vice President Sales

Reports to President

Oversees sales activity for the organization's products and/or services related to advertising, sponsorship, and merchandise. Works with Directors of Advertising and Merchandising to develop sales strategies. Monitors customer relations and recommends policy changes to encourage maximum sales activity. Oversees preparation and dissemination of sales material and coordinates sales events. Directs pricing strategies and updates sales material. Works with VP of Marketing and Communications to promote company promotional policies.

Vice President Marketing & Community Relations

Reports to President

Oversees all marketing activities for the organization's products and/or services related to ticket sales. Works with Director of Ticket Sales to develop marketing strategies, evaluates market conditions, and recommends policy changes to encourage maximum sales activity. Oversees preparation and dissemination of press releases and articles, and coordinates media events. Directs the writing, editing and publishing of organizational publications including stockholder materials.

Oversees the representation of a positive organizational image in the community. Plans programs and events that promote good will and foster relationships with community leaders. Supervises the charitable contributions program, including coordinating the approval process, screening requests for financial support, and directing the disbursement of those funds. Supervises volunteer programs including Cheerleading coach, and team appearances within the community.

Vice President Finance

Reports to President

Responsible for structuring and guiding the financial integrity of APS. This position formulates reviews, analyzes, and adjusts all financial plans, projections, and documentation of the organization and acts as a financial advisor to other senior management staff and key employees. Responsible for all financial processes of the corporation, including payroll, cash receipts, accounts payable and receivable, investments, budgeting, and working capital analysis and preparation. Lead the accounting, information technology, human resource, and staff support functions of APS.

Vice President Operations

Reports to President

Responsible for direction, management, coordination, and administration of all team-related personnel, activities, and issues. Maintain established goals, objectives, and policies of President and Board of Directors. Implement and

maintain programs to develop and support team and related personnel. Participate in developing policy and strategic plans.

Director of Human Resources

Reports to Vice President Finance

Responsible for implementing human resource (HR) processes, policies and standards. Manages performance and development issues with staff. Provides assistance in identifying, evaluating, and resolving human relations and work performance problems. Facilitates effective interpersonal communication among employees, ascertain human relations and work related problems that adversely affect employee morale and productivity. Evaluates human relations and work related problems and meets with supervisors and managers to determine effective remediation techniques. Advises and counsels with managers, supervisors, and workers in human relation skills, such as supervisory skills, conflict resolution skills, interpersonal communication skills, and effective group interaction skills.

Director of Ticket Sales

Reports to Vice President Marketing & Community Relations

Responsible for overseeing ticket sales and related operations, ensuring the operations are run in an efficient and profitable manner. This includes, but is not limited to season ticket, group, partial, and individual game sales. Produce accurate and meaningful reports. Requires being inventive in ways to increase sales. Analyze historical results and other factors to forecast sales in a manner to optimize revenue. Primary objective will be to achieve the revenue goals established by the President and Board of Directors.

Director of Advertising Sales

Reports to Vice President Sales

Responsible for selling business/corporate sponsorships. Identify and solicit new local and regional business/corporate partners. Develop customized sponsorship programs using inventory controlled by the organization to generate net revenue and meet the needs of clients. Perform proactive outbound sales activities in order to secure new sponsorships. Create and implement unique sales strategies as a means of producing new business. Oversee and ensure sponsorship services are facilitated efficiently and expeditiously. Produce accurate and meaningful reports. Requires being inventive in ways to increase sponsorship sales. Primary objective will be to achieve the sponsorship goals established by the President and Board of Directors.

Director of Merchandising

Reports to Vice President Sales

Responsible for ensuring the merchandise operation is run in an efficient and profitable manner. Manage the Team Store(s), as well as process phone and Internet sales orders. Buy and track product purchases working within an established budget. Produce accurate and meaningful reports. Requires being inventive in ways to increase souvenir sales. Analyze historical results and other factors to forecast sales and inventory levels in a manner to optimize inventory turnover, revenue, and profit margins, including the evaluation of purchases for all events, gift shops, and wholesale sales. Work with the food service staff at the Sullivan arena to maximize concession sales.

Accountant

Reports to Director of Human Resources

Responsible for managing, auditing, and analyzing a controlled financial and accounting system environment. Constant coordination and communication to assure quality level of service to all areas of the organization, both internal and external. Prepare all Balance Sheet and Income Statement reconciliations with constant maintenance of items contained in the accounts. Control, preserve and report on fixed assets. Requires intense attention to detail.

Administrative Assistant

Reports to director of Human Resources

Responsible for providing executive level administrative support to President. Manage schedules in accordance with demands and priorities. Work with minimal direction anticipate needs be proactive. Produce both oral and written communications that express the President's intent. Strong overall understanding of the business, effective entry point, redirects general inquiries. Requires organization, initiative, integrity, independent judgment, polish, professionalism, a positive attitude, and personality.

Sales Assistant

Reports to director of Human Resources

Responsible for providing executive level administrative support to President. Manage schedules in accordance with demands and priorities. Work with minimal direction anticipate needs be proactive. Produce both oral and written communications that express the President's intent. Strong overall understanding of the business, effective entry point, redirects general inquiries. Requires organization, initiative, integrity, independent judgment, polish, professionalism, a positive attitude, and personality.

6.4 Supporting Professional Assistance

Accounting

Alban & Company CPAs

Ronald H. Alban, CPA

800 East Dimond Blvd, Suite 3-625

Anchorage, Alaska 99515

907-522-3222

907-349-4960

ron@afmcpas.Com

Banking

Wells Fargo Bank, N. A.

Logan Birch, Assistant Vice President

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7.0 Bench Marks

Table 9 Key Milestones

Line	TASK	Responsibility	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07
1	Company Formation	President	X	X											
2	af2 Application	President	X X												
3	Marketing Plan	President/ VP Marketing	X												
4	Initial Capitalization	D. Weatherholt	X		X										
5	Management Team Formation	President		X X											
6	Offering Circular Written	President/Attorney		X	X										
7	Submit OC to State of Alaska	President/Attorney			X X										
8	Offering Solicitation (Secondary Capitalization)	Board & Officers				X		X							
9	Sullivan Arena Lease	SMG/President	X		X										
10	Banking Established	President		X X											
11	Season Ticket Sales Begin	ALL		X											X
12	Advertising Sales Begins	Dir. of Ad. Sales			X										
13	Merchandising Sales Begins	Dir. of Merch. Sales			X										
14	Insurance Research	President		X			X								
15	Hiring Staff	Director HR					X X								
16	Season Tickets 900 Sold	ALL		X		X									
17	Advertising Sales 25% first year sales	Dir. of Ad. Sales			X		X								
18	Merchandising Sales 25% first year sales	Dir. of Merch. Sales			X		X								
19	Interview and Hire Head Coach	President/VP Operations						X	X						
20	Season Tickets 1,800 Sold	ALL	X									X			
21	Advertising Sales 50% first year sales	Dir. of Ad. Sales	X									X			
22	Merchandising Sales 50% first year sales	Dir. of Merch. Sales	X									X			
23	Assistant Coaches Selected	VP Operations/Head coach								X					
24	Turf Deposits	President/VP Operations							X			X			
25	Season Tickets 2,700 Sold	ALL	X									X			
26	Advertising Sales 75% first year sales	Dir. of Ad. Sales	X									X			
27	Merchandising Sales 75% first year sales	Dir. of Merch. Sales	X									X			
28	Anchorage Tryouts	VP Operations										X			
29	Outside Tryouts	VP Operations											X		
30	Team Formation	VP Operations												X	
31	Practice Begins	VP Operations												X	
32	Preseason Game	All													X
33	Season Tickets 3,500 Sold	ALL	X												X
34	Advertising Sales 100% first year sales	Dir. of Ad. Sales	X												X
35	Merchandising Sales 100% first year sales	Dir. of Merch. Sales	X												X
36	Season Begins	All													X

8.0 Financial Analysis

8.1 Sources and Uses

APS will seek to raise initial capitalization through a public offering available only to residents of the state of Alaska. The equity offering maximum is \$1,500,000 and a minimum of \$1,000,000. When the equity subscription reaches \$750,000 the APS board may elect to seek debt funding in the form of a \$250,000 capitalization loan from a local financial institution or venture capital firm.

CAPITAL FUNDING SOURCES					
	Sources of Funds	Shares	%	PP/Share	Total
1	Investor A	37,500	22.12%	\$ 5.00	\$ 187,500
2	Investor B	2,000	1.18%	\$ 10.00	\$ 20,000
3	Investor C	2,000	1.18%	\$ 10.00	\$ 20,000
4	Investor D	2,000	1.18%	\$ 10.00	\$ 20,000
5	Investor E	2,000	1.18%	\$ 10.00	\$ 20,000
6	Investor F	2,000	1.18%	\$ 10.00	\$ 20,000
7	Investor G	3,000	1.77%	\$ 10.00	\$ 30,000
8	Investor H	15,000	8.85%	\$ 10.00	\$ 150,000
9	Investor I	8,000	4.72%	\$ 10.00	\$ 80,000
10	Investor J	8,000	4.72%	\$ 10.00	\$ 80,000
11	Investor K	8,000	4.72%	\$ 10.00	\$ 80,000
12	Investor L	10,000	5.90%	\$ 10.00	\$ 100,000
13	Investor M	10,000	5.90%	\$ 10.00	\$ 100,000
14	Investor N	20,000	11.80%	\$ 10.00	\$ 200,000
15	Investor O	20,000	11.80%	\$ 10.00	\$ 200,000
16	Investor P	20,000	11.80%	\$ 10.00	\$ 200,000
Total Investment		169,500	100.00%		\$ 1,507,500

CAPITAL FUNDING USES		
	Uses of Funds	Total
1	Furniture and Fixtures	\$ 120,000
2	Equipment	\$ 325,000
3	Non-Operating Setup Expenses	\$ 1,055,000
Total Uses		\$ 1,500,000

Furniture, Fixtures, Equipment and Set-up

FURNITURE, FIXTURES, AND EQUIPMENT					
Item	Description	Quantity	U/M	Unit Cost	TOTAL COST
1	Office Set-up (Desk, Chair etc)	7.0	ea	\$ 3,500.00	\$ 24,500
2	Computers (Laptops)	10.0	ea	\$ 2,500.00	\$ 25,000
3	Printer Fax Copies	2.0	ea	\$ 5,000.00	\$ 10,000
4	Personal Printers	5.0	ea	\$ 500.00	\$ 2,500
5	Misc.	1.0	ea	\$ 8,000.00	\$ 8,000
6	Leasehold Improvements	1.0	Set	\$ 50,000.00	\$ 50,000
TOTAL FURNITURE & FIXTURES					\$ 120,000
1	Turf, Nets, Protective Pads, Down box, C	1.0	Set	\$ 185,000.00	\$ 185,000
2	Shipping	1	Set	\$ 10,000.00	\$ 10,000
3	Player Equipment	25.0	Set	\$ 1,500.00	\$ 37,500
4	Netting Frames & Goal Posts	1.0	Set	\$ 15,000.00	\$ 15,000
5	Shipping	1.0	Set	\$ 2,500.00	\$ 2,500
6	Practice equipment	1.0	Set	\$ 10,000.00	\$ 10,000
7	Sullivan Improvements	1.0	set	\$ 35,000.00	\$ 35,000
8	Plastic Walls	1.0	Set	\$ 30,000.00	\$ 30,000
TOTAL EQUIPMENT					\$ 325,000
TOTAL FURNITURE, FIXTURES & EQUIPMENT					\$ 445,000
NON-OPERATING SETUP EXPENSES					
Item	Description	Quantity	U/M	Unit Cost	TOTAL COST
1	af2 Application Fee	1.0	ea	\$ 20,000.00	\$ 20,000
2	af2 Franchise Fee	1.0	ea	\$ 500,000.00	\$ 500,000
3	Advance Advertising	1.0	ea	\$ 100,500.00	\$ 100,500
4	Legal	100.0	ea	\$ 250.00	\$ 25,000
5	Accounting	50.0	ea	\$ 150.00	\$ 7,500
6	Working Capital	12.0	Months	\$ 33,500.00	\$ 402,000
TOTAL NON-OPERATING SETUP EXPENSES					\$ 1,055,000
TOTAL ESTIMATED SETUP EXPENSES					\$ 1,500,000

8.2 Pro Forma Profit and Loss

Sales	2007		2008		2009		2010		2011	
General Tickets	\$ 710,773	36%	\$ 605,296	29%	\$ 566,812	26%	\$ 536,916	25%	\$ 572,066	24%
Season Ticket	\$ 454,014	23%	\$ 497,094	24%	\$ 525,580	24%	\$ 499,260	23%	\$ 531,484	23%
Advertising	\$ 526,960	27%	\$ 606,752	29%	\$ 655,948	30%	\$ 705,144	32%	\$ 719,414	31%
Sponsorship	\$ 20,000	1%	\$ 28,000	1%	\$ 42,400	2%	\$ 42,400	2%	\$ 42,400	2%
Merchandise	\$ 210,840	11%	\$ 290,760	14%	\$ 325,200	15%	\$ 343,320	16%	\$ 421,980	18%
Concessions	\$ 45,451	2%	\$ 47,035	2%	\$ 44,006	2%	\$ 41,224	2%	\$ 44,154	2%
Misc.	\$ 15,000	1%	\$ 15,000	1%	\$ 10,000	0%	\$ 10,000	0%	\$ 10,000	0%
TOTAL SALES	\$ 1,983,038	100%	\$ 2,089,937	100%	\$ 2,169,946	100%	\$ 2,178,264	100%	\$ 2,341,498	100%
Operating Expenses										
Players Salary	\$ 70,000	4%	\$ 71,900	3%	\$ 73,800	3%	\$ 73,800	3%	\$ 74,750	3%
Coaches Salary	\$ 82,000	4%	\$ 84,500	4%	\$ 87,000	4%	\$ 89,500	4%	\$ 92,000	4%
Worker's Comp	\$ 47,410	2%	\$ 49,781	2%	\$ 52,270	2%	\$ 54,883	3%	\$ 57,627	2%
Player Housing	\$ 54,180	3%	\$ 54,180	3%	\$ 59,598	3%	\$ 59,598	3%	\$ 59,598	3%
Game Expenses	\$ 56,850	3%	\$ 56,850	3%	\$ 56,850	3%	\$ 56,850	3%	\$ 56,850	2%
Transportation	\$ 292,224	15%	\$ 300,991	14%	\$ 310,020	14%	\$ 319,321	15%	\$ 328,901	14%
Merchandise	\$ 105,420	5%	\$ 145,380	7%	\$ 162,600	7%	\$ 171,660	8%	\$ 210,990	9%
Venue Rent & Exp.	\$ 45,341	2%	\$ 47,532	2%	\$ 50,721	2%	\$ 50,132	2%	\$ 47,809	2%
AFL Management Fees	\$ 40,000	2%	\$ 42,000	2%	\$ 44,100	2%	\$ 46,305	2%	\$ 48,620	2%
AFL Game Royalty	\$ 10,000	1%	\$ 10,500	1%	\$ 11,025	1%	\$ 11,576	1%	\$ 12,155	1%
Playoff Pool Assessment	\$ 10,000	1%	\$ 10,500	1%	\$ 11,025	1%	\$ 12,155	1%	\$ 12,155	1%
TOTAL OPERATING	\$ 813,425	41%	\$ 874,113	42%	\$ 919,009	42%	\$ 945,780	43%	\$ 1,001,455	42%
GROSS Profit	\$ 1,169,613	59%	\$ 1,215,824	58%	\$ 1,250,937	58%	\$ 1,232,484	57%	\$ 1,340,043	58%
General, Administrative & Sales										
Administrative Salary	\$ 535,863	25%	\$ 618,710	26%	\$ 640,593	26%	\$ 660,451	26%	\$ 677,350	26%
Payroll Taxes	\$ 64,893	3%	\$ 79,513	3%	\$ 80,954	3%	\$ 82,458	3%	\$ 83,810	2%
Sales/Marketing	\$ 101,400	5%	\$ 101,400	5%	\$ 101,400	5%	\$ 101,400	5%	\$ 101,400	4%
Office Rent	\$ 55,800	3%	\$ 55,800	3%	\$ 55,800	3%	\$ 55,800	3%	\$ 55,800	2%
Utilities	\$ 13,860	1%	\$ 13,860	1%	\$ 13,860	1%	\$ 13,860	1%	\$ 13,860	1%
Insurance	\$ 7,000	0%	\$ 7,000	0%	\$ 7,000	0%	\$ 7,000	0%	\$ 7,000	0%
Professional Fees	\$ 52,500	3%	\$ 52,500	3%	\$ 52,500	2%	\$ 52,500	2%	\$ 52,500	2%
Depreciation	\$ 81,000	4%	\$ 64,800	3%	\$ 51,840	2%	\$ 41,472	2%	\$ 33,178	1%
Misc. Expense	\$ 24,000	1%	\$ 24,000	1%	\$ 24,000	1%	\$ 24,000	1%	\$ 24,000	1%
TOTAL G, A & S	\$ 936,316	45%	\$ 1,017,583	44%	\$ 1,027,947	42%	\$ 1,038,941	43%	\$ 1,048,898	41%
EBIT	\$ 233,297	14%	\$ 198,241	15%	\$ 222,990	16%	\$ 193,543	15%	\$ 291,145	18%
Interest	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%
Taxes	\$ 93,319	6%	\$ 79,296	4%	\$ 89,196	5%	\$ 77,417	4%	\$ 116,458	5%
NET PROFIT (LOSS)	\$ 139,978	9%	\$ 118,944	10%	\$ 133,794	11%	\$ 116,126	10%	\$ 174,687	12%

8.3 Measures of Performance

Ratio Analysis

	2007	2008	2009	2010	2011
Sales Growth	0.0%	5.1%	3.7%	0.4%	7.0%
Percent of Sales					
Gross Margin	41.0%	41.8%	42.4%	43.4%	43.4%
G, A & A Expenses	47.2%	48.7%	47.4%	47.7%	47.7%
Profitability Ratios					
Gross Profit	59.0%	58.2%	57.6%	56.6%	57.2%
Earnings Before Interest & Tax:	11.8%	9.5%	10.3%	8.9%	12.4%
Net Profit	7.1%	5.7%	6.2%	5.3%	7.5%
Earnings Per Share	\$ 0.93	\$ 0.79	\$ 0.89	\$ 0.77	\$ 1.16

Business Vitality Profile

Sales Per Employee	\$ 180,276.18	\$ 174,161.42	\$ 180,828.83	\$ 181,522.00	\$ 195,124.83
Sales Per Sq. Ft.	\$ 472.15	\$ 497.60	\$ 516.65	\$ 518.63	\$ 557.50

Payback

6 years 4 months

Initial Investment	\$ (1,507,500)
Year 1 Net Cash Flow	\$ 314,297
Year 2 Net Cash Flow	\$ 263,041
Year 3 Net Cash Flow	\$ 274,830
Year 4 Net Cash Flow	\$ 235,015
Year 5 Net Cash Flow	\$ 324,323
Year 6 Net Cash Flow	\$ 95,994
Total Cash Flow	\$ 1,507,500

Breakeven Analysis

DATA		CALCULATION	
Fixed Costs	\$ 1,620,321.00	Unit Contribution	\$ 41.89
Variable Costs	\$ 2.65		
Selling price	\$ 44.54	Results	
Tax Rate	40.00%	Break-even Units	38,684
		Break-even Units (Per Game)	4,298
		Break-even Gross \$	\$ 1,723,006
WHAT IF ANALYSIS		RESULTS	
Units Equals Per Game (9 games)	54,000	Net Income	\$ 384,900
Gross Sales Equals	\$ 2,500,000	Net Income	\$ 438,413
Income Equals	\$ 500,000	Total Units	\$ 58,580
		Total Sales	\$ 2,609,150

8.4 Key Financial Assumptions

Revenue

General and Season Ticket Sales

The largest single source of revenue will come from the sales of General and Season ticket sales or about 61% of total sales. The season will consist of one (1) preseason and eight (8) home games with eight (8) away games for a total of seventeen (17) games. The attendance estimates for this analysis are based on the assumption that total ticket sales will start at 71% of total capacity for year one increase slightly in year two drop in years three and four and increase to 73% of total capacity for season five.

Schedule: 1 Capacity Estimates (Includes General and Season Tickets)

Year	General Tickets		Season Tickets		Total Tickets	
2007	2,524	41%	2,067	34%	36,728	75%
2008	2,470	40%	2,281	37%	38,008	77%
2009	2,178	35%	2,267	37%	35,560	72%
2010	2,040	33%	2,124	35%	33,312	71%
2011	2,185	36%	2,275	37%	35,680	73%
Sullivan Arena		100%			6,145	49,160

Table: 10 Seating Per/Game by Category (includes General and Season Tickets)

2007													
SULLIVAN ARENA		GENERAL TICKETS						SEASON TICKETS					
Category	Seating	Seats	Price	Per Game	Games	G. Total	%	Seats	Price	Total	Games	S Total	%
Corner Balcony	672	148	\$ 18.50	\$ 2,738	8	\$ 21,904	3%	121	\$ 16.25	\$ 1,966	8	\$ 15,730	3%
Center Balcony	2,232	736	\$ 23.50	\$ 17,296	8	\$ 138,368	19%	603	\$ 19.25	\$ 11,608	8	\$ 92,862	20%
Lower Mezzanine	1,232	637	\$ 34.50	\$ 21,977	8	\$ 175,812	25%	521	\$ 31.50	\$ 16,412	8	\$ 131,292	29%
Upper Mezzanine	843	394	\$ 34.50	\$ 13,593	8	\$ 108,744	15%	323	\$ 31.50	\$ 10,175	8	\$ 81,396	18%
VIP/CTR.	1,166	609	\$ 36.50	\$ 22,229	8	\$ 177,828	25%	499	\$ 33.25	\$ 16,592	8	\$ 132,734	29%
Preseason	4,595	2,987	\$ 29.50	\$ 88,117	1	\$ 88,117							
TOTAL	-	5,511		\$ 165,949		\$ 710,773	100%	2,067		\$ 56,752		\$ 454,014	100%
AVERAGE			\$ 29.50						\$ 26.35				
2008													
Corner Balcony	672	150	\$ 18.50	\$ 2,775	8	\$ 22,200	4%	139	\$ 16.25	\$ 2,259	8	\$ 18,070	4%
Center Balcony	2,232	755	\$ 23.50	\$ 17,743	8	\$ 141,940	23%	696	\$ 19.25	\$ 13,398	8	\$ 107,184	22%
Lower Mezzanine	1,232	608	\$ 34.50	\$ 20,976	8	\$ 167,808	28%	562	\$ 31.50	\$ 17,703	8	\$ 141,624	28%
Upper Mezzanine	843	381	\$ 34.50	\$ 13,145	8	\$ 105,156	17%	352	\$ 31.50	\$ 11,088	8	\$ 88,704	18%
Center	1,166	576	\$ 36.50	\$ 21,024	8	\$ 168,192	28%	532	\$ 33.25	\$ 17,689	8	\$ 141,512	28%
Preseason	4,595	3,216	\$ 29.50	\$ 94,872	1	\$ 94,872							
TOTAL	-	5,686		\$ 75,662		\$ 605,296	100%	2,281		\$ 62,137		\$ 497,094	100%
AVERAGE			\$ 29.50						\$ 26.35				
2009													
Corner Balcony	672	132	\$ 19.50	\$ 2,574	8	\$ 20,592	4%	137	\$ 17.25	\$ 2,363	8	\$ 18,906	4%
Center Balcony	2,232	602	\$ 24.50	\$ 14,749	8	\$ 117,992	21%	626	\$ 20.25	\$ 12,677	8	\$ 101,412	19%
Lower Mezzanine	1,232	567	\$ 36.25	\$ 20,554	8	\$ 164,430	29%	591	\$ 32.50	\$ 19,208	8	\$ 153,660	29%
Upper Mezzanine	843	351	\$ 36.25	\$ 12,724	8	\$ 101,790	18%	366	\$ 32.50	\$ 11,895	8	\$ 95,160	18%
Center	1,166	526	\$ 38.50	\$ 20,251	8	\$ 162,008	29%	547	\$ 35.75	\$ 19,555	8	\$ 156,442	30%
Preseason	4,595	2,987	\$ 31.00	\$ 92,597	1	\$ 92,597							
TOTAL	-	5,165		\$ 70,852		\$ 566,812	100%	2,267		\$ 65,698		\$ 525,580	100%
AVERAGE			\$ 31.00						\$ 27.65				
2010													
Corner Balcony	672	132	\$ 19.50	\$ 2,574	8	\$ 20,592	4%	137	\$ 17.25	\$ 2,363	8	\$ 18,906	4%
Center Balcony	2,232	492	\$ 24.50	\$ 12,054	8	\$ 96,432	18%	512	\$ 20.25	\$ 10,368	8	\$ 82,944	17%
Lower Mezzanine	1,232	543	\$ 36.25	\$ 19,684	8	\$ 157,470	29%	566	\$ 32.50	\$ 18,395	8	\$ 147,160	29%
Upper Mezzanine	843	359	\$ 36.25	\$ 13,014	8	\$ 104,110	19%	374	\$ 32.50	\$ 12,155	8	\$ 97,240	19%
Center	1,166	514	\$ 38.50	\$ 19,789	8	\$ 158,312	29%	535	\$ 35.75	\$ 19,126	8	\$ 153,010	31%
Preseason	4,595	3,216	\$ 31.00	\$ 99,696	1	\$ 99,696							
TOTAL	-	5,256		\$ 67,115		\$ 536,916	100%	2,124		\$ 62,408		\$ 499,260	100%
AVERAGE			\$ 31.00						\$ 27.65				
2011													
Corner Balcony	672	148	\$ 19.50	\$ 2,886	8	\$ 23,088	4%	154	\$ 17.25	\$ 2,657	8	\$ 21,252	4%
Center Balcony	2,232	547	\$ 24.50	\$ 13,402	8	\$ 107,212	19%	569	\$ 20.25	\$ 11,522	8	\$ 92,178	17%
Lower Mezzanine	1,232	573	\$ 36.25	\$ 20,771	8	\$ 166,170	29%	597	\$ 32.50	\$ 19,403	8	\$ 155,220	29%
Upper Mezzanine	843	380	\$ 36.25	\$ 13,775	8	\$ 110,200	19%	396	\$ 32.50	\$ 12,870	8	\$ 102,960	19%
Center	1,166	537	\$ 38.50	\$ 20,675	8	\$ 165,396	29%	559	\$ 35.75	\$ 19,984	8	\$ 159,874	30%
Preseason	4,595	3,171	\$ 31.00	\$ 98,301	1	\$ 98,301							
TOTAL	-	5,356		\$ 71,508		\$ 572,066	100%	2,275		\$ 66,436		\$ 531,484	100%

Season Ticket Sales

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APS will provide affordable family entertainment to the local community. A season ticket package includes all eight regular season home games. Ticket prices will average \$29.50 for General Admission and \$26.35 for season tickets. Season tickets for an Alaska af2 team will sell for a high of \$266 per seat and the lowest priced season ticket package will sell for \$130 per seat. The closest af2 team to Anchorage is the Everett Hawks in the Seattle area. The Everett Hawks play within 26 miles of the Seattle Seahawks and the Washington Huskies, competing directly with the Seattle Mariners and the Everett Aqua Sox, a minor league baseball team. The Everett Hawks have an average season ticket price of \$18.00 per seat for the 2006 season.

Preseason Game

There will be a one preseason game per year. This game will be played in Fairbanks at the Carlson Center. The Carlson Center has a maximum seating capacity of 4,595 in an arena football configuration. The team will actually be an Alaska team and will want to try to attract fans from the other major metropolitan region of the state.

Schedule: 2 Capacity Estimates (Includes General Tickets)

Year	General Tickets		Total Tickets
2007	4,595	65%	2,987
2008	4,595	70%	3,216
2009	4,595	65%	2,987
2010	4,595	70%	3,216
2011	4,595	69%	3,171
Carlson Arena	4,595	100%	

Advertising

Will be the next largest source of revenue for Alaska Professional Sports®, Inc., and will represent about 21% of total revenue. Advertising inventory will consist of a number of team-related items and include everything except the goal posts and netting which are patented by Arena Football. APS will be able to generate revenue from banners, dasher boards, field logos (corporate sponsors), footballs, programs, rail signs, scoreboard, and uniforms. Sales of these items have the potential of reaching \$960,000 annually.

Table 11 Advertising Capacity Estimates

Inventory	Qty.	Views			PRICING			
		Games	Season	PP/V	Per Game	Season	Total Potential	%
Field Name	1	8	23,896	\$ 1.39	\$ 150	\$ 33,333	\$ 33,333	3.3%
End-Zone Turf Logo	1	8	23,896	\$ 0.67	\$ 150	\$ 16,000	\$ 16,000	1.6%
Turf Logo	1	8	23,896	\$ 0.63	\$ 150	\$ 15,000	\$ 15,000	1.5%
4 X 15 Dasher Board	22	8	23,896	\$ 9.21	\$ 150	\$ 10,000	\$ 220,000	21.7%
4 x 8 Dasher Board	44	8	23,896	\$ 7.37	\$ 500	\$ 4,000	\$ 176,000	17.4%
4 x 15 End Zone Dasher Board	10	8	23,896	\$ 4.60	\$ 500	\$ 11,000	\$ 110,000	10.9%
Dasher Board Whole Top	72	8	23,896	\$ 2.41	\$ 100	\$ 800	\$ 57,600	5.7%
Dasher Board Half Top	144	8	23,896	\$ 2.41	\$ 50	\$ 400	\$ 57,600	5.7%
Dasher Board (all tops)	144	8	23,896	\$ 1.69	\$ 35	\$ 280	\$ 40,320	4.0%
Footballs	1	8	23,896	\$ 0.42	\$ 1,250	\$ 10,000	\$ 10,000	1.0%
Program	10	8	23,896	\$ 1.67	\$ 500	\$ 4,000	\$ 40,000	4.0%
Rail Signs	144	8	23,896	\$ 9.64	\$ 200	\$ 1,600	\$ 230,400	22.8%
Uniforms	1	8	23,896	\$ 0.27	\$ 800	\$ 6,400	\$ 6,400	0.6%
TOTAL							\$ 1,012,653	100.0%

Table 12 Advertising Revenue by Year

2007						2008					
Inventory	Qty.	Potential	% Sold	Season	%	Inventory	Qty.	Potential	% Sold	Season	%
Field Name	1	\$ 120,000	50%	\$ 60,000	11.4%	Field Name	1	\$ 120,000	60%	\$ 72,000	13.7%
End-Zone Turf Logo	1	\$ 268,000	50%	\$ 134,000	25.4%	End-Zone Turf Logo	1	\$ 268,000	60%	\$ 160,800	30.5%
Turf Logo	1	\$ 57,600	50%	\$ 28,800	5.5%	Turf Logo	1	\$ 57,600	60%	\$ 34,560	6.6%
4 X 15 DB	22	\$ 57,600	50%	\$ 28,800	5.5%	4 X 15 DB	22	\$ 57,600	60%	\$ 34,560	6.6%
4 x 8 DB	44	\$ 40,320	50%	\$ 20,160	3.8%	4 x 8 DB	44	\$ 40,320	60%	\$ 24,192	4.6%
4 x 15 End Zone DB	10	\$ 40,000	100%	\$ 40,000	7.6%	4 x 15 End Zone DB	10	\$ 40,000	60%	\$ 24,000	4.6%
DB Whole Top	72	\$ 80,000	50%	\$ 40,000	7.6%	DB Whole Top	72	\$ 80,000	60%	\$ 48,000	9.1%
DB Half Top	144	\$ 10,000	100%	\$ 10,000	1.9%	DB Half Top	144	\$ 10,000	60%	\$ 6,000	1.1%
DB(all tops)	144	\$ 40,000	50%	\$ 20,000	3.8%	DB(all tops)	144	\$ 40,000	60%	\$ 24,000	4.6%
Footballs	1	\$ 10,000	100%	\$ 10,000	1.9%	Footballs	1	\$ 10,000	100%	\$ 10,000	1.9%
Program	10	\$ 40,000	50%	\$ 20,000	3.8%	Program	10	\$ 40,000	60%	\$ 24,000	4.6%
Rail Signs	144	\$ 230,400	50%	\$ 115,200	21.9%	Rail Signs	144	\$ 230,400	60%	\$ 138,240	26.2%
Uniforms	1	\$ 6,400	0%	\$ -	0.0%	Uniforms	1	\$ 6,400	100%	\$ 6,400	1.2%
TOTAL		\$ 1,000,320	58%	526,960	100.0%	TOTAL		\$ 1,000,320	66%	606,752	115.1%

2009						2010					
Inventory	Qty.	Potential	% Sold	Season	%	Inventory	Qty.	Potential	% Sold	Season	%
Field Name	1	\$ 120,000	65%	\$ 78,000	11.9%	Field Name	1	\$ 120,000	70%	\$ 84,000	12.8%
End-Zone Turf Logo	1	\$ 268,000	65%	\$ 174,200	26.6%	End-Zone Turf Logo	1	\$ 268,000	70%	\$ 187,600	28.6%
Turf Logo	1	\$ 57,600	65%	\$ 37,440	5.7%	Turf Logo	1	\$ 57,600	70%	\$ 40,320	6.1%
4 X 15 DB	22	\$ 57,600	65%	\$ 37,440	5.7%	4 X 15 DB	22	\$ 57,600	70%	\$ 40,320	6.1%
4 x 8 DB	44	\$ 40,320	65%	\$ 26,208	4.0%	4 x 8 DB	44	\$ 40,320	70%	\$ 28,224	4.3%
4 x 15 End Zone DB	10	\$ 40,000	65%	\$ 26,000	4.0%	4 x 15 End Zone DB	10	\$ 40,000	70%	\$ 28,000	4.3%
DB Whole Top	72	\$ 80,000	65%	\$ 52,000	7.9%	DB Whole Top	72	\$ 80,000	70%	\$ 56,000	8.5%
DB Half Top	144	\$ 10,000	65%	\$ 6,500	1.0%	DB Half Top	144	\$ 10,000	70%	\$ 7,000	1.1%
DB(all tops)	144	\$ 40,000	65%	\$ 26,000	4.0%	DB(all tops)	144	\$ 40,000	70%	\$ 28,000	4.3%
Footballs	1	\$ 10,000	100%	\$ 10,000	1.5%	Footballs	1	\$ 10,000	100%	\$ 10,000	1.5%
Program	10	\$ 40,000	65%	\$ 26,000	4.0%	Program	10	\$ 40,000	70%	\$ 28,000	4.3%
Rail Signs	144	\$ 230,400	65%	\$ 149,760	22.8%	Rail Signs	144	\$ 230,400	70%	\$ 161,280	24.6%
Uniforms	1	\$ 6,400	100%	\$ 6,400	1.0%	Uniforms	1	\$ 6,400	100%	\$ 6,400	1.0%
TOTAL		\$1,000,320	70%	655,948	100.0%	TOTAL		\$1,000,320	75%	705,144	107.5%

2011					
Inventory	Qty.	Potential	% Sold	Season	%
Field Name	1	\$ 120,000	72%	\$ 86,400	13.2%
End-Zone Turf Logo	1	\$ 268,000	72%	\$ 192,960	29.4%
Turf Logo	1	\$ 57,600	72%	\$ 41,472	6.3%
4 X 15 DB	22	\$ 57,600	72%	\$ 41,472	6.3%
4 x 8 DB	44	\$ 40,320	72%	\$ 29,030	4.4%
4 x 15 End Zone DB	10	\$ 40,000	72%	\$ 28,800	4.4%
DB Whole Top	72	\$ 80,000	72%	\$ 57,600	8.8%
DB Half Top	144	\$ 10,000	72%	\$ 7,200	1.1%
DB(all tops)	144	\$ 40,000	72%	\$ 28,800	4.4%
Footballs	1	\$ 10,000	100%	\$ 10,000	1.5%
Program	10	\$ 40,000	70%	\$ 28,000	4.3%
Rail Signs	144	\$ 230,400	70%	\$ 161,280	24.6%
Uniforms	1	\$ 6,400	100%	\$ 6,400	1.0%
TOTAL		\$1,000,320	76%	719,414	109.7%

Sponsorship

Sales in this area consist of companies wishing to hold events in connection with games, i.e., nightclubs, restaurants, hotels or sports bars. It also includes selling game broadcast rights on radio, television, podcast, or any other broadcast medium.

Table 13 Sponsorship Pricing

Inventory	Qty.	Games	PRICING				
			P Game	Season	%	Potential	%
Night Club	1	9	\$ 3,500	\$ 31,500	100%	\$ 31,500	20.0%
Tailgate	1	9	\$ 3,500	\$ 31,500	100%	\$ 31,500	20.0%
Cheerleader	1	9	\$ 500	\$ 4,500	100%	\$ 4,500	2.9%
Radio Rights	1	9	\$ 5,000	\$ 45,000	100%	\$ 45,000	28.6%
TV Rights	1	9	\$ 5,000	\$ 45,000	100%	\$ 45,000	28.6%
TOTAL						\$ 157,500	100.0%

Table 14 Sponsorship Revenue by Year

2007						2008					
Inventory	Qty.	P Game	% Sold	Season	%	Inventory	Qty.	Potential	% Sold	Season	%
Night Club	8	\$ 3,500	25%	\$ 7,000	35.0%	Night Club	8	\$ 3,500	35%	\$ 9,800	49.0%
Tailgate	8	\$ 3,500	25%	\$ 7,000	35.0%	Tailgate	8	\$ 3,500	35%	\$ 9,800	49.0%
Cheerleader	8	\$ 500	25%	\$ 1,000	5.0%	Cheerleader	8	\$ 500	35%	\$ 1,400	7.0%
Radio Rights	8	\$ 2,500	25%	\$ 5,000	25.0%	Radio Rights	8	\$ 2,500	35%	\$ 7,000	35.0%
TV Rights	8	\$ 5,000	0%	\$ -	0.0%	TV Rights	8	\$ 5,000	0%	\$ -	0.0%
TOTAL		\$ 15,000	20%	20,000	100.0%	TOTAL		\$ 15,000	28%	28,000	140.0%

2009						2010					
Inventory	Qty.	Potential	% Sold	Season	%	Inventory	Qty.	Potential	% Sold	Season	%
Night Club	8	\$ 3,500	40%	\$ 11,200	56.0%	Night Club	8	\$ 3,500	40%	\$ 11,200	56.0%
Tailgate	8	\$ 3,500	40%	\$ 11,200	56.0%	Tailgate	8	\$ 3,500	40%	\$ 11,200	56.0%
Cheerleader	8	\$ 500	100%	\$ 4,000	20.0%	Cheerleader	8	\$ 500	100%	\$ 4,000	20.0%
Radio Rights	8	\$ 2,500	40%	\$ 8,000	40.0%	Radio Rights	8	\$ 2,500	40%	\$ 8,000	40.0%
TV Rights	8	\$ 5,000	20%	\$ 8,000	40.0%	TV Rights	8	\$ 5,000	20%	\$ 8,000	40.0%
TOTAL		\$ 15,000	48%	42,400	212.0%	TOTAL		\$ 15,000	48%	42,400	212.0%

2011					
Inventory	Qty.	Potential	% Sold	Season	%
Night Club	8	\$ 3,500	40%	\$ 11,200	56.0%
Tailgate	8	\$ 3,500	40%	\$ 11,200	56.0%
Cheerleader	8	\$ 500	100%	\$ 4,000	20.0%
Radio Rights	8	\$ 2,500	40%	\$ 8,000	40.0%
TV Rights	8	\$ 5,000	20%	\$ 8,000	40.0%
TOTAL		\$ 15,000	48%	42,400	212.0%

Merchandise

Total revenue from Merchandise sales will come from four sources:

- ▶ Game Day Sales (GDS)
- ▶ APS Retail Sales (ARS)
- ▶ Website Sales (WSS)
- ▶ Product License (PL)

Game Day Sales (GDS)

It is estimated Game Day Sales will come from season ticket holders (10% of total sales), and General Ticket holders (5% of total sales), with the average sale projected at \$15.00.

Table: 15 Game Day Sales (GDS) by Year

Year	GENERAL TICKET SALES					SEASON TICKET SALES					Total Season GDS
	Seats	Sale/Seat	No. Sales	Ave. Sale	Total	Seats	Sale/Seat	No. Sales	Ave. Sale	Total	
2007	8,498	5%	425	\$ 15	\$ 6,375	2,067	10%	207	\$ 15	\$ 3,105	\$ 75,840
2008	8,902	5%	445	\$ 15	\$ 6,675	2,281	10%	228	\$ 15	\$ 3,420	\$ 80,760
2009	8,152	5%	408	\$ 15	\$ 6,120	2,267	10%	227	\$ 15	\$ 3,405	\$ 76,200
2010	8,472	5%	424	\$ 15	\$ 6,360	2,124	10%	212	\$ 15	\$ 3,180	\$ 76,320
2011	8,527	5%	426	\$ 15	\$ 6,390	2,275	10%	228	\$ 15	\$ 3,420	\$ 78,480

APS Retail Sales (ARS)

APS will have a 1,000 square foot retail store located in its headquarters. This location will be open 5 days per week and have an average sale of \$15.00. The table below lists the average number of sales per day and an annual ARS total.

Table 16 APS Retail Sales (ARS) by Year

Year	Daily	Days	No. Sales	Ave. Sale	Total ARS
2007	20	260	5,200	\$ 15.00	\$ 78,000
2008	25	260	6,500	\$ 15.00	\$ 97,500
2009	30	260	7,800	\$ 15.00	\$ 117,000
2010	30	260	7,800	\$ 15.00	\$ 117,000
2011	40	260	10,400	\$ 15.00	\$ 156,000

Website Sales (WSS)

The website will be available 24/7 and is estimated to have an average sale of \$15.00. Table 17 lists the average number of sales per day and the annual WSS total.

Table 17 Website Sales (WSS) by year

Year	Daily	Days	No. Sales	Ave. Sale	Total WSS
2007	10	260	2,600	\$ 15	\$ 39,000
2008	15	260	3,900	\$ 15	\$ 58,500
2009	20	260	5,200	\$ 15	\$ 78,000
2010	20	260	5,200	\$ 15	\$ 78,000
2011	25	260	6,500	\$ 15	\$ 97,500

Product License (PL)

APS will sell team merchandise on a wholesale basis to retail stores for resale. At a future time APS will develop a program to license the team name and logo for use by a licensee on their products. For the purpose of this analysis it is estimated that an average sale would be \$1,500, with the average number of sales measured in months and the annual PL sales total as reflected in Table 18.

Table 18 Product License (PL) sales by year

Year	Monthly	Month	No. Sales	Ave. Sale	Total PL
2007	1	12	12	\$ 1,500	\$ 18,000
2008	3	12	36	\$ 1,500	\$ 54,000
2009	3	12	36	\$ 1,500	\$ 54,000
2010	4	12	48	\$ 1,500	\$ 72,000
2011	5	12	60	\$ 1,500	\$ 90,000

Concessions

The ability to generate revenue from concessions will depend on negotiations with SMG, the management company for the Sullivan Arena. It is estimated a deal can be reached for 20% of total concession sales going to APS, with a sold seat generating an estimated average of \$5.50 in concession sales per game.

Table: 19 Concession Revenue by Year

Year	Per Game				Revenue	Games	Season Total
	Seats	Sale/Seat	Total Sales	APS's %			
2007	4,591	\$ 5.50	\$ 25,251	20%	\$ 5,050	9	\$ 45,451
2008	4,751	\$ 5.50	\$ 26,131	20%	\$ 5,226	9	\$ 47,035
2009	4,445	\$ 5.50	\$ 24,448	20%	\$ 4,890	9	\$ 44,006
2010	4,164	\$ 5.50	\$ 22,902	20%	\$ 4,580	9	\$ 41,224
2011	4,460	\$ 5.50	\$ 24,530	20%	\$ 4,906	9	\$ 44,154

Miscellaneous

Interest income is estimated at 5% on a cash balance that will average \$300,000.

OPERATING EXPENSES

Players Salary

The team will carry a nineteen man game roster. Each player will receive \$200 per game with a \$50 bonus for winning. In addition to the playing roster there will be a two man taxi squad, each of whom will receive \$100 per week and a \$25 win bonus. In addition to salary, each player will get \$35 per-diem for food when traveling. This expense has been included in the travel cost. Housing will be furnished during the season at \$15 per day. The housing cost has been included under the heading of Housing Expense.

Table: 20 Players Salary by year

Year	Games	Win	Lose	ACTIVE DUTY ROSTER					TAXI SQUAD					TOTAL
				Salary	Bonus	Per Player	Roster	Total	Salary	Bonus	Per Player	Roster	Total	
2007	16	6	10	\$ 3,200	\$ 300	\$ 3,500	19	\$66,500	\$ 1,600	\$ 150	\$ 1,750	2	\$ 3,500	\$ 70,000
2008	16	8	8	\$ 3,200	\$ 400	\$ 3,600	19	\$68,400	\$ 1,600	\$ 150	\$ 1,750	2	\$ 3,500	\$ 71,900
2009	16	10	6	\$ 3,200	\$ 500	\$ 3,700	19	\$70,300	\$ 1,600	\$ 150	\$ 1,750	2	\$ 3,500	\$ 73,800
2010	16	10	6	\$ 3,200	\$ 500	\$ 3,700	19	\$70,300	\$ 1,600	\$ 150	\$ 1,750	2	\$ 3,500	\$ 73,800
2011	16	11	5	\$ 3,200	\$ 550	\$ 3,750	19	\$71,250	\$ 1,600	\$ 150	\$ 1,750	2	\$ 3,500	\$ 74,750

Coaches Salary

The **Head Coach**, with no experience, will receive \$4,000 per month with a step increase of \$2,500 per year for each year of experience.

Table: 21 Head Coaches Salary by year

Year	Salary	Step	Total
2007	\$ 48,000	\$ -	\$ 48,000
2008	\$ 48,000	\$ 2,500	\$ 50,500
2009	\$ 50,500	\$ 2,500	\$ 53,000
2010	\$ 53,000	\$ 2,500	\$ 55,500
2011	\$ 55,500	\$ 2,500	\$ 58,000

Assistant Coaches: A pool of money equal to \$34,000 will be divided among the Assistant Coaches as determined by the Head Coach and President.

Worker's Compensation

The total Worker's Compensation premium for the 2007 season is estimated to be \$47,410, with a projected increase of 5% per year.

Player Housing

The season runs from April through the middle of August, or 172 days. Expenses are anticipated at a cost of \$15 per day for 21 players in the first two seasons, or a total of \$54,180 per season for 2007 and 2008. The rate is projected to increase by 10% to \$16. 50 per day for a total of \$59,598 per season for seasons 2009, 2010, and 2011.

Game Expenses

Footballs	100 @ \$40 each \$4,000
Officials	9 games @ \$4,000 per game, \$36,000 per season
Game Tape Exchange	\$900 per year.
Cheerleading	\$50 per game plus uniforms at \$250 each for a squad of 20, \$14,000 per season.
Mascot	\$50 per game plus custom estimated at \$1,500 for a total cost of \$1,950 per season. Total Game Expenses is estimated to cost \$56,800 for the first season and \$55,300 for seasons two through five

Transportation

It is estimated that most of the team travel will be within the West Coast area with two games played outside the

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West Coast area, i.e., in Green Bay, Wisconsin, and Oklahoma City, Oklahoma. In addition to travel for away games Anchorage would have to furnish a travel incentive for teams traveling to Anchorage.

The incentive has been estimated for travel from Seattle to Anchorage, with a round trip ticket, estimated at \$554 (Alaska Airlines price)¹. For a 20 person traveling team, hotel cost is estimated at \$85 per night for two nights (10 rooms). Ground transportation is estimated at \$36 per team member. Travel expenses will add an average of \$6 to \$10.00 per ticket price.

Schedule: 4 Mock Season Schedule 2007

Date	Day	Location
April 7	Saturday	Wild @ Everett Hawks, Everett, Washington
April 12	Thursday	Wild vs. Bakersfield Blitz
April 21	Saturday	Wild @ Stockton Lightening, Stockton California
April 28	Saturday	Wild @ Fresno X, Fresno, California
May 5	Saturday	Wild vs. Green Bay Blizzard, Green Bay Wisconsin
May 12	Saturday	Wild @ Boise XY, Boise, Idaho
May 19	Saturday	Wild @ Bakersfield Blitz, Bakersfield, California
May 26	Saturday	Wild vs. Oklahoma City Yard Dawgz, Oklahoma City, Oklahoma
June 2	Saturday	Wild @ Spokane Shock, Spokane, Washington
June 9	Saturday	Wild vs. Fresno X
June 16	Saturday	Wild @ Green Bay Blizzard
June 23	Saturday	Wild vs. Spokane Shock
June 30	Saturday	Wild vs. Everett Hawks
July 7	Saturday	Wild vs. Stockton Lightening
July 21	Saturday	Wild @ Oklahoma City Yard Dawgz
July 28	Saturday	Wild vs. Boise XY

Table: 22 Travel Expenses

Location	Per Person				Total	Group	Home	Away	Total
	Air	Ground	Food	Lodge					
Everett, Washington	\$ 571	\$ 56	\$ 105		\$ 732	25	\$ -	\$ 18,305	\$ 18,305
Anchorage, Alaska	\$ 554	\$ 36	\$ -	\$ 85	\$ 590	20	\$ 11,800	\$ -	\$ 11,800
Stockton, California	\$ 671	\$ 36	\$ 105	\$ -	\$ 812	25	\$ -	\$ 20,300	\$ 20,300
Fresno, California	\$ 671	\$ 36	\$ 105	\$ -	\$ 812	25	\$ -	\$ 20,300	\$ 20,300
Anchorage, Alaska	\$ 554	\$ 36	\$ -	\$ 85	\$ 590	20	\$ 11,800	\$ -	\$ 11,800
Boise, Idaho	\$ 676	\$ 36	\$ 105		\$ 817	25	\$ -	\$ 20,425	\$ 20,425
Anchorage, Alaska	\$ 554	\$ 36	\$ -	\$ 85	\$ 590	20	\$ 13,500	\$ -	\$ 13,500
Anchorage, Alaska	\$ 554	\$ 36	\$ -	\$ 85	\$ 590	20	\$ 13,500	\$ -	\$ 13,500
Spokane, Washington	\$ 674	\$ 36	\$ 105		\$ 815	25	\$ -	\$ 20,375	\$ 20,375
Fresno, California	\$ 671	\$ 36	\$ 105		\$ 812	25	\$ -	\$ 20,300	\$ 20,300
Anchorage, Alaska	\$ 554	\$ 36	\$ -	\$ 85	\$ 590	20	\$ 13,494	\$ -	\$ 13,494
Anchorage, Alaska	\$ 554	\$ 36	\$ -	\$ 85	\$ 590	20	\$ 13,500	\$ -	\$ 13,500
Anchorage, Alaska	\$ 554	\$ 36	\$ -	\$ 85	\$ 590	20	\$ 13,500	\$ -	\$ 13,500
Stockton, California	\$ 676	\$ 36	\$ 105		\$ 817	25	\$ -	\$ 20,425	\$ 20,425
Oklahoma City, Oklahoma	\$ 735	\$ 36	\$ 105	\$ -	\$ 876	25	\$ -	\$ 21,900	\$ 21,900
Anchorage, Alaska	\$ 554	\$ 36	\$ -	\$ 85	\$ 590	20	\$ 13,500	\$ 25,300	\$ 38,800
Season Total							\$ 104,594	\$ 187,630	\$ 292,224

Advertising Setup Costs

The setup cost for all advertising is paid by the sponsor.

Merchandise Cost

It is estimated that merchandising cost from Game Day Sales, APS Retail Sales, and Website Sales will have a Cost of Goods Sold (COGS) of 50% of merchandise sales.

Table: 23 Merchandise Cost of Goods Sold annually

¹ The round trip ticket price is based on an Alaska Airline coach seat quantity of 6 for travel in July 2006

Year	GDS	ARS	WSS	Retail Sales	COGS	PL	COGS
2007	75,840	\$ 78,000	\$ 39,000	\$ 192,840	\$ 96,420	\$ 18,000	\$ 9,000
2008	42,240	\$ 97,500	\$ 58,500	\$ 198,240	\$ 99,120	\$ 54,000	\$ 27,000
2009	40,320	\$ 117,000	\$ 78,000	\$ 235,320	\$ 117,660	\$ 54,000	\$ 27,000
2010	37,680	\$ 117,000	\$ 78,000	\$ 232,680	\$ 116,340	\$ 72,000	\$ 36,000
2011	40,440	\$ 156,000	\$ 97,500	\$ 293,940	\$ 146,970	\$ 90,000	\$ 45,000

Venue Rent & Expense

The Sullivan Arena will need to be rented for eight home games. The area estimate is based on the following:

- Building Rental Rate: \$2,000 per game with a \$1. 00 rebate for attendance > 3,000
- Concession: 20% of sales
- Merchandise: None
- Parking: 100% with a number of parking spaces available to APS at no charge.
- Set-Up: \$1,500 per game
- Add. Services: \$250 per game
- Misc. : \$250 per game
- Goods & Services: \$250 per game

Table 24 Sullivan Arena Rent & Expenses Annually

Year	Attendance	Bldg Rent	Rebate	Set-up	Add. Svcs.	Misc.	Goods & Svcs.	Per Game	Season Total
2007	4,354	\$ 2,000	\$ (1,354)	\$ 1,500	\$ 250	\$ 250	\$ 250	\$ 2,896	\$ 23,168.00
2008	4,489	\$ 2,000	\$ (1,489)	\$ 1,500	\$ 250	\$ 250	\$ 250	\$ 2,761	\$ 22,088.00
2009	4,119	\$ 2,000	\$ (1,119)	\$ 1,500	\$ 250	\$ 250	\$ 250	\$ 3,131	\$ 25,048.00
2010	4,164	\$ 2,000	\$ (1,164)	\$ 1,500	\$ 250	\$ 250	\$ 250	\$ 3,086	\$ 24,688.00
2011	4,460	\$ 2,000	\$ (1,460)	\$ 1,500	\$ 250	\$ 250	\$ 250	\$ 2,790	\$ 22,320.00

Facility Improvements

Safety railings will need to be added to the facility in the af2 football format. These railings are estimated to cost \$500 each. A total of 144 will be needed for a total one time cost of \$70,000. APS will pay 50%.

The Carlson Arena will need to be rented for one preseason game. The area estimate is based on the following:

- Building Rental Rate: \$1,500 per game with a \$1. 00 rebate for attendance > 2,000
- Concession: 20% of sales
- Merchandise: None
- Parking: 100% with a number of parking spaces available to APS at no charge.
- Set-Up: \$1,500 per game
- Add. Services: \$250 per game
- Misc. : \$250 per game
- Goods & Services: \$250 per game

Table 25 Carlson Arena Rent & Expenses Annually

Year	Attendance	Bldg Rent	Rebate	Set-up	Add. Svcs.	Ship	Goods & Svcs.	Per Game	Season Total
2007	2,987	\$ 1,500	\$ (987)	\$ 1,500	\$ 250	\$ 2,500	\$ 250	\$ 5,013	\$ 5,013.00
2008	3,216	\$ 2,000	\$ (1,216)	\$ 1,500	\$ 250	\$ 2,500	\$ 250	\$ 5,284	\$ 5,284.00
2009	2,987	\$ 2,000	\$ (987)	\$ 1,500	\$ 250	\$ 2,500	\$ 250	\$ 5,513	\$ 5,513.00
2010	3,216	\$ 2,000	\$ (1,216)	\$ 1,500	\$ 250	\$ 2,500	\$ 250	\$ 5,284	\$ 5,284.00
2011	3,171	\$ 2,000	\$ (1,171)	\$ 1,500	\$ 250	\$ 2,500	\$ 250	\$ 5,329	\$ 5,329.00

Practice Facility

The team will practice two hours per day for the months of February through May in an indoor facility. The facility will rent for \$126 per hour during peak time (after 2:30 pm) and \$63 per hour during off-peak times (9:30 am to 2:30 pm). It is estimated practice will be held during the peak hours. After May 1st the facility will be available at a rate of \$63 per hour any time.

Table 26 Practice Facility Expenses Annually

HOURS				RATE		
Feb.	March	April	Total	Hourly	Total	
20	40	40	100	\$ 126	\$ 12,600	
May	June	July	Total	Hourly	Total	Season Total
40	40	40	120	63	\$ 7,560	\$ 20,160.00

AFL Management Fees

This is estimated to be \$40,000 per year for 2007, and increase by 5% per year in all succeeding years.

Schedule: 5 Management Fees by Year

Year	Amount
2007	\$40,000
2008	\$42,000
2009	\$44,100
2010	\$46,305
2011	\$48,620

AFL Game Royalty

Game royalty fees are estimated to run \$10,000 per year with an increase of 5% per year.

Schedule: 7 Game Royalty Fees by Year

Year	Amount
2007	\$10,000
2008	\$10,500
2009	\$11,025
2010	\$11,576
2011	\$12,155

Playoff Pool Assessment

Playoff Pool Assessment is estimated to run \$10,000 per year with an increase of 5% per year.

Schedule: 8 Playoff Pool Assessment by Year

Year	Amount
2007	\$10,000
2008	\$10,500
2009	\$11,025
2010	\$11,576
2011	\$12,155

GENERAL, ADMINISTRATIVE & SALES

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Administrative Salary

The officers of the corporation will consist of a President, Vice President Sales, Vice President of Finance, Vice President Marketing & Communications, and a Vice President Operations. The sales staff will consist of Director of Ticket Sales, Director of Advertising Sales, and a Director of Merchandise Sales. The support staff will consist of a Human Resource Manager, Sales Assistant, Administrative Assistant, and an Accountant.

In 2007 the President and VP of Finance positions will be filled with a personal services contract of \$5,000 per month. In 2008 and beyond the President and VP Finance will be filled by two people who will receive a fixed annual salary. The VP of Sales will receive a salary and commission of 3% on gross sales from Advertising, Sponsorship, APS Concessions, and Merchandise sales. The VP of Marketing & Community Relations will receive a fixed salary and a 1% commission from gross ticket sales. The Vice President of Operations will receive a fixed salary and a bonus based on season record. These are all exempt positions eligible for an annual bonus the amount to be determined by the APS Board of Directors.

The Director of Advertising Sales is an exempt position and will receive a base salary per year and 5% of gross Advertising and Sponsorship sales. The Director of Ticket Sales is an exempt position and will receive a base salary and 5% of gross ticket sales. The Merchandise Director is an exempt position and will receive a base salary and 5% of gross merchandise and APS concession sales.

The Director of Human Resources will be non-exempt employee paid on an hourly basis at the rate of \$19.00 per hour. The Accountant will also be a non-exempt employee and receive an hourly rate of \$18.00 per hour. The Sales Assistant and the Administrative Assistant are also non-exempt and will receive a rate of \$16.00 per hour. All of the exempt salaries and non-exempt wages will be increased 4% per year for merit increases.

Table: 27 Executive, Sales and Support Staff Salaries Annually

2007													
Title	Rate	Unit/Hrs	Salary	Comm.	Bonus	Total Salary	G Life	G Med	W/C	UI	SS	Med.	Total Comp.
President	\$ 5,000	12	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
V.P. Sales	\$ 3,000	12	\$ 36,000	\$ 24,546	\$ -	\$ 60,546	\$ 281	\$ 3,000	\$ 372	\$ 66	\$ 2,232	\$ 878	\$ 67,375
V.P. Mkt & Comm	\$ 5,000	12	\$ 60,000	\$ 11,648	\$ -	\$ 71,648	\$ 281	\$ 3,000	\$ 441	\$ 78	\$ 3,720	\$ 1,039	\$ 80,206
V.P. Finance	\$ -	12	\$ -	\$ -	\$ -	\$ -	\$ 281	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,281
V.P. Operations	\$ 4,000	12	\$ 48,000	\$ -	\$ -	\$ 48,000	\$ 281	\$ 3,000	\$ 295	\$ 52	\$ 2,976	\$ 696	\$ 55,300
Dir Ad & Spn.	\$ 1,500	12	\$ 18,000	\$ 27,348	\$ -	\$ 45,348	\$ 212	\$ 3,000	\$ 111	\$ 20	\$ 1,116	\$ 261	\$ 50,068
Dir Ticket Sales	\$ 1,500	12	\$ 18,000	\$ 58,239	\$ -	\$ 76,239	\$ 357	\$ 3,000	\$ 111	\$ 20	\$ 1,116	\$ 261	\$ 81,103
Dir. Merch. Sales	\$ 1,500	12	\$ 18,000	\$ 12,562	\$ -	\$ 30,562	\$ 143	\$ 3,000	\$ 111	\$ 20	\$ 1,116	\$ 261	\$ 35,212
Dir. HR	\$ 19.00	2,080	\$ 39,520	\$ -	\$ -	\$ 39,520	\$ 185	\$ 3,000	\$ 243	\$ 43	\$ 2,450	\$ 573	\$ 46,014
Admin Asst	\$ 16.00	2,080	\$ 33,280	\$ -	\$ -	\$ 33,280	\$ 156	\$ 3,000	\$ 205	\$ 36	\$ 2,063	\$ 483	\$ 39,223
Sales Assistant	\$ 16.00	2,080	\$ 33,280	\$ -	\$ -	\$ 33,280	\$ 156	\$ 3,000	\$ 205	\$ 36	\$ 2,063	\$ 483	\$ 39,223
Accountant	\$ 18.00	2,080	\$ 37,440	\$ -	\$ -	\$ 37,440	\$ 175	\$ 3,000	\$ 230	\$ 41	\$ 2,321	\$ 543	\$ 43,751
Total				\$134,343	\$ -	\$ 535,863	\$ 2,507	\$33,000	\$ 2,323	\$ 412	\$ 21,174	\$ 5,477	\$ 600,757
2008													
Title	Rate	Unit/Hrs	Salary	Comm.	Bonus	Total Salary	G Life	G Med	W/C	UI	SS	Med.	Total Comp.
President	\$ 6,000	12	\$ 72,000	\$ -	\$ -	\$ 72,000	\$ 281	\$ 3,000	\$ 443	\$ 79	\$ 4,464	\$ 1,044	\$ 81,310
V.P. Sales	\$ 3,120	12	\$ 37,440	\$ 29,020	\$ -	\$ 66,460	\$ 281	\$ 3,000	\$ 409	\$ 73	\$ 2,321	\$ 964	\$ 73,507
V.P. Mkt & Comm	\$ 5,200	12	\$ 62,400	\$ 11,024	\$ -	\$ 73,424	\$ 281	\$ 3,000	\$ 452	\$ 80	\$ 3,869	\$ 1,065	\$ 82,170
V.P. Finance	\$ 4,000	12	\$ 48,000	\$ -	\$ -	\$ 48,000	\$ 281	\$ 3,000	\$ 295	\$ 52	\$ 2,976	\$ 696	\$ 55,300
V.P. Operations	\$ 4,160	12	\$ 49,920	\$ -	\$ -	\$ 49,920	\$ 281	\$ 3,000	\$ 307	\$ 55	\$ 3,095	\$ 724	\$ 57,381
Dir Ad & Spn.	\$ 1,560	12	\$ 18,720	\$ 31,738	\$ -	\$ 50,458	\$ 236	\$ 3,000	\$ 115	\$ 20	\$ 1,161	\$ 271	\$ 55,261
Dir Ticket Sales	\$ 1,560	12	\$ 18,720	\$ 55,120	\$ -	\$ 73,840	\$ 346	\$ 3,000	\$ 115	\$ 20	\$ 1,161	\$ 271	\$ 78,753
Dir. Merch. Sales	\$ 1,560	12	\$ 18,720	\$ 16,628	\$ -	\$ 35,348	\$ 165	\$ 3,000	\$ 115	\$ 20	\$ 1,161	\$ 271	\$ 40,082
Dir. HR	\$ 19.76	2,080	\$ 41,101	\$ -	\$ -	\$ 41,101	\$ 192	\$ 3,000	\$ 253	\$ 45	\$ 2,548	\$ 596	\$ 47,735
Admin Asst	\$ 16.64	2,080	\$ 34,611	\$ -	\$ -	\$ 34,611	\$ 162	\$ 3,000	\$ 213	\$ 38	\$ 2,146	\$ 502	\$ 40,672
Sales Assistant	\$ 16.64	2,080	\$ 34,611	\$ -	\$ -	\$ 34,611	\$ 162	\$ 3,000	\$ 213	\$ 38	\$ 2,146	\$ 502	\$ 40,672
Accountant	\$ 18.72	2,080	\$ 38,938	\$ -	\$ -	\$ 38,938	\$ 182	\$ 3,000	\$ 239	\$ 43	\$ 2,414	\$ 565	\$ 45,381
Total				\$143,529	\$ -	\$ 618,710	\$ 2,850	\$36,000	\$ 3,169	\$ 563	\$ 29,461	\$ 7,471	\$ 698,223



2009													
Title	Rate	Unit/Hrs	Salary	Comm.	Bonus	Total Salary	G Life	G Med	W/C	UI	SS	Med.	Total Comp.
President	\$ 6,000	12	\$ 72,000	\$ -	\$ -	\$ 72,000	\$ 337	\$ 3,000	\$ 443	\$ 79	\$ 4,464	\$ 1,044	\$ 81,366
V.P. Sales	\$ 3,245	12	\$ 38,938	\$ 30,608	\$ -	\$ 69,546	\$ 337	\$ 3,000	\$ 428	\$ 76	\$ 2,414	\$ 1,008	\$ 76,809
V.P. Mkt & Comm	\$ 5,408	12	\$ 64,896	\$ 10,924	\$ -	\$ 75,820	\$ 337	\$ 3,000	\$ 466	\$ 83	\$ 4,024	\$ 1,099	\$ 84,829
V.P. Finance	\$ 4,160	12	\$ 49,920	\$ -	\$ -	\$ 49,920	\$ 337	\$ 3,000	\$ 307	\$ 55	\$ 3,095	\$ 724	\$ 57,437
V.P. Operations	\$ 4,326	12	\$ 51,917	\$ -	\$ -	\$ 51,917	\$ 337	\$ 3,000	\$ 319	\$ 57	\$ 3,219	\$ 753	\$ 59,601
Dir Ad & Spn.	\$ 1,622	12	\$ 19,469	\$ 34,917	\$ -	\$ 54,386	\$ 255	\$ 3,000	\$ 120	\$ 21	\$ 1,207	\$ 282	\$ 59,271
Dir Ticket Sales	\$ 1,622	12	\$ 19,469	\$ 54,620	\$ -	\$ 74,088	\$ 347	\$ 3,000	\$ 120	\$ 21	\$ 1,207	\$ 282	\$ 79,065
Dir. Merch. Sales	\$ 1,622	12	\$ 19,469	\$ 18,216	\$ -	\$ 37,685	\$ 176	\$ 3,000	\$ 120	\$ 21	\$ 1,207	\$ 282	\$ 42,491
Dir. HR	\$ 20.55	2,080	\$ 42,745	\$ -	\$ -	\$ 42,745	\$ 200	\$ 3,000	\$ 263	\$ 47	\$ 2,650	\$ 620	\$ 49,524
Admin Asst	\$ 17.31	2,080	\$ 35,996	\$ -	\$ -	\$ 35,996	\$ 168	\$ 3,000	\$ 221	\$ 39	\$ 2,232	\$ 522	\$ 42,178
Sales Assistant	\$ 17.31	2,080	\$ 35,996	\$ -	\$ -	\$ 35,996	\$ 168	\$ 3,000	\$ 221	\$ 39	\$ 2,232	\$ 522	\$ 42,178
Accountant	\$ 19.47	2,080	\$ 40,495	\$ -	\$ -	\$ 40,495	\$ 190	\$ 3,000	\$ 249	\$ 44	\$ 2,511	\$ 587	\$ 47,076
Total				\$ 149,285	\$ -	\$ 640,593	\$ 3,189	\$ 36,000	\$ 3,277	\$ 582	\$ 30,461	\$ 7,726	\$ 721,828
2010													
Title	Rate	Unit/Hrs	Salary	Comm.	Bonus	Total Salary	G Life	G Med	W/C	UI	SS	Med.	Total Comp.
President	\$ 6,000	12	\$ 72,000	\$ -	\$ -	\$ 72,000	\$ 337	\$ 3,000	\$ 443	\$ 79	\$ 4,464	\$ 1,044	\$ 81,366
V.P. Sales	\$ 3,375	12	\$ 40,495	\$ 33,825	\$ -	\$ 74,320	\$ 337	\$ 3,000	\$ 457	\$ 81	\$ 2,511	\$ 1,078	\$ 81,784
V.P. Mkt & Comm	\$ 5,624	12	\$ 67,492	\$ 10,362	\$ -	\$ 77,854	\$ 337	\$ 3,000	\$ 479	\$ 85	\$ 4,184	\$ 1,129	\$ 87,068
V.P. Finance	\$ 4,326	12	\$ 51,917	\$ -	\$ -	\$ 51,917	\$ 337	\$ 3,000	\$ 319	\$ 57	\$ 3,219	\$ 753	\$ 59,601
V.P. Operations	\$ 4,499	12	\$ 53,993	\$ -	\$ -	\$ 53,993	\$ 337	\$ 3,000	\$ 332	\$ 59	\$ 3,348	\$ 783	\$ 61,852
Dir Ad & Spn.	\$ 1,687	12	\$ 20,248	\$ 37,377	\$ -	\$ 57,625	\$ 270	\$ 3,000	\$ 125	\$ 22	\$ 1,255	\$ 294	\$ 62,590
Dir Ticket Sales	\$ 1,687	12	\$ 20,248	\$ 51,809	\$ -	\$ 72,056	\$ 337	\$ 3,000	\$ 125	\$ 22	\$ 1,255	\$ 294	\$ 77,089
Dir. Merch. Sales	\$ 1,687	12	\$ 20,248	\$ 18,998	\$ -	\$ 39,246	\$ 184	\$ 3,000	\$ 125	\$ 22	\$ 1,255	\$ 294	\$ 44,125
Dir. HR	\$ 21.37	2,080	\$ 44,455	\$ -	\$ -	\$ 44,455	\$ 208	\$ 3,000	\$ 273	\$ 49	\$ 2,756	\$ 645	\$ 51,385
Admin Asst	\$ 18.00	2,080	\$ 37,435	\$ -	\$ -	\$ 37,435	\$ 175	\$ 3,000	\$ 230	\$ 41	\$ 2,321	\$ 543	\$ 43,746
Sales Assistant	\$ 18.00	2,080	\$ 37,435	\$ -	\$ -	\$ 37,435	\$ 175	\$ 3,000	\$ 230	\$ 41	\$ 2,321	\$ 543	\$ 43,746
Accountant	\$ 20.25	2,080	\$ 42,115	\$ -	\$ -	\$ 42,115	\$ 197	\$ 3,000	\$ 259	\$ 46	\$ 2,611	\$ 611	\$ 48,839
Total				\$ 152,371	\$ -	\$ 660,451	\$ 3,231	\$ 36,000	\$ 3,396	\$ 603	\$ 31,501	\$ 8,008	\$ 743,191
2011													
Title	Rate	Unit/Hrs	Salary	Comm.	Bonus	Total Salary	G Life	G Med	W/C	UI	SS	Med.	Total Comp.
President	\$ 6,000	12	\$ 72,000	\$ -	\$ -	\$ 72,000	\$ 337	\$ 3,000	\$ 443	\$ 79	\$ 4,464	\$ 1,044	\$ 81,366
V.P. Sales	\$ 3,510	12	\$ 42,115	\$ 24,461	\$ -	\$ 66,576	\$ 337	\$ 3,000	\$ 409	\$ 73	\$ 2,611	\$ 965	\$ 73,971
V.P. Mkt & Comm	\$ 5,849	12	\$ 70,192	\$ 11,036	\$ -	\$ 81,227	\$ 337	\$ 3,000	\$ 500	\$ 89	\$ 4,352	\$ 1,178	\$ 90,682
V.P. Finance	\$ 4,499	12	\$ 53,993	\$ -	\$ -	\$ 53,993	\$ 337	\$ 3,000	\$ 332	\$ 59	\$ 3,348	\$ 783	\$ 61,852
V.P. Operations	\$ 4,679	12	\$ 56,153	\$ -	\$ -	\$ 56,153	\$ 337	\$ 3,000	\$ 345	\$ 61	\$ 3,481	\$ 814	\$ 64,193
Dir Ad & Spn.	\$ 1,755	12	\$ 21,057	\$ 38,091	\$ -	\$ 59,148	\$ 277	\$ 3,000	\$ 130	\$ 23	\$ 1,306	\$ 305	\$ 64,188
Dir Ticket Sales	\$ 1,755	12	\$ 21,057	\$ 55,178	\$ -	\$ 76,235	\$ 357	\$ 3,000	\$ 130	\$ 23	\$ 1,306	\$ 305	\$ 81,355
Dir. Merch. Sales	\$ 1,755	12	\$ 21,057	\$ 23,061	\$ -	\$ 44,119	\$ 206	\$ 3,000	\$ 130	\$ 23	\$ 1,306	\$ 305	\$ 49,089
Dir. HR	\$ 22.23	2,080	\$ 46,233	\$ -	\$ -	\$ 46,233	\$ 216	\$ 3,000	\$ 284	\$ 50	\$ 2,866	\$ 670	\$ 53,321
Admin Asst	\$ 18.72	2,080	\$ 38,933	\$ -	\$ -	\$ 38,933	\$ 182	\$ 3,000	\$ 239	\$ 43	\$ 2,414	\$ 565	\$ 45,375
Sales Assistant	\$ 18.72	2,080	\$ 38,933	\$ -	\$ -	\$ 38,933	\$ 182	\$ 3,000	\$ 239	\$ 43	\$ 2,414	\$ 565	\$ 45,375
Accountant	\$ 21.06	2,080	\$ 43,800	\$ -	\$ -	\$ 43,800	\$ 205	\$ 3,000	\$ 269	\$ 48	\$ 2,716	\$ 635	\$ 50,672
Total				\$ 151,826	\$ -	\$ 677,350	\$ 3,311	\$ 36,000	\$ 3,450	\$ 613	\$ 32,582	\$ 8,135	\$ 761,440

Benefits & Payroll Taxes

This analysis contains company provided benefits of Group Life Insurance calculated at .468% of total salary, Medical Insurance with APS paying \$3, 000 annually toward the premium. Payroll taxes are calculated as a percent of total salary at the following rates: Workman’s Compensation estimated at .615%, Unemployment at .1092%, Social Security 6.2%, and Medicare 1. 5%. The total annual amounts are listed in the schedule below.

Schedule: 9 Benefits & Payroll Taxes by Year

Year	Amount
2007	\$64,893
2008	\$79,513
2009	\$80,954
2010	\$82,458
2011	\$83,810

Sales/Marketing

The estimated advertising budget per year is \$101,400:

Office/Warehouse Rent

The office will contain 1,000 square feet of retail area for merchandise sales and 1,500 square feet for administrative offices. The cost of the Office and Retail area is estimated at \$1.25 per square foot or \$2,625 per year. The warehouse, an estimated 1,500 square feet, will be divided into storage area for all equipment, i.e., field and players, merchandise storage, and a shipping receiving area for processing merchandise orders from the internet. The team will need 1,200 square feet for meeting and training. The team area and the warehouse are estimated at \$.75 per square foot or a total monthly rate of \$2,025 per month.

Utilities

Estimated to cost \$13,880 per year.

Table: 28 Annual Utility Estimate

Source	Monthly	Annual
Telephone	\$ 290	\$ 3,480
Cell	\$ 300	\$ 3,600
Long Distance	\$ 500	\$ 6,000
Internet	\$ 60	\$ 720
Domain	\$ 5	\$ 60
E-Mail	\$ 10	\$ 120
Misc. (Heat, Elect, Etc.)	\$ 400	\$ 4,800
Total	1,565	\$ 13,860

Insurance

General Liability/Umbrella/ Auto is estimated at \$7,000 per year.

Professional Fees

Estimated to cost \$52,500 per year.

Table: 29 Annual Professional Fee Estimate

Source	Monthly			Annual
	Hours	Rate	Total	
Legal	5	\$ 250	\$ 1,250	\$ 15,000
Audit		\$ 7,500	\$ -	\$ 7,500
Accounting	10	\$ 100	\$ 1,000	\$ 12,000
Consulting	10	\$ 150	\$ 1,500	\$ 18,000
Total			\$ 3,750	\$ 52,500

Depreciation

Calculated using the Declining–balance method; Straight–line rate = 1/10 = .10 x 2 = .20.

Table: 30 Depreciation Schedule

Year	Net Book Begin	Factor	Dep Expense	Accumulated Dep	Net Book End
2007	\$ 405,000	0.20	\$ 81,000	\$ 81,000	\$ 324,000
2008	\$ 324,000	0.20	\$ 64,800	\$ 145,800	\$ 259,200
2009	\$ 259,200	0.20	\$ 51,840	\$ 197,640	\$ 207,360
2010	\$ 207,360	0.20	\$ 41,472	\$ 239,112	\$ 165,888
2011	\$ 165,888	0.20	\$ 33,178	\$ 272,290	\$ 132,710
2012	\$ 132,710	0.20	\$ 26,542	\$ 298,832	\$ 106,168
2013	\$ 106,168	0.20	\$ 21,234	\$ 320,065	\$ 84,935
2014	\$ 84,935	0.20	\$ 16,987	\$ 337,052	\$ 67,948
2015	\$ 67,948	0.20	\$ 13,590	\$ 350,642	\$ 84,155
2016	\$ 84,155	0.20	\$ 84,155	\$ 434,797	\$ -

Miscellaneous Expense

This category Includes Office Supplies, Postage, Bank Charges, and other misc. office expenses and is estimated at \$2,000 per month.

Interest

None estimated.

Taxes

The tax rate is estimated to run 40% of EBIT.

Appendix A
Pro Forma profit and Loss by Month (2007)

Sales	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	TOTAL	%
1 General Tickets	\$ -	\$ -	\$ 88,117	\$ 155,654	\$ 155,654	\$ 155,654	\$ 155,694	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 710,773	36%
2 Season Ticket	\$ 50,446	\$ 50,446	\$ 50,446	\$ 12,612	\$ 12,612	\$ 12,612	\$ 12,610	\$ 50,446	\$ 50,446	\$ 50,446	\$ 50,446	\$ 50,446	\$ 454,014	23%
3 Advertising	\$ 43,913	\$ 43,913	\$ 43,913	\$ 43,913	\$ 43,913	\$ 43,917	\$ 43,913	\$ 43,913	\$ 43,913	\$ 43,913	\$ 43,913	\$ 43,913	\$ 526,960	27%
4 Sponsorship	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	1%
5 Merchandise	\$ 6,024	\$ 6,024	\$ 33,734	\$ 33,734	\$ 33,734	\$ 33,734	\$ 33,734	\$ 6,026	\$ 6,024	\$ 6,024	\$ 6,024	\$ 6,024	\$ 210,840	11%
6 Concessions	\$ -	\$ -	\$ 9,091	\$ 9,090	\$ 9,090	\$ 9,090	\$ 9,090	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,451	2%
7 Misc.	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 15,000	1%
TOTAL SALES	\$ 101,633	\$ 101,633	\$ 226,551	\$ 261,253	\$ 261,253	\$ 261,257	\$ 261,291	\$ 101,635	\$ 101,633	\$ 101,633	\$ 101,633	\$ 101,633	\$ 1,983,038	100%
Operating Expenses														
7 Players Salary	\$ -	\$ -	\$ -	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	4%
8 Coaches Salary	\$ 4,000	\$ 4,000	\$ 4,000	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 82,000	4%
9 Worker's Comp	\$ -	\$ -	\$ -	\$ 11,853	\$ 11,853	\$ 11,853	\$ 11,853	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47,410	2%
10 Player Housing	\$ -	\$ -	\$ 10,836	\$ 10,836	\$ 10,836	\$ 10,836	\$ 10,836	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 54,180	3%
11 Game Expenses	\$ -	\$ -	\$ 3,344	\$ 13,377	\$ 13,375	\$ 13,377	\$ 13,377	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,850	3%
12 Transportation	\$ -	\$ -	\$ 32,392	\$ 64,958	\$ 64,958	\$ 64,958	\$ 64,958	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 292,224	15%
13 Merchandise	\$ 3,012	\$ 3,012	\$ 16,867	\$ 16,867	\$ 16,867	\$ 16,867	\$ 16,867	\$ 3,013	\$ 3,012	\$ 3,012	\$ 3,012	\$ 3,012	\$ 105,420	5%
14 Venue Rent & Exp.	\$ -	\$ 3,360	\$ 8,373	\$ 8,402	\$ 8,402	\$ 8,402	\$ 8,402	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,341	2%
15 AFL Mgmt.Fees	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	2%
16 AFL Royalty	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	1%
17 Playoff Pool	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	1%
TOTAL OPERATING	\$ 7,012	\$ 10,372	\$ 75,812	\$ 156,292	\$ 186,291	\$ 166,293	\$ 166,293	\$ 17,013	\$ 7,012	\$ 7,012	\$ 7,012	\$ 7,012	\$ 813,425	41%
GROSS Profit	\$ 94,621	\$ 91,261	\$ 150,739	\$ 104,961	\$ 74,963	\$ 94,965	\$ 94,999	\$ 84,622	\$ 94,621	\$ 94,621	\$ 94,621	\$ 94,621	\$ 1,169,614	59%
General, Administrative & Sales														
17 Admin. Salary	\$ 44,658	\$ 44,655	\$ 44,655	\$ 44,655	\$ 44,655	\$ 44,655	\$ 44,655	\$ 44,655	\$ 44,655	\$ 44,655	\$ 44,655	\$ 44,655	\$ 535,863	27%
18 Payroll Taxes	\$ 5,405	\$ 5,408	\$ 5,408	\$ 5,408	\$ 5,408	\$ 5,408	\$ 5,408	\$ 5,408	\$ 5,408	\$ 5,408	\$ 5,408	\$ 5,408	\$ 64,893	3%
19 Sales/Marketing	\$ 8,450	\$ 8,450	\$ 8,450	\$ 8,450	\$ 8,450	\$ 8,450	\$ 8,450	\$ 8,450	\$ 8,450	\$ 8,450	\$ 8,450	\$ 8,450	\$ 101,400	5%
20 Office Rent	\$ 4,650	\$ 4,650	\$ 4,650	\$ 4,650	\$ 4,650	\$ 4,650	\$ 4,650	\$ 4,650	\$ 4,650	\$ 4,650	\$ 4,650	\$ 4,650	\$ 55,800	3%
21 Utilities	\$ 1,155	\$ 1,155	\$ 1,155	\$ 1,155	\$ 1,155	\$ 1,155	\$ 1,155	\$ 1,155	\$ 1,155	\$ 1,155	\$ 1,155	\$ 1,155	\$ 13,860	1%
22 Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	0%
23 Pro. Fees	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 4,375	\$ 52,500	3%
24 Depreciation	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750	\$ 81,000	4%
25 Misc. Expense	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 24,000	1%
TOTAL G, A & S	\$ 77,443	\$ 84,443	\$ 77,443	\$ 936,316	47%									
EBIT	\$ 17,178	\$ 13,818	\$ 73,296	\$ 27,518	\$ (2,481)	\$ 10,522	\$ 17,556	\$ 7,179	\$ 17,178	\$ 17,178	\$ 17,178	\$ 17,178	\$ 233,298	12%
26 Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
27 Taxes	\$ 6,871	\$ 5,527	\$ 29,318	\$ 11,007	\$ -	\$ 3,217	\$ 7,022	\$ 2,872	\$ 6,871	\$ 6,871	\$ 6,871	\$ 6,871	\$ 93,319	5%
NET PROFIT (LOSS)	\$ 10,307	\$ 8,291	\$ 43,978	\$ 16,511	\$ (2,481)	\$ 7,305	\$ 10,533	\$ 4,307	\$ 10,307	\$ 10,307	\$ 10,307	\$ 10,307	\$ 139,978	7%

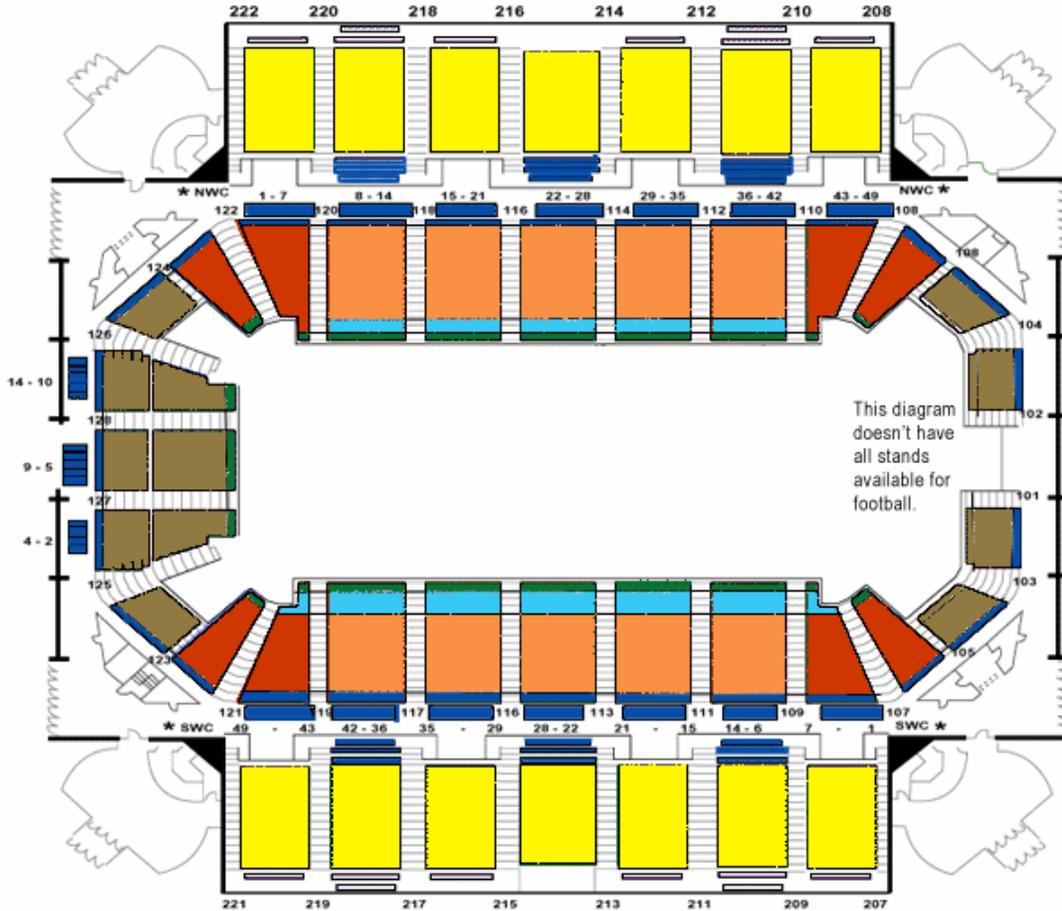
Appendix B

Sullivan Arena Seating by Categories (Hockey configuration)

Dimensions: Playing surface 200' x 100' with a height of 85'

Hockey Seating Capacity 6,200 - Arena Football Estimated Capacity 6,500

AFL Dimensions: 200' x 85' with a minimum height of 50'



Appendix C

George M Sullivan Sports Arena’s Capacity

Total capacity of the arena is 6,145 seats in an Arena Football setup. The seating for the purpose of this analysis will use the same categories used for hockey (see Exhibit: 1).

Pricing has been evaluated using three sets of rates that range from low to high (Table 2-A). The “Low-Range” reflects the rates used by the Alaska Aces in the 2005-2006 season or an average of \$15.99 per seat, while the “Mid-Range” pricing reflects a 27% increase over the Low-Range and averages \$24.99 per seat. The “High-Range” is 97% higher than the Low-Range and 27% higher than the Mid-Range and averages \$31.49 per seat.

Table: 1-A Pricing Ranges

PRICE RANGE 1						
Category	Seats	Price	Total	Games	Season Total	%
Corner Balcony	672	\$ 10.00	\$ 6,720	8	\$ 53,760	6.9%
Center Balcony	2,232	\$ 12.50	\$ 27,900	8	\$ 223,200	28.8%
Lower Mezzanine	1,232	\$ 16.50	\$ 20,328	8	\$ 162,624	21.0%
Upper Mezzanine	843	\$ 18.50	\$ 15,596	8	\$ 124,764	16.1%
VIP/CTR	1,166	\$ 22.50	\$ 26,235	8	\$ 209,880	27.1%
TOTAL	6,145		\$ 96,779		\$ 774,228	100.0%
AVERAGE			\$ 15.75		\$ 15.75	
PRICE RANGE 2						
Corner Balcony	672	\$ 15.50	\$ 10,416	8	\$ 83,328	6.9%
Center Balcony	2,232	\$ 19.50	\$ 43,524	8	\$ 348,192	28.6%
Lower Mezzanine	1,232	\$ 29.50	\$ 36,344	8	\$ 290,752	23.9%
Upper Mezzanine	843	\$ 25.50	\$ 21,497	8	\$ 171,972	14.1%
VIP/CTR	1,166	\$ 34.50	\$ 40,227	8	\$ 321,816	26.5%
TOTAL	6,145		\$ 152,008		\$ 1,216,060	100.0%
AVERAGE			\$ 24.74		\$ 24.74	
PRICE RANGE 3						
Corner Balcony	672	\$ 19.50	\$ 13,104	8	\$ 104,832	6.9%
Center Balcony	2,232	\$ 24.50	\$ 54,684	8	\$ 437,472	28.7%
Lower Mezzanine	1,232	\$ 32.50	\$ 40,040	8	\$ 320,320	21.0%
Upper Mezzanine	843	\$ 36.50	\$ 30,770	8	\$ 246,156	16.2%
VIP/CTR	1,166	\$ 44.50	\$ 51,887	8	\$ 415,096	27.2%
TOTAL	6,145		\$ 190,485		\$ 1,523,876	100.0%
AVERAGE			\$ 31.00		\$ 31.00	

Appendix D

Mission Statement of arenafootball2 (af2) league

To serve our community with pride and passion as a quality example of individual and team excellence on the field, in the office, at the arena and within the community by consistently exceeding our customers' expectations by demonstrating the highest character, appreciation and respect for our game, customers, teammates and partners as a cost-effective and visionary organization providing a total entertainment experience.

Fans' Bill of Rights

In furtherance of our Mission Statement we, the players, coaches, officials, staff and owners of the Arena Football League are thankful to the Fans that we serve, appreciate their support and dedicate ourselves collectively to protecting their rights as the greatest sports and entertainment Fans in the world.

We believe that every Fan is entitled to a wholesome environment for guests and family members, free of violence, profane gestures and language or rude and invasive behavior that could in any way interfere with a first-class entertainment experience.

We believe that every Fan demands that we maintain absolute respect for the game of Arena Football and maintain the integrity of the finest of fair competition at all times.

We believe that every Fan deserves our very best effort on a consistent basis, on every play on the field, every action in the stands, every call to our office, and every involvement in our community.

We believe that every Fan is entitled to a total entertainment experience at an affordable cost for all members of the family from the time they arrive at the arena to the time they depart.

We believe that every Fan should receive the very best in competitive football, entertainment, merchandise, food, and beverage for their purchasing power.

We believe that every Fan is entitled to interact with and have access to players and coaches for autographs and conversation in recognition of their support at every game.

We believe that Fans are entitled to fast, accurate, and complete information about our players, coaches, league, games, and performance.

We believe that Fans expect the Arena Football League to be comprised of gentlemen and ladies who are examples and role models for youth, free of physical violence, drugs, alcohol, and gambling abuse.

We believe that Fans expect us to honor our country and to be involved in our communities to make contributions for a better, safer, and more positive place to live.

We believe that Fans should know that we are committed to serve and not to be served, to give and not just to take, and to inspire and encourage people to higher levels of personal and professional achievement, growth, maturity, a

Appendix E: Key Employee Biographies

Mr. David W. Weatherholt, MBA

President

FINANCIAL MANAGEMENT EXPERIENCE

Business Consultant Weatherholt & Associates, LLC.	2005 to Present
Director of Finance Anchorage Neighborhood Housing Services, Inc.	2004 to 2005
Fiscal Manager University of Alaska Anchorage, Business Services Department, Anchorage, Alaska	2003 to 2004
Financial Coordinator Anchorage School District, Student Nutrition Department, Anchorage, Alaska	1996 to 1999 and 2001 to 2003
Fiscal Manager Anchorage Police Department (APD), Anchorage, Alaska	1999 to 2001

EMPLOYMENT IN HIGHER EDUCATION

Adjunct Professor/Business Advisor
Alaska Pacific University, Anchorage, Alaska
 "AC 462 Advanced Cost and Managerial Accounting", Spring 2005
 "BA 204 Survey of Accounting", Fall 2005
American Russian Center, University of Alaska Anchorage
 "Successful Business Planning Western Approach", Magadan, Russia, January 2003
 Customer Service Seminar
 "Successful Business Planning Western Approach", Magadan, Russia, March 2002
 Guest lecturer at Northern International University, Finance Department
 "Successful Business Planning Western Approach", Yakutsk, Russia, October to November 1996
 "Western Economics", Yakutsk State University
 Course participants included entrepreneurs, business managers, and educators.
 Instructor 1996
American Institute of Banking, Alaska Chapter, Anchorage, Alaska
 Taught "Business Writing Skills", "Officer Calling Skills", and "Management Fundamentals" to supervisors and mid-level managers from major banks in Anchorage, including First National Bank of Anchorage, Key Bank, National Bank of Alaska, and Northrim Bank, fall 1995 and spring 1996.

ARTICLES

The Purpose, Content, and Legitimacy of a Damn Good Business Plan, Weatherholt D.W., 2005
The Nine Essential Personality Traits of a Business Plan Consultant Superhero, Weatherholt D.W., 2005
What is the internet?, Weatherholt D.W., 2005

EDUCATION

Master of Business Administration in Finance
 Bachelor of Arts, Marketing/Accounting
 Alaska Pacific University, Anchorage, Alaska
 Associate of Technical Arts, Professional Management
 Edmonds Community College, Lynnwood, Washington
 Associate of Arts, Graphic Reproduction Technology

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 The statements contained in it are made by Alaska Professional Sports, Inc. to its stakeholders.

Bellevue Community College, Bellevue, Washington

VOLUNTEER AFFILIATIONS

Mariner Point Homeowners Association Secretary/Treasurer, Anchorage, Alaska, 2004-Present

Anchorage Football Officials Association, VP Training, Anchorage, Alaska, 2005

Alaska State Handball Association, VP and Treasurer, Anchorage, Alaska, 1996 to 2004

Treasurer, Habitat for Humanity Board of Directors, Anchorage, Alaska, 2000 to 2001

Treasurer, Anchorage Council of Education Board of Directors, Anchorage, Alaska, 1997 to 1998

Treasurer, Gateway School Board of Directors, Anchorage, Alaska, 1996 to 1998

Ms. Denise Brown Robinson, BA

Vice President Marketing and Community Relations

For the last year she has built a successful consulting business in marketing and public relations, helping a number of key clients in Anchorage meet their goals in marketing, program management, and media relations. Prior to that, she served as an Account Executive at Alaska Public Telecommunications, Inc. (1999-2001), followed by the position of Marketing Director of the Anchorage Concert Association (2001–2005). She holds a BA in psychology from the University of Georgia, Athens.

Mr. Randy L. Magner, MS

Vice President Operations

He has worked as a high level physical fitness trainer and successful high school football coach. Randy has been named Alaska football coach of the year twice, received three Region III football coach of the year awards, and has been instrumental in the development of over 40 collegiate athletics. He holds a MS in Physical Education from Brigham Young University and a BS in biology from California State Polytechnic University.

Ms. Laura White-Ritchie, MBA

Director of Ticket Sales

She holds an Associate Degree in Computer Science (Charter College, Anchorage, AK, 1999), a BA in Organizational Management (Alaska Pacific University, 2001), an MBA (Alaska Pacific University, 2001), and is currently working on a PhD in Applied Management and Business Sciences (Walden University, Online). She has worked in Information Technology (training) and the Office of Admissions (Marketing Communications) at Alaska Pacific University (1999-2002). She also worked as the Marketing Communications Director for Gunderboom, Inc. (2002); Project Manager for Alaska Manufacturers' Association (2002-2003); adjunct Professor of Marketing at Alaska Pacific University and University of Alaska Anchorage (2003-present); Entrepreneurship Instructor at YWCA Anchorage (2004-2005), Women\$Finances, and currently as their Women's Business Center Director. Laura also owns and operates her own consulting company, Spin Theory, providing comprehensive services to clients through startup consulting, outsourced marketing, brand architecture, and strategic alignment (2001-present).

Mr. James Strong

Director of Advertising and Sponsorship Sales

Mr. Strong is extensive experience in the restaurant and theatre operations business. He has worked for the Bear Tooth Theatre Pub & Grills as a manager since 2004 and worked for the Moose's Tooth Pub & Pizzeria from 1998 until his transfer to the Bear Tooth. He is also currently working for UBS Financial Services as a portfolio analyst. H has a BBA in Finance, University of Alaska Anchorage.

Mr. John P. Neill

Director of Merchandise Sales

He retired from the position of Base Superintendent at Elmendorf Air Force Base, Alaska, where he managed budgets in excess of \$20 million, developing service plans, policies and procedures, as well as overseeing facility renovation and construction projects, and establishing production controls and standards of quality and quantity of services. Following his retirement from the Air Force, he took over as the Anchorage School District Director of Student Nutrition. His educational background is from the Community College of the Air Force in which he studied US Air Force formal leadership and management training.

Ms. Aneida Alexander, MS
Director Human Resources

She holds a BS in Business Management/Human Services (Wayland Baptist University, Plainview, TX, 1989), as well as an MS in Psychology (University of La Verne, La Verne, CA, 1993). With this educational background she has worked as an Investigative Social Worker for the State of Alaska, Department of Health & Social Services, Children & Youth Services (1997-1998 and 2000-2001); a substance abuse counselor for Alaska Human Services (1993-2000); a counselor in private practice (2001-present); and consulting/contract work in writing, editing, and accounting (2005-present).