



October 20, 2016

Mr. Alex Boyer
 Parks & Recreation
 City of Palm Coast
 305 Palm Coast Pkwy, NE.
 Palm Coast, FL 32137

Mr. Alex Boyer,

The following is the Operational and Financial Summary Report for PCTC for September 2016

FINANCIAL SUMMARY FOR MONTH ENDING SEPTEMBER 2016								
	Current				Year to Date			Variance to Budget
	Actual	Budget	Variance		Actual	Budget	Pr. Year	
Revenue								
Tournament Fees	\$ -	\$ -	\$ -		\$ 20,994	\$ 18,112	\$ 16,970	\$ 2,882
Court Fees	\$ 1,595	\$ 695	\$ 900		\$ 14,803	\$ 14,061	\$ 13,994	\$ 742
Annual Pass Fees	\$ 6,005	\$ 8,643	\$ (2,638)		\$ 72,193	\$ 79,502	\$ 77,463	\$ (7,309)
Shop Revenue	\$ 1,210	\$ 633	\$ 577		\$ 13,540	\$ 17,415	\$ 12,993	\$ (3,875)
Clinics/Camps	\$ 4,981	\$ 3,584	\$ 1,397		\$ 71,063	\$ 62,835	\$ 50,501	\$ 8,228
Food and Beverage	\$ 76	\$ 76	\$ -		\$ 1,120	\$ 1,016	\$ 976	\$ 104
Misc	\$ -	\$ -	\$ -		\$ -	\$ 30	\$ -	\$ (30)
Total Revenue	\$ 13,867	\$ 13,631	\$ 236		\$ 193,713	\$ 192,971	\$ 172,897	\$ 742
Cost of Sales								
Merchandise	\$ 267	\$ 372	\$ (105)		\$ 6,075	\$ 6,558	\$ 4,098	\$ (483)
Food and Beverage	\$ 31	\$ 38	\$ (7)	35%	\$ 451	\$ 508	\$ 437	\$ (57)
Gross Margin	\$ 13,600	\$ 13,259	\$ 341		\$ 187,638	\$ 186,413	\$ 168,799	\$ 1,225
Total Payroll	\$ 10,656	\$ 12,011	\$ (1,355)		\$ 159,181	\$ 145,126	\$ 135,811	\$ 14,055
Total Operating Expenses	\$ 7,330	\$ 6,935	\$ 395		\$ 111,766	\$ 100,925	\$ 96,085	\$ 10,841
EBITDA	\$ (4,386)	\$ (5,687)	\$ 1,301		\$ (83,309)	\$ (59,638)	\$ (63,097)	\$ (23,671)
Other Expenses								
Management Fee	\$ 3,647	\$ 1,821	\$ 1,826		\$ 24,281	\$ 21,852	\$ 21,855	\$ 2,429
Net Operating Income	\$ (8,033)	\$ (7,508)	\$ (525)		\$ (107,590)	\$ (81,490)	\$ (84,952)	\$ (26,100)

Executive Overview

September 2016 NOI for Palm Coast Tennis Center beat revenue budget, with -2.4% change vs September 15. Daily Court Maintenance agreement with Client, along with continuing irrigation pump problems (utility water is well above prior year, city is performing work on pump) keeps labor and operating expenses above budget for month.

Areas of significant growth over budget and/or prior year include: Food & Beverage, Stringing/Merchandise, and Court Fees. 3 New Annual Passes sold, and well as excellent Merchandise sales. COGS for both F&B and Merchandise were well under budget. Palm Coast Tennis Center hosted the Palm Coast Senior Games in September, with 32 participants.

SEPTEMBER 2016 GM REPORT:

REVENUES:

	SEPTEMBER	AUGUST
• FOOD & BEVERAGE:	76.04	\$116.49
• MERCHANDISE:	\$773.27	\$748.84
• PASS HOLDERS:	\$943.43	\$183.31
• STRINGING:	\$319.58	\$235.48
• BALL MACHINE:	\$117.70	\$84.07
• CLINICS:	\$1691.05	\$7101.10
• COURT FEES:	\$1595.17	\$1024.79
• GIFT CERTIFICATES:	\$0.00	\$0.00
• PRIVATE LESSONS:	\$2890.00	\$1959.00

ONGOING EVENTS:

Morning Blast – Monday and Wednesday 9:30am-10:30am Weekly

A fun and energetic start to your day that combines cardio tennis with instructional drills and interactive play. Focus on footwork and movement. Build your skills while you get your heart rate up. **NO Clinic**

Monday 9/5/16 for Labor Day

Pass Holders \$12, Non-Pass Holders \$16 **13 participants (10 PH, 3 NPH) 23 clinics**

Techniques & Tactics – Monday and Wednesday 10:30am-11:30am Weekly

A combination of instruction and strategies designed to improve your doubles play. Drills and competitive interactive play will help refine your shot selection, execution and court positioning. This class is designed for players 3.0 and up **NO Clinic Monday 9/5/16 for Labor Day**

Pass Holders \$12, Non-Pass Holders \$16 **6 participants (4 PH, 2 NPH) 8 clinics**

1.2.3 Tennis – Monday 11:30am-12:30pm Weekly

1.2.3. Tennis is designed for players with little or no tennis experience. It is a fun and social introduction to tennis fundamentals including basic techniques and structured play. This program provides a gateway to developing your tennis skills and meeting your future tennis partners.

\$10 per class

0 participants

Beginner Doubles Strategy - Monday 8:45am-10:15am Weekly (taught by Jorika)

This clinic is designed for players who are new to the game (2.0). It provides an opportunity to learn the basics of doubles play including court position, shot selection and strategy. Experience interactive drills and play in a game based and friendly environment.

\$18 Pass Holders, \$24 Non-Pass Holders **6 participants (0 PH, 6 NPH) 10 clinics**

NO Clinic Monday 9/5/16 for Labor Day; NO clinic 9/12/16 due to Senior Games

Friday Basic Training - Friday 9:30am-10:30am (taught by Roman)

A little less talk and a lot more action!! This clinic is all about drills for players at all levels. One fast

paced hour of groundstrokes, volleys and footwork to help keep you sharp.
\$12 Pass Holders, \$16 Non-Pass Holders 12 participants (8 PH, 4 NPH) 24 clinics

NO Clinic Friday 9/2/16 due to rain

Monday Open Tennis – Monday 6:00pm Weekly **4**

Open to all men and women 3.5 and above.

Pass Holders FREE, Non-Pass Holders \$6

Saturday Open Tennis – Saturday 11:00am Weekly **3**

Open to all men and women 3.5 and below.

Pass Holders FREE, Non-Pass Holders \$6

Sunday Drop In Tennis – Sunday 9:30am – Weekly **37** Open to men and women of all levels.

Pass Holders FREE, Non-Pass Holders \$5

Masters Tennis Drop-In **0**

Tuesday 8:00am-9:00am; Thursday 5:00pm-6:30pm; Friday 11:00am-12:30pm

All levels of play welcome; no experience needed. Pass Holders FREE, Non-Pass Holders \$5 12 plays for \$50. Learn more about Masters Tennis at <https://www.ustaflorida.com/adulttennis/masters-tennis/>

JUNIOR CLINICS:

Junior programs resumed on August 22nd.

RACQUET ROOKIES I

Monday and/or Wednesday 6:00pm-6:45pm OR Tuesday AND/OR Thursday 5:30pm-6:15pm

This program is a gentle introduction to the game of tennis for students 5-7 years old. Skill building exercises and fun activities are used to begin developing the basic movements used on the tennis court.

\$80 for 8 classes – 7 students currently enrolled

RACQUET ROOKIES II

Tuesday and/or Thursday 5:30pm-6:15pm – 6 students currently enrolled

A continuation of our Racquet Rookies I program.

\$80 for 8 classes

QUICK START I & II

Monday and/or Wednesday 5:00pm-6:00pm – 6 students currently enrolled

For students 6-10 as an introduction to tennis using fun and effective skill building exercises and games. Emphasis on **A**gility, **B**alance and **C**oordination as well as teamwork and interactive play.

Quick Start I and II players will be grouped based on age and ability.

\$150 (1 class per week) / \$275 (2 classes per week) OR \$16 Pay As You Go

TRANSITION TEAM

Monday and/or Wednesday 6:00pm-7:00pm – 7 students currently enrolled

This is a transitional program for our students 8-11 who have completed Quick Start I & II. It will continue to focus on mechanics with a greater emphasis on interactive play.

\$150 (1 class per week) / \$275 (2 classes per week) OR \$16 Pay As You Go

BIG SHOTS I & II

Tuesday and/or Thursday 4:30pm-6:00pm – 7 students currently enrolled

For students 8-12 who have completed our Transition Team program or who have appropriate tennis experience. Focus on skill building that will include stroke fundamentals, eye-hand coordination and interactive play.

\$225 (1 class per week) / \$425 (2 classes per week) OR \$24 Pay As You Go

JUNIOR DEVELOPMENT

Monday and/or Wednesday 4:30pm-6:00pm – 4 students currently enrolled

For students 10-14 who have completed our Big Shots program or have appropriate tennis experience. Focus on mechanics, footwork and preparation for competitive play.

\$225 (1 class per week) / \$425 (2 classes per week) OR \$24 Pay As You Go

COMPETITIVE PLAYER DEVELOPMENT

Tuesday and/or Thursday 6:30pm-8:00pm – 2 students currently enrolled

For students with USTA or Jr. High and High School tennis experience. Focus on advanced technique, footwork, conditioning and strategies for competitive play.

\$225 (1 class per week) / \$425 (2 classes per week) OR \$24 Pay As You Go

MS 101 – 4 students currently enrolled (\$15 per class)

UPCOMING EVENTS:

No events in October

TENNIS SHOP:

STRINGING: 19 jobs for the month

BALL MACHINE: 11 uses – 8 NPH / 3 PH

MERCHANDISE: Merchandise sales were good for the month, Tail orders have started arriving and will continue to arrive thru November. New wrist bands have arrived and will be popular with the ladies tennis teams.

PASS HOLDERS:

1 former Couple and **1 former** Single Pass Holders re-joined in September; **1 NEW** couple and **2 NEW** singles joined in September; **1 NEW** pass holder joined as a couple (her husband had been a single pass holder)

MARKETING INITIATIVES:

- Monthly newsletter and weekly updates emailed to everyone on each data base
- Specials and Non-Pass Holder Events sent to specialized groups on the data base
- Weekly FB posts
- PCTC website updated regularly with the latest information
- The Big Board which hangs outside on the shade structure / Covered bulletin board
- Flyers and brochures at the Tourism Development office
- Flyers and brochures at the Palm Harbor Golf Club
- Monthly press releases from the City of Palm Coast
- All events are posted on the cities website calendar
- All events/camps posted on the USTA Florida website
- Trying to bring different events to PCTC for exposure

COURT FEE'S:

Summer rate of \$5 before 11:00am and \$2.50 after 11:00am ended on Labor Day. 6 frequent play cards were sold in September.

LESSONS:

PURCHASED in September:

3 – ½ hour PH 6 pack lesson packages

3 – 1 hour NPH 6 pack lesson packages (2 – Roman; 1 - Jorika)

2 – ½ hour JR 6 pack lesson package

3 – 1 hour JR 6 pack lesson package

1 - 1 hour PH lesson

1 – ½ hour NPH lesson

1 – 1 hour NPH lessons (Jorika)

1 – 1 hour JR lessons

2 – ½ hour JR lessons

2 GVTL warm-ups

- 17 Adult lessons were also given in September that were part of 6-pack lesson packages purchased in previous months.
- 5 JR lessons were given in August as part of 6-pack lesson packages purchased in previous months.
- Six pack lesson packages are “purchase 5 lessons and get 1 free”. These lesson packages are available for purchase year round. The lessons must be used within 4 months of the purchase.
- Jorika has been added to the lesson/clinic team and is working with the juniors.

SEPTEMBER EVENTS:

Palm Coast Senior Games – 32 participants

SUMMARY

September 2016 finished ahead to prior year in all categories, minus Annual Passes sold. This will be a major focus during the next fiscal year.

Facility continues to experience ongoing issues with irrigation/pump systems, which is maintained via Public Works. Additional labor expenses stemmed from both Court Maintenance and staff professionals pay from camps/clinics

Growth in Palm Coast Senior Games was attributed to City of Palm Coast staff, with assistance from Tennis Center Staff.

Respectfully Submitted,



Jody Graham
Regional Operations Executive
KemperSports