



Utah Motorsports Park

BUSINESS PLAN

This road course, designed by world-renowned architect Alan Wilson, becomes the newest of 22 raceways in the western states. It fills a market void found not only in the state of Utah but from Phoenix Arizona north to the Canadian boarder, and from Denver Colorado westward to Reno Nevada.

The Utah Motorsports Park will serve moto-enthusiasts throughout this area, as well as those traversing this centrally located spot en route to other destination locations. Additionally clubs and associations commonly book such road courses for private use. Eleven such organizations with approximately 1,686 members, exist in Utah alone.

This \$1.5 million project is being built on 270 acres adjacent to Interstate XX on the southern expansion boarder of the High Hills area. Utah Motorsports Park is accepting and has already received some tentative reservations. Operations are slated to begin mid-summer 20XX.

This sample business plan was originally written by an SBDC client who attended an SBDC business planning course and received consulting. The plan was subsequently modified to protect proprietary information.

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John Doe

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Note to LENDERS, INVESTORS and OTHER REVIEWERS of this plan:

The motorsports industry is established and growing. If you are unfamiliar with the industry, its size and the potential in the Utah area, please take special note of the supporting documents provided in the appendix. These include lists of current organizations and clubs in Utah and nationwide, a letter of intent from the CEO of the National Auto Sports Association, etc.

If you have any questions about the industry, motorsports business management considerations, or contents of this plan do not hesitate to contact Mr. John Doe at (000) 000-0000.

SECTION I – Executive Summary

Today one of the fastest growing sectors of the motoring, or moto, industry is the *Track Day*. Automobile and motorcycle enthusiasts are taking to the nation's speedways and race tracks in ever increasing numbers to experience the full potential of their vehicles in a safe, controlled and dedicated environment.

The majority of these people are neither professional nor amateur racers. They are motoring enthusiasts (moto-enthusiasts) seeking the safety and controlled conditions offered by dedicated track venues. The performance capabilities of today's vehicles far exceed the safety and legal parameters of the nation's highways. Consequently people are seeking an appropriate environment to experience the full range of performance their vehicles offer. That environment is the track, whether an actual raceway (designed for commercial, spectator racing) or a closed circuit known as a track facility (designed for testing, practice and public use).

Track activities vary. The most common is the open track session where a set number of vehicles are allowed on the track in a non-racing environment. The session lasts 20 to 30 minutes at which time the vehicles exit the track and another group enters. These two groups alternate on and off the track throughout the day. Passing is allowed within a well defined set of rules. Motorcycle riding and automobile driving schools also operate in this manner adding instruction to the mix both on and off the track. Another activity, popular with car clubs, is auto cross, a competition involving a series of timed laps with one vehicle on the track at a time. These vehicles are usually unmodified and street legal, a Mustang or Camero for example. At the upper end of the spectrum is full head to head racing in everything from unmodified vehicles to those dedicated entirely to racing. Mazda Miata's, as an example of the latter, have become quite popular in the last few years for this kind of activity (see appendix A). Racing bodies such as the National Auto Sport Association and the Sports Car Club of America sponsor these types of events.

There are two kinds of track configurations. The most common is the *oval*, and as the name implies they are oval in shape. They can be dirt or paved and the vehicles travel around the oval always turning in the same direction, usually left. The Indy 500 and the Daytona 500 are popular races held each year on oval tracks. Rocky Mountain Raceway outside Salt Lake City is an example of an oval track. The second track configuration is called a *road course*. These tracks have 10 to 20 left and right turns just like any road might have. Grand Prix racing is the most common racing held on these circuits. (see appendix B)

Utah Motorsports Park will be an asphalt road course track facility for several reasons. First, it is by far the most popular configuration for track day users. Second, the Salt Lake City area, or Wasatch Front is the only major metropolitan area in the 11 western states without a road course track. Finally, raceways are very difficult to make profitable in the first 5 years. Track facilities can grow into raceways if the demand develops. Mazda Raceway Laguna Seca in Monterey California is one example.

Market analysis and financial projections are based on original research conducted by networking with the various sectors of the Utah moto industry and with other tracks in the 11 western states.

SECTION II – Mission, Goals and Objectives

A. General Description

This project is an asphalt track facility for standard automobiles and motorcycles. The track will be a road course (having 10 to 12 turns), rather than an oval. It will be approximately 2 miles long and 36 feet wide and occupy about 200 acres. This will not be a raceway, but a track facility for public use, like a public golf course. The object is to provide an opportunity for motorsport enthusiasts to drive their cars (Corvette, Porsche, Mustang etc.) and ride their motorcycles (sportbikes) in a dedicated environment free of the hazards of oncoming traffic, pedestrians, speeding tickets etc.

A patron's vehicle can be street legal or a dedicated track vehicle. Upon arrival the vehicle is inspected for mechanical integrity according to an established criteria. The patron must have a minimum level of training and the appropriate safety gear. On site training will be provided for an additional fee. Over time, safety gear and eventually vehicles will be available for rent. Basic onsite amenities such as snacks, restrooms and showers will be available.

For the most part this will be a seasonal operation roughly opposite of the snow ski season. We will be open daily from May 1st thru October 31st from 7 a.m. to one half hour before sunset. The remainder of the year we will be open depending upon the weather.

B. Mission Statement

Our purpose is to provide a safe and appropriate environment for moto enthusiasts to enjoy the full potential of their sport, an opportunity the nation's roads and highways were never designed to accommodate. When track time is available, drivers and riders are less apt to exceed highway safety standards in pursuit of their sport.

C. Goals & Objectives

1. First Year

In the first season the objective will be to ensure every motorsport enthusiast in the region (Utah and the adjoining states) knows the track is available and open daily for business. Moto Clubs and Associations will be targeted specifically. Fuel will be available for those who run low. We will provide a small convenience store with snacks, drinks etc.

2. Years Two and Three

By the end of the third season the objective will be to ensure every moto sport enthusiast in the 11 western states knows the track is open. Also to have safety gear and repair tools for rent. We will want a small dirt bike track available for ages 15 and under to provide a more family oriented experience. We will expand the modest store to include moto gifts, apparel and accessories. Finally, official sponsorships from recognized moto companies will be sought to add some additional revenue, but more importantly to impart gravitas.

3. By Year Five

By the end of the fifth year the objective will be to provide a top flight moto sport experience. We will have vehicles for rent. The store will become a full scale pro shop. Pro racers will be available periodically to conduct classes and clinics. We will add a small asphalt track for children and youth utilizing go-carts and Pocket Bikes (the go-cart version of sportbikes) to capitalize on the growing trend of family oriented outings.

Drag racing facilities will not be planned unless Rocky Mountain Raceway closes. They adequately service the drag racing community in this area.

SECTION III – Business/Industry Profile

A. The Industry

1. Background Industry Information

Raceways throughout the country have traditionally been used by local, regional and national racing organizations to hold races. Roughly 20 years ago moto enthusiasts from the general public, as opposed to racers, began renting these facilities to enjoy the thrill of race-like conditions without actually participating in official races. During this formative stage of the “Track Day” industry participants also began using their own street legal vehicles rather than costly race spec vehicles. Posted raceway schedules reveal that today the Track Day industry generates as much and often more revenue for a facility than actual public spectator oriented racing events (see appendix C). As the Track Manager for Mazda Raceway Laguna Seca said to me, “We could rent this track out every day of the year to track day organizations if we wanted to.” (Interview 9/03)

2. Current and Future Trends

The track day industry is currently serviced by track day organizations, clubs and schools who rent track time at raceways around the country (see appendices D & E). Consequently their availability is limited because they compete amongst themselves for track time as well as against the raceways’ professional racing and practice schedules. We are now in the expansion stage of a new recreational industry, much like the snow skiing industry 35 years ago. Over the past 5 years the track day industry has been climbing rapidly. Several auto and motorcycle track day organizations were created with the opening of Las Vegas Motor Speedway, organizations based solely at that raceway. The major moto publications have gone from mentioning track days briefly in articles to creating dedicated monthly features, such as Motorcyclist Magazine’s “Track Time,” to cover the growing industry. According to Motorcyclist Magazine (12/01), the number one improvement in the sport of motorcycling over the past 10 years was tire development. Number two was the increased availability of track days. One of the largest motorcycle track day organizations, Fastrack Riders based in So. California, had 30 track days scheduled in 20XX. They are scheduling 50 days for 20XX, a 66% increase (Motorcyclist 8/03). Mazda Miata racing is one of the fastest-growing categories among amateur clubs according to MSNBC. It has gone from 0 to 700 cars in the last 5 years (see appendix A). The industry is currently operating on limited track time at the nation’s raceways which are now operating at peak capacity. The only avenue open for growth is the creation of public track facilities such as Utah Motorsports Park.

3. Background of the Business

This project began as a result of my growing tired of driving out of state to enjoy a track day. As the map on the follow page illustrates, the Wasatch Front is the only major metro area in the 11 western states without a road course of any kind, either raceway or track facility. The previous attempt 2 years ago to build one ended in failure for two reasons. First, they attempted to build a full scale raceway with grand stands, concessions, etc. Second, they partnered with Tooele County who backed out of the deal at the last minute. Utah Motorsports Park will begin as a budget project that can grow as the need grows rather than overbuilding and then attempting to grow a need to fit it. It will be entirely private without the constraints and difficulties inherent with direct municipality oversight. It will be the only facility in the area and will immediately service an existing need.

SECTION IV – Organizational Matters

A. Business Structure, Management and Personnel

1. Business Structure

Utah Motorsports Park will be an Limited Liability Company for liability protection and yet allow me, John Doe, the only shareholder, to exercise the control necessary to make the business succeed. There are no industry specific licenses or taxes, however the registration and taxes (income, property, sales, etc) generally incurred by LLC's will apply. Juab County will issue a conditional use permit for the project.

2. Management

I, John Doe, am the management of Utah Motorsports Park. I have successfully managed my own woodwright business for the past 8 years during which time it has seen steady growth. I have started the motorsports park project because I am one of the moto enthusiasts in this area of the country experiencing a need for such a park. I have the small business skills necessary as demonstrated by my current business and the industry specific insight from many years of pursuing motor sports.

3. Personnel

After much consultation with other track owners in the 11 western states, I have determined that, in addition to myself as the Track Manager, the park will require one full time employee the first year, a Track Assistant. This person will need good verbal and personal communication skills, and business computing skills including a proficient use of the Internet. The assistant must have a good working knowledge of automobiles and motorcycles however he/she need not be a mechanic. In today's job market finding a qualified person from the local moto community should not prove difficult. The salaried position will pay \$24k a year. Auxiliary personnel, other basically skilled part time workers, may be necessary on an as needed basis. These personnel can be procured through the state employment office.

4. Outside Services/Advisors

There is a wealth of knowledge within the various motorcycle and automobile clubs regarding track day operations. Without exception experienced members of each have made themselves available for consultation on a continuing basis from this project's inception (see Appendix F). All of them will host their own club events as well as consult with me regarding track operations and procedures. I have also been networking with other track facilities in the 11 western states and they have proven to be most valuable (see Map previous page). I will outsource one aspect of the business (beyond the standard services like legal and accounting), the driving and riding school. There are many qualified instructors within the region willing to operate this portion of the business as independent contractors much like ski resorts do with their ski schools.

5. Risk Management

The first question out of everyone's mouth when presented with this project is, "How do you insure something like this?" There are insurance companies who specialize in this area. I have quotes from 2 of them and they are reflected in the Projected Cash Flow Statement. Basically they insure the facility (general liability) like any other business operation and then additional riders cover the various track activities. Some basic risk management procedures will be

established for these activities such as operator safety gear (helmets, boots, etc.), vehicle inspections (good tires, no fluid leaks etc.), and track rules (no inside passing, limiting the number of vehicles on the track at a given time, etc.)

B. Operating Controls

1. Record-Keeping Functions

I as owner/manager will be in charge of all financial operations at the facility. My track assistant will be authorized to handle onsite sales, website updates and bank deposits when necessary. However he/she will not have extended periods of responsibility over these areas. I will maintain sole control of the book keeping and account reconciliation. Auxiliary personnel may be authorized to handle onsite sales but only after specific training and only under direct supervision of either myself or the track assistant.

2. Other Operations Controls

When the facility is rented to a second party I will be responsible for insuring they are qualified to operate the track in the prescribed manner for their specific activity. If they are not qualified then I, my track assistant or both of us will take charge. When Utah Motorsports Park itself is operating the facility I, my track assistant or both of us will take charge of the activities. We will implement controls such as vehicle inspections, safety gear inspections, operator qualifications, etc. Auxiliary personnel will not be entrusted with these responsibilities unless specifically trained and then only under the supervision of myself or the track assistant. Above all else, the proper insurance policies will be verified.

SECTION V – The Marketing Plan

A. The Products/Services

1. Products/Services Description

As a track facility we operate much like a ski resort. The patron arrives with the proper equipment and we provide the necessary infrastructure to make the sport possible. Of course the largest and most important element is the asphalt track itself. We offer people the opportunity to ride and drive their machines at full capacity, the way such machines were designed to operate, in an appropriate and monitored environment; no oncoming traffic, no pedestrians, no speeding tickets. We will feature a small convenience type store offering snacks, drinks, earplugs, etc. Finally, showers will be available since track activities can work up quite a sweat.

2. Features/Benefits

For a raceway, track days are simply a way to fill in otherwise vacant days in their commercial racing schedule throughout the year. This arrangement is in the midst of change as track days become increasingly popular. One of our benefits will be daily availability. We'll be one of the few facilities in the country designed exclusively to serve the public on a daily basis. Because track day organizations who rent track time are limited in the number of days available to them they only offer "full day passes." Our second major benefit over the competition will be hourly rates. If someone gets the afternoon off work they can arrive mid day and ride or drive for the few hours they have available as opposed to planning months in advance to take an entire day. This also serves those on tour or traveling. As they pass through the area they can enjoy our facility for the amount of time they have available without the need for extensive planning. Our third feature is location. There is no road course raceway, much less a track

facility, available to serve the intermountain region. The closest tracks (and all with limited availability) are in Las Vegas NV, Reno NV, Denver CO, and Albuquerque NM. There are none in Utah, Wyoming or Idaho. We also have the advantage of being located in the center of the 11 western states. Finally, as a track facility we do not have all the overhead associated with a full scale raceway.

3. Life Cycles/Seasonality

While not entirely seasonal the heart of operations will occur from May 1st thru October 31st. The remainder of the year will depend upon daily weather conditions. This will curtail much of the winter months, but the spring and fall months will see almost as much opportunity as the regular season. This is based upon track operations of facilities in the Denver, CO area which experience winter conditions similar to the Wasatch Front.

4. Products/Services Growth Description

Our first phase of additions will include equipment rentals such as helmets, gloves, boots and leather suits. Also repair tool rentals for minor mechanical work. Next will be on site fuel sales. The second phase will see the small store expand into a full pro shop. Short term vehicle storage will become available. Finally a small dirt track for children and youth to capitalize on the growing trend of family oriented outings. The third phase will see the addition of vehicle rentals for the full size track, both cars and motorcycles. We will seek official sponsorship from manufacturers to offset capital expenditures. The youth dirt track will be supplemented with a small asphalt track for go-carts and Pocket Bikes (the go-cart version of sportbikes) to further round out the family experience.

B. Market Analysis

1. Customer Analysis, The Moto Community

a. Extensive primary research reveals this region, being under-served, comes with an initial customer base, the existing moto enthusiast community who already buy track time at facilities out of state. Over 90% of the reason for this out of state purchase is due to no facility here in Utah. The other 10% will remain out of state since those purchases have to do with specific events they wish to attend, like the annual Ducati rally held in Las Vegas. This primary market is already primed and ready to buy time on our track. These are clubs and organizations that already buy track time at facilities out of state (see Appendix F). The secondary market consists of riders and drivers who have not yet considered the opportunity of track day use. This group will be targeted with the aid of an outside marketing firm. In general the customer base breaks down into the following:

b. The Individual Track Day Enthusiast is generally male, age 22-55, with an average income of \$65,000 per annum. They often budget a certain amount of money each year to enjoy their sport since the current industry relies so heavily upon advanced scheduling. These people make a conscious decision to save their aggressive driving and riding for the track rather than using public highways.

c. Moto Clubs and Associations are groups of enthusiasts who schedule events throughout the year for their members. In the Utah region they go to great lengths to schedule track time out of state. They do not schedule as much track time as they would like because of the excessive travel costs.

d. Racing Bodies (often, but not always part of a larger Moto Club) in the Utah region are operating at diminished capacity because of the lack of facilities. They set up courses with orange cones at parking lots like the E-Center and abandoned airfields like the one in Wendover. Their membership numbers suffer as compared with other regions because of the lack of dedicated facilities.

e. The Racing Enthusiast is a track user who requires even more track time than the average track day enthusiast since they can in no way satisfy their needs and desires on public highways. They require "Test and Tune" time outside of the events sponsored by their respective Racing Bodies in order to remain competitive.

2. Customer Analysis, The Moto Industry

a. Moto Dealerships sponsor demo days at track facilities where they invite potential customers to test drive and test ride their products. Currently these events are held at tracks out of state and the cost prevents the dealerships from holding as many events as they would like.

b. Product Testing is conducted at track facilities by companies who produce moto gear and equipment, such as tire companies, after market component companies, etc. Vehicle manufacturers also use tracks for testing, but, more importantly to role out a vehicle for the moto press in the form of a track day utilizing the new product. The Salt Lake City area is one of the largest convention markets in the United States with the potential for drawing these moto industry customers.

3. Competitive Analysis

a. Direct Competitors: There is **no** direct competition in the Utah region. Every customer described above travels extensively and at great cost to utilize tracks in Colorado, Nevada, Arizona and California. Utah Motorsports Park's greatest advantage over the competition is location, location, location. I have had a great deal of cooperation from several of these "competitors." They view our project as a boost to the industry. In our transient society the customer I create today is my "competitor's" customer when he/she relocates.

b. Indirect Competitors: While Utah Motorsports Park will compete with many other businesses in the recreational industry for a customer's recreational dollar (boating, snow skiing, etc.), that will be an issue for our secondary marketing

Utah Clubs or Associations		
Club or Association	Members	Days per year
Utah British Bike Club	75	3
BMW Car Club of America	290	3
Corvette Club of Utah	300	4
Sports Car Club of America	100	2
Park City Motorcycle Club	140	2
NSX Owners Group	50	2
Intermountain Vintage Racing	160	9
National Auto Sport Association	61	10
Utah Sport Bike Association	150	9
Utah Ferrari Owners Club	60	2
Porsche Club of America	300	5

See also Appendix F

strategy. Currently there is an existing under-served market waiting for a track facility in this area and that customer base will require our immediate attention.

4. General Market Potential

a. Current Trade Area: The trade area falls into three sub areas. 1st, the local area which is the entire state of Utah (2.2 mil), southeast Idaho (339.1k), southwest Wyoming (77.8k) and northwest Nevada (54.1k) totaling 2,671,000 people according to the 2000 census. This is the immediate population without any asphalt road course available to them. The second area is the region, which includes the local area plus western Colorado, western Wyoming, southern Idaho and northern Nevada for an additional 1,689,000. This population is roughly equidistant from our facility and other competing facilities. The region totals 4,360,000. The final area is the 11 western states with a total population of 61.4 million people of which 57 million live closer to a competing track facility than to Utah Motorsports Park.

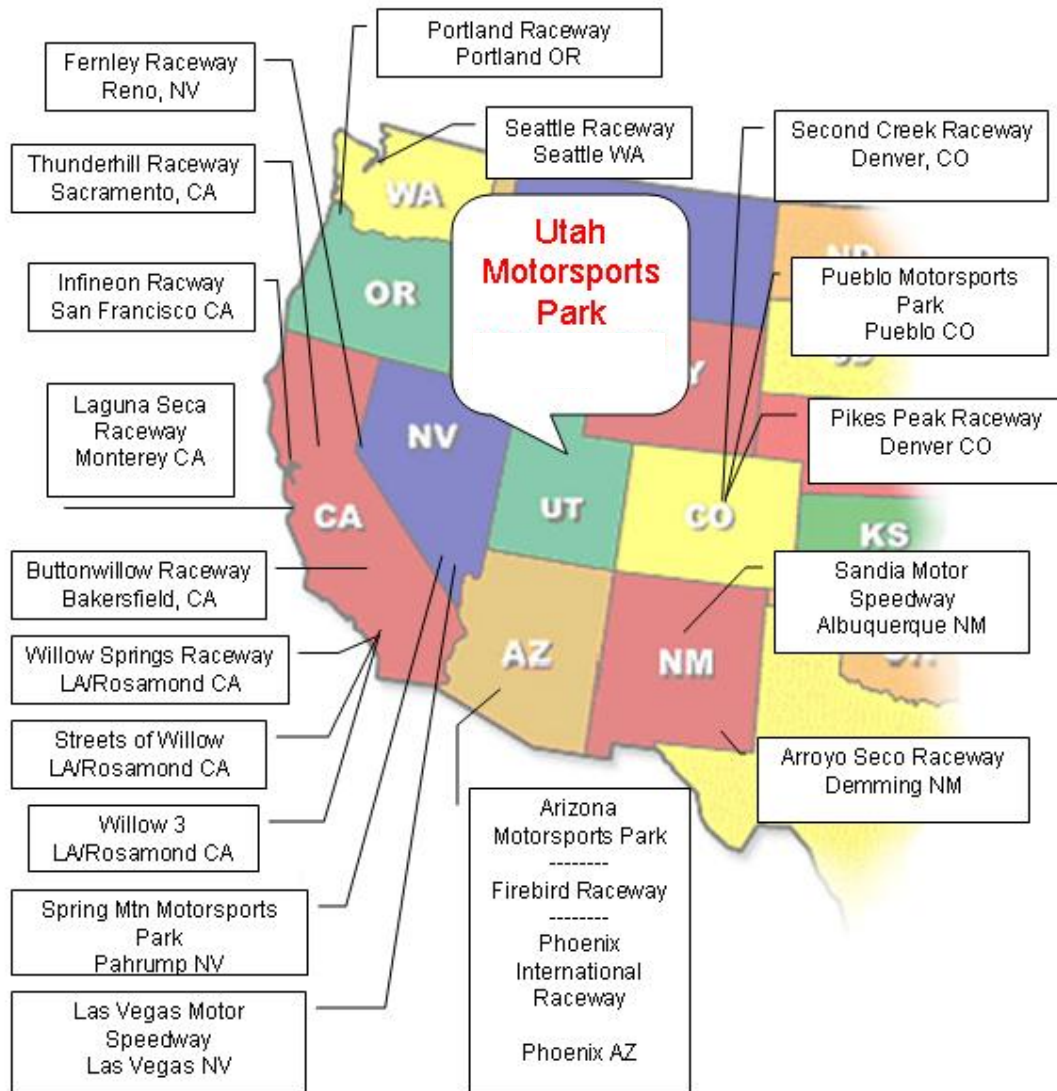
b. Market Size and Trends: The following is a list of base populations by geographic area and the number of tracks currently serving them.

- New Mexico: 2 tracks serving 2 million
- Colorado: 3 tracks serving 4 million
- Oregon/Washington: 2 tracks serving 9.3 million
- Arizona: 3 tracks serving 5.1 million
- California/So. Nevada: 9 tracks serving 35.3 million
- Total: 18 tracks serving 55.7 million
- Average: 1 track serving 3.1 million

Fastrack Riders, one of the leading track day organizations in the west offered 30 days in 20XX at various tracks around the country. For 20XX they are scheduling 50, a 66% increase in one year. Nesba.com, another leading track day organization had 87 days in 20XX throughout the northeast and midwest. They plan to expand into the southeast and California over the next 5 years.

c. Market Potential: Our biggest advantage and thus our real potential lies in the fact that no road course facility is available in this area as defined above. That's a base population of 2.67 million. Our second great advantage is our format, a facility oriented toward the motoring public. Third, everyone currently enjoying the sport by traveling to facilities out of state will increase their track usage because a facility will now be immediately available.

Tracks in the 11 Western States



5. The Primary or Existing Under-Served Market

a. Existing Moto Enthusiast Base: A track day community over 1200 strong already exists in this region. These individuals average 3 track days per season (April thru November) for a total of \$210,000 in potential revenues (based on Appendix F). Their track attendance is below the industry average because they travel so far. Many of these people belong to clubs and associations which also

host events out of state, again below the average due to travel costs. For example, the National Auto Sport Association, which has 61 members in Utah but no organized chapter, would like to reserve 5 weekends during our first season (see Appendix G)

b. Existing Moto Industry Base: Like the base of individuals mentioned above, a base of moto industry users also exists in this area. These businesses rent facilities out of state for various promotional events. The Ducati motorcycle dealership, Salt Lake Motor Sports, already hosts 5 events a year down in Nevada. Their events will switch to Utah Motorsports Park and, according to management, the number of events will increase because UMP is so much closer.

"... this is one area of the country that really could use a road racing facility."

"We currently have 61 active members in Utah, ... they are used to driving to events in Arizona, Nevada, and California."

"...I would like to request a total of five weekends in 2004. I would expect to request seven weekends in 2005."

"We also have a NASA Sport Bike program as well. That might lead [to a number of weekend requests]."

**Name Withheld
Title Withheld
National Auto Sport Association**

See Appendix G for copy of letter

c. Growth Potential: This existing customer base is operating at a diminished capacity because of the travel costs involved with out of state track use. There is every reason to believe their use will increase once they have a facility readily available. The National Auto Sport Association has 61 members in Utah even without an official chapter. Once a facility is available they will establish a chapter and begin actively recruiting.

6. The Secondary Market

In both 5.a. and 5.b. above exists an enormous growth potential. Many automobile drivers and motorcycle riders are indeed moto enthusiasts who have not been introduced to the track day concept. Many dealerships, component companies, and accessories companies have not been introduced to the marketing advantages track sponsored events can offer. We will launch a marketing campaign to target these individuals and businesses. Our efforts in this regard combined with those of various clubs like the National Auto Sport Association should insure a steady growth pattern over the next 5 years. After that time growth will slow to a rate tied to the base population growth rate, which for Utah was 29.6% from 1990 to 2000 according to the 2000 Census (see Appendix H).

C. Marketing Strategies

1. Location

The facility will be located on a 320 acre site about three miles south of Smallville, UT (about 80 miles south of downtown High Hills). This is on the southern growth border of the area known as the Wasatch Front. The site will

cost \$660 an acre. Just 15 miles north, toward the Wasatch Front, comparable property is selling for \$4500 an acre. The location allows us to draw on this heavy (and expanding) population density without being in conflict with the population density itself. The site is within a larger area that The Juab County Planning Commission seeks to designate as a commercial/industrial district. This will insure the projects longevity as the Wasatch Front continues to expand southward. The Juab County Plan specifically targets tourism based economic growth from the Wasatch Front. The property is on I-15 and easily seen from the freeway while driving in either direction. Our business signage will be on the freeway explaining the activity the passing motorists can clearly see from the freeway itself.

2. Price/Quality Relationship

Initially our prices can be slightly higher than the out of state competition because the customer will be saving so much money in time and travel expenses. Obviously the object is not to eat up everything they are saving. They are willing to pay a little more at the gate, yet they must not feel like we are taking advantage of them. This will also serve to solidify our market by allowing us to keep our prices level during the industry's next round of price increases.

3. Promotional Strategies

a. Packaging: Our goal will be professionalism, specifically on two levels. First, track operations will be of the highest caliber particularly regarding safety. On-track antics will not be tolerated and result in immediate expulsion. Second, we will focus on the skills one can acquire through regular track attendance and how those skills translate to better and safer vehicle operation on the highway. This will serve to promote our overall image of a sport that is in fact safe, fun and practical.

b. Public Relations: We will make the facility available gratis to local law enforcement on a regular basis for driver training. This will be incorporated into our advertising efforts. If law enforcement can improve their skills so can the citizen. The fact that drivers and riders who attend track days regularly are less likely to exceed highway safety standards will be emphasized at every opportunity. Many automobiles and motorcycles are designed for high performance operation as numerous television ads will attest. The track is the only appropriate venue for such operations.

c. Advertising: Advertising efforts will be aimed at three areas. First, accessing the existing underserved market has already happened. Direct contacts have already been made as indicated by the letter of intent from the National Auto Sport Association (see Appendix G). These types of groups have their own recruiting mechanisms in place and we will seek to interface with and assist them in their efforts. Second, we will hire an outside marketing firm to target potential customers who are not disposed toward clubs and organizations. The initial marketing strategy will involve promos through local dealerships, radio advertising, and moto magazine print advertising. Finally, again with the aid of the outside marketing firm, we will target sections of the moto industry itself such as dealership demo days and parts & accessories testing.

d. Location, location, location. The facility will be located **on** I-15 and in plain view while driving either direction since the property slopes down toward the freeway. Everyone from Pocatello Idaho to St. George Utah will know it exists within 3 months of opening. The latest UDOT statistics indicate 10 million

vehicles pass by the Smallville area on I-15 each year. We will have a billboard size sign on the property bordering the freeway to advertise our facility

e. Website: The domain name Utah Motorsports Park has been reserved. A sophisticated site capable of online scheduling and payment can be up and running inside six weeks. All customers will be asked how they found Utah Motorsports Park to assess the success of our various marketing strategies.

SECTION VI – The Financial Plan

A. Summary of Financial Needs

Utah Motorsports Park will start from the ground up, literally. The land, while currently optioned must be purchased. A 1,200 square foot multipurpose building will be built along with a separate structure for restrooms and showers. These are the only structures planned at this stage.

The most expensive item will be the track itself. Next will be the paving of the 1 mile dirt road from highway 28 to the property. Power can be supplied easily from lines running through the east end of the property. The largest piece of equipment to be purchased will be a tractor, followed by a towed power sweeper. My 4x4 truck will be sufficient to pull it around the track.

Enough operating capital will be necessary to cover the first month of operations. Operating capital for the succeeding two months should be on hand, however the current underserved market should provide the necessary sales.

I am seeking an SBA 504 loan with a 10% infusion on my part.

B. Financial Statements

Pro-forma financial statements are contained on the pages that follow. For a disbursement of funds please see the Start-Up column.

Start-up Fund Disbursement and First Year Cash Flow Statement

	Disbursement of	PROJECTED CASH FLOW STATEMENT 2004						
	Funds (startup)	Jun	Jul	Aug	Sept	Oct	Nov	Dec
(A) BEGINNING CASH BALANCE	\$1,350,000	\$685	\$6,775	\$23,565	\$54,995	\$73,545	\$85,775	\$82,555
(B) CASH IN FROM OPERATIONS	0	21,640	32,460	47,190	34,280	27,990	12,390	3,570
Track Rentals, All		20,000	30,000	43,500	31,000	24,300	10,750	2,750
Other		1,640	2,460	3,690	3,280	3,690	1,640	820
(C) OPERATING CASH OUT	1,499,315	6,150	6,270	6,360	6,330	6,360	6,210	6,150
(c1) Variable Expenses	2,000	185	305	395	365	395	245	185
Snack/Drink Inventory	1,000	60	180	270	240	270	120	60
Fuel	800	100	100	100	100	100	100	100
Office Supplies	200	25	25	25	25	25	25	25
Direct Labor								
(c2) Operating Expenses	1,497,315	5,965	5,965	5,965	5,965	5,965	5,965	5,965
1. Payroll	9,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
a. Owner Salary	9,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
b. Employees		2,000	2,000	2,000	2,000	2,000	2,000	2,000
2. Marketing	55,715	30	30	30	30	30	30	30
a. Radio Ads	12,000							
b. Magazine Ads	6,500							
c. Photography	615							
d. Website	8,900	30	30	30	30	30	30	30
e. Brochure/Poster	700							
f. Billboard/Sign	22,000							
g. Marketing firm	5,000							
3. Financial Services	0							
a. Credit Card Fees								
b. Banking Fees								
4. Professional Fees	10,100	200	200	200	200	200	200	200
a. Legal	10,000	100	100	100	100	100	100	100
b. Accounting	100	100	100	100	100	100	100	100
5. Insurance Premium	9,000							
6. Utilities	55,000	295	295	295	295	295	295	295
a. Telephone	500	225	225	225	225	225	225	225
b. Electricity	9,500	70	70	70	70	70	70	70
c. Water	42,000							
d. Septic	3,000							
7. Taxes	900	1,240	1,240	1,240	1,240	1,240	1,240	1,240
a. Property	900	900	900	900	900	900	900	900
b. Payroll		340	340	340	340	340	340	340
8. Equipment	40,450							
a. Power Sweeper	11,200							
b. Pressure Washer	400							
c. Refrigerator	1,000							
d. Computer	1,600							
e. Radios	200							
f. TV/VCR	400							
g. Fuel Drum	650							
h. Tractor	25,000							
9. Track (see next page for Track Expense Detail)	1,223,000							
10. Facilities (see next page for Facilities Expense Detail)	89,150							
11. Misc.	5,000	200	200	200	200	200	200	200
(D) Net Operating Cash (B-C)	-1,499,315	15,490	26,190	40,830	27,950	21,630	6,180	(2,580)
(E) CASH FROM INVESTMENTS								
(e1) Other Cash In	150,000							
1. Investments in Business	150,000							
(e2) Other Cash Out	0	9,400	9,400	9,400	9,400	9,400	9,400	9,400
1. Capital Purchases								
2. Loan Payments		9,400	9,400	9,400	9,400	9,400	9,400	9,400
(F) Net Other Cash (e1 - e2)	150,000	(9,400)	(9,400)	(9,400)	(9,400)	(9,400)	(9,400)	(9,400)
(G) Net Monthly Cash (D + F)	-1,349,315	6,090	16,790	31,430	18,550	12,230	(3,220)	(11,980)
(H) Ending Cash Balance (A + G)	\$685	\$6,775	\$23,565	\$54,995	\$73,545	\$85,775	\$82,555	\$70,575

Addendum to disbursement of funds

In addition to the first column (disbursement of funds at start-up) of the preceding pro-forma cash flow chart, the following details expenses for design and construction of the actual track and facilities.

a. Land	\$210,000
b. Track Itself	\$625,000
c. Fence Perimeter	\$28,000
d. Designer	\$60,000
e. Pave the road	\$300,000
Track total	\$1,223,000
Facilities Expense Detail	
a. Main Building	\$30,000
b. Swamp Cooler	\$300
d. Drinking Fountain	\$400
e. Cabinetry	\$3,000
f. Chairs(25)/Whiteboard	\$450
g. Restrooms	\$55,000
Facilities total	\$89,150

Utah Motorsports Park

Projected Cash Flow for Year Two and Year Three

PROJECTED CASH FLOW YEAR TWO, 2005		PROJECTED CASH FLOW YEAR THREE, 2006	
(A) BEGINNING CASH BALANCE	\$70,575	(A) BEGINNING CASH BALANCE	\$144,195
(B) CASH IN FROM OPERATIONS	312,940	(B) CASH IN FROM OPERATIONS	344,234
Track Rentals, All	277,800	Track Rentals, All	305,580
Other	35,140	Other	38,654
(C) OPERATING CASH OUT	126,520	(C) OPERATING CASH OUT	124,233
(c1) Variable Expenses	2,700	(c1) Variable Expenses	2,970
Snack/Drink Inventory	1,200	Snack/Drink Inventory	1,320
Fuel	1,200	Fuel \$1.75 a Gallon	1,320
Office Supplies	300	Office Supplies	330
Direct Labor		Direct Labor	
(c2) Operating Expenses	123,820	(c2) Operating Expenses	121,263
1. Payroll	48,000	1. Payroll	50,400
a. Owner Salary	24,000	a. Owner Salary	25,200
b. Employees	24,000	b. Employees	25,200
2. Marketing	19,300	2. Marketing	12,426
a. Radio Ads	8,000	a. Radio Ads	6,000
b. Magazine Ads	4,800	b. Magazine Ads	4,896
c. Photography	400	c. Photography	408
d. Website	600	d. Website	612
e. Brochure/Poster	500	e. Brochure/Poster	510
f. Billboard/Sign		f. Billboard/Sign	
g. Marketing firm	5,000	g. Marketing firm	
3. Financial Services	0	3. Financial Services	0
a. Credit Card Fees		a. Credit Card Fees	
b. Banking Fees		b. Banking Fees	
4. Professional Fees	2,400	4. Professional Fees	2,448
a. Legal	1,200	a. Legal	1,224
b. Accounting	1,200	b. Accounting	1,224
5. Insurance Premium	11,000	5. Insurance Premium	12,100
6. Utilities	3,540	6. Utilities	3,611
a. Telephone	2,700	a. Telephone	2,754
b. Electricity	840	b. Electricity	857
7. Taxes	14,880	7. Taxes	15,084
a. Property	10,800	a. Property	10,800
b. Payroll	4,080	b. Payroll	4,284
8. Equipment Fuel & Maint.	5,200	8. Equipment Fuel & Maint.	5,304
9. Track Maintenance	12,000	9. Track Maintenance	12,240
10. Facilities Maintenance	5,000	10. Facilities Maintenance	5,100
11. Misc.	2,500	11. Misc.	2,550
(D) Net Operating Cash (B-C)	186,420	(D) Net Operating Cash (B-C)	220,001
(E) CASH FROM INVESTMENTS		(E) CASH FROM INVESTMENTS	
(e1) Other Cash In	0	(e1) Other Cash In	0
1. Investments in Business	0	1. Investments in Business	0
2. Loan Proceeds	0	2. Loan Proceeds	0
Total Other Cash In	0	Total Other Cash In	0
(e2) Other Cash Out	(112,800)	(e2) Other Cash Out	(112,800)
1. Capital Purchases	0	1. Capital Purchases	0
2. Loan Payments	112,800	2. Loan Principal Payments	112,800
Total Other Cash Out	(112,800)	Total Other Cash Out	(112,800)
(F) Net Other Cash (e1 - e2)	(112,800)	(F) Net Other Cash (e1 - e2)	(112,800)
(G) Net Monthly Cash (D + F)	73,620	(G) Net Monthly Cash (D + F)	107,201
(H) Ending Cash Balance (A + G)	\$144,195	(H) Ending Cash Balance (A + G)	\$251,396

Utah Motorsports Park

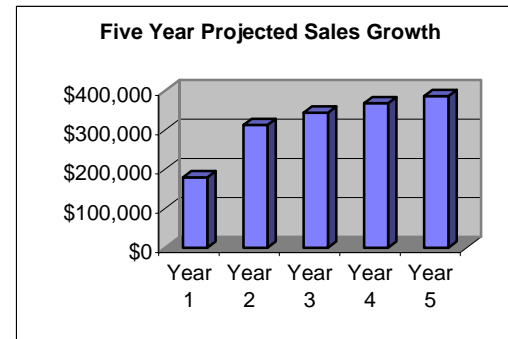
Sales Projections

								# of wkends	Gross Net Income per Weekend												
March-November		9 months x 30.5 days /month =				274.5	Div by 7=	39.2	Total Net	Misc	Rental	Net 50 pay	40% Riders	100% Usage	40% Usage	Supervisor	Flat Rate	Flat Rate	Flat Rate	Ave Value	
		9 months x 30.5 days /month =				274.5	-Weekends=	196.1	Average	Average		Incl Guests	AdminChg	Net MrkUp	Net MrkUp	Net MrkUp	Vendor	Vendor	Vendor	NetMrkUp	
YR 1								\$60	\$100		\$5	\$150	\$50				\$100	\$100	\$100		
		Weekend		Weekday		Total															
		Days Avail	Fees	Income	Days Avail	Fees	Income	Income/Mo.	Snacks	Equip	Landline	Gate Fees	Insurance	Ambulance	EMS	Labor	Tires	Gas	Food	Repairs	
Jan	0	500	0	0	350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Feb	0	500	0	0	350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Mar	0	1,000	0	0	450	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Apr	0	1,500	0	0	600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
May	0	2,000	0	0	750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Jun	4	2,500	10,000	10	1,000	10,000	20,000	120	200	0	500	120	100	0	0	200	200	200	0	0	
Jul	6	2,500	15,000	15	1,000	15,000	30,000	180	300	0	750	180	150	0	0	300	300	300	0	0	
Aug	9	2,500	22,500	21	1,000	21,000	43,500	270	450	0	1125	270	225	0	0	450	450	450	0	0	
Sep	8	2,000	16,000	20	750	15,000	31,000	240	400	0	1000	240	200	0	0	400	400	400	0	0	
Oct	9	1,500	13,500	18	600	10,800	24,300	270	450	0	1125	270	225	0	0	450	450	450	0	0	
Nov	4	1,000	4,000	15	450	6,750	10,750	120	200	0	500	120	100	0	0	200	200	200	0	0	
Dec	2	500	1,000	5	350	1,750	2,750	60	100	0	250	60	50	0	0	100	100	100	0	0	
	42	0	\$82,000	104		\$80,300	\$162,300	\$1,260	\$2,100	\$0	\$5,250	\$1,260	\$1,050	\$0	\$0	\$2,100	\$2,100	\$2,100	\$0	\$0	
YR 2																					
Jan	2	500	1,000	5	350	1,750	2,750	60	100	0	250	60	50	0	0	100	100	100	0	0	
Feb	2	500	1,000	5	350	1,750	2,750	60	100	0	250	180	50	0	0	100	100	100	0	0	
Mar	6	1,000	6,000	15	450	6,750	12,750	180	300	0	750	270	150	0	0	300	300	300	0	0	
Apr	9	1,500	13,500	20	600	12,000	25,500	270	450	0	1125	270	225	0	0	450	450	450	0	0	
May	9	2,000	18,000	21	750	15,750	33,750	270	450	0	1125	270	225	0	0	450	450	450	0	0	
Jun	9	2,500	22,500	20	1,000	20,000	42,500	270	450	0	1125	270	225	0	0	450	450	450	0	0	
Jul	9	2,500	22,500	21	1,000	21,000	43,500	270	450	0	1125	270	225	0	0	450	450	450	0	0	
Aug	9	2,500	22,500	21	1,000	21,000	43,500	270	450	0	1125	240	225	0	0	450	450	450	0	0	
Sep	8	2,000	16,000	20	750	15,000	31,000	240	400	0	1000	270	200	0	0	400	400	400	0	0	
Oct	9	1,500	13,500	18	600	10,800	24,300	270	450	0	1125	180	225	0	0	450	450	450	0	0	
Nov	6	1,000	6,000	15	450	6,750	12,750	180	300	0	750	60	150	0	0	300	300	300	0	0	
Dec	2	500	1,000	5	350	1,750	2,750	60	100	0	250	2400	50	0	0	100	100	100	0	0	
	80		\$143,500	186		\$134,300	\$277,800	\$2,400	\$4,000	\$0	\$10,000	\$4,740	\$2,000	\$0	\$0	\$4,000	\$4,000	\$4,000	\$0	\$0	
Summary																					
							Year 1	\$162,300	\$1,260	\$2,100	\$0	\$5,250	\$1,260	\$1,050	\$0	\$0	\$2,100	\$2,100	\$2,100	\$0	\$0
							Year 2	\$277,800	\$2,400	\$4,000	\$0	\$10,000	\$4,740	\$2,000	\$0	\$0	\$4,000	\$4,000	\$4,000	\$0	\$0
							Total	\$440,100	\$3,660	\$6,100	\$0	\$15,250	\$6,000	\$3,050	\$0	\$0	\$6,100	\$6,100	\$6,100	\$0	\$0

Sales Growth

The following chart shows growth through year five. Estimates are based on research of other similar businesses in comparable areas. These growth rates reflect gross sales as detailed on the previous page.

	Partial Year	Year 1	\$179,520
	Completely Available	Year 2	\$312,940
Net	Growth Rate 10%	Year 3	\$344,234
Net	Growth Rate 7%	Year 4	\$368,330
Net	Growth Rate 5%	Year 5	\$386,747



Break Even Analysis

The following break even analysis shows that in Utah Motorsports Park's first year of operation the break even point is approximately 69% of projected sales (\$216,253 is approximately 69% of \$312,940). The second year is the first full year of operation. It is important to note that, in the estimation of planners for Utah Motorsports Park, this estimation, as well as all other estimates in this plan, is realistic. Even under more conservative sales conditions, however, revenue will be able to service fixed expenses.

In interpreting the following analysis, please note the following: The Business has almost no variable expenses. Sales tax is the largest. The remainder comes from Snack Store and Fuel inventories. Fixed expenses are a result of averaging the first 4 full years of business. The Loan Payment is the largest Fixed Cost (53%) and remains constant for the first 5 years.

Sales	\$200,000	\$216,253	\$225,000	\$250,000	\$275,000	\$300,000	\$325,000	\$350,000	\$375,000	\$400,000
Variable Expenses (1.2%)	2,400	2,595	2,700	3,000	3,300	3,600	3,900	4,200	4,500	4,800
Gross Margin	197,600	213,658	222,300	247,000	271,700	296,400	321,100	345,800	370,500	395,200
Fixed Expenses	213,658	213,658	112,800	213,658	213,658	213,658	213,658	213,658	213,658	213,658
Net Income	(\$16,058)	(\$0)	\$109,500	\$33,342	\$58,042	\$82,742	\$107,442	\$132,142	\$156,842	\$181,542

Utah Motorsports Park

Projected Income Statements

	Year 1 (1/2 Yr)		Year 2		Year 3		Year 4		Year 5	
	20XX	% of sales	20XX	% of sales	20XX	% of sales	20XX	% of sales	20XX	% of sales
Sales: Track Rental	162,300	90.4%	277,800	88.8%	305,580	88.8%	326,971	88.8%	343,319	88.8%
Other	17,220	9.6%	35,140	11.2%	38,654	11.2%	41,360	11.2%	43,428	11.2%
Total Sales	\$179,520	100.0%	\$312,940	100.0%	\$344,234	100.0%	\$368,330	100.0%	\$386,747	100.0%
Variable Costs:	2,075	1.2%	2,700	0.9%	2,970	0.9%	3,029	0.8%	3,090	0.8%
Total	\$2,075	1.2%	\$2,700	0.9%	\$2,970	0.9%	\$3,029	0.8%	\$3,090	0.8%
Gross Margin	\$177,445	98.8%	\$310,240	99.1%	\$341,264	99.1%	\$365,301	99.2%	\$383,657	99.2%
Fixed Costs: Payroll	28,000	15.6%	48,000	15.3%	50,400	14.6%	51,408	14.0%	52,436	13.6%
Payroll Taxes	2,380	1.3%	4,080	1.3%	4,284	1.2%	4,370	1.2%	4,457	1.2%
Insurance	0	0.0%	11,000	3.5%	12,100	3.5%	12,342	3.4%	12,589	3.3%
Marketing	210	0.1%	19,300	6.2%	12,426	3.6%	12,675	3.4%	12,928	3.3%
Professional	1,400	0.8%	2,400	0.8%	2,448	0.7%	2,497	0.7%	2,547	0.7%
Utilities	2,065	1.2%	3,540	1.1%	3,611	1.0%	3,683	1.0%	3,757	1.0%
Property Tax	6,300	3.5%	10,800	3.5%	10,800	3.1%	11,016	3.0%	11,236	2.9%
Misc.	1,400	0.8%	2,500	0.8%	2,550	0.7%	2,601	0.7%	2,653	0.7%
Total	\$41,755	23.3%	\$101,620	32.5%	\$98,619	28.6%	\$100,591	27.3%	\$102,603	26.5%
Income before Interest	\$135,690	75.6%	\$208,620	66.7%	\$242,645	70.5%	\$264,710	71.9%	\$281,054	72.7%
Interest (Loan Payment)	\$65,800	36.7%	\$112,800	36.0%	\$112,800	32.8%	\$112,800	30.6%	\$112,800	29.2%
Income before Taxes	\$69,890	38.9%	\$95,820	30.6%	\$129,845	37.7%	\$151,910	41.2%	\$168,254	43.5%
Taxes @ 28%	\$19,569	10.9%	\$26,830	8.6%	\$36,357	10.6%	\$42,535	11.5%	\$47,111	12.2%
Net Income	\$50,321	28.0%	\$68,990	22.0%	\$93,489	27.2%	\$109,375	29.7%	\$121,143	31.3%

Projected Balance Sheets

	At loan inception	Dec XX	Dec XX	Dec XX	DecXX	DecXX
Current Assets						
Cash	\$ 1,500,000	\$ 51,006	\$ 119,996	\$ 213,485	\$ 322,860	\$ 444,003
Accounts Receivable						
Inventories		\$4,075	\$ 2,700	\$ 2,970	\$ 3,029	\$ 3,090
Prepaid		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Investments						
Total Current Assets		\$ 65,081	\$ 132,696	\$ 226,455	\$ 335,889	\$ 457,093
Fixed Assets						
Equipment		\$40,450	\$40,450	\$40,450	\$40,450	\$40,450
Real Estate		\$538,000	\$538,000	\$538,000	\$538,000	\$538,000
Track		\$685,000	\$685,000	\$685,000	\$685,000	\$685,000
Facilities		\$144,150	\$144,150	\$144,150	\$144,150	\$144,150
Total Fixed Assets		\$1,407,600	\$1,407,600	\$1,407,600	\$1,407,600	\$1,407,600
Total Assets		\$ 1,472,681	\$ 1,540,296	\$ 1,634,055	\$ 1,743,489	\$ 1,864,693
Liabilities						
Bank Loan	\$ 1,350,000	\$ 1,343,864	\$ 1,330,883	\$ 1,316,898	\$ 1,301,832	\$ 1,285,599
Total Liabilities	\$ 1,350,000	\$ 1,343,864	\$ 1,330,883	\$ 1,316,898	\$ 1,301,832	\$ 1,285,599
Equity						
Owner's Equity	\$ 150,000	\$ 128,817	\$ 209,413	\$ 317,156	\$ 441,657	\$ 579,093
Owner's Draw						
Total Equity	\$ 150,000	\$ 128,817	\$ 209,413	\$ 317,156	\$ 441,657	\$ 579,093
Total Liabilities & Equity		\$ 1,472,681	\$ 1,540,296	\$ 1,634,055	\$ 1,743,489	\$ 1,864,693

Personal Financial Statement for John Doe as of MONTH 20XX

Current Assests		Current Liabilities	
Cash in Checking	1,231	Business Loan	5,300
Cash in Savings	1,450	Taxes Due	500
Accts. Recievable	2,000	Household Bills	1,000
Securities	2,500		
Total	7,181	Total	6,800
Non Current Assests		Non Current Liabilities	
Real Estate	90,000	Real Estate	53,000
Automobiles	25,000	Automobiles	26,050
Motorcycles	15,000	Motorcycles	8,231
Business Equipment	18,500		
Art	13,000		
Total	161500	Total	87,281
Total Assests	168681	Total Liabilities	94,081
		Net Worth	74,600

APPENDIX A

Utah Motorsports Park

APPENDIX

Appendix A – Current Article Regarding Industry



A fast look at amateur auto racing

Business people swap ties for helmets in hot new hobby



Mike Wann / MSNBC.com file

Drivers work their Miatas through the heat at the Las Vegas Motor Speedway in May, 2002.

By **Thane Peterson**

BUSINESSWEEK ONLINE

Sept. 30, 2003 — Every weekend, otherwise-sane people spend large sums to hurtle around at breakneck speeds. Why? They say it's more fun than golf

IT'S A BEAUTIFUL, early autumn Saturday afternoon, and I'm standing next to David DelGenio in the control tower at the Lime Rock Park race track near Lakeville, Conn.

We're watching 30 Mazda Miatas zoom around the 1.5-mile course at up to 120 mph. I'm keenly interested in whether car No. 40, driven by Ben Hohn, 33, a management consultant and up-and-coming amateur racer, can overtake the leader, Ken Payson, 59, the wily veteran in car No. 95.

DelGenio, a pony-tailed 50-year-old who makes his living building race cars, is alternately barking instructions to one of the other drivers via a headset and explaining to me out of the corner of his mouth why Hohn has his work cut out for him. "See the way the car's rear end is sliding around?" he asks me. "Watch Ken go through the curve and then watch Ben. Ben's sliding a lot more."

I had been hearing about Ben Hohn's racing career for two years now from his uncle, Chris Hohn, an old friend. The more I heard, the more I wondered: Why would a management consultant who works out of a Manhattan office spend weeknights bruising his knuckles in the garage and his weekends hurtling around race tracks at life-threatening speeds?

WILLING TO CRASH

This much is clear to me now: Amateur car racing is surprisingly exciting — and amazingly

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competitive. Most of the drivers are consultants, engineers, and other professionals who do it as a hobby. Yet, it really does have the feel of a hotly contested duel in which the tiniest miscue can make the difference. The day before, in the qualifying race, Hohn beat Payson for the pole position by just a few thousandths of a second.

As the two leaders pulled away from the pack in today's race, a furious battle developed for third place. One of the three drivers vying for it ended up slamming into a wall and barely finishing. "The cars have to be expendable," says William Casson, 45, a software engineer from Portsmouth, N.H., who ended up finishing ninth. "You can't be a top finisher unless you're willing to risk crashing."

Miata racing is one of the fastest-growing classes among amateurs. DelGenio, owner of an Acworth, N.H. company called Driven Performance and one of the original organizers of the sport, figures about 700 of the curvy little economy sports cars are now being raced nationally, up from zero five years ago. "We've all been a little dumbfounded by how quickly this has taken off," he says.

SHOPPING FOR SPEED

You can race anything from expensive Porsches and Corvettes to battered Volvos and VWs, but Miata racing provides some of the best bang for the buck. The little sports cars first came out in 1990, so plenty of used ones are around at relatively low prices. You can buy one already tricked out for racing for around \$12,000. Or you can rent a car for the weekend for around \$1,300. (The disadvantage of that approach is that you have to pay for the car if you wreck it — no company will insure rented race cars, for obvious reasons.)

Or if you're on a tight budget, you can save money by doing what Ben did when he decided to get into racing three years ago: Buy a wrecked Miata for around \$2,000 and rebuild it in your garage, adding the roll cage, racing suspension, seat, and tires yourself. Hohn takes care of all the mechanical work, aided by two friends who serve as his crew: David Hirsch, who works for a sail-making company in his day job, and Hohn's brother, David, a contractor.

The best first step in getting involved in amateur car racing of any kind, says Robert Davis, senior vice-president for marketing and product development at Mazda's North American operations, is to bone up on the sport via the Web sites of the main racing organizations, The Sportscar Club of America and The National Auto Sport Assn. Then, sign up for driving lessons at an accredited school, such as the Skip Barber Racing School or the Jim Russell Racing Drivers School. If you find you like it, start going to races and talking to amateur drivers to decide which kind you want to try.

ESCALATING OBSESSION

The variations are endless, even within Miata racing. Tinkerers who work on their own cars tend to opt for older Miatas like the ones Hohn races, the so-called Spec Miata class that includes only 1990-97 models. On the other hand, Mazda's Davis, a talented amateur racer in his off hours, competes in the "showroom" class, in which newer, more powerful Miatas are raced with relatively few modifications. A new showroom-class Miata costs around \$20,000, though a 1999 model can be had for around half that.

Of course, as with most hobbies, one thing tends to lead to another. Since getting into racing, Hohn has bought a second Miata, two trailers, a powerful Dodge pickup truck to tow the trailers, tools, spare parts, and a new engine and various other upgrades for the cars. His wife, Amy Wilensky, also notes that he has expanded a one-time farm-machinery building on their property in Connecticut into a rather large workspace. "I think it's now a nine-car garage," she says somewhat incredulously.

Amy is supportive, but far from passionate about her husband's hobby. Some other drivers' wives attend every race and help out as crew, but it's hard to imagine Amy in that role. She's an author whose memoir — "Passing for Normal" — was a great critical success when it came out three years ago. Her interests tend toward plays and book-readings, and she only rarely watches her husband race. "He loves it, and he's really good at it, which makes me happy," she says. "But I'm just not a car person. I probably wouldn't even own a car if I weren't married to Ben."

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CRAZY FOR CARS

So why does he do it? Hohn never did overtake Payson in the race on Saturday. He says his suspension got knocked out of whack in a minor collision with another car right after the start. Payson and DelGenio also think his tires may have been overinflated by a pound or so, which gives you an idea of the fine details that can determine the outcome of these races. Hohn ended up losing to Payson by 3.3 seconds.

He seemed happy, nonetheless. "This isn't something you get into lightly," he told me before the race. "You have to feel your life isn't going to be complete unless you do it." If you've been "car-obsessed" since early childhood, as Hohn says he has, it beats playing golf on the weekend by a long shot.

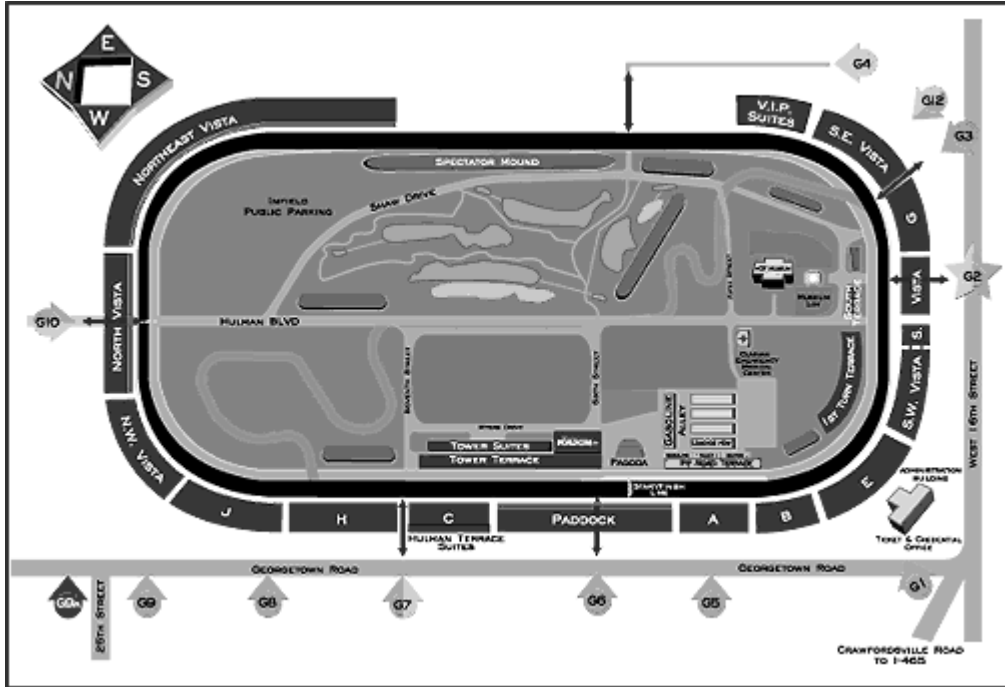


APPENDIX B

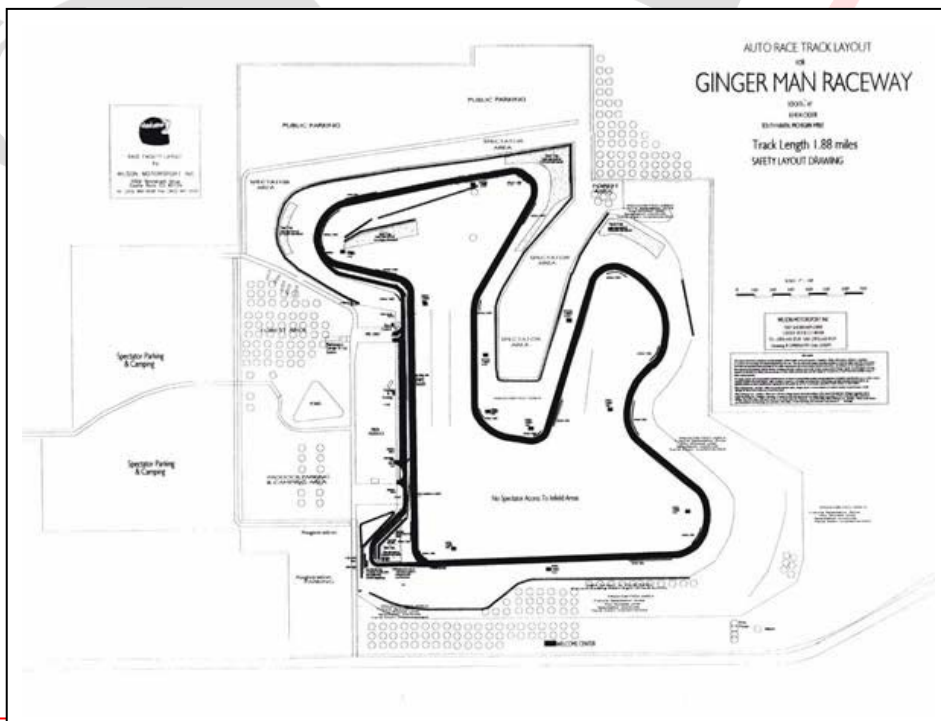
Utah Motorsports Park

Appendix B – Example Track Types

Example of an Oval Track



Example of a Road Course Track



APPENDIX C

Utah Motorsports Park

APPENDIX C – Sample Track Schedule

WATKINS GLEN RACEWAY TRACK SCHEDULE 20XX

On-Track Activity Schedule 20XX				
Days	Start	End	Organization	Usage Type
Sat & Sun	4/26	4/27	Motorsports Safety Seminar (MSS 15)	In-house - Instructional
Saturday	5/3	5/3	Cannonball Enterprises	Competitive
Sunday	5/4	5/4	Opening Day	Low Speed Paced Lapping
Mon & Tue	5/5	5/6	Sports Car Driving Association, LLC	Instruc./Non-Comp.
Wed & Thu	5/7	5/8	Andersen Walko Racing	Test & Tune
Fri - Sun	5/9	5/11	Trackmasters, Inc.	Instruc./Non-Comp.
Mon & Tue	5/12	5/13	Performance Driving Association	Instruc./Non-Comp.
Wed & Thu	5/14	5/15	Ferrari Club of America	Instruc./Non-Comp.
Fri - Sun	5/16	5/18	BMW - Genesee Valley Region	Instruc./Non-Comp.
Mon & Tue	5/19	5/20	TracQuest	Instruc./Non-Comp.
Wed & Thu	5/21	5/22	PCA - Hudson Valley / Champlain	Instruc./Non-Comp.
Fri - Sun	5/23	5/25	PCA - Allegheny	Instruc./Non-Comp.
Mon & Tue	5/26	5/27	California Superbikes School	Instruc./Non-Comp.
Wed & Thu	5/28	5/29	Trackmasters, Inc.	Instruc./Non-Comp.
Fri - Sun	5/30	6/1	Ferrari Owners Club	Instruc./Non-Comp.
Mon & Tue	6/2	6/3	PCA - Niagara Region	Instruc./Non-Comp.
Wednesday	6/4	6/4	Zippo Manufacturing	Test & Tune
Thursday	6/5	6/5	HSR Test Day	Test & Tune

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Fri - Sun	6/6	6/8	CHEMUNG CANAL HISTORIC RACES	SPECTATOR EVENT
Mon & Tue	6/9	6/10	HSR Marque - Hold	Instruc./Non-Comp.
Wed & Thu	6/11	6/12	PCA - Metro NY Region	Instruc./Non-Comp.
Fri - Sun	6/13	6/15	WATKINS GLEN PORSCHE CLASH	SPECTATOR EVENT
Mon & Tue	6/16	6/17	PCA - Schattenbaum	Instruc./Non-Comp.
Wednesday	6/18	6/18	Track Prep	CLOSED
Thursday	6/19	6/19	Ferrari North America	Testing for Race event 6/21/03
Fri - Sun	6/20	6/22	SPORTS CAR GRAND PRIX	SPECTATOR EVENT
Mon & Tue	6/23	6/24	BMW - Patroon Chapter	Instruc./Non-Comp.
Wed - Thu	6/25	6/26	Group 52	Instruc./Non-Comp.
Fri - Sun	6/27	6/29	PCA - Zone 1	Instruc./Non-Comp.
Mon & Tue	6/30	7/1	PCA - Connecticut Valley	Instruc./Non-Comp.
Wed & Thu	7/2	7/3	COM Sports Car Club	Instructional/Time Trials
Thursday	7/4	7/4	Pride Ride	MOTORCYCLE PARADE LAP
Fri - Sun	7/4	7/6	PCA - Potomac	Instruc./Non-Comp.
Mon & Tue	7/7	7/8	Car Guys	Instruc./Non-Comp.
Wed & Thu	7/9	7/10	Track Time, Inc.	Instruc./Non-Comp.
Friday	7/11	7/11	Promoter"s Test - SCCA	PROMOTER"S TEST
Sat & Sun	7/12	7/13	SCCA - GLEN NATIONALS	SPECTATOR EVENT
Mon & Tue	7/14	7/15	Quattro Club, NE Region	Instruc./Non-Comp.
Wed & Thu	7/16	7/18	BMW - Delaware Valley Chapter	Instruc./Non-Comp.
Sat & Sun	7/18	7/20	FINGER LAKES WINE FESTIVAL	SPECTATOR EVENT

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Mon & Tue	7/21	7/22	Performance Driving Association	Instruc./Non-Comp.
Wed & Thu	7/23	7/24	Trackmasters, Inc.	Instruc./Non-Comp.
Friday	7/25	7/25	Promoter"s Test	Test & Tune
Sat & Sun	7/26	7/27	SCCA - Glen Region	Competitive: Practice, Qualifying & Racing
Mon & Tue	7/28	7/29	Winston Cup Test	Test & Tune
Mon & Tue	7/28	7/29	Dale Earnhart, Inc.	Test & Tune
Wed & Thu	7/30	7/31	PCA - Northeast Region	Instruc./Non-Comp.
Fri - Sun	8/1	8/3	PCA - Riesentotor	Instruc./Non-Comp.
Mon - Wed	8/4	8/6	Track Prep - Winston Cup	CLOSED
Thu - Sun	8/7	8/10	SIRIUS SATELLITE RADIO AT THE GLEN	SPECTATOR EVENT
Mon - Thu	8/11	8/14	Track Clean - Winston Cup	CLOSED
Fri - Sun	8/15	8/17	PCA - Northern NJ Region	Instruc./Non-Comp.
Mon & Tue	8/18	8/19	Shelby Amer. Auto Club - Rochester	Instruc./Non-Comp.
Wed & Thu	8/20	8/21	BMW - Boston Chapter	Instruc./Non-Comp.
Fri - Sun	8/22	8/24	PCA - Metro NY Region	Instruc./Non-Comp.
Mon & Tue	8/25	8/26	Quattro Club, NE Region	Instruc./Non-Comp.
Wed & Thu	8/27	8/28	BMW - Genesee Valley Region	Instruc./Non-Comp.
Fri - Sun	8/29	8/31	Ferrari Club of America	Instruc./Non-Comp.
Mon & Tue	9/1	9/2	Trackmasters, Inc.	Instruc./Non-Comp.
Wednesday	9/3	9/3	SVRA	Set-up for event
Thursday	9/4	9/4	SVRA	Testing
Fri - Sun	9/5	9/7	ZIPPO US VINTAGE GRAND PRIX	SPECTATOR EVENT

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Monday	9/8	9/8	Closed for Track Clean-up	
Tue - Thu	9/9	9/11	Skip Barber Racing School	Instruc./Non-Comp.
Friday	9/12	9/12	Promoter"s Test - SCCA	Test & Tune
Sat & Sun	9/13	9/14	SCCA - Finger Lakes Region	Competitive: Practice, Qualifying & Racing
Mon - Thu	9/15	9/18	Skip Barber Racing School	Instruc./Non-Comp.
Fri - Sun	9/19	9/21	Skip Barber Racing School	Competitive: Practice, Qualifying & Racing
Mon & Tue	9/22	9/23	NASA N.E. Region	Instruc./Non-Comp.
Fri - Sun	9/26	9/28	BMW - Genesee Valley Region	Instruc./Non-Comp.
Mon & Tue	9/29	9/30	Kojote Motorsports	Instruc./Non-Comp.
Wed & Thu	10/1	10/2	Trackmasters, Inc.	Instruc./Non-Comp.
Fri - Sun	10/3	10/5	Performance Driving Association	Instruc./Non-Comp.
Mon & Tue	10/6	10/7	PCA - Northern NJ Region	Instruc./Non-Comp.
Wed & Thu	10/8	10/9	Group 52	Instruc./Non-Comp.
Fri - Sun			SCCA - Glen Region	Competitive: School & Regional Racing
Mon & Tue			PCA - Riesentotor	Instructional / Non-Competitive
Fri - Sun			EMRA - Eastern Motor Racing Assoc.	Competitive: Practice, Qualifying & Racing
Mon & Tue			PCA - Connecticut Valley	Instruc./Non-Comp.
Sat & Sun			TracQuest	Instruc./Non-Comp.
* Tentative and Subject to Change				

APPENDIX D

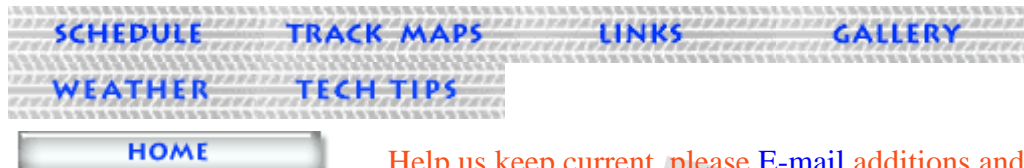
Utah Motorsports Park

Appendix D – Automobile Track Day Organizations

Source: www.Track-Days.org (accessed December 2003)

ORGANIZATIONS SPONSORING TRACK EVENTS

TRACK DAYS IN CALIFORNIA AND NEVADA



Help us keep current, please [E-mail](#) additions and changes

AROSC - [Alfa Romeo Owners of Southern California](#)

AC GG - [Audi Club Golden Gate Chapter](#)

AT - [Aaron Tachibana](#) (Miata Performance Club of America)

BMW GG - [BMW Golden Gate Chapter](#)

BWR - [Buttonwillow Raceway](#) High Performance Driving Schools

DCI - [Driving Concepts, Inc.](#) High Performance Driving & Race Schools

DIG - [Digital Racer](#)

DR - [Dali Racing](#) NSX guys, all marques welcome

DT - [Dave Turner](#) (E-mail)

FC - [Ferrari Club-Pacific Region](#) Ferraris have priority, all marques welcome

GFDA - [Green Flag Driving Association](#)

GGLC - [Golden Gate Lotus Club](#) members have priority

GR - [Gone Racing](#) High Performance Driving Schools

K2RD [K2 Racing Development](#)

NABR - [North American Bavarian Racing](#) limited to autos manufactured in Bavaria

NASA [National Auto Sport Association](#) (membership requirement after 1st school)

NCRC - [Northern California Racing Club](#) (membership requirement)

NSAAC - [Northern California Shelby American Auto Club](#)

ORR - [Open Road Racing](#) (membership requirement)

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OTM - [Open Track Motorsports](#)

PCA CCC - [Porsche Club of America-Central Coast Region](#) Porsches have priority, all marques welcome

PCA GG - [Porsche Club of America-Golden Gate Region](#)

PCA SD - [Porsche Club of America-San Diego Region](#) Porsches have priority, all marques welcome

PDG - [Performance Driving Group](#)

PTD - [Private Track Day](#) all marques welcome

RED - [Redline Track Events](#) (formerly Duratec Performance)

RF - [Racer Factory](#) VW/Audi, all marques welcome

RFR - [Reno Fernley Raceway](#)

S2K - [S2000 Club of America](#)

SAMOA - [Sacramento Area Miata Owners Assoc.](#) Open Track events, Miatas have priority

SERCA - [SERCA - Southwest Region](#)

SOCALM - [Southern California Miata Club](#) High Performance Driving Schools, Miatas have priority

STUSA - [Speed Trial USA](#)

SV - [Speed Ventures](#)

TCRA - [Touring Car Racing Association](#) (membership requirement after 1st school)

TEAM - [Track Events, All Miatas](#) (all marques welcome)

THP - [Thunderhill Park](#) High Performance Driving & Race Schools

TM [Team Miata](#) Miata-only High Performance Driving Schools

TMR - [TrackMasters Racing](#) (membership requirement)

TN - [Track Nutz](#)

TQ - [TracQuest](#)

TS - [TRACK-STAR.NET](#)

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UL - [Unlimited Laps](#) (aka Hunpin Toh)

VD - [Viper Days](#)

Z - [Club Z](#) all marques welcome



APPENDIX E

Utah Motorsports Park

Appendix E – Motorcycle Track Day Organizations Nationwide

FROM SPORTRIDER MAGAZINE 12/03

Motorcycle Track Day Organizations Nationwide

Itching to get out on the track? The next step is to find the track day organization that runs events at a track near you.

Adrenaline Freaks Track Day Excursions

www.adrenalinfreaks.com

(253) 468-1535
Pacific Raceways (WA), Spokane
Raceway Park (WA), Portland
International Raceway (OR),
Thunderhill Park (CA)

AZTrackDay.com

www.aztrackday.com

(602) 650-0174
Arizona Motorsports Park, Firebird
International Raceway (AZ)

Club Desmo

www.clubdesmo.com

(408) 723-2099 (fax)
Buttonwillow Raceway Park (CA),
Laguna Seca Raceway (CA)

Canyon Strafers

www.canyonstrafers.com

(408) 242-6448
Buttonwillow Raceway Park (CA),
Thunderhill Park (CA)

Club PCS

www.pcsdaytona.com

(877) 451-9493
Jennings GP (FL), Roebbling Road
Raceway (GA), Talladega Gran Prix
Raceway (AL)

Cornerspeed Riderschool

www.cornerspeed.net

(704) 332-3147

Virginia International Raceway, Barber
Motorsports Park (AL), Carolina
Motorsports Park (SC)

Edge Performance Riding Courses

www.edgeracing.net

(763) 531-1947
Brainerd International Raceway (MN),
Mid-America Motorplex (IA)

Fastrack Riders

www.fastrackriders.com

(877) 560-2233
Barber Motorsports Park (AL),
Buttonwillow Raceway Park (CA),
California Speedway, Virginia
International Raceway, Streets of
Willow (CA)

Fastrax Motorcycle Performance Inc.

www.fastone.com

(330) 494-8410
Beaver Run Motorsports Complex (PA),
Grattan Raceway (MI), Nelson Ledges
Road Course (OH)

Hallet Motoracing Circuit and Lapping Days

www.hallettracing.com

(918) 583-1134
Hallet Motor Racing Circuit (OK)

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Hammy Boys (4 events)

www.hammyboys.com

(310) 452-5653

Willow Springs Raceway (CA), Streets of Willow Springs (CA)

Hawaii Road Race Association

<http://www.hrra.net>

(808) 523-7486

Hawaii Raceway Park (HI)

Hyperclub

www.hypercycle.com

(818) 988-8860

Willow Springs Raceway (CA), Streets of Willow Springs (CA)

Jennings GP Track Days

www.jenningsgp.com

(904) 307-6407

Jennings GP (FL)

Keigwins@theTrack

www.keigwin.com

(650) 949-5609

Buttonwillow Raceway Park (CA), Infineon Raceway (CA), Laguna Seca Raceway (CA), Thunderhill Park (CA)

Learning Curves Racing/Riding Schools

www.learningcurves.com

(414) 327-0140

Blackhawk Farms Raceway (IL), Gingerman Raceway (MI), Mid-America Motorplex (IA)

Lone Star Track Days

www.lonestartrackdays.com

(713) 504-5675

Motorsports Ranch (TX), Texas World Speedway

LP USA Team Privateer Sport Rider Days

www.ccsracing.com

(817) 332-4822

Blackhawk Farms Raceway (IL), Buttonwillow Raceway Park (CA), Carolina Motorsports Park (SC), Firebird International Raceway (AZ), Gateway International Raceway (IL), Gingerman Raceway (MI), Mid-America Motorplex (IA), Streets of Willow (CA), Summit Point Raceway (WV), Thunderhill Park (CA)

Midwest Rider

www.midwestrider.com

(314) 664-4397

Gateway International Raceway (IL)

Mtc Track Day

www.mtctrackday.com

(818) 932-0433

Streets of Willow (CA), Willow Springs Raceway (CA)

NASASportbikes.com

www.nasasportbikes.com

(510) 232-6272

Laguna Seca Raceway (CA), Reno-Fernley Raceway (NV)

New York Sportbike Club

www.nysportbikeclub.com

(516) 921-5934

Pocono Raceway (PA)

Northeast Sportbike Association

www.nesba.com

(877) 286-3722

Beaver Run Motorsports Complex (PA), Blackhawk Farms Raceway (IL), Brainerd International Raceway (MN),

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Carolina Motorsports Park (SC), Gateway International Raceway (IL), Grattan Raceway (MI), Mid-America Motorplex (IA), Pocono Raceway (PA), Putman Park Road Course (IN), Rausch Creek Motorsports Park (PA), Road America (WI), Roebling Road Raceway (GA), Summit Point Raceway (WV), Virginia International Raceway (VI), Barber Motorsports Park (AL), Pacific Raceways (WA), Spokane Raceway Park (WA), Heartland Park (KS), Portland International Raceway (OR)

Pacific Super Sport Riders

www.pssrtrack.com

(503) 614-1965

Pacific Raceways (WA), Portland International Raceway (OR), Thunderhill Park (CA)

Pacific Track Time

www.pacifictracktime.com

(877) 809-2170

Laguna Seca Raceway (CA), Thunderhill Park (CA), Streets of Willow Springs (CA), Willow Springs Raceway (CA)

Penguin Road Racing School

www.penguinracing.com

(508)339-4673

New Hampshire International Speedway (NH), Jennings GP (FL), Homestead Miami Speedway (FL)

Reduc Sportbike Association

www.reduc.com

(800) 421-8737

Beaver Run Motorsports Complex (PA), Pocono Raceway (PA), Summit Point Raceway (WV)

Sandia Motorcycle Roadracing Incorporated

www.smri-racing.org

(505) 292-8672

La Junta Raceway (CO), Sandia Motor Speedway (NM)

Sportbike Track Time

www.sportbiketracktime.com

(419) 822-0350

Beaver Run Motorsports Complex (PA), GingerMan Raceway (MI), Grattan Raceway (MI), Jennings GP (FL), Mid-Ohio Sports Car Course (OH), Moroso Motorsports Park (FL), North Florida Motorsports Park, Putnam Park Road Course (IN), Road America (WI), Virginia International Raceway, Spring Mountain Motorsports Park (NV), Talladega Gran Prix Raceway (AL)

SoCal Track Days

www.socaltrackdays.com

(760) 275-3883

Spring Mountain Motorsports Park (NV)

T.E.A.M. Arizona Motorcyclist Training Centers

(480) 998-9888

Arizona Motorsports Park (AZ), Firebird International Raceway (AZ)

Team Hammer Advanced Riding School and Track Rides

www.teamhammer.com

(909) 245-6414

Barber Motorsports Park (AL), Brainerd International Raceway (MN), Daytona International Speedway (FL), Road Atlanta (GA)

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Team Pro-Motion

www.teampromotion.com

(215) 671-8660

Beaver Run Motorsports Complex (PA),

Mosport International Raceway (ON),

New Hampshire International

Speedway, Pocono Raceway (PA),

Summit Point Raceway (WV), Virginia

International Raceway

Track DaZ

www.trackdaz.com

(909) 234-4713

Buttonwillow Raceway Park (CA),

Streets of Willow Springs (CA), Willow

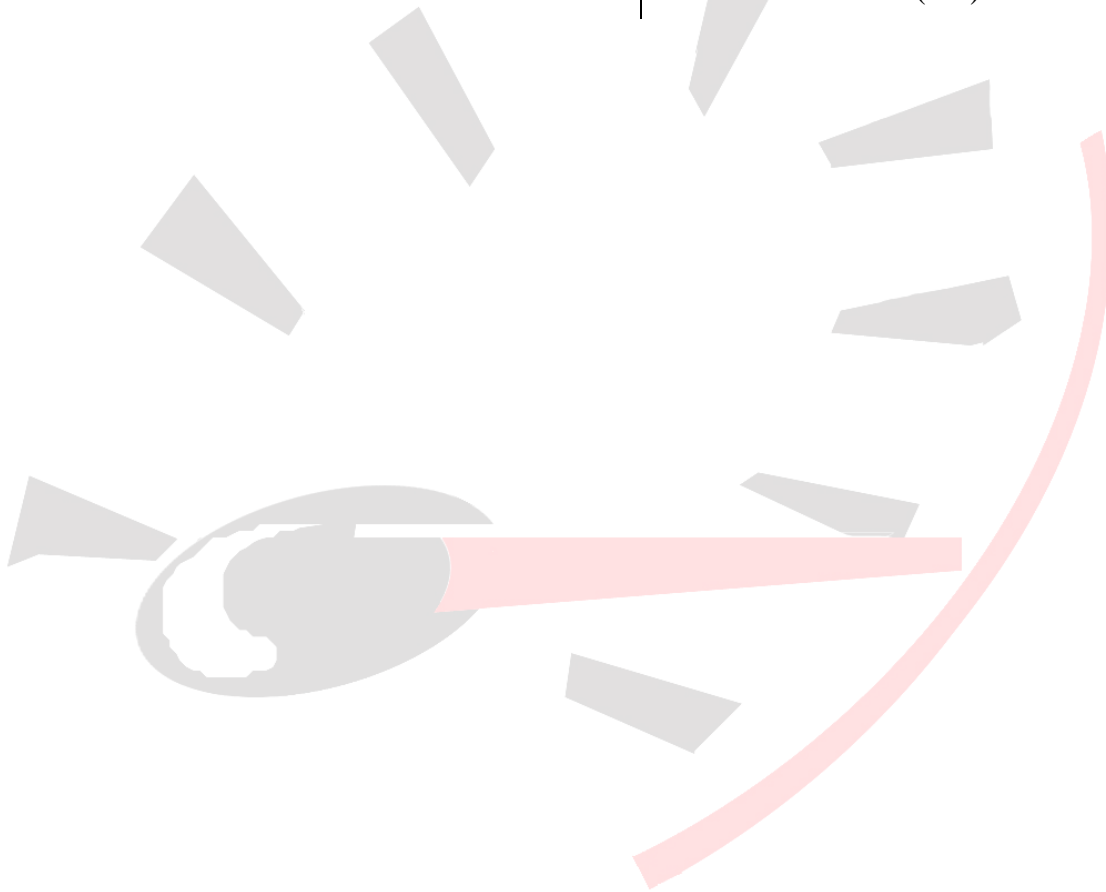
Springs Raceway (CA)

Zoom Zoom Track Days

www.zoomzoomtrackdays.com

(650) 703-5523

Thunderhill Park (CA)



APPENDIX F

Utah Motorsports Park

Appendix F – Utah Clubs and Associations

Clubs and Associations Existing Underserved Market In Utah

Utah British Bike Club 75 members 3 days a year	Park City Motorcycle Club 140 members 2 days a year	Utah Sport Bike Association 150 members 9 days a year
BMW Car Club of America 290 members 3 days a year	NSX Owners Group 50 members 2 days a year	Utah Ferrari Owners Club 60 members 2 days a year
Corvette Club of Utah 300 members 4 days a year	Intermountain Vintage Racing 160 members 9 days a year	Porsche Club of America 300 members 5 days a year
Sports Car Club of America 100 members 2 days a year	National Auto Sport Association 61 members 10 days a year	

Moto Industry Users

The Cycle Shop 12 days a year	Salt Lake Motorsports 5 days a year	Steve Harris Imports 3 days a year
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APPENDIX G

Utah Motorsports Park

Appendix G – Letter of Intent from CEO National Auto Sports Association

10/10/20XX

John Doe
PO Box 0000
Smallville, UT 84000



NATIONAL AUTO SPORT ASSOCIATION

P.O. Box 21555
Richmond, CA 94820
(510) 232-6272
(510) 412-0549 FAX

Dear Mr. Doe

Thank you for taking the time to inform me about your track construction project. I am very excited to hear this news, as this is one area of the county that really could use a road racing facility.

We currently have 61 active members in Utah, and they are used to driving to events in Arizona, Nevada, and California. I am sure that I can count on their help in building up the member base in Utah and getting started with events.

It is usually very hard for me to make a firm commitment in these types of matters before we try our first event. However, because you have presented to me a willingness to mutually work together to help build interest and attendance, I feel fairly confident in projecting usage.

If the track were ready for use in by the Spring of 20XX I would like to request a total of five weekends in 20XX. We could negotiate which weekends, as some are more desirable than others.

I would expect to request seven weekends in 20XX, eight weekends in 20XX, and ten weekends in 20XX. We would likely stay at 10 weekends per year for auto sports related events, however we also have a NASA Sport Bike motorcycle program as well. That might lead me to request about one half of the number of car related weekend, except for the first year.

Here is a summary of what we would expect to request between motorcycle and car weekends:

- 20XX Five weekends (all cars)
- 20XX Ten weekends (7 car & 3 bikes)
- 20XX Twelve weekends (8 car & 4 bikes)
- 20XX Fifteen weekends (10 car & 5 bikes)

This is probably a realistic estimate of the number of weekends we would be able to fill. Please consider this a letter of intent, with the caveat that we may need to adjust the numbers slightly, depending on actual growth rate.

I wish you the best of luck, as you have my support in your project. Let me know if there is anything I can do to help.

Name Withheld
Title Withheld

National Auto Sport Association

APPENDIX H

Utah Motorsports Park

Appendix H – Demographic Information

POPULATION DENSITIES AND CHANGES, 2000 CENSUS 11 WESTERN STATES

<u>Geographic Area</u>	<u>Population in Millions</u>	<u>% Increase</u>
United States	281	13.1
1. Utah	2.2	29.6
2. Nevada	2.0	66.3
Northern NV	0.6	
3. Idaho	1.3	28.5
Southern ID	1.0	
4. Wyoming	0.5	8.9
Western WY	0.3	
5. Colorado	4.3	30.6
Western CO	0.3	
6. New Mexico	1.8	20.1
7. Arizona	5.1	40.0
8. California	33.9	13.6
9. Oregon	3.4	20.4
10. Washington	5.9	21.1

Notice that the Population growth for the largest market, California, is stagnant.

Every area in the region of Utah Motorsports Park (1 thru 5) is growing over twice the rate of the U.S. as a whole with the exception of Wyoming.

Montana is not included because of its remote location and low population.