
AGENDA

LIFE ENRICHMENT SUBCOMMITTEE

March 20, 2024
5:30 PM

City Hall
First Floor Conference Room
65 Civic Avenue
Pittsburg, CA 94565

Subcommittee Members

Dionne Adams, Councilmember
Angelica Lopez, Councilmember

Community Advisory Commissioners on CDBG

Jennifer Cruz, Commissioner
Roland Fernandez, Commissioner

1. Public Comment for Non-Agenda Items

2. Community Services

- a. **Culture & Diversity Initiative** (*Councilmember Adams, Councilmember Lopez*) – At the meeting on February 21st, staff reviewed the costs for local organizations to utilize City facilities to host or promote local Culture or Diversity events and proposed alternative ways to support the promotion of local Culture and Diversity events through various media available to the City. Subcommittee requested additional information which will now be presented. *Subcommittee feedback requested.*
- b. **Community Development Block Grant (CDBG) 2025-2030 Consolidated Plan** (*Councilmember Adams, Councilmember Lopez, Commissioner Cruz, Commissioner Fernandez*) - Staff will review the Community Development Block Grant (CDBD) program and its anticipated entitlement for FY 2024-2025. *Subcommittee members will recommend funding allocations among the subrecipients.*

3. Recreation

- a. **Dream Courts Request for Qualifications** (*Councilmember Adams, Councilmember Lopez*) – Staff will review and discuss the submissions received. *Subcommittee feedback requested.*

b. Sister City (*Councilmember Adams, Councilmember Lopez*) – The City has received a request to continue our relationship as a Friendship City with Wenzhou, China. *Subcommittee feedback requested.*

4. **Subcommittee and Staff Reports or Remarks**
5. **Adjournment**



City of
Pittsburg
California

Item No. 2a
Life Enrichment Subcommittee Meeting
Culture & Diversity Initiative
March 20, 2024

Background



- On 09/19/22, City Council requested a future agenda item:
 - Create Culture and Diversity initiative to provide criteria and processes for local organizations who seek assistance and funding for events.

Promotion of Events cwalden8910@yahoo.com



Instagram

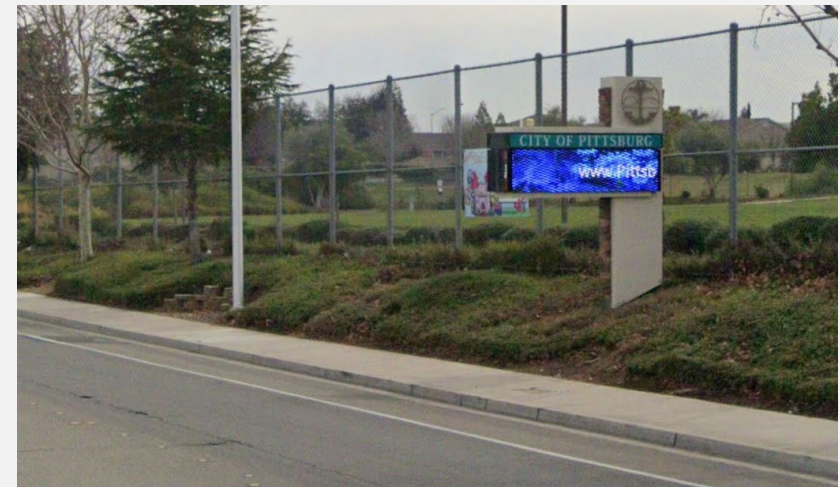


[View on Instagram](#)

Facebook



Railroad and California



Buchanan at Highlands Ranch Park

Options:



Option 1 Up to \$500 Assistance

- Organization apply for funding
- \$10,000 allocation will fund up to 20 organizations

Option 2 Facility Use Up to \$500 Value

- Organization apply for funding
- \$10,000 allocation will fund up to 20 organizations

Option 3 City Controlled Advertising

- Organization apply for advertising
- Staff time cost

List of Events



Event	City Facility	PW	Rec	PD	PI.	Subsidy
African Baby Shower	Senior Center	✓	✓		✓	\$732
Guillermo Bust Dedication	Railroad Ave & Muniz Plaza	✓			✓	\$2,159
Summer Kick Off Event	Marina Green/ Central Harbor Park	✓			✓	\$1,169
African American Baby Shower	John Buckley Park	✓			✓	\$644
Literacy Rally & Celebration	John Buckley Park	✓			✓	\$1,116
Youth Relay March	Railroad Ave - 3 rd and 8 th Street	✓			✓	\$1,834
Breast Cancer Awareness Tea	Senior Center		✓			\$1,680
Portrait unveiling of Willie Brown	City Hall		✓			\$500
Pray Pittsburg (worship)	Overflow CCC parking lot	✓				\$1,116
Homecoming Parade	Pittsburg Marina – Pittsburg HS	✓		✓	✓	\$1,116
Thanksgiving Giveaway	Courthouse Parking Lot	✓			✓	\$1,116
Family Harvest Farm festival	1300 Power Avenue				✓	\$600
African American Wellness Program	Senior Center		✓			\$745

List of Events contd.



Event	City Facility	PW	Rec	PD	PI	Subsidies
MLK March and Rally	City Hall to Pittsburg HS	✓	✓	✓	✓	\$1,616
Cesar Chavez Day March	City Hall to Pittsburg HS	✓	✓	✓	✓	\$1,616
Good Friday Procession	8 th , Cumberland, 6 th Streets			✓	✓	\$475
National Day of Prayer		✓			✓	\$1,116
Juneteenth	City Park	✓			✓	\$3,456
Total Fees Waived						\$22,806

Recommendation



- Option 1 – Provide financial assistance and allocate \$10,000 from the General Fund
- Option 2 – Provide facility use assistance and allocate \$10,000 from the General Fund
- Option 3 – Continue to provide assistance at events
 - Continue the same practice



City of
Pittsburg
California

Item No. 2b

Life Enrichment Subcommittee Meeting
Community Development Block Grant –

Annual Action Plan

March 20, 2024

Proposed Activities



- Public services (youth, elderly, health)
- Non-Public Services
 - Economic Development
 - Infrastructure (ADA ramps, sidewalks)
 - Housing Rehabilitation
- Administration

Funding Source and Budget



Funding Sources	
HUD Allocation (HUD)	\$557,626 - \$681,543
Prior Year Income (PI)	\$146,303
Total Funding Sources (TFS)	\$703,929 - \$827,846
Funds to be Allocated	
Public Services (15% of HUD + PI)	\$229,947 - \$248,534
Non-Public Services (TFS – Public Services – Planning/ Admin)	\$362,457 - \$443,003
Planning & Administration (20% of HUD + estimated current year)	\$111,525 - \$136,309
Total Program Budget	\$703,929 - \$827,846



- Determine how much to allocate to the sub recipients
 - \$10,000 minimum allocation
- Make recommendations to City Council

Timeline for FY 2024-2025



- March 20, 2024: Life Enrichment Subcommittee meeting to allocate funds for FY 2024-2025
- May 6, 2024: Present Annual Action Plan to City Council
- May 15, 2024: Submit Annual action Plan to HUD
- July 1, 2024: Commencement of funding cycle for FY 2024-2025

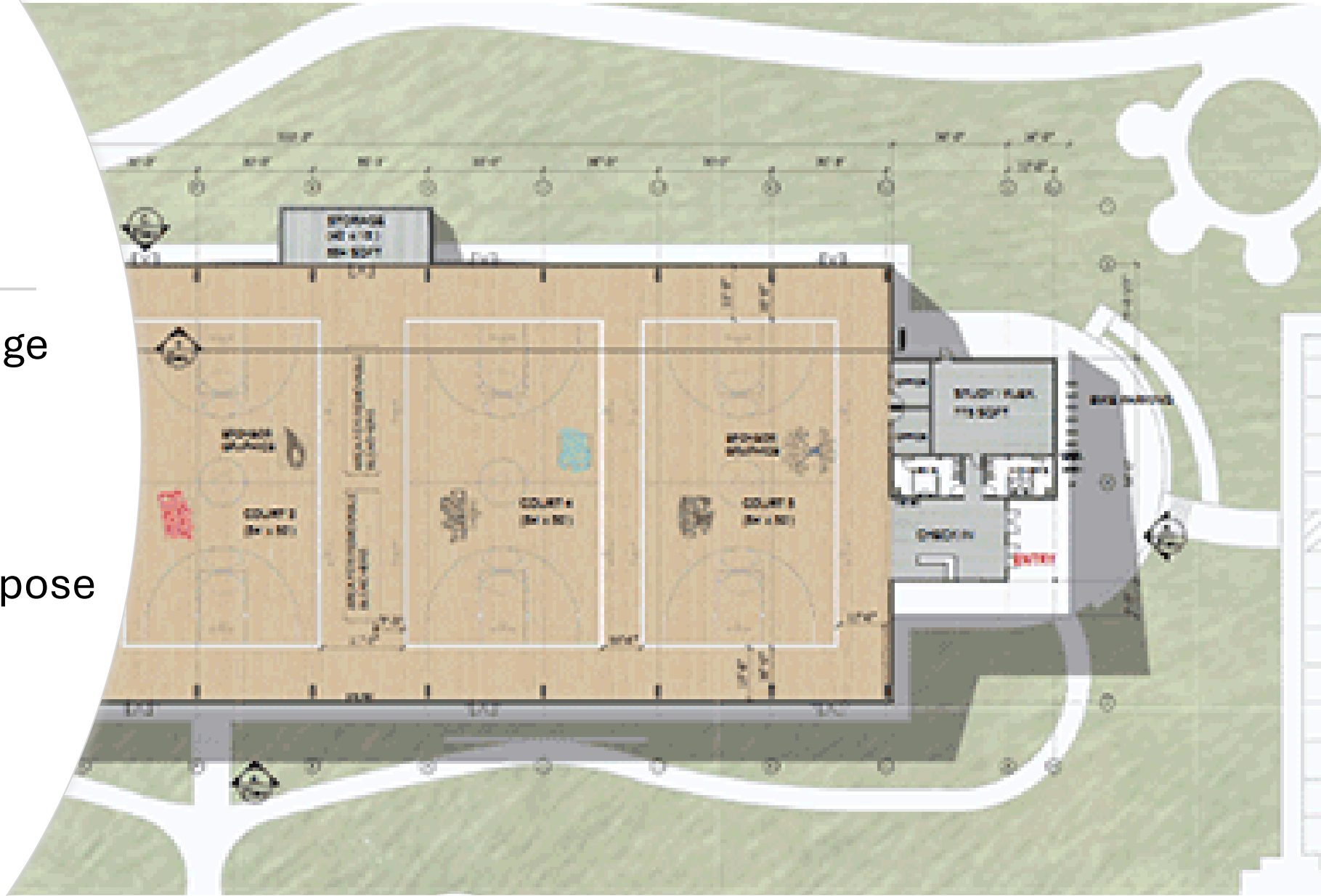


Dream Courts *Request For Qualifications*
Item 3.a.

Presented Life Enrichment
Subcommittee 3.20.24

Pittsburg Dream Courts

- \$9,000,000 cutting edge indoor facility
- 45,000 sq. ft. indoor gymnasium
- 5 basketball/multipurpose courts
- Groundbreaking held September 2023



Recommended Preferred Operator

Experience

Experience in operating similar facility

Enhance

Enhance public offerings and maximize event activity and operating efficiency

Blend

Leagues/tournament, variety of sports/rec offerings, open gym, and rentals/birthday parties

Schedule of Activities

RFQ Issue Date	December 11, 2023
Responder's Conference	January 11, 2024 at 5pm at Marina Center – 340 Marina Blvd. Pittsburg, CA 94565 in Classroom 1
Last Day for Submitting Inquiries	January 18, 2024, by 4:00 p.m.
Responses to Inquiries	January 25, 2024, by 4:00 p.m.
RFQ Submittal Deadline	February 8, 2024, by 4:00 p.m.
Interviews and Facility Tours Scheduled	Week of February 19, 2024
Anticipated Award Date	March 2024

Process

2 firms attended the Proposers Conference

3 firms submitted

1 firm withdrew after the deadline

Panel evaluated 2 submissions based on:

- Operational Philosophy
- Management Structure
- Firm Experience & Qualifications
- Management Approach & Methodology
- Proposed Budget & Capital Ability
- Facility Tour

Submission Ranking

	<i>Max Pts.</i>	Firm A	Firm B
Cover Letter	5	4	4
Operational Philosophy	5	3	4
Management Structure	10	7	8
Firm Experience & Qualifications	20	15	18
Management Approach & Methodology	20	15	18
Proposed Budget & Capital Ability	20	12	16
Facility Tour	20	17	19
OVERALL TOTAL AVERAGE	<i>100</i>	79	91

Recommendation & Next Steps

Staff
recommends
Firm B as the
most qualified

Next Steps: Begin
negotiations on
agreement for
operations

Sister City

Item 3.b.

Life Enrichment Subcommittee Meeting
3.20.2024



What is a Sister City?

A sister city, county, or state relationship is a broad-based, long-term partnership between two communities in two countries. A relationship is officially recognized after the highest elected or appointed official from both communities sign off on an agreement to become sister cities.



SisterCities
INTERNATIONAL
Connect Globally. Thrive locally.

Background

Sister Cities

- **Pohang, Korea** – *June 15, 1987*
- **Isola delle Femmine, Italy** – *November 16, 1992*
- **Shimonoseki, Japan** – *December 14, 1998*
- **Yahualica, Mexico** – *April 6, 2009*

Friendship Cities

- **Shenyang, China** – *October 20, 2003*
- **Wenzhou, China** – *March 17, 2008*

China Friendship City Relationships

April 2004 – Contract executed with Pacific Rim Crossings Consulting for Global Trade Center Project (GTCP)

GTCP- the pursuit and attraction of international businesses from abroad

2007-2010 – Council & staff visited various international cities for economic development opportunities

November 2007 – Pittsburg invited to visit Wenzhou for its annual Business Development Conference to form a Friendship City Relationship

Apr-May 2008 – City delegation visited Wenzhou to formalize the Friendship City Relationship



Summary & Recommendation

Wenzhou requested to visit Pittsburg on 3/22/24 to renew the Friendship City Relationship

Staff recommends continuing the Relationship for 5 years



Summary & Recommendation

Shimonoseki
requested to send
students to Pittsburg
in July/Aug 2024

Staff recommends
bringing this to the
next COP/PUSD
Liaison Committee
for discussion

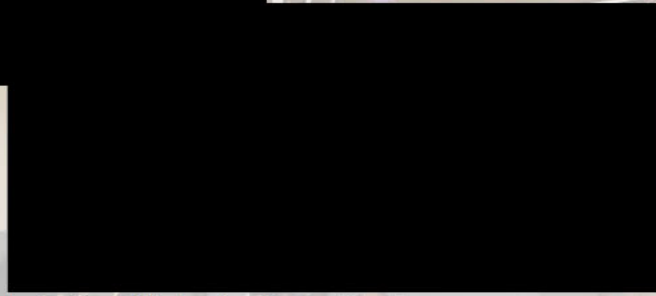
SUBMISSION

A



RFQ - PITTSBURG DREAM COURTS

FEBRUARY 8, 2024



RFQ Pittsburg Dream Courts

February 8, 2024



On behalf of [REDACTED] LLC I am pleased to submit this proposal in response to the Request for Qualifications to provide Pittsburg Dream Courts Management and Operations Consultant Services. We hope to enter into a long term agreement to manage Pittsburg Dream Courts. We are committed to investing our time, expertise, relationships and money to ensure the success of the project and positively impact the local community. We are uniquely qualified to outperform expectations in this special opportunity.

We are adequately briefed on this project based on the information that is publicly available. We are clear on the specs of the buildout, the location, the relationship to the City, the support of Discovery Homes, the requirement for financial sustainability, the impact in the community, where there is flexibility and not, the timeline and the overall goals and vision for the development. We pride ourselves on our speed and adaptiveness, and are comfortable and flexible with the terms and conditions of this RFQ.

Our ability to provide timely services is evident by our history, illustrated in acquiring three recent facilities:

- [REDACTED] **Anaheim** - formerly American Sports Center - August 2020
- [REDACTED] **Oakland** - formerly [REDACTED] - May 2022
- [REDACTED] **Ladera** - formerly Ladera Sports Center - September 2022

In all three cases, we earned the opportunity to assume control of the lease and turnaround distressed situations. All three instances happened immediately without any advance notice, had stringent requirements, required unprecedented speed and had complex considerations.

Several distinct factors separate us from other applicants and would benefit the City, including:

- Proximity** - We are currently operating a similar size facility that is 30 minutes away.
- Personnel** - We have a best in class team, high functioning across each business segment.
- Infrastructure** - We have refined and battle tested systems, policies and procedures.
- Size** - Big enough to have national reach, leverage, control and small to be nimble, caring, connected.
- Experience** - We have 15 years of invaluable trial and error, learnings and relationships.
- Business Model** - We balance basketball and volleyball, boys and girls, youth and high school, elite and non-elite, club and recreational.
- Reputation** - We have consulted for global brands, advised on facilities and programming, and received awards for community impact, workplace culture and entrepreneurship.

We are excited for this prospective opportunity and appreciate the consideration. We are available to meet in person at any of our facilities and to discuss our unique capabilities.

[REDACTED]

[REDACTED]

[REDACTED] LLC

CEO

[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

OPERATIONAL PHILOSOPHY

Our approach to manage Dream Courts is rooted in experience, analytics and systems.



MISSION

Our mission is to transform the youth sports experience. Everything we do is in support of the same reason why we started this business 15 years ago - make youth sports better.



FOCUS

Most businesses in youth sports, especially facilities, fail. It is a challenging industry that is easy to become distracted in. In support of the mission and to serve the community, there must be unwavering focus on the business and financial model.



PEOPLE

Our team is our greatest asset. The people make the place, not the other way around. We are committed to investing in our team, the backbone of our Organization.



BALANCE

The margins are too thin and the risks too significant to be too concentrated in one market segment. To offset seasonality and support a sustainable financial model, we intentionally prioritize serving all available markets that do not compromise our mission, inclusive of basketball & volleyball, boys and girls, youth and high school, elite & non-elite, club & recreational.



COMMUNITY

Whether private or public, for profit or not, youth sports facilities must be community centric. We have incorporated local elements and people into all three of our current facilities. Through our non-profit, ██████████ Cares, we give back to each local community. We cultivate and treasure relationships across the industry and throughout the community.

MANAGEMENT STRUCTURE

OUR TEAM

- Fast-paced, hybrid work environment & flex schedule
- Commitment to serve the community
- Commitment to team building:
 - Annual company retreat
 - Monthly staff get together
 - Named #5 OC Register Top Workplace, #7 OC Business Journal Top Workplace, Companies that Care



2022
2023



2021
2022
2023



2022
2023



2023

MANAGEMENT STRUCTURE

CEO, [REDACTED]

- Graduated Chapman University in 2012, Bachelor's Degree in Entrepreneurship
- Business Plan Competition Winner and Student Entrepreneur of the Year
- Consulted for NBA, adidas, Landmark Sports, Kobe Inc, LiveBarn, American Sports Centers, Wooden Legacy
- Advisor and guest speaker for national sports brands
- Named to Orange County Most Influential list
- Advised ASC Avondale, a comparable youth sports facility under a public private partnership



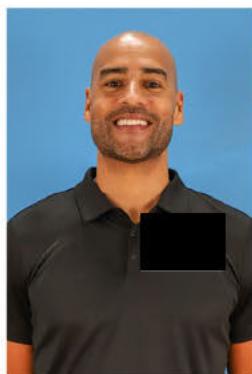
MANAGEMENT STRUCTURE

EXECUTIVE TEAM

Talented senior leadership is exceptionally passionate, knowledgeable, competent and committed.



Matt [REDACTED]
CEO
15 years



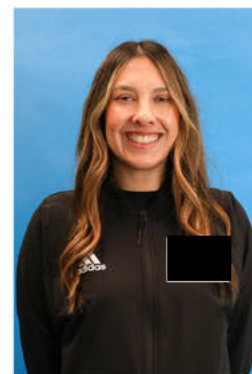
Miguel Bennett
President
15 years



Max Piner
Vice President
11 years



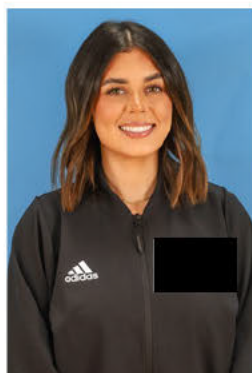
Nick Podsadecki
COO
8 years



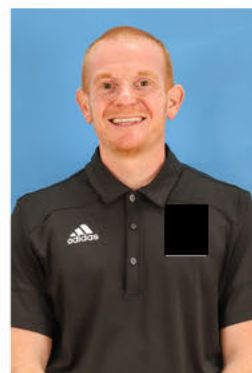
Ashley Moore
CMO
8 years



Christine Nguyen
Senior Director, Operations
5 years



Maddi Lawson
Senior Director, Marketing
5 years



Jamie Stopnitzky
Senior Director, [REDACTED] Ladera
and EBC
7 years



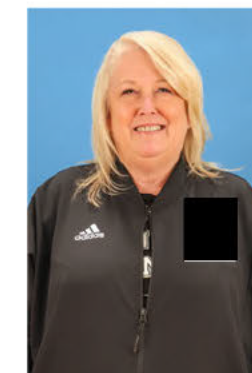
Julio Ortega
Senior Director, EBC
and G365
11 years



Glenn Henry
Senior Director, Facilities
4 years



Daradona Dam
Senior Director, Website
and IT
4 years



Debbie Ochoa
Director, HR & Payroll
4 years

MANAGEMENT STRUCTURE

ORG CHART

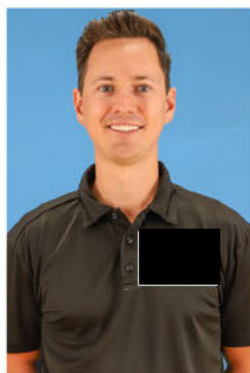
The structure of our team is methodically designed to support operational excellence, speed and innovation.

Club Teams	Camps & Leagues	Tournaments	Operations	Marketing	IT & Website	Facilities & Corporate	Pulse Volleyball
Miguel Bennett President	Jamie Stopnitzky Director, EBC & High School	Max Piner Vice President	Nick Podsadecki COO	Ashley Moore CMO	Daradona Dam Senior Director, IT & Website	Glenn Henry Director, Facilities	Daniel Hart Director, Pulse Volleyball
Rich Brown Director, █ National	Julio Ortega Director, EBC & Sales	John Mullane Director, Sales	Christine Nguyen Senior Director, Operations	Maddi Lawson Senior Director, Marketing	Christian Jimenez Web Developer	Debbie Ochoa Director, HR & Accounting	Glenn Henry Coordinator, Pulse Volleyball
Cedric Lusk Director, █ Anaheim	Craig Mackey Director, Ladera YBL & Camps	Daniel Katz Director, Passport	Justin Williams Director, █ Cares	Christian Vigil Manager, Content Creation	Justin Law Web Developer	Daniel Hayashi General Manager, Anaheim	Brandon Pank Coordinator, Development
Randy Labistre Director, █ Fullerton	Rufus Jemison Director, Youth Camps	Justin Cho Director, Breakthrough Circuit	Rachel Gafford Manager, Operations & Customer Success	Cameron Chan Manager, Graphic Design	Dylan Dao Web Developer	Anthony Renteria Assistant Manager, Anaheim	
Brandon Page Director, █ Ladera		Kenny Nakase Director, Grassroots 365	Summer Russo Manager, Operations & Events	Trevor Treinen Manager, Graphic Design	Matt Kirby Software Engineer	Michael Hill General Manager, Ladera	
Anthony Susnjara Director, █ Newport		Buck Matthews Director, Hype Her Hoops	Rebekah Gafford Manager, Operations & Reporting	John Moore Manager, Marketing & EBC		Eddie Faris Assistant Manager, Ladera	
Ryan Schachter Director, █ Newport		Marlon Wells Director, Hype Her Hoops	Katie Nguyen Manager, Operations & Travel	Stephanie Enciso Manager, Marketing		Sam Moses General Manager, Oakland	
Anthony Ballestero Director, █ Yorba Linda		Quincy Quintero Director, Hype Her Hoops	Jade Lopez-Tiana Manager, █ Anaheim & Staffing	Wyatt McElmurry Manager, Social Media		Benny Gipson Assistant Manager, Oakland	
Jojo Ballestero Director, █ Yorba Linda		John Morris Director, Scholastic Series	Nohea Roberts Manager, █ Fullerton & Staffing	Isaac Udo-Ema Manager, Videography		Greg Chostner Manager, Facilities	
		Jordan Williams Director, Strictly Hoops	Angelo Penn Manager, █ Ladera & YBL			Marco Alcantara Manager, Food & Beverage	
		Dominique Dunning Director, The Stage	Ashley Earles Manager, █ Newport & HHH			Emilia Acosta Manager, Janitorial	
		Alfred Njunge Manager, Grassroots 365	Jonathan Nguyen Manager, █ Yorba Linda & Passport			Angel Rutledge Manager, Office & Store	
		Maria Mesa Manager, Hype Her Hoops					

MANAGEMENT STRUCTURE

PITTSBURG PERSONNEL

We have a unique team with a blend of experience, talent and contacts ready to lead Dream Courts.



Matt Kanne
CEO



Nick Podsadecki
COO



Glenn Henry
Senior Director,
Facilities



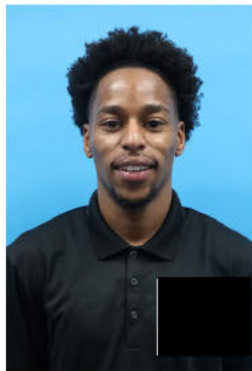
Christine Nguyen
Senior Director,
Operations



Sam Moses
General Manager,
Oakland



Benny Gipson
Assistant Manager,
Oakland



Alfred Njunge
Manager,
G365



Buck Matthews
Director,
Hype Her Hoops



Justin Williams
Senior Director,
Cares

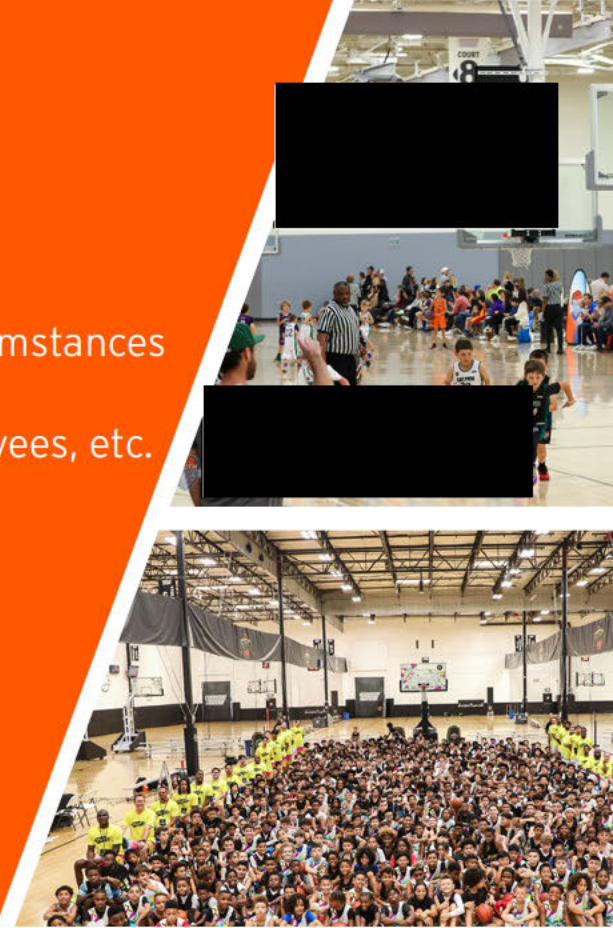


John Moore
Senior Director,
EBC and G365

FIRM EXPERIENCE & QUALIFICATIONS

We are uniquely experienced and qualified to lead Dream Courts based on:

- CEO and executive management have 15 years experience
- Extensive knowledge of national youth sports landscape
- Insight extends from developing new facilities to managing established facilities
- Unique experience turning around three distressed facilities amidst difficult circumstances
- Access to ██████████ Oakland facility 30 minutes away for testing ideas, training employees, etc.
- Strong relationships with industry and community leaders including:



FIRM EXPERIENCE & QUALIFICATIONS

ANAHEIM

- 90,000 square feet
- 9 basketball courts / 12 volleyball courts
- 125 parking spots
- Central Orange County, freeway visibility
- Nearby Disneyland, Honda Center, Angel Stadium
- 6,000 square foot cafe and bar
- 3,000 square foot retail store with leading brands
- Home of USA Volleyball Men's & Women's National Team
- Opened 2003, expanded 2010
- Assumed the lease and restructured in 2020



FIRM EXPERIENCE & QUALIFICATIONS

LADERA

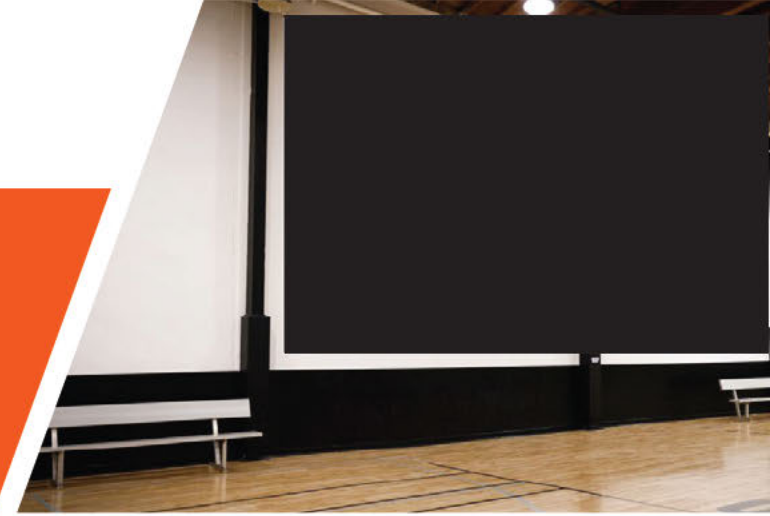
- 55,000 square feet
- Air-conditioned, solar-powered, LEED certified
- 8 basketball / volleyball courts
- 300 parking spots
- Opened 2016, assumed lease September 2022
- One of fastest growing family neighborhoods
- All-Star Cafe with diverse menu
- Award winning community center



FIRM EXPERIENCE & QUALIFICATIONS

OAKLAND

- 40,000 square feet
- 4 basketball / volleyball courts
- 150 parking spots
- Downtown Oakland, freeway visibility
- Nearby Oracle Arena, Oakland Coliseum
- Expanding food and retail space
- Opened 2015, assumed lease May 2022
- Retail store in partnership with Courtsmith



MANAGEMENT APPROACH AND METHODOLOGY

ON-COURT PROGRAMMING

Weekend Programming

Tournaments, Elite Camps, & Special Events

- We prefer to run our events rather than rent the facility:
 - Higher margin
 - Increased control
 - Close connection to the customer
- At launch, half of tournaments operated under our brands.
- Remaining weekends rented to trusted operators.
- As we settle, outside operators will phase out in favor of our events.

This has worked effectively in all three of our venues - all are at capacity at least 50 weekends with in-house events.

Weekday Programming

Club Teams, Training, Leagues

- We prefer to operate our own weekday programming but will be more open to start with outside strategic rentals.
 - Weekday off peak time (3:00 - 5:00 pm) - Training
 - Weekday peak time (5:00 - 9:00 pm) - Team Practices
 - Weekday off peak time (9:00 - 10:00 pm) - Adult Leagues
 - Summer - Unique camp offerings & special events
- Proven flexibility to succeed in different programming models.
 - Anaheim: We operate all our own weekday programming.
 - Ladera: We operate our own basketball programming while volleyball is in partnership.
 - Oakland: Outsource most weekday programming for rent.



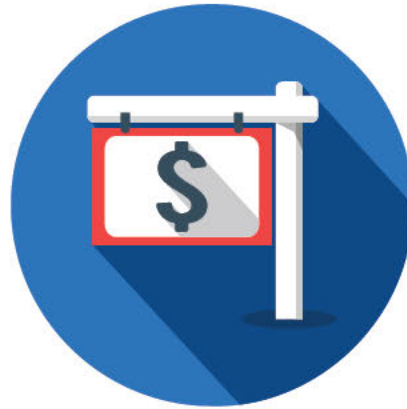
MANAGEMENT APPROACH AND METHODOLOGY

FACILITY MANAGEMENT

For standalone financial viability, all revenue elements must be maximized.



FOOD AND BEVERAGE



RETAIL



PARKING



LIVE STREAMING



SPONSORSHIPS

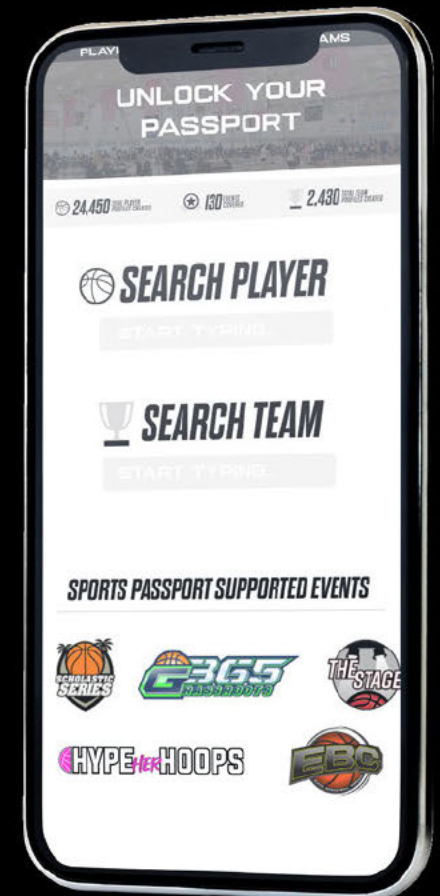
MANAGEMENT APPROACH AND METHODOLOGY

TECHNOLOGY

We have built proprietary technology to transform youth sports and scale our business.

- 50,000 profiles
- 175,000 active contacts
- Archive the youth sports experience
- Track youth sports participation
- Passport features:
 - Digitally and publicly verify player age / grade
 - Easy digital roster management for coaches
 - Real time accurate stats at all operated events
 - Natural platform to showcase achievements & awards
 - Centralized location for storing pictures and videos

PASS



MANAGEMENT APPROACH AND METHODOLOGY

BRAND STRATEGY

Our strategic family of brands allows us to effectively reach market segments in a tailored manner.



Boys and girls basketball club teams.



Elite camp brand providing a blend of talent, exposure and instruction.



Elevated boys middle school tournaments.



Boys and girls youth and high school volleyball club teams.



Live high school tournament and exposure platform.



Technology to transform the digital youth sports experience.



Workshop that is tailored for student athletes.



MANAGEMENT APPROACH AND METHODOLOGY

BRAND STRATEGY



Off-season high school scholastic tournaments & leagues.



Signature girls only event series.



Boys and girls youth recreational seasonal leagues.



Events tailored specifically to local and non-elite club programs.



A cost effective showcase platform.



Initiatives Community events, education, and financial aid.

- For the Love of the Game: A free registration event series
- Sports Boardroom: A sports leadership program.
- Hoops for Hunger: A free clinic centered around a food drive.
- Gear Drive: Clothing donation during the holiday season.

PROPOSED BUDGET AND CAPITAL ABILITY

COMPANY FINANCIALS

- Overall Revenue
 - 2022 Revenue: \$9M
 - 2023 Revenue: \$15M (70% growth)
 - 2024 Projected Revenue: \$21M
- Revenue by Product 
- Expense Matrix
 - Cost of Goods Sold - 35%
 - Personnel - 29%
 - Occupancy - 11%
 - General & Administrative - 10%
- Target Gross Operating Margin - 65%
- Target EBITDA - 10% Profit Margin

Product	2023	2024	% of Revenue	Gross Margin
Tournaments				
Grassroots 365	\$2,700,000	\$3,000,000	14%	35%
The Stage	\$1,400,000	\$2,000,000	10%	35%
Hype Her Hoops	\$500,000	\$1,500,000	7%	35%
Scholastic Series	\$300,000	\$300,000	1%	35%
Facilities				
Anaheim	\$1,500,000	\$2,000,000	10%	30%
Ladera	\$1,800,000	\$2,500,000	12%	30%
Oakland	\$900,000	\$1,200,000	6%	30%
Club Teams				
■ Basketball	\$1,700,000	\$2,200,000	10%	15%
Pulse Volleyball	\$1,900,000	\$2,200,000	10%	20%
Elite Basketball Circuit	\$800,000	\$1,100,000	5%	30%
Youth Basketball League	\$600,000	\$1,200,000	6%	45%
Youth Camps	\$200,000	\$500,000	2%	45%
The Passport Technology	\$500,000	\$1,000,000	5%	
Training	\$200,000	\$300,000	1%	50%
TOTAL	\$15,000,000			

PROPOSED BUDGET AND CAPITAL ABILITY

DREAM COURTS

- We prefer a traditional lease because of the clarity, simplicity and stability to both sides.
- We are flexible on term and rate but want a mutually beneficial long term partnership.
- We are open to exploring more creative operating structures.
- We are positioned to bear responsibility for all day to day expenses including but not limited to personnel, HR, marketing, operations, IT, facilities, custodial, etc.
- We would like to have a well-defined agreement as to capital expenditures and FFE.
- We have experience working in similar structures and capacity.



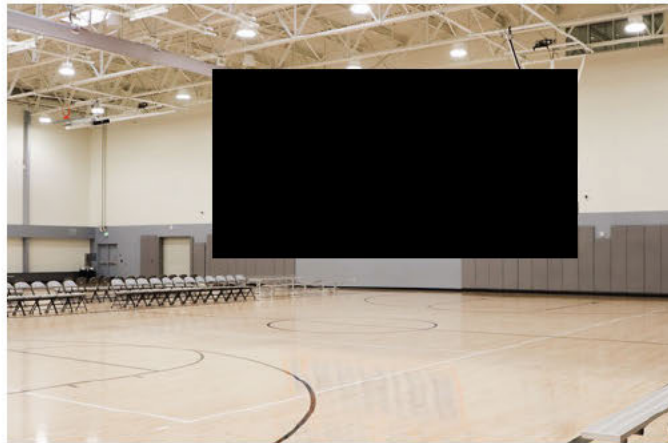
FACILITY TOUR

We would like to host tours at three of our facilities. All have distinct characteristics that can aid Dream Courts. We hope to introduce our senior team at our headquarters in Anaheim.



ANAHEIM, CA

Management offices, digital signage,
USA Volleyball, court conversion



LADERA RANCH, CA

Technology, surveillance,
ceiling baskets / volleyball nets, parking



OAKLAND, CA

Community, floors, retail,
flow, seating

THANK YOU

References

Ladera Landlord - Michael Schwartz, CEO - SmartStop Storage (949) 637 - 1597

Oakland Landlord - Jonathan Breznikar, CEO - East Bay Restaurant Supply (510) 499 - 0830

Technology Partner - Farrel Miller, CEO - LiveBarn (514) 926 - 0855

CEO

LLC

SUBMISSION

B

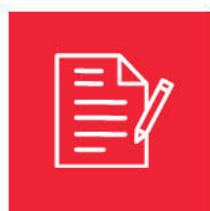


S.O.O. PACKET

DREAM COURTS



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COVER LETTER



Dear City of Pittsburg Recreation Department,

We understand you are in search of a qualified firm to provide management for the Pittsburg Dream Courts, a 45,000 square foot basketball/multi-sports facility. Please accept this letter as an official declaration that the [REDACTED] accepts the requirements of the RFQ and requests to contract with the City of Pittsburg to provide management services for the Dream Courts facility.

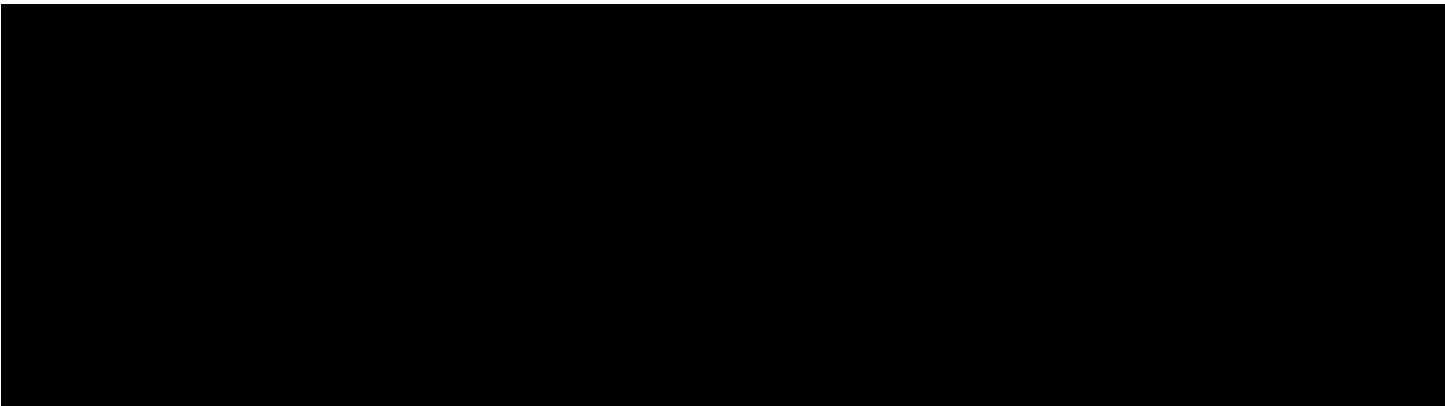
Our team successfully manages a facility similar to The Dream Courts. In 2015, we established [REDACTED], a 40,000 square foot, state-of-the-art basketball/multi-sport facility in Walnut Creek. We oversaw the build-out and have also managed the facility and all programming since its inception.

We have operated our facility in a fiscally responsible way (profitable in every year of operation). Of equal importance, we have programmed the [REDACTED] at peak-capacity since day-one, attracting local, regional, and national level events (like Steph Curry's SC30 Select Camp). We attract nearly 300,000 visitors per year, an accomplishment not many facilities can consistently replicate. This success has bolstered the City of Walnut Creek's economy so much so, that we now have an official partnership with the City's Visitor's & Convention Bureau as they recognize the importance of our facility to the local economy.

The [REDACTED] has matured into a very efficient business and is bursting at the seams, requiring us to find additional facilities to accommodate the overflow, The Dream Courts comes at the perfect time for us to replicate the success of the [REDACTED]. Given the maturity and stability of the [REDACTED], our team is ready to immediately shift its focus to the Dream Courts, and will have no problem meeting the requirements of the proposed schedule, ensuring that Dream Courts is fully programmed for its opening in Summer of 2024.

Lastly, we should note that, in addition to the [REDACTED], our management team collectively owns and operates five other youth basketball organizations. We are well versed in operating camps, tournaments, leagues, teams, facilities, sponsorships, fundraising, and more. We have every possible facet of programming in a sports facility covered and are excited to bring our 40+ years of sports management experience to assist the City of Pittsburg and its Dream Courts!

Best Swishes,





OPERATIONAL PHILOSOPHY

When operating a facility like Dream Courts we strive to simultaneously accomplish multiple objectives, including:

- **Profitability:** Driving revenue & controlling expenses to ensure profitability/sustainability
- **Attract/conduct first-class, Large-Scale Events** to drive commerce to local businesses and generate T.O.T. & sales tax contributions
- **Serve the community** by providing first-class community programming
- **Support the youth sports eco-system** by providing a Safe and Secure space for other organizations to conduct programming in



PROFITABILITY

We have the programming & marketing knowledge to drive revenue, and the business expertise to operate efficiently and control costs to ensure profitability.



LARGE-SCALE EVENTS

For 8+ years we've attracted large-scale events that drive traffic & bolster local business. We have the contacts needed to replicate this in Pittsburg.

Examples of Past Events Include:

- 150+ Team Tournaments
- Under Armour SC30 Select Camp
- Brooksee Marathon Expo
- Commercial Shoots
 - Steph Curry's Master Class
 - Under Armour
 - Degree Deodorant
- NBA G League Team Ignite Host Facility



COMMUNITY PROGRAMMING

We have 40+ years of experience running youth basketball programming that serves & adds value to the community.



ECO-SYSTEM

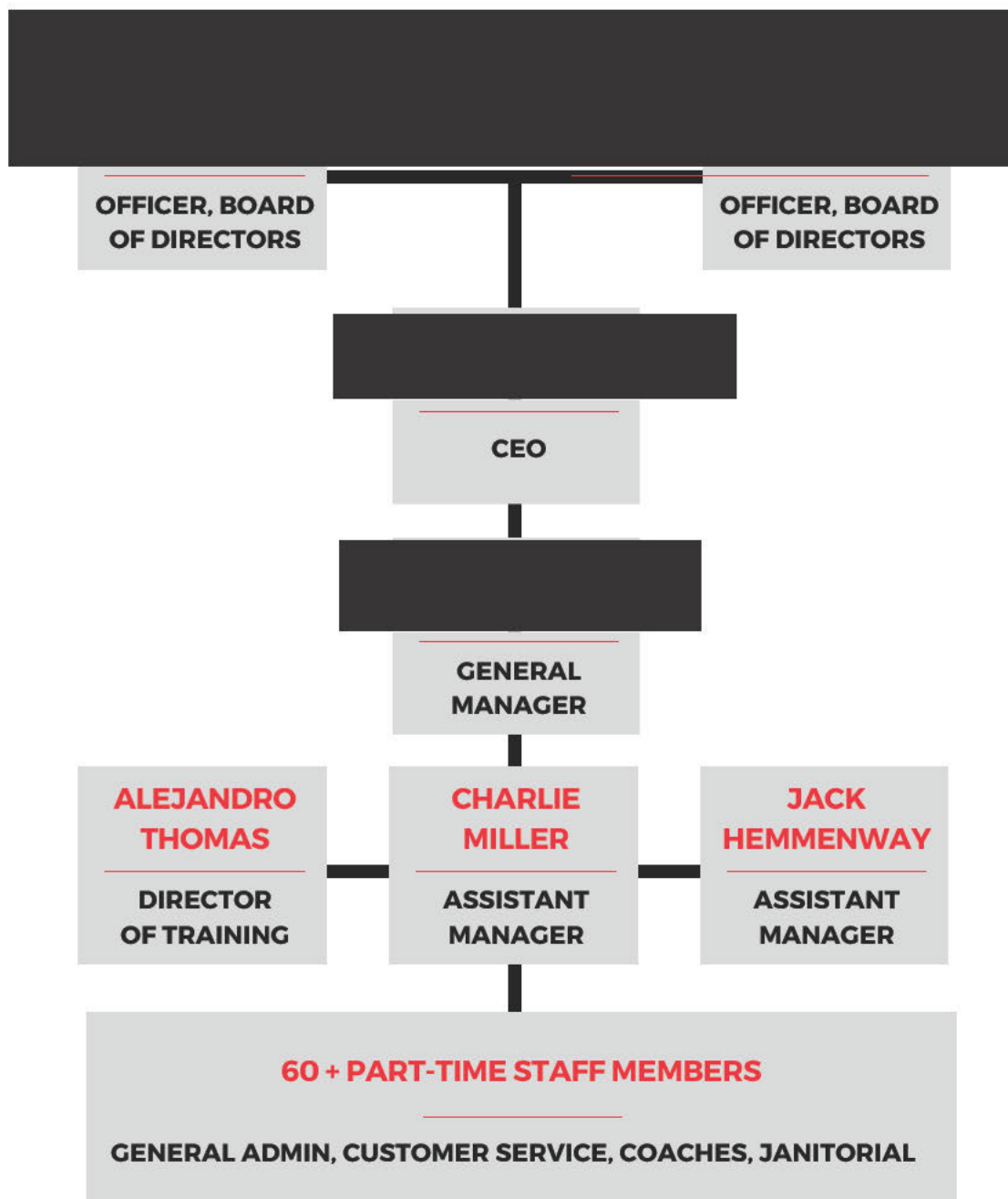
In order for Youth Sports to thrive, it's important that we support other operators. For this reason, we will work to provide other organizations, (local club teams, city leagues, schools, etc) with a safe and secure space to operate in.

MANAGEMENT STRUCTURE



The Ultimate Sports Association is made up of its Officers, a CEO, a General Manager, two Assistant Managers, a Director and approximately 60 part-time employees. Our management team brings a wealth of sports and business experience to the table.

We also take pride in the number of jobs we create for local high school and college students. For many of these students, we provide their first job opportunity & the experience and training they need to keep their careers moving as they prepare to enter the workforce.



MANAGEMENT STRUCTURE – CONT.

The [REDACTED] management team brings a wealth of sports and business experience to the table. See below for a summary of each person's experience.

CHRIS [REDACTED]

OFFICER, [REDACTED] (2015-PRESENT)
CO-OWNER, FLIGHT ELITE/NORCAL ELITE (1997-PRESENT)
CO-OWNER, MVP FLIGHT (1997-PRESENT)

Chris began coaching CYO Basketball at St. Agnes in 1993 and quickly moved to the high school ranks at Northgate High where he coached from 1994-1997. He started coaching AAU Basketball in 1996 and then left the high school ranks to co-found both MVP Flight and Flight Elite Basketball in 1997. Chris returned to high school to coach at Acalanes in 1999 and became the Head Varsity Coach at Campolindo in 2001. There, they won 3 North Coast Section championships in his final 4 seasons.

In 2008, Chris opted out of high school coaching to focus on running and expanding the MVP Flight and Flight Elite programs in a full-time capacity. Those two businesses proved to be instrumental in the tremendous growth of Bay Area youth basketball.

In 2015 Chris co-founded the [REDACTED], which owns and operates the [REDACTED]. He currently serves as an Officer in the company and has been instrumental to its success, focusing largely on the tournament side of the business. In 2022, Chris merged his Flight Elite AAU program with [REDACTED] program, creating NorCal Elite basketball, one of the largest youth basketball team organizations in the greater Bay Area.

FRANK [REDACTED]

OFFICER, [REDACTED] (2015-PRESENT)
CO-OWNER, NORCAL ELITE (2021-PRESENT)
OWNER, ASA BASKETBALL (2004-PRESENT)

An all-state player at Northgate High School, Frank led his team to a state championship in 1995 and were state-runner-ups in 1996. Frank received a full scholarship to Saint Mary's College, where he was a three year starter and a WCC All-Conference player.

Frank spent 12 years as a high school coach at De La Salle and is currently in his third season as the Head Varsity Basketball Coach at Clayton Valley Charter. In 2004, Frank established his Advanced Skills Academy (ASA) which provided advanced basketball instruction for 6-12 grade players. That program's popularity led to its expansion into club teams, housing over 60 teams at its peak.

In 2015 Frank co-founded the [REDACTED], which owns and operates [REDACTED]. He currently serves as an Officer in the company and has been instrumental to its success, primarily overseeing skill instruction. In 2022, Frank worked with Chris Whirlow to create NorCal Elite basketball, making it one of the largest youth basketball team organizations in the greater Bay Area.

MANAGEMENT STRUCTURE – CONT.

MIKE [REDACTED]

CEO, [REDACTED] (2015-PRESENT)
ASSOCIATE DIRECTOR OF ATHLETICS, UNIVERSITY OF NEVADA (2011-2015)
ASSOCIATE DIRECTOR OF ATHLETICS, SAINT MARY'S COLLEGE (2002-2011)

BACHELOR OF SCIENCE, BUSINESS ADMINISTRATION & MARKETING
SAN DIEGO STATE UNIVERSITY (GRADUATED WITH HONORS)

Mike came to [REDACTED] in 2015 after a long and successful career serving as a senior-level administrator within collegiate athletics.

Mike began his career at Saint Mary's College, where he became the Associate Athletics Director for External Affairs, overseeing all of the department's external operations. He helped reinvent the Gael brand, including oversight of the design and implementation of the current athletic logo. More notably, Mike provided the department with the revenue needed to be competitive, significantly increasing the department's annual revenue streams by revamping their ticketing and sponsorship programs. After 10 years at Saint Mary's College, Mike accepted a position at the University of Nevada as the Associate Athletics Director for External Relations, overseeing the department's ticket operations and sales, multi-media rights, marketing and promotions, branding and more.

At Nevada, Mike was credited with establishing the University's first outbound ticket sales program, creating a six-person sales unit. This effort significantly increased sales and revenue, the level of customer service, and provided an increase in annual giving. Mike also created both the financial model and sales plan that led to the approval of the 12 million dollar renovation to Nevada's football stadium, its first since the mid 90's.

In 2015 Mike brought his experience marketing and driving revenue to the [REDACTED]'s [REDACTED] to oversee the build-out of the [REDACTED]. Once built, Mike was tasked with setting up all operations and programming from scratch and driving the revenue required for the [REDACTED] to be a sustainable business. In addition to driving revenue, Mike oversees all strategic partnerships.

STEVE [REDACTED]

GENERAL MANAGER, [REDACTED] (2017-PRESENT)

BACHELOR OF ARTS, KINESIOLOGY: EMPHASIS IN SPORT & RECREATION MANAGEMENT
SAINT MARY'S COLLEGE

Steve came to the [REDACTED] after graduating from Saint Mary's College with a B.A. in Kinesiology with an emphasis in Sport and Recreation Management.

Prior to attending Saint Mary's College, Steve attended De La Salle high school where he was a starter on the 2010-11 team that played Mater Dei for the California State Championship. While attending Saint Mary's, Steve remained active in the community, serving as a counselor for Excel in Basketball camps since 2012.

As the General Manager, Steve focuses on running the day-to-day operations of the John Muir Health [REDACTED] including the hiring, training and management of all part-time staff, event management, scheduling oversight, and program management at the [REDACTED]

Steve has also taken on a major role in the oversight of most day-to-day programming, including Shoot 360. Steve serves as the administrator for all our back-end software systems and also oversees all of our facility rental agreements.

MANAGEMENT STRUCTURE - CONT.



Because the [REDACTED] has matured as a business, if awarded the contract to manage Dream Courts, we are in a unique position to immediately shift our focus to the new facility.

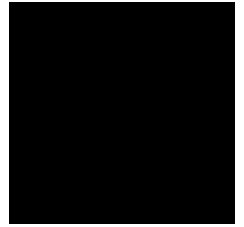
In order to ensure the success of the Dream Courts, and to ensure we can quickly build out the programming and operations required to make it a success, we would assign a number of our key personnel to Dream Courts and would also hire 1-3 new full-time employees to help operate the facility.

Additionally, because Dream Courts would become a business unit within the [REDACTED] portfolio, upper-level staff would play a similar role for Dream Courts as it does for [REDACTED]

PROPOSED STAFF ASSIGNMENTS DREAM COURTS

EMPLOYEE	DREAM COURTS ROLE
CHRIS [REDACTED] FRANK [REDACTED]	BOARD MEMBERS/OFFICERS
MIKE [REDACTED]	VP of Business Development at Dream Courts
STEVE [REDACTED]	General Manager at Dream Courts
TBD	Assistant Manager at Dream Courts
TBD	Assistant Manager at Dream Courts
TBD	20-30 Part-Time Employees

MANAGEMENT STRUCTURE -CONT



BOARD OF DIRECTORS

Our board would continue to play a vital role in oversight and management of the Dream Courts. Chris [REDACTED] and Frank [REDACTED] would be specifically assigned to focus on the immediate build-out of large-scale events at Dream Courts.

CEO

Mike [REDACTED] would shift his focus to Dream Courts. Just as he has with the [REDACTED], Mike would be tasked with driving revenue and fostering relationships with key business partners. Mike would focus on creating corporate partnerships and identifying regional and national level event partners to drive large events. Mike would also be tasked with establishing a working relationship with the City of Pittsburgh's Rec Department and Visitor's Bureau to ensure we are in lock-step in ensuring all Dream Courts activities are also focused on accomplishing the City's goals.

GENERAL MANAGER

Steve [REDACTED] would be re-assigned to serve in a similar role at Dream Courts. We would promote one of our assistant managers to back-fill his position at the [REDACTED].

At Dream Courts, Steve's focus would be building out our back-end administrative systems, all local programming and the marketing of them, and staffing the facility.

NEW HIRES

We would hire 1-3 additional full-time employees and 20-30 part-time employees to help us quickly scale the business and operations at Dream Courts. We will consider promoting from within and also searching for great **local talent** to fill these positions.

FIRM EXPERIENCE & QUALIFICATIONS

Our firm has successfully managed the [REDACTED], a 40,000 square foot, state-of-the-art basketball/multi-sport facility in Walnut Creek since 2015. We oversaw the build-out and have managed the facility and all programming since its inception.

FACILITY PROFILE

- Opened December 2015
- 40,000 SQ FT
- 4 Full Basketball Courts + 4,200 SQ FT Shoot 360 Lab
- Aux Space: 3 Offices, Training Room, Conference Room, Lobby, Bathrooms
- Primary Use: Basketball
- Additional Uses: Futsal, Volleyball, Pickleball, Conventions, Commercial Shoots, Exhibitions, Parties, Dances, Meeting Space & More
- Location: Walnut Creek, CA

We have operated our facility in a fiscally responsible way (profitable in every year of operation). Of equal importance, we have programmed the [REDACTED] to peak-capacity since day-one, attracting local, regional, and national level events (like Steph Curry's SC30 Select Camp).

We attract nearly 300,000 visitors per year, an accomplishment not many facilities can replicate. This success has helped bolster the City of Walnut Creek's economy so much so, that we now have an official partnership with the City's Visitor's & Convention Bureau as they recognize the Importance of our facility to the local economy.

QUICK FACTS



40,000
SQ FT



290K+
ANNUAL VISITS



4
COURTS



8+ YEARS
OF PROFITABILITY

FIRM EXPERIENCE & QUALIFICATIONS



OUR EXPANDED BUSINESS PORTFOLIO

In addition to the [REDACTED], our firm's management group also has a number of other youth sports organizations in its business portfolio. The success and longevity of these organizations further demonstrates our ability to successfully operate businesses in this space and provides us with the resources and experience to immediately establish programming at the Dream Courts Facility, driving key business and serving the needs of the residents in the City of Pittsburgh. Those organizations include:



MVP FLIGHT (1997-Present)

Seasonal leagues & tournaments for club, CYO & AAU teams. Hosted 4,000+ games in 2023.



EXCEL BASKETBALL CAMP (1981-Present)

Seasonal basketball camps. One of the longest-running, privately-hosted basketball camps in the country. Hosted 2,000+ campers in 2023.



ASA BASKETBALL (2004-Present)

Seasonal basketball club teams. Provides players the opportunity to learn fundamentals and develop advanced individual skills. Hosted approximately 350 players in 2023.



NORCAL ELITE (2021-Present)

Year-round basketball AAU teams. Committed to developing a foundation of fundamentals and advanced skills, while competing at the higher levels of tournament basketball. Hosted approximately 400 players in 2023.



WARRIORS BASKETBALL CLUB (2003-Present)

Seasonal basketball club teams. Promotes fast play and decision making on the court. Hosted approximately 600 players in 2023.

FIRM EXPERIENCE & QUALIFICATIONS – CONT.



KEY PARTNERS

Our Firm also has strong relationships with a number of local organizations, which we will lean on to drive business and programming to The Dream Courts and City of Pittsburg.



GOLDEN STATE WARRIORS

We are currently the only organization that the Warriors partner with to co-operate basketball camps. We would work with the Warriors to ensure they host a slate of their camps/clinics in Pittsburg, each year. Having access to Warriors branded activities in the City will be a big benefit to local residents.



JR. NBA

Our firm is one of just 14 members of the Jr. NBA Flagship Network. The Jr. NBA leans on us to help provide a direction for youth basketball world-wide. As such, we have advance access to programming and resources that most others don't. We are also heavily involved in helping to create and test pilot new initiatives, like the Jr. NBA League that the City of Pittsburg now operates.

LOCAL EVENT OPERATORS

We work with numerous local tournament operators to help aggregate their smaller events into large-scale events that operate more efficiently and drive better traffic to the surrounding areas. On any given weekend, we will help operators convert their segmented 30-50 team events into a single 150+ team event.

REFERENCES & TESTIMONIALS

We encourage you to contact the references listed below who can provide first-hand testimonials on our ability to successfully manage a facility and how our ability to do so has positively affected their businesses.



JEFF ADDIEGO

**VICE PRESIDENT, YOUTH BASKETBALL
GOLDEN STATE WARRIORS**
JAddiego@warriors.com • 510-867-4789

— “ —

"Warriors Basketball Academy has had a relationship with the [REDACTED] since their facility opened in 2015. Their competence as a facility operator has given us the confidence to partner with them on a variety of community programs that served underrepresented groups. We also conduct camps & clinics each year at their facility and our experience with them has never been anything less than first class."

— ” —



DAVID KRICHAVSKY

**VICE PRESIDENT, YOUTH BASKETBALL
NBA**
DKrichavsky@nba.com • 917-375-3734

— “ —

"We invited the [REDACTED] to serve as a member of the Jr. NBA's Flagship Network as we believe they are among the very best out there, both in facility management and program operation."

— ” —



ANTHONY McCLISH

**GENERAL MANAGER, G-LEAGUE IGNITE
NBA**
mcclish.15@gmail.com • 419-296-3633

— “ —

The NBA G League Ignite is thankful to have established the roots of our program at the [REDACTED]. The [REDACTED] management played an integral role in the development of our players, providing resources, support, and organization that matched NBA standards. Anyone contemplating teaming up with [REDACTED] staff gets our resounding endorsement.

— ” —

MANAGEMENT APPROACH & METHODOLOGY



We plan to take a similar approach to managing The Dream Courts as we have with the [REDACTED]. On a daily basis, we will strive to build the business by:

- Providing a State-of-the-Art facility that feels clean, safe & secure at all times
- Providing first-class programming options for the community
- Providing outstanding customer service to traditional and B2B customers
- Establish strong relationships with key partners locally, regionally & nationally
- Operate at an annual profit by establishing strong revenue channels & by being efficient and strategic with expenses

Based on our experience on how to best maximize uses, we would aim to program the facility as follows:

DREAM COURTS PROJECTED PROGRAMMING SCHEDULE

DAY	Morning/Afternoon 9:00 am-3:00 pm	Afternoon/Evening 3:00 pm-8:00 pm	Evening 8:00 pm-10:00 pm
School Days (M-F)	Adult Drop-In/Open Gym	Youth Team Practices Youth Programming	Adult Leagues
Saturdays	BIG EVENTS - Youth Tournaments, Leagues, & Games Birthday Parties		
Sundays	BIG EVENTS - Youth Tournaments & Games	Youth Team Practices Youth Programming	Adult Leagues
School Break (M-F)	Summer Camps & Clinics	Youth Team Practices Youth Programming	Adult Leagues

MANAGEMENT APPROACH & METHODOLOGY



Thanks to our experience and existing network, we are extremely confident in our ability to quickly ramp programming and activities and ensure the Dream Courts facility is heavily trafficked from the get-go. Below are some strategies we would use to generate business.

Big Events:

Based on our current operations we are very confident we will fill Dream Courts on at least 40 of the 52 weekends each year. We will do this by:

- Reaching out to our existing contacts/event organizers and let them know we are in a new area and would like to work with them to program events in the new space
- Repurposing our current events, moving them from other satellite facilities, into this facility
- Working with East Diablo CYO to serve as a home for their East County Parish basketball and volleyball games
- Working with the Pittsburg Visitor's Bureau and local hotels to solicit large corporate events that need exhibition hall space.
- Working with the Pittsburg Visitor's Bureau to solicit National Level youth events with 500+ teams
- Leverage the traffic provided from Big Events to attract corporate partners and sponsors as an additional revenue channel

Community Programming:

- Utilize current marketing list (which has a lot of crossover) for local programming
- Paid advertising on social media
- Work with local partners to spread the word
- Establish strong relationships with community influencers to help spread the word
- Do a great job and rely on customer testimonials/word-of-mouth marketing
- Use our assets as a founding member of the Jr. NBA Flagship Network to reach local families

ECO System

- Use our current contacts to inform local organizations that we are available to assist with court space for practices, games and team events. Some such organizations would include:
 - Local CYO Parishes
 - Local Club & AAU Basketball Teams
 - Local Club & AAU Volleyball Teams
 - P.A.L. Leagues
 - K-12 Athletic Departments
 - Special Olympics/Unified Teams
 - Work with our contacts at the Golden State Warriors to bring their camps to Dream Courts

MANAGEMENT APPROACH & METHODOLOGY



Below is a list of proposed activities we expect to offer at Dream Courts.



COMMUNITY PROGRAMMING

We would offer the following activities for the community at Dream Courts:

- Drop-In/Open-Gym Time
 - Basketball, Volleyball, Pickleball, Futsal
- Lil Ballers (3-5 Year Old Basketball)
- Smaller Ballers (6-7 Year Old Basketball)
- Small Group & Private Skill Instruction
- Birthday Party Bookings
- Basketball Camps & Clinics
- Leagues for Local Teams

Depending on interest/demand, we would also explore establishing partners or subcontracting out select programming services such as:

- Adult Leagues
- Hosted Club Teams
 - Volleyball & Basketball, Futsal
- Volleyball & Futsal Camps & Clinics



LARGE-SCALE EVENTS

In addition to our standard activities for local players, we would use the weekends to host large-scale events that drive commerce to the City of Pittsburgh (shopping, eating, hotel stays/T.O.T. revenue). Some of those activities include:

- Leagues for Local Teams
- Local, Regional & National Level Tournaments
- Commercial Shoots
- CYO Leagues
- Exposure Camps/NCAA Certified Events
- Non-Athletic Corporate Events (Exhibition Halls)

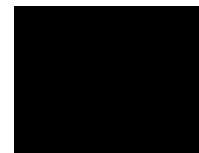


ECO-SYSTEM OF YOUTH SPORTS

In order for Youth Sports to thrive in our community, we must use our facility to support other operators. We work to provide other organizations with a safe and secure space to operate in, and provide additional programming for our community. Such activities/opportunities would include:

- CYO Basketball & Volleyball Leagues
- Practice time for Local Club Teams
- Adult/Corporate Leagues
- City Rec Leagues & Camps
- Jr. NBA Leagues & Clinics
- Golden State Warriors Youth Camps
- K-12 School Practices & Games
- P.A.L. Leagues
- Special Olympics & Unified Programs

PROPOSED BUDGET & CAPITAL ABILITY



Below is a sample budget for the Dream Courts facility. Given our experience running a similar size facility in the Bay Area, we are very confident in our ability to accurately project revenue and expenses. Our current facility operates at an annual net profit and has done so since its first year!

Additionally, we are in the unique position to save on a number of overhead management costs, as we will be able to expense them across multiple facilities.

That said, this budget is intentionally conservative from a revenue standpoint. This ensures us that the facility can, if needed, sustain itself in the worst-case scenario of having to rely mainly on court rentals as the main source of income. Creating the model this way allows us to ensure annual profitability.

Below is a sample budget summary showing annual Net Revenue. Please see Appendix A for more detail.

Annual Budget Summary	
Gross Revenue	\$966,000
Total Expenses	\$830,976
Net Revenue	\$135,024

CONTRIBUTIONS TO THE CITY OF PITTSBURG

We are aware that this facility needs to contribute financially to the City of Pittsburg through one or more of the following channels:

- Establishing events that generate significant T.O.T. Tax contributions
- Establishing events that generate additional Sales Tax contributions
- Paying a monthly lease/rights fee
- Revenue/profit sharing

There are numerous ways to structure contributions to the City. And, with many other deal points still to be determined through a healthy and collaborative conversation, we believe it is in the best interest of both parties to wait until the negotiation phase to determine the best structure for this partnership.

APPENDIX A

DETAILED BUDGET – DREAM COURTS

REVENUES	Monthly	Annual
Court Rentals Revenue Monthly	\$57,000	\$684,000
Programming & Other Revenue	\$23,500	\$282,000
Total Revenue	\$80,500	\$966,000
EXPENDITURES	Monthly	Annual
Tenant Imp. & Equip. Loan Expense	\$967	\$11,604
Janitorial Crew/Supplies	\$1,200	\$14,400
Utilities	\$8,000	\$96,000
Insurance	\$3,600	\$43,200
Annual Floor Refinishing	\$2,100	\$25,200
C-Level Payroll	\$20,000	\$240,000
Payroll Full Time	\$12,000	\$144,000
Payroll Part Time	\$2,912	\$34,944
Payroll Parties/Events	\$500	\$6,000.00
Payroll Taxes	\$3,541	\$42,492
Payroll Processing	\$145	\$1,740
Training Program Expenses	\$7,500	\$90,000
Fire & Security	\$290	\$3,480
Office Supply	\$400	\$4,800
Legal Professional Services	\$700	\$8,400
Tax/License Fees	\$55	\$660
General Advertising/Promo	\$800	\$9,600
Sponsorship Expense	\$200	\$2,400
Concession Expense	\$1,050	\$12,600
Internet/Phone	\$565	\$6,780
Waste/Disposal	\$500	\$6,000
Credit Card Fees	\$1,208	\$14,496
Software	\$525	\$6,300
Supplies and Materials	\$165	\$1,980
Other Expenses	\$125	\$1,500
Repairs/Maint	\$200	\$2,400
Total Expenditures	\$69,248	\$830,976
Net Revenue	\$11,252	\$135,024