

SHORELINE TENNIS CENTER

Business Plan

Contents property of Bill and Jill Previdi
Contact Info: (203) 641-2227, previdi3@comcast.net
photocopying prohibited

Baldwin Drive, Branford, CT 06405

Table of Contents

EXECUTIVE SUMMARY	PAGE 3
MANAGEMENT, GOALS AND MISSION	PAGE 4-5
THE TENNIS INDUSTRY TODAY	PAGE 6
SHORELINE DEMOGRAPHICS	PAGE 7
COMPETITION	PAGE 8
LOCATION	PAGE 9
FACILITY AND AMENITIES	PAGE 10
PROGRAMMING	PAGE 11
FINANCIAL INFORMATION	PAGE 12

The Shoreline Tennis Center will be a regional recreational center of excellence serving the largely underserved and growing Connecticut Shoreline tennis community. Management has a combined 50+ years of experience cultivating a customer base in the served market. Our Management team ran one of the most successful programs in the northeast, right here on the Shoreline for 26 years with financial growth every year.

We will draw our customer from the thousands of people we have been involved with for almost 30 years, all of whom are loyal tennis players. Our facility will be open 12 months a year and will feature air-conditioning in the summer, something none of the other area clubs can offer.

We are experiencing a second “Tennis Boom” in this country and participation is over 30 million players for the first time since the 1970’s. Approximately one in 10 Americans play tennis and tennis is the only traditional sport to exhibit growth in the last 10 years. On the Shoreline, there are only 10 indoor courts (not clubs, courts) between the Q bridge and Old Saybrook, the same number of courts since 1983. The total population of this area is 123,905. If 10% of these people play tennis that means we have 10 tennis courts for almost 13,000 players. The Shoreline’s economics make it a perfect place for indoor tennis since most people have at least some disposable income for recreation.

We will be drawing our customer base from a number of sources:

- a.) Our long-term customers from our time at the Guilford Racquet Club, as well as Branford High School and the Guilford Yacht Club. These players will account for at least 65-75% of our membership.
- b.) Current players at the Madison Racquet and Swim Club. There are many players there who have expressed an interest in driving to Branford if we build a new club.
- c.) We will also run programs that will attract people who normally play only outdoors in the summer. These programs will have more reasonable rates than comparable options at the other area clubs and will encourage these players to play year-round.
- d.) New programs and initiatives such as Cardio Tennis, Quickstart Tennis and Tennis Welcome Centers will bring new players into the fold and develop an option that will keep them hooked on the sport.
- e.) Community initiatives such as schools programs and “tennis little league” will get people who do not usually play tennis to participate.
- f.) Marketing to towns with no tennis programs such as North Branford, Clinton and East Haven.

Increased profit potential must come from the quality of product, quality of service, and diversity of management goals. Our goal is to reach beyond the simple available revenue, to provide customers with not only the desire, but also the need to venture to our club.

STC Organizational Structure

The management of the Shoreline Tennis Center is structured so that the General Manager will be in charge of all non-teaching staff (assistant manager, desk staff, nursery) and the Director of Tennis will be in charge of the Pro Staff (full time and part time assistant pros)

Management Team

Jill Previdi – General Manager

Jill Previdi, originally from Los Angeles, has been working in the tennis industry since her college days at UCLA. Jill worked at several tennis clubs as part of the desk staff as well as being a certified racket stringer.

Upon graduation, Jill moved east and began working for Creative Tennis Marketing in New York, the organization that began and runs the Easter Bowl, one of the most prestigious national junior tournaments in the country. Jill and her husband Bill met while both were working for the USTA at the U.S. Open in 1978. Jill worked full time for the USTA in public relations until the Previdi's moved to Branford in 1981.

Jill managed the Guilford Racquet and Swim Club from December 1981 until February 1983 when the Previdi's decided to raise a family. Jill worked for Bill as his administrative assistant and handled all of the preparation of the pro payroll for the club, as well as quarterly reconciliations from 1983 until 2007. Jill opened "Totally Tennis", a tennis pro shop in 2002 and ran it until June 2007.

Jill was part of the desk staff at Tennis Club of Trumbull from September 2008 until January 2009 when she took over as General Manager. She remained as GM until December 2009 when the position of General Manager was eliminated in a management restructuring. She has spent the time since working full time on this project.

Bill Previdi – Director of Tennis

Bill Previdi, originally from Queens New York began playing tennis at age 15. He studied at the prestigious Port Washington Tennis Academy under the direction of Harry Hopman, the most successful Davis Cup Captain of all time. Bill attended St. John's University on a tennis scholarship.

During college, Bill was an assistant pro at the Paerdegat Racket Club in Brooklyn New York for four years. Upon graduation in 1979, Bill was an assistant pro at the Atlantic Beach Tennis Center in Atlantic Beach New York. Bill became Head Pro at ABTC in March 1981 and was the Head Pro until September when he became Head Pro at the Guilford Racquet and Swim Club, a 12 court facility in Connecticut, at the age of 24.

Bill was Head Pro at GRSC until June 2007. He began, developed, staffed and marketed every program at the GRSC, even programs not directly connected to teaching. **The GRSC teaching programs had 26 consecutive years of financial growth during his tenure.** He hired and trained all of the pros (when Bill left there were 9 full-time and 6 part-time pros), created all the lesson plans for the teaching programs and successfully ran over 15 adult USTA teams, several of which advanced to Nationals. Bill was named Dunlop National Pro of the Year in 1986 and was a member of the Wilson Advisory Staff, The Babolat Pro Team, The Prince Pro Staff and the Dunlop National Team during his tenure at Guilford.

Bill also coached at Branford High School for 19 years. He spent 14 years with the girl's team where he compiled a 210-38 won loss record. Branford's only state championship came under Bill's direction and the team was a state finalist as well.

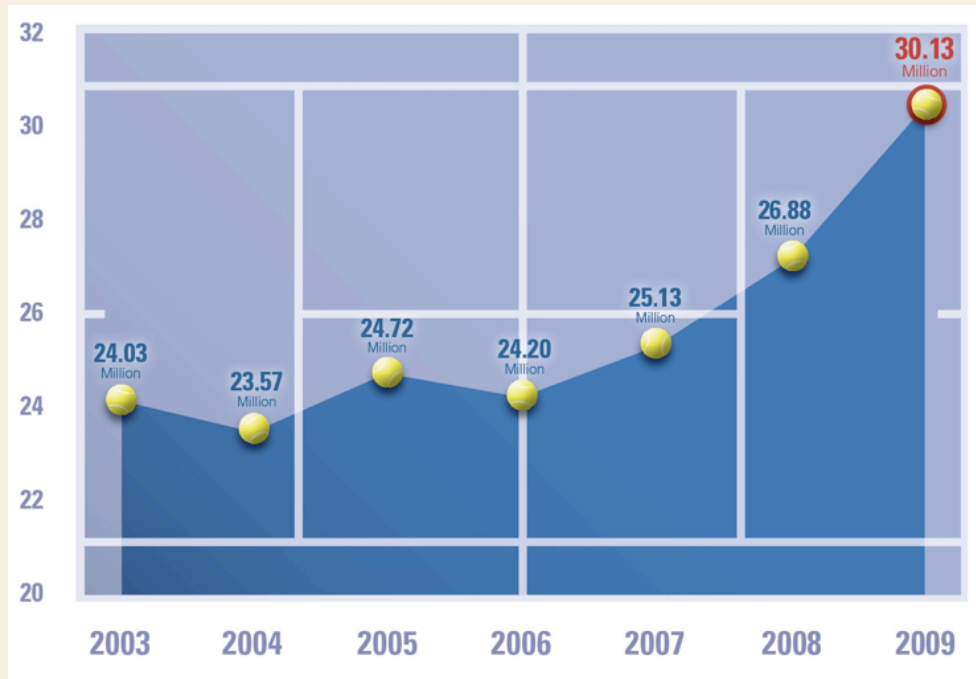
Bill became Director of Adult programs at Tennis Club of Trumbull in December of 2008 and Director of Tennis/Head Pro in December of 2009.

Bill continues to play competitively and he and his son Matthew were #1 in New England and #20 in the Nation in Father-Son doubles.

Mission Statement

1. To provide a quality facility that addresses the needs of all levels of interest and play, from beginner to advanced, from social to competitive play.
2. To implement programs such as Quickstart Tennis, Cardio Tennis, USTA League Tennis, etc., to create a social network for children and adults alike.
3. To enhance diversity through outreach programs and events such as Grassroots tennis.
4. To expand the interest of tennis through welcoming new players into the fold by offering social events and participating in the USTA's Welcome Center Program.
5. To work with local businesses and organizations to run events, parties and such that will bring customers not only to STC, but to other area businesses as well. For example, a Saturday night party where each month, different themed food is served by a local restaurant.
6. **Tennis is the sport of a lifetime, it's up to us to get everyone to play!**

The latest research by the Sporting Goods Manufacturers Association continues to show impressive news for tennis participation. From 2000-2008, tennis was the fastest growing sport in the U.S., increasing participation by 43 percent over every other traditional sport.



Research shows that tennis participation seems to be less affected by a bad economy. In fact, the latest studies show that over 30 million people are playing tennis, the highest number in 15 years, and participation continues to increase. There are a number of reasons why this sport is growing:

- Tennis promotes a healthy, active lifestyle with great social benefits.
- An hour of tennis will burn more calories than virtually any other traditional sport.
 - Tennis is relatively inexpensive to play; all you need is a racket and a can of balls.
- Through unified support, the tennis industry has developed a strong infrastructure, providing more places to play, programs to learn and partners to play with.
- There are 700,000 participants in USTA League Tennis and 30,000 participants in Tennis on Campus.
- Tournament attendance (ATP and WTA) continues to grow, including all-time highs at major tournaments like the U.S. Open.

Town	Population	Growth since 2000
Branford	28,984	+ 1.25 %
Guilford	22,494	+ 4.26 %
Madison	18,915	+ 5.30 %
East Haven	28,891	+ 1.98 %
Clinton	3,492	+ 3.87 %
Westbrook	6,618	+ 5.05 %

The shoreline tennis community is very confined in that players from “this side of the bridge” will not travel to the other side to play tennis. This protects the area clubs from intense competition, as opposed to Fairfield County where the competition is fierce. For many years under the direction of Bill Previdi, the Guilford Racquet and Swim Club had the benefit of quality programs, continuity of staff and the protection from competition. Madison Racquet is a smaller facility, inside a bubble, that people play at for convenience. **Both of these facilities are old and out of date.**

Our Competitors

A) Guilford Racquet & Swim Club (5.43 miles from site). Six indoor courts and six outdoor courts.

- Are experiencing an erosion of their base. Players at this club are actively looking for another place to play. This club is not equipped to handle real competition to their facility or programs. Management has made choices that have alienated many members.

B) Madison Racquet & Swim Club (11.33 miles) four indoor courts (in a bubble) which are converted to outdoor courts in the summer.

- Currently experiencing strong numbers due to the fall-off of the Guilford Racquet and Swim Club.

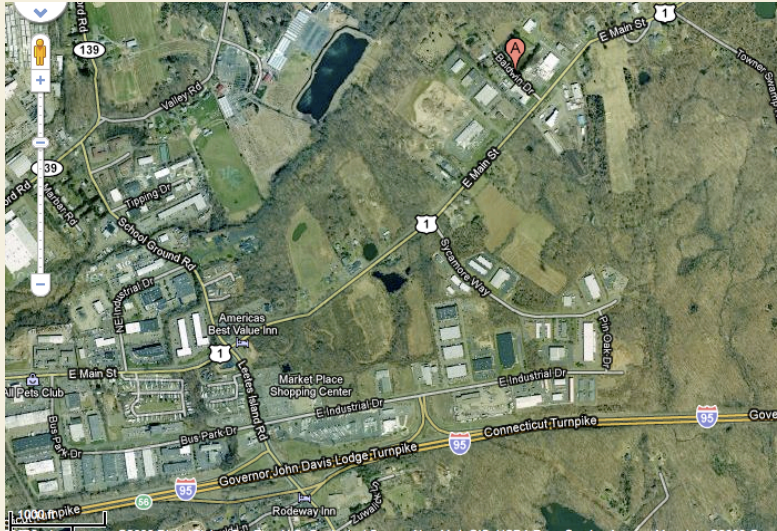
C) North Haven Health and Racket

Since putting in a fitness center, North Haven has lost a large majority of their tennis business and the players who are still there are not happy with the constant turnover of those running the tennis programs. Any of these players come from areas with easy access to the Shoreline Tennis Center and we will market to this area.

There are quite a large number of tennis players who have stopped playing indoors in the past three years, some due to economics, but most due to dissatisfaction with what they are getting for their money.

Branford, North Branford, Clinton, Westbrook, and Durham do not have an indoor tennis facility. Branford has a very strong tennis community, as witnessed by the participation at Foote Park, Owenego, Pine Orchard and the other public courts. Most of the Branford players began playing at Guilford in 1983 when Bill Previdi began coaching at Branford High School. Since then, Branford has developed a large indoor tennis community. Area clubs did not market or promote any programs for North Branford, Clinton, Westbrook, etc., mostly because these clubs had more than enough business from Branford, Guilford and Madison. It is our plan to engage these towns through programs for the schools and recreation departments, offering a wide variety of programs at affordable prices to match the demographics of these towns.

The proposed site for the Shoreline Tennis Center is on Baldwin Drive in Branford (see map). The club entrance would be 500 feet off route 1 and less than a mile and a quarter from interstate 95, exit 56, making it easily accessible to anyone traveling there. The Shoreline Tennis Center will be one tenth of a mile from the new YMCA and will be looking to co-market our services with the Y as well as Planet Fitness and other area businesses.



Facility and Amenities

Shoreline Tennis Center will be a state of the art facility with the latest and most efficient heating, cooling and lighting systems. We will also be using a cushioned court surface, making the courts more “user-friendly” for all players, but especially the baby boomers and senior players. Facilities and amenities will include:

- 1.) 6 indoor cushion extreme tennis courts
- 2.) Heating and air conditioning on-court
- 3.) Pro Shop
- 4.) Men’s and Women’s locker rooms
- 5.) Lobby and viewing area
- 6.) Event space for tournaments, team events and parties
- 7.) Fully staffed playroom for children of members
- 8.) Massage therapy room.
- 9.) Personal training room

The massage therapy and personal training facilities will be rented out for additional revenue. Both will be rented to current successful shoreline businesses that are excited to have such a high-profile location to expand their client base.

QUICKSTART TENNIS:

Quickstart Tennis is bringing thousands of children into the sport every month and the most important thing is that we are retaining them. Traditionally, 80% of people who started tennis eventually quit. Quickstart retains players because it gets kids playing the sport. They come to “practice” for their “games” rather than to just take tennis lessons. They learn to “play” tennis, just like they do in other sports. There are leagues and tournaments for Quickstart players starting at six years of age. I would like to build a few Quickstart courts (36 feet in length) at STC if space permits.

CARDIO TENNIS

Cardio Tennis is hugely popular and very profitable. It is an intense workout, similar to an aerobics or spin class, but the fun is that you are hitting tennis balls the entire time. You can have up to 10 players in a class, so the cost is reasonable and it’s a very profitable program. Players do not have to be at the same level to participate in Cardio Tennis.

TENNIS WELCOME CENTER

There are over 2,500 facilities nationwide that are Tennis Welcome Centers. As an official Tennis Welcome Center, the Shoreline Tennis Center will be an easy and extremely helpful recourse for all area players. Existing, new and returning players of all ages will be able to get involved, via the internet, with any and all of STC’s programs.

OVER 50 TENNIS CLINICS AND LEAGUES

Over 50 clinics and leagues are designed to get players back into the sport or to introduce them to the sport at a time in their lives where they may be looking for more exercise or a new interest.

Tennis Parties and socials

Weekly tennis parties for people of all ages and abilities. Parties may be by category; mixed doubles, singles, senior, etc.

We are going to use every resource available (email, phone, mailings, local newspaper advertising) to get the word out to everyone we have ever met about our new facility. We will also avail ourselves of the newest ways of communicating (Facebook, Youtube, Twitter) and the many tennis related marketing tools (Tennis Marketplace, Tennis Industry Association, Racket Sports industry) to get everyone on the Shoreline interested in our progress during the construction phase of the project.

We are going to run special events with tennis manufacturers and their reps to get new people to meet us and get to know how much fun tennis can be. We are going to run our own weight loss initiative similar to what you see on TV shows like “The Biggest Loser”, where players will work with the Pro staff as well as a nutritionist to reach their weight loss goals and lead a healthy lifestyle. Tennis is the perfect sport for this type of program because it is much more fun than going to the gym and you can do it as a family.

We are going to be giving out our brochures as well as promotional materials (t-shirts, hats etc.) at local courts as well as having a booth at the Pilot Pen Tournament in new Haven.

Common Misconceptions regarding the Tennis Industry

Someone asked me what a tennis club could be used for by the bank if they ever had to foreclose. I told them that tennis clubs don't close, even if they're old and outdated and are poorly run. In the mid seventies, we had a tennis boom in this country and clubs sprung up everywhere. Most of those clubs are still operating today. In our state, the only clubs that have closed were in North Branford and Bethany. The clubs that are operating have been around for over 30 years and are still in business. Many of them are run down and old, but there is still enough business to keep them going. The difference in our club is that we will be the only new club around and we will be utilizing every new program and technology to make our business successful. We don't have to worry about other new clubs springing up to compete with us because most people don't have the ability or track record to run a successful club. We will be the newest, the best run and the most successful.

Weekly Hours of Operation						
96		Capacity Loading Yr 1	Capacity Loading Yr 2	Capacity Loading Yr 3	Capacity Loading Yr 4	Capacity Loading Yr 5
Winter Session Length (Weeks)		60%	70%	80%	90%	95%
34		Year 1	Year 2	Year 3	Year 4	Year 5
Avg Hourly Rate		Gross Income	Gross Income	Gross Income	Gross Income	Gross Income
Mon	\$60	\$3,456	\$4,032	\$4,608	\$5,184	\$5,472
Tue	\$60	\$3,456	\$4,032	\$4,608	\$5,184	\$5,472
Wed	\$60	\$3,456	\$4,032	\$4,608	\$5,184	\$5,472
Thu	\$60	\$3,456	\$4,032	\$4,608	\$5,184	\$5,472
Fri	\$60	\$3,456	\$4,032	\$4,608	\$5,184	\$5,472
Sat	\$60	\$3,456	\$4,032	\$4,608	\$5,184	\$5,472
Sun	\$60	\$3,456	\$4,032	\$4,608	\$5,184	\$5,472
Weekly Revenue Total		\$24,192	\$28,224	\$32,256	\$36,288	\$38,304
Total Winter Session Revenue		\$822,528	\$959,616	\$1,096,704	\$1,233,792	\$1,302,336
		Capacity Loading Yr 1	Capacity Loading Yr 2	Capacity Loading Yr 3	Capacity Loading Yr 4	Capacity Loading Yr 5
Summer Session Length (Weeks)		30%	35%	40%	45%	50%
12		Year 1	Year 2	Year 3	Year 4	Year 5
Avg Hourly Rate		Gross Income	Gross Income	Gross Income	Gross Income	Gross Income
Mon	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Tue	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Wed	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Thu	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Fri	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Sat	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Sun	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Weekly Revenue Total		\$9,072	\$10,584	\$12,096	\$13,608	\$15,120
Total Summer Session Revenue		\$108,864	\$127,008	\$145,152	\$163,296	\$181,440
		Capacity Loading Yr 1	Capacity Loading Yr 2	Capacity Loading Yr 3	Capacity Loading Yr 4	Capacity Loading Yr 5
Off-Season Session Length (Weeks)		20%	23%	27%	30%	32%
6		Year 1	Year 2	Year 3	Year 4	Year 5
Avg Hourly Rate		Gross Income	Gross Income	Gross Income	Gross Income	Gross Income
Mon	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Tue	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Wed	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Thu	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Fri	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Sat	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Sun	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Weekly Revenue Total		\$5,376	\$6,182	\$7,258	\$8,064	\$8,602
Total Off-Season Session Revenue		\$32,256	\$37,094	\$43,546	\$48,384	\$51,610
Total Annual Session Revenues		\$963,648	\$1,123,718	\$1,285,402	\$1,445,472	\$1,535,386
Membership dues		Capacity Loading Yr 1	Capacity Loading Yr 2	Capacity Loading Yr 3	Capacity Loading Yr 4	Capacity Loading Yr 5
		60%	70%	80%	90%	95%
Annual Dues		\$200				
# Members Capacity		1,000				
Total Annual Dues Revenues		\$120,000	\$140,000	\$160,000	\$180,000	\$190,000
Total Annual Revenue		\$1,083,648	\$1,263,718	\$1,445,402	\$1,625,472	\$1,725,386
Total Operating Expense		\$805,409	\$806,980	\$807,983	\$808,345	\$807,561
Net Profit / (Loss)		\$278,239	\$456,738	\$637,419	\$817,127	\$917,825

STC Projected expenses

Inflation	2%	Year 1	Year 2	Year 3	Year 4	Year 5	
Payroll	Manager	\$90,000	\$91,800	\$93,636	\$95,509	\$97,419	
	Head Pro	\$90,000	\$91,800	\$93,636	\$95,509	\$97,419	
	Pro Staff (Netted out of Revenues)	\$0	\$0	\$0	\$0	\$0	
	Babysitters (part time)	\$15,300	\$15,606	\$15,918	\$16,236	\$16,561	
	Front Desk (Part time)	\$67,928	\$69,287	\$70,672	\$72,086	\$73,527	
	Assistant Manager (part time)	\$25,000	\$25,500	\$26,010	\$26,530	\$27,061	
	Total Payroll	\$288,228	\$293,993	\$299,872	\$305,870	\$311,987	
Payroll Taxes	FICA (7.65%)	\$22,049	\$22,490	\$22,940	\$23,399	\$23,867	
	Unemployment Comp (6.8%)	\$3,150	\$3,150	\$3,150	\$3,150	\$3,150	
	Workman's Comp Insurance (6%)	\$17,294	\$17,640	\$17,992	\$18,352	\$18,719	
	Total Payroll taxes	\$42,493	\$43,280	\$44,083	\$44,901	\$45,736	
Building Expense	Mortgage	\$258,048	\$247,855	\$236,870	\$225,033	\$212,277	
	Interest Rate	Property Taxes	\$61,250	\$62,475	\$63,725	\$64,999	\$66,299
	7.50%	Heat/Air	\$80,000	\$81,600	\$83,232	\$84,897	\$86,595
	Number of Periods	Water	\$4,000	\$4,080	\$4,162	\$4,245	\$4,330
	180	Phone	\$3,000	\$3,060	\$3,121	\$3,184	\$3,247
	Present Value	Cable / Internet	\$1,500	\$1,530	\$1,561	\$1,592	\$1,624
	\$3,500,000	Alarm	\$600	\$612	\$624	\$637	\$649
	Future Value	Cleaning	\$12,000	\$12,240	\$12,485	\$12,734	\$12,989
	\$0	Repairs	\$3,600	\$3,672	\$3,745	\$3,820	\$3,897
	Mil Rate	Trash collection	\$2,400	\$2,448	\$2,497	\$2,547	\$2,598
3%	Total building Expense	\$426,398	\$419,572	\$412,021	\$403,687	\$394,504	
Business Expense	Legal/Accounting	\$4,800	\$4,896	\$4,994	\$5,094	\$5,196	
	Liability Insurance	\$12,000	\$12,240	\$12,485	\$12,734	\$12,989	
	Computer Maintenance	\$2,500	\$2,550	\$2,601	\$2,653	\$2,706	
	Website	\$1,200	\$1,224	\$1,248	\$1,273	\$1,299	
	Lease Office Equipment	\$2,472	\$2,521	\$2,572	\$2,623	\$2,675	
	Office supplies	\$3,000	\$3,060	\$3,121	\$3,184	\$3,247	
	Postage	\$600	\$700	\$800	\$900	\$950	
	Subscriptions	\$300	\$306	\$312	\$318	\$325	
	Bad Debt Expense	\$5,418	\$6,319	\$7,227	\$8,127	\$8,627	
	Total Business Expense	\$32,290	\$33,816	\$35,360	\$36,907	\$38,014	
Member/Promo Exp	Coffee	\$1,500	\$1,530	\$1,561	\$1,592	\$1,624	
	Towels	\$1,500	\$1,530	\$1,561	\$1,592	\$1,624	
	Tennis Supply	\$6,000	\$6,120	\$6,242	\$6,367	\$6,495	
	Trophies / Gifts	\$2,000	\$2,040	\$2,081	\$2,122	\$2,165	
	Advertising	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412	
	Total Member Promo	\$16,000	\$16,320	\$16,646	\$16,979	\$17,319	
Total Operating Expense		(\$805,409)	(\$806,980)	(\$807,983)	(\$808,345)	(\$807,561)	
Total Revenues		\$1,083,648	\$1,263,718	\$1,445,402	\$1,625,472	\$1,725,386	
Net Profit / (Loss)		\$278,239	\$456,738	\$637,419	\$817,127	\$917,825	

Weekly Hours of Operation						
	96	Capacity Loading Yr 1	Capacity Loading Yr 2	Capacity Loading Yr 3	Capacity Loading Yr 4	Capacity Loading Yr 5
	Winter Session Length (Weeks)	40%	50%	60%	70%	80%
	34	Year 1	Year 2	Year 3	Year 4	Year 5
	Avg Hourly Rate	Gross Income	Gross Income	Gross Income	Gross Income	Gross Income
Mon	\$60	\$2,304	\$2,880	\$3,456	\$4,032	\$4,608
Tue	\$60	\$2,304	\$2,880	\$3,456	\$4,032	\$4,608
Wed	\$60	\$2,304	\$2,880	\$3,456	\$4,032	\$4,608
Thu	\$60	\$2,304	\$2,880	\$3,456	\$4,032	\$4,608
Fri	\$60	\$2,304	\$2,880	\$3,456	\$4,032	\$4,608
Sat	\$60	\$2,304	\$2,880	\$3,456	\$4,032	\$4,608
Sun	\$60	\$2,304	\$2,880	\$3,456	\$4,032	\$4,608
	Weekly Revenue Total	\$16,128	\$20,160	\$24,192	\$28,224	\$32,256
	Total Winter Session Revenue	\$548,352	\$685,440	\$822,528	\$959,616	\$1,096,704
		Capacity Loading Yr 1	Capacity Loading Yr 2	Capacity Loading Yr 3	Capacity Loading Yr 4	Capacity Loading Yr 5
	Summer Session Length (Weeks)	30%	35%	40%	45%	50%
	12	Year 1	Year 2	Year 3	Year 4	Year 5
	Avg Hourly Rate	Gross Income	Gross Income	Gross Income	Gross Income	Gross Income
Mon	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Tue	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Wed	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Thu	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Fri	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Sat	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
Sun	\$45	\$1,296	\$1,512	\$1,728	\$1,944	\$2,160
	Weekly Revenue Total	\$9,072	\$10,584	\$12,096	\$13,608	\$15,120
	Total Summer Session Revenue	\$108,864	\$127,008	\$145,152	\$163,296	\$181,440
		Capacity Loading Yr 1	Capacity Loading Yr 2	Capacity Loading Yr 3	Capacity Loading Yr 4	Capacity Loading Yr 5
	Off-Season Session Length (Weeks)	20%	23%	27%	30%	32%
	6	Year 1	Year 2	Year 3	Year 4	Year 5
	Avg Hourly Rate	Gross Income	Gross Income	Gross Income	Gross Income	Gross Income
Mon	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Tue	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Wed	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Thu	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Fri	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Sat	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
Sun	\$40	\$768	\$883	\$1,037	\$1,152	\$1,229
	Weekly Revenue Total	\$5,376	\$6,182	\$7,258	\$8,064	\$8,602
	Total Off-Season Session Revenue	\$32,256	\$37,094	\$43,546	\$48,384	\$51,610
	Total Annual Session Revenues	\$689,472	\$849,542	\$1,011,226	\$1,171,296	\$1,329,754
Membership dues		Capacity Loading Yr 1	Capacity Loading Yr 2	Capacity Loading Yr 3	Capacity Loading Yr 4	Capacity Loading Yr 5
		40%	50%	60%	70%	80%
	Annual Dues	\$200				
	# Members Capacity	1,000				
	Total Annual Dues Revenues	\$80,000	\$100,000	\$120,000	\$140,000	\$160,000
	Total Annual Revenue	\$769,472	\$949,542	\$1,131,226	\$1,311,296	\$1,489,754
	Total Operating Expense	\$805,409	\$806,980	\$807,983	\$808,345	\$807,561
	Net Profit / (Loss)	(\$35,937)	\$142,562	\$323,243	\$502,951	\$682,193

Inflation	2%	Year 1	Year 2	Year 3	Year 4	Year 5	
Payroll	Manager	\$90,000	\$91,800	\$93,636	\$95,509	\$97,419	
	Head Pro	\$90,000	\$91,800	\$93,636	\$95,509	\$97,419	
	Pro Staff (Netted out of Revenues)	\$0	\$0	\$0	\$0	\$0	
	Babysitters (part time)	\$15,300	\$15,606	\$15,918	\$16,236	\$16,561	
	Front Desk (Part time)	\$67,928	\$69,287	\$70,672	\$72,086	\$73,527	
	Assistant Manager (part time)	\$25,000	\$25,500	\$26,010	\$26,530	\$27,061	
	Total Payroll	\$288,228	\$293,993	\$299,872	\$305,870	\$311,987	
Payroll Taxes	FICA (7.65%)	\$22,049	\$22,490	\$22,940	\$23,399	\$23,867	
	Unemployment Comp (6.8%)	\$3,150	\$3,150	\$3,150	\$3,150	\$3,150	
	Workman's Comp Insurance (6%)	\$17,294	\$17,640	\$17,992	\$18,352	\$18,719	
	Total Payroll taxes	\$42,493	\$43,280	\$44,083	\$44,901	\$45,736	
Building Expense	Mortgage	\$258,048	\$247,855	\$236,870	\$225,033	\$212,277	
	Interest Rate	Property Taxes	\$61,250	\$62,475	\$63,725	\$64,999	\$66,299
	7.50%	Heat/Air	\$80,000	\$81,600	\$83,232	\$84,897	\$86,595
	Number of Periods	Water	\$4,000	\$4,080	\$4,162	\$4,245	\$4,330
		Phone	\$3,000	\$3,060	\$3,121	\$3,184	\$3,247
	Present Value	Cable / Internet	\$1,500	\$1,530	\$1,561	\$1,592	\$1,624
		Alarm	\$600	\$612	\$624	\$637	\$649
	Future Value	Cleaning	\$12,000	\$12,240	\$12,485	\$12,734	\$12,989
		Repairs	\$3,600	\$3,672	\$3,745	\$3,820	\$3,897
	Mil Rate	Trash collection	\$2,400	\$2,448	\$2,497	\$2,547	\$2,598
Total building Expense		\$426,398	\$419,572	\$412,021	\$403,687	\$394,504	
Business Expense	Legal/Accounting	\$4,800	\$4,896	\$4,994	\$5,094	\$5,196	
	Liability Insurance	\$12,000	\$12,240	\$12,485	\$12,734	\$12,989	
	Computer Maintenance	\$2,500	\$2,550	\$2,601	\$2,653	\$2,706	
	Website	\$1,200	\$1,224	\$1,248	\$1,273	\$1,299	
	Lease Office Equipment	\$2,472	\$2,521	\$2,572	\$2,623	\$2,675	
	Office supplies	\$3,000	\$3,060	\$3,121	\$3,184	\$3,247	
	Postage	\$600	\$700	\$800	\$900	\$950	
	Subscriptions	\$300	\$306	\$312	\$318	\$325	
	Bad Debt Expense	\$5,418	\$6,319	\$7,227	\$8,127	\$8,627	
	Total Business Expense	\$32,290	\$33,816	\$35,360	\$36,907	\$38,014	
Member/Promo Exp	Coffee	\$1,500	\$1,530	\$1,561	\$1,592	\$1,624	
	Towels	\$1,500	\$1,530	\$1,561	\$1,592	\$1,624	
	Tennis Supply	\$6,000	\$6,120	\$6,242	\$6,367	\$6,495	
	Trophies / Gifts	\$2,000	\$2,040	\$2,081	\$2,122	\$2,165	
	Advertising	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412	
	Total Member Promo	\$16,000	\$16,320	\$16,646	\$16,979	\$17,319	
Total Operating Expense		(\$805,409)	(\$806,980)	(\$807,983)	(\$808,345)	(\$807,561)	
Total Revenues		\$769,472	\$949,542	\$1,131,226	\$1,311,296	\$1,489,754	
Net Profit / (Loss)		(\$35,937)	\$142,562	\$323,243	\$502,951	\$682,193	

Shoreline Tennis Center Project General Budget

Part I: Land Acquisition

Total Land Cost - \$1.2 million (includes all preliminary site work).

Part II: Construction Costs

Total Building Construction Costs - \$2.8 million (See Munger Construction Proposal).

Tennis Court Construction

- 1.) Court Installation - \$160,000.00
- 2.) Court Lighting Fixtures - \$50,700.00
- 3.) Lighting Installation - \$24,000.00
- 4.) Nets, Curtains, Dividers, Court equipment - \$31,000.00 (includes installation).

Total Court costs - \$265,700.00

Total Construction - \$3,065,700.00

Part III: Business Startup Costs

Professional fees - \$200,000.00

Computers - \$7500.00

Computer programs and software - \$8500.00

Website - \$4500.00

Furniture (lobby and office) - \$25,000.00

Office equipment - \$5500.00

Office Total - \$50,500.00

Advertising :

1.) TV - \$5000.00

2.) Print - \$4000.00

3.) Marketing Materials - \$11,750.00

Advertising total - \$20,750.00

Debt Service During Construction - \$150,000.00

Total Start up Costs - \$421,250.00

Total Budget - \$4,686,950.00

