City of Lake Oswego

INDOOR TENNIS FACILITY OPERATIONS ANALYSIS

- APPENDIX -

Cash Flow Analysis
7% Bond Without Full-Faith and Credit Backing

	2013	Escalation	2014	2015	2016	2017	Price Chg	2018	2019	2020	2021	2022	Price Chg	2023
REVENUE														
	$3,780		$3,780											
Youth Classes	$178,716		$178,716	$204,009	$204,009	$204,009	5%	$214,209	$214,209	$214,209	$214,209	$214,209	5%	$224,920
Adult Classes	$91,243		$91,243	$91,990	$91,990	$91,990	5%	$96,590	$96,590	$96,590	$96,590	$96,590	5%	$101,419
Special Events	$15,127		$15,127	$30,701	$30,701	$30,701	5%	$32,236	$32,236	$32,236	$32,236	$32,236	5%	$33,848
Daily Court Fees	$41,668		$41,668	$139,100	$139,100	$139,100	$26	$150,220	$150,220	$150,220	$150,220	$150,220	$28	$150,248
Seasonal Court Fees	$125,298		$125,298	$312,620	$312,620	$312,620	$26	$337,630	$337,630	$337,630	$337,630	$337,630	$28	$337,658
Interest Income	$3,033		$3,033	$20,000	$20,000	$20,000	$0	$20,000	$20,000	$20,000	$20,000	$20,000	$0	$20,000
Misc. Income & Grants	$1,150		$1,150	$12,000	$12,000	$12,000	$0	$12,000	$12,000	$12,000	$12,000	$12,000	$0	$12,000
TOTAL ANNUAL REVENUE	$460,015		$460,015	$810,420	$810,420	$810,420		$862,885	$862,885	$862,885	$862,885	$862,885		$880,093
EXPENSE														
Salaries														
Facility Management and Reception	$223,378	2.5%	$228,962	$173,160	$177,490	$181,930		$186,480	$191,140	$195,920	$200,820	$205,840		$210,986
Program Instruction & Coordination**		2.5%		$133,952	$137,300	$140,730		$144,250	$147,860	$151,560	$155,350	$159,230		$163,211
Materials & Supplies														
Office Supplies	$370	2.0%	$380	$1,500	$1,530	$1,560		$1,590	$1,620	$1,650	$1,680	$1,710		$1,744
Printing and Binding	$0	2.0%	$0	$1,000	$1,020	$1,040		$1,060	$1,080	$1,100	$1,120	$1,140		$1,163
Recreation Equipment	$5,394	2.0%	$5,500	$10,000	$10,200	$10,400		$10,610	$10,820	$11,040	$11,260	$11,490		$11,720
Professional & Technical	$0	2.5%	$0	$2,000	$2,050	$2,100		$2,150	$2,200	$2,260	$2,320	$2,380		$2,440
Building Maintenance and Cleaning	$3,320	2.0%	$3,390	$45,000	$45,900	$46,820		$47,760	$48,720	$49,690	$50,680	$51,690		$52,724
Bank Service Charges*	$0	1.7%	$0	$10,000	$10,170	$10,340		$10,520	$10,700	$10,880	$11,060	$11,250		$11,441
Training	$0	2.3%	$0	$1,000	$1,020	$1,040		$1,060	$1,080	$1,100	$1,130	$1,160		$1,187
Conferences	$0	3.1%	$0	$3,000	$3,090	$3,190		$3,290	$3,390	$3,500	$3,610	$3,720		$3,835
Dues	$0	1.0%	$0	$1,000	$1,010	$1,020		$1,030	$1,040	$1,050	$1,060	$1,070		$1,081
Voice and Data	$0	1.0%	$0	$1,200	$1,210	$1,220		$1,230	$1,240	$1,250	$1,260	$1,270		$1,283
Computer Equipment	$0	1.0%	$0	$1,600	$1,620	$1,640		$1,660	$1,680	$1,700	$1,720	$1,740		$1,757
Electricity	$32,890	0.8%	$33,150	$52,000	$52,420	$52,840		$53,260	$53,690	$54,120	$54,550	$54,990		$55,430
Water, Sewer, Surface Water	$2,275	5.0%	$2,390	$11,200	$11,760	$12,350		$12,970	$13,620	$14,300	$15,020	$15,770		$16,559
Advertising	$555	2.0%	$570	$7,000	$7,140	$7,280		$7,430	$7,580	$7,730	$7,880	$8,040		$8,201
Local Travel Expenses	$195	4.0%	$200	$1,000	$1,040	$1,080		$1,120	$1,160	$1,210	$1,260	$1,310		$1,362
Transfers to General Fund														
Administrative Oversight	$31,000	2.5%	$31,000	$18,000	$18,450	$18,910		$19,380	$19,860	$20,360	$20,870	$21,390		$21,925
Insurance	$2,733	2.5%	$2,800	$8,000	$8,200	$8,410		$8,620	$8,840	$9,060	$9,290	$9,520		$9,758
Self Insurance	$2,000	2.5%	$2,000	$6,000	$6,150	$6,300		$6,460	$6,620	$6,790	$6,960	$7,130		$7,308
Parks & Recreation	$32,000	2.5%	$32,000	$5,000	$5,130	$5,260		$5,390	$5,520	$5,660	$5,800	$5,950		$6,099
Sub Total Operating Expense	$336,110		$342,342	$492,612	$503,900	$515,460		$527,320	$539,460	$551,930	$564,700	$577,790		$591,212
Debt Service ($2.3 mil @ 7%, 25 yrs)			$92,225	$223,050	$225,075	$221,925		$223,600	$224,925	$225,900	$221,700	$222,325		$222,600
Capital Outlay (Depreciation)														
Allocation to Capital Reserve Fund	$40,000		$40,000	$40,000	$40,000	$40,000		$40,000	$40,000	$40,000	$40,000	$40,000		$40,000
TOTAL ANNUAL EXPENSES	$376,110		$474,567	$755,662	$768,975	$777,385		$790,920	$804,385	$817,830	$826,400	$840,115		$853,812
NET REVENUE	$83,905		-$14,552	$54,758	$41,445	$33,035		$71,965	$58,500	$45,055	$36,485	$22,770		$26,280
ACCUMULATED EARNINGS*	**$200,284**		**$185,732**	**$240,490**	**$281,935**	**$314,970**		**$386,935**	**$445,435**	**$490,490**	**$526,975**	**$549,745**		**$576,025**

*Includes accumulated earnings from previous years less the transfer of $560,000 to the capital funding.
** Contracted services for program coordination and instruction is included under "salaries"

Tennis Center Usage Data[1]	2006	2007	2008	2009	2010	2011	2012
							As of 9/21/12
Winter Spring (Jan 1 - May 31)							
Hrs Used Adult Classes	750	737	718	723	751	783	493 [2]
Hrs Used Youth Classes	1243	1239	1247	1171	1168	1106	1112
Hrs Used Seasonals	2730	2722	2961	2741	2577	2520	2715
Hrs Used Leagues	1304	1364	1377	1299	1570	1831	1860
Hrs Used Drop Ins	1305	1435	1532	1117	1549	1504	1325
TOTAL HOURS USED	7332	7497	7835	7051	7615	7744	7505
% CAPACITY[3]	76%	78%	81%	73%	79%	80%	78%
Summer (June 1 - Aug 31)							
Hrs Used Adult Classes	140	125	149	149	149	144	85 [4]
Hrs Used Youth Classes	594	652	551	674	604	542	543
Hrs Used Seasonals	*na*	*na*	*na*	*na*	*na*	*na*	*na*
Hrs Used Leagues	*na*	*na*	*na*	*na*	*na*	*na*	*na*
Monthly Reservations Jun-Aug	*na*	26.5	64	9	*na*	*na*	*na*
Hrs Used Drop Ins	na	492.5	388	342	495	473	317
TOTAL HOURS USED	734	1296	1152	1174	1248	1159	945
% CAPACITY	12%	22%	20%	20%	21%	20%	16%
Fall (Sept 1 - Dec 31)							
Hrs Used Adult Classes	421	534	628	475	460	407	*TBD*
Hrs Used Youth Classes	893	854	849	888	865	895	*TBD*
Hrs Used Seasonals	2743	2941	2858	2820	2706	2862	2852
Hrs Used Leagues	1175	1091	1187	1200	1549	1449	1509
Hrs Used Drop Ins	1280	1406	992	1208	1090	926	*TBD*
TOTAL HOURS USED	6512	6826	6514	6591	6670	6539	*TBD*
% CAPACITY	83.40%	87.42%	83.43%	84.41%	85.43%	83.75%	
Total "Playing Season" Hrs Used [5, 7]	13,844	14,323	14,349	13,642	14,285	14,283	*TBD*
% Court Usage (Playing Season)	79.24%	81.98%	82.13%	78.08%	81.76%	81.75%	*TBD*
Total Year Round Hrs Used [6,7]	14,578	15,619	15,501	14,816	15,533	15,442	*TBD*
% Court Usage (Year Round)	62.41%	66.86%	66.36%	63.42%	66.49%	66.10%	*TBD*

[1] Tennis "Usage" = hours of court time

[2] Eliminated Adult Doubles Open Play in 2012; sold additional seasonals

[3] Percent Capacity calculated as the percentage of court hours used in comparison to available hours (4 cts x 16 hrs/day x # days in season)

[4] Cancelled Adult Drill & Play

[5] "Playing Season" = Sept-May from 6 a.m. to 10 p.m., 273 days (17,472 hrs)

[6] Year Round Use = Jan-Dec from 6 a.m. to 10 p.m., 365 days (23,360 hrs)

[7] National average court usage: Playing Season 70%; Year Round 50% per Tennis Planning Consultants

Playing Season National Average	70%	70%	70%	70%	70%	70%
Year Round National Average	50%	50%	50%	50%	50%	50%

TENNIS CLASS PARTICIPATION 2006-2011 (partial 2012)

TENNIS CLASS & PROGRAM PARTICIPATION SUMMARY

2006-2011 (2012 partial)

	# of Classes Offered	# of Classes Held	% Active	Resident Participants	Non-Resident Participants	Total Participants
2006	279	259	93%	1325	531	1856
2007	280	257	92%	1464	613	2077
2008	268	251	94%	1612	779	2391
2009	276	253	92%	1466	611	2077
2010	258	233	90%	1269	376	1645
2011	262	232	89%	1266	349	1615
2012	246	TBD	TBD	TBD	TBD	TBD

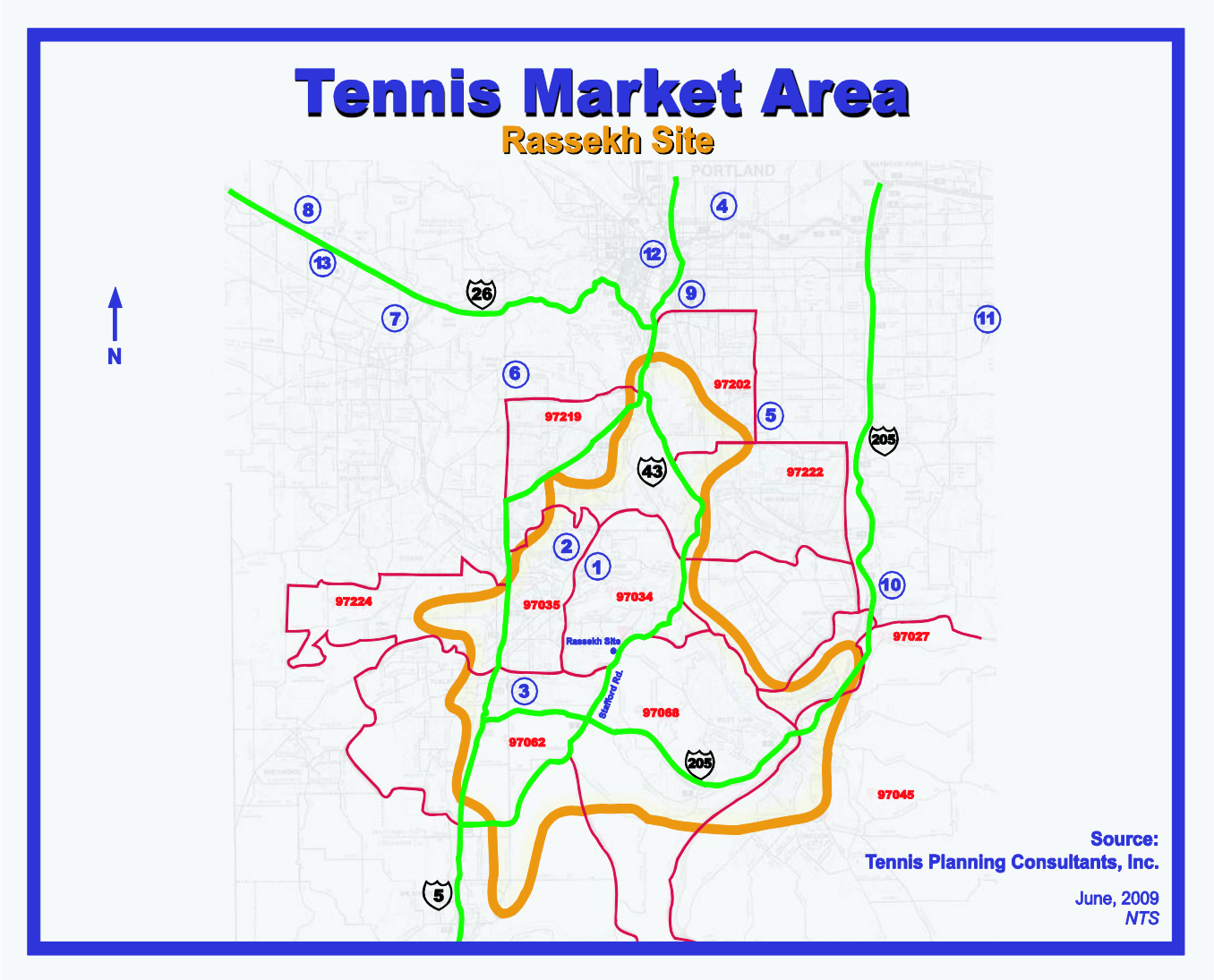
TENNIS CLASS PARTICIPATION 2006-2011 (partial 2012)

CLASS & ACTIVITY PARTICIPATION DETAIL	2006	2007	2008	2009	2010	2011	2012
Winter Spring (Jan 1 - May 31)							
Adult Tennis Lessons							
Classes Offered	54	47	45	45	45	50	45
Classes Held	50	47	45	45	45	50	42
Resident Participants	171	304	304	245	214	186	218
Non-Resident Participants	99	200	171	164	81	61	41
TOTAL PARTICIPANTS	270	504	475	409	295	247	259
Junior Tennis Lessons & Activities							
Classes Offered	66	53	59	55	60	50	50
Classes Held	65	52	58	55	53	47	48
Resident Participants	293	310	368	315	332	329	327
Non-Resident Participants	82	79	109	87	63	58	75
TOTAL PARTICIPANTS	375	389	477	402	395	387	402
Summer (June 1 - August 31)							
Adult Tennis Lessons							
Classes Offered	20	22	20	20	20	22	18
Classes Held	18	15	19	19	19	16	11
Resident Participants	73	81	146	128	95	72	58
Non-Resident Participants	33	29	95	83	37	37	23
TOTAL PARTICIPANTS	106	110	241	211	132	109	81
Junior Tennis Lessons & Activities							
Classes Offered	74	86	77	90	72	76	73
Classes Held	63	78	63	75	56	57	57
Resident Participants	332	341	289	378	295	305	337
Non-Resident Participants	88	107	133	99	73	79	62
TOTAL PARTICIPANTS	420	448	422	477	368	384	399
Fall (Sept 1 - Dec 31)							
Adult Tennis Lessons							
Classes Offered	28	31	29	28	29	30	31
Classes Held	28	31	29	28	29	30	TBD
Resident Participants	232	213	312	186	108	141	TBD
Non-Resident Participants	152	143	196	117	61	45	TBD
TOTAL PARTICIPANTS	384	356	508	303	169	186	TBD
Junior Tennis Lessons & Activities							
Classes Offered	37	41	38	38	32	34	29
Classes Held	35	34	37	31	31	32	TBD
Resident Participants	224	215	193	214	225	233	TBD
Non-Resident Participants	77	55	75	61	61	69	TBD
TOTAL PARTICIPANTS	301	270	268	275	286	302	TBD

Lake Oswego, Oregon Tennis Market (LOTM)

As determined by Nielsen and TPC in joint venture tennis studies since 1970, the average tennis player will drive a maximum of approximately fifteen minutes to play tennis in a regular, non-tournament, social/friendly tennis game.

With the Lake Oswego Municipal Golf Course ('Site') as the epicenter of this market study, the following map indicates the LOTM for a proposed new indoor tennis center. In the map below, the green lines represent major highways or thoroughfares, the red lines represent zip code areas and the yellow line represents the outer limit of the tennis market area in Lake Oswego for the Site based on the standard fifteen minute drive time from the Site. The circled blue numbers represent existing or proposed tennis clubs/facilities as listed on the next 2 pages of this report.



With the specific LOTM now graphically depicted, an overlay of the zip code areas for this market area readily determines both the population and household median income levels for the LOTM. Where the market limits dissect part of a zip code, the resulting house 'roof tops' represented by completed residential

streets on current local street maps were used to estimate the approximate population for that zip code that was in the LOTM.

Accordingly, the following zip code chart summarizes the tennis market population in each zip code and the corresponding number of tennis players in that zip code based on median household income.

Zip Code	Pop. In Zip Code	% of Zip Pop. In L.O. Tennis Mkt. (15 min.)	Actual Pop. In L.O. Tennis Mkt. (15 min.)	Zip Code Median Income	Tennis Pop as % of Total Pop. Based on Income	Tennis Players In L.O. Market
97034 (L.O.)	18,998	100%	18,998	$101,190	18%	3,420
97035 (L.O.)	23,863	100%	23,883	$82,590	16%	3,818
97068 (W. Linn)	24,781	90%	22,303	$84,117	16%	3,568
97062 (Tualatin)	24,152	50%	12,076	$69,310	20%	2,415
97224 (Tigard)	24,726	30%	7,418	$62,389	20%	1,484
97219 (Portland)	36,755	40%	14,702	$72,238	20%	2,940
97202 (Portland)	37,407	35%	13,092	$51,968	19%	2,487
97222 (Milwaukie)	35,033	5%	1,752	$47,713	7%	123
97027 (Gladstone)	12,084	50%	6,042	$52,863	18%	1,088
97045 (Oregon City)	45,166	40%	18,066	$57,059	19%	3,432
TOTALS:			**138,312**			**24,775**

Number of Indoor Tennis Courts In Market Area:

1. Lake Oswego ITC.....4
2. MT. Park RC.....9
3. Stafford Hills (Proposed)..11
4. Eastmoreland RC.....2
5. Clackamas RC.....2
6. Portland Athletic Club.....1

Total.....29

SUMMARY:

24,775 Tennis Players on 29 courts (854 players/court)

(Effective National Average is approx. 200 players per indoor court and as high as 250 players per court for full occupancy levels)

25 + 8 (L.O.) = 33 Courts = 751 Players/Court
25 + 10 (L.O.) = 35 Courts = 708 Players/Court
25 + 12 (L.O.) = 37 Courts = 669 Players/Court

Source: Tennis Planning Consultants, Inc.

The 'NUMBER OF INDOOR TENNIS COURTS IN MARKET AREA' noted in the lower left hand corner of the above zip code chart is derived from the fact that Eastmoreland Racquet Club, Clackamas River Racquet Club and Portland Athletic Club, while outside the LOTM area, draw some of their tennis players from inside the LOTM. At the same time only a portion of these clubs' courts would affect the LOTM due to such factors as location, tennis programs and tennis facilities.

The lower right-hand schedule of tennis courts represents the number of indoor tennis courts based on the closing of LOITC (four courts) and then adding either 8, 10 or 12 new indoor courts. For example, closing LOITC and adding 8 new indoor courts results in the following player to court ratio of 751 existing and potential players per indoor court:

25 (Exist. indoor crts.) + 8 (new crts.) = 33 Courts; and 751 players/crt. (24,775 ÷ 33 = 751)

APPENDIX – Excerpt from "Golf-Tennis Feasibility Study, City of Lake Oswego, Oregon" 2009

The thirteen Portland area tennis facilities on the Tennis Market Area Map on the last 2 pages are listed below. Each numbered facility corresponds to the numbered location on that Map. The TPC Overall Rating is based on the following criteria *with primary weight given to tennis programs*:

AA (Above Average) Outstanding tennis programs with average or above average facility

A (Average) Average tennis programs with either average or above average facility

BA (Below Average) Below average tennis programs with average or below facility

Name of Facility	**TPC Overall Rating**
1. Lake Oswego Indoor Tennis Center	AA
2. Mountain Park Racquet Club	A
3. Stafford Hills Racquet & Fitness Club (Proposed)	AA (Based on current plans)
4. Irvington Tennis Club	AA
5. Eastmoreland Racquet Club	A
6. Portland Athletic Club	BA
7. West Hills Racquet & Fitness Club	A
8. Sunset Athletic Club	AA
9. Portland Tennis Center	AA
10. Clackamas River Racquet Club	BA
11. Cascade Athletic Club	BA
12. Multnomah Athletic Club	AA
13. Tualatin Hills Tennis Center	AA

TPC visited and analyzed each of these tennis projects, met with their key personnel, inspected their facilities and reviewed their membership and court fee structures.

The TPC overall rating in the right column is for the purpose of TPC determining if a metropolitan area's number of existing or potential tennis players is consistent with the number and quality of tennis facilities in a given market area.

TPC has concluded that the occupancy levels and above average quality of seven (7) of Portland's thirteen indoor facilities is consistent with these seven clubs' above average locations, facilities and management. This is consistent with tennis' positive national growth since 2000.

Of the seven Above Average facilities, the proposed, new Stafford Hills Racquet & Fitness Club at Nyberg Lane near 65th Avenue in Tualatin, is approximately four miles from the Site in an excellent location, is well into its planning phase and nearing its membership drive phase. Lake Oswego officials will be able to observe the results of Stafford Hills membership drive results as an excellent 'test case' of TPC's findings in this report that there is an extremely strong existing and unfilled demand for indoor tennis courts in the LOTM.

Lake Oswego Indoor Tennis Center (LOITC) Operations Analysis

Located adjacent to Springbrook Park at 2900 Diane Drive off Boones Ferry Road in Lake Oswego, LOITC is a 4 court indoor tennis center with 19 parking spaces. The facility was built in 1975 at a cost of $335,000. The City's Charter prohibits development of any kind in Springbrook Park which limits the expansion of the existing tennis facilities at its current location.

The structure was built with a pre-engineered steel building system having one small office, small restrooms, indirect tennis lighting and the four tennis courts. These facilities were considered satisfactory at the time of planning and construction yet the facility does not meet current ADA standards. There is also no tennis practice/hitting wall which is of great importance to any tennis facility. Parking space is noticeably deficient with overflow parking an on-going problem.

LOITC operates from 6 AM to 10 PM and has an hourly staff person to manage the desk and facility access from 8 AM to 8 PM. From 6 AM to 10 PM, access by tennis players is by a card key system. LOITC recently increased its hourly court rate to $15 in September 2009 with no player resistance or complaints to this increase.

The LOITC was financed by a Lake Oswego Tennis Facility Revenue Bond dated May 1, 1974. The interest rate varied between 6.25% and 6.75%. The 30 year bonds were retired in 2005.

The LOITC is sited on 122,400 square feet of land (2.81 acres). With adjacent residential zoning of R-10, this property could be rezoned for approximately 6 to 8 residential lots while allowing space for green belts, road access, etc.

From the beginning, LOITC has been a 'beehive' of tennis activity due to its central Lake Oswego location and its exceptional management by Lake Oswego Parks Department in general and its tennis management and tennis programs in particular. In today's tennis world, while the LOITC facility alone would be considered to be 'Average', TPC rates the entire tennis facility and operations as very strong and 'Above Average' on the strength of its overall management and highly progressive, well-designed and enthusiastic tennis programs.

Under the direct supervision of a USPTA/PTR Master Tennis Professional and Director of Tennis, LOITC has consistently been 'ahead of its time' in promoting general tennis play, tennis leagues, tennis tournaments

and innovative tennis instruction that has consistently been years ahead of the rest of the country. For example, the current highly popular, two year old 'Quick Start' USTA tennis program (dividing a regulation tennis court into four small courts with smaller nets, the use of short racquets, and styrofoam tennis balls for children as young as three years old) has been used in the LOITC 'Tiny Tot' tennis program for over ten years to encourage youngsters to get started in the game in a manner in which they can have success and fun by simply 'getting the ball over the net'.

This is just one example of LOITC being ahead of its time in its tennis programs. Other areas of innovative tennis programs have been an extremely active tennis league program for all age groups, active tennis tournament programs and extremely active, free community youth, adult and Special Olympics teaching clinics to encourage interest in tennis by less-advantaged and handicapped newcomers to the game. The building of this highly advanced, far reaching program has been created from the ground up—player to player, friend to friend, family to family, level to level and age to age appropriate. The competitive junior tennis program is widely regarded as the best in the state of Oregon with numerous boys and girls junior players graduating to high school and collegiate competition.

These tennis programs have propelled LOITC to, in essence, a complete 'full occupancy' situation where the facility is literally 'bursting at the seams' in terms of not having sufficient court time to handle the demand, having inadequate support facilities for parking, restrooms, tournament meeting rooms, warm-up areas, offices and parking facilities. The Lake Oswego tennis community is becoming increasingly frustrated with this condition since the Lake Oswego Parks and Recreation Department is unable to service Lake Oswego residents' tennis demands including participating fully in the growing local tennis league programs, conducting local, regional and national tennis tournaments for all age levels and conducting broader community-wide service programs for lower income residents of Lake Oswego.

As a direct result of the LOITC oversight and management by the Lake Oswego Parks and Recreation Department and on-site tennis programs, LOITC has generated consistent and positive economic performance. Overall revenues have increased 36% over the last five years. During this time, expenses have increased 16% exclusive of Transfer Fees (Transfer Fees are the name given to funds used to pay for administrative services received from other City of Lake Oswego departments, plus excess funds returned yearly to the City of Lake Oswego general fund by the tennis facility operations). *These Transfer Fees have averaged $68,007 over the last five years and in fiscal year 2008 were $103,491*. These outstanding results of the LOITC operations were achieved with minimal increases in court fees from $3.50 in 1975 to $15/court/hour today and revenues from the addition of innovative tennis programming. This is further evidence of the efficiency and success of the LOITC management and operations. *The current LOITC reserve fund balance stands at $462,878 as of June 30, 2009.*

Public Tennis Facility Comparison in Greater Portland, Oregon

The two significant public tennis facilities in the greater Portland, Oregon area that can be compared to the LOITC are the City of Portland Indoor Tennis Center and the Tualatin Hills Park & Recreation District Tennis Center in Beaverton. While these two indoor/outdoor tennis centers are not in the Lake Oswego tennis market, they are in the Greater Portland tennis area and provide a revealing look at the overall Portland, Oregon tennis market in terms of general tennis interest and activity in the area.

City of Portland Indoor Tennis Center

The most important, similar tennis facility to the LOITC is the City of Portland Indoor Tennis Center located at 324 NE 12th Street in northeast Portland (zip code--97232). This facility has four indoor tennis courts and eight outdoor tennis courts. Tennis Director, Mike Stone, reports that his facility is 97% occupied during the winter months of September through April and 87% occupied in the remaining summer months. Court fees and advance 'seasonal' court reservations for the indoor courts are based on $24/court/1.25 hour and $12/court/hour for outdoor courts. Stone does not maintain outdoor court occupancy levels. In TPC's experience, these are enormously strong indoor court occupancy levels confirmed by the fact that in summer months, indoor court occupancy is an extremely high 87% even when outdoor courts can be reserved at approximately one-half the cost of an indoor court. This fact is extremely strong testimony to the average Portland area tennis player desiring to play tennis indoors on a year round basis and for the extremely healthy tennis activity and court use in the greater Portland area. The median household income for the market area of this facility is $60,000.

Tualatin Hills Parks and Recreation District Tennis Center

The Tualatin Hills Parks & Recreation District Tennis Center located at 15707 SW Walker Road in Beaverton (zip code--97006) has six permanent indoor tennis courts and then covers/encloses eight of its outdoor courts with an air-supported structure between October and May resulting in fourteen total indoor courts during the winter. 'In-district' resident court fees and 'seasonal' advanced reservations are based on $10/court/hour and 'Out-of-District' guest court fees are $30/court/hour. Tennis Director, Brian Leahy, reports that "of the 60,800 indoor court hours in 2008, 43,300 hours were used for an occupancy level of 71.3%. TPC considers this to be a high occupancy rate for a 14 court indoor facility in the United States since a 14 court indoor court facility would be in the top five percent, in facility size, of all indoor tennis projects in the country. Further, tennis play in air-supported structures is a compromise in a less desirable tennis 'bubble' when compared to tennis play in permanent tennis structures. The average size of permanent indoor tennis projects in the United States is approximately six (6) indoor courts.

Of additional note, Tualatin Hills charges court fees of $5/court/hour to 'In-District' and $15/court/hour for 'Out-of-District' players with no occupancy levels maintained for their outdoor courts. The median household income for the market area of Tualatin Hills Tennis Center is $59,000.

Tennis Facility Operating and Financing Projections

The projected income and expenses for an eight court indoor tennis facility is shown below (with six and ten court operational results also included).

Tennis Market, Construction and Operational Study for Lake Oswego, Oregon

	ACTUAL LOITC OPERATIONS LAST 5 YRS AVE	ACTUAL LOITC OPERATIONS LAST 3 YRS AVE	PROJECTED OPERATIONS AT $24/CRT/HR (based on 4 courts)	8 CRTS AT $24/HR	10 CRTS AT $24/HR
REVENUES					
License & Fees*	2,537	2,784	3,000	0	0
Youth Classes	101,347	113,547	165,000	214,471	214,471
Adult Classes	58,517	66,380	85,000	96,708	96,708
Special Events	8,808	10,855	13,000	32,275	32,275
Daily Court Fees	31,482	32,775	51,000	139,104	146,592
Seasonal Court Fees	90,966	84,390	130,000	312,624	413,712
Interest Income	13,641	18,218	22,000	20,000	20,000
Misc. Income & Grants	501	414	1,000	12,000	12,000
TOTAL REVENUES (4 CRTS)	307,799	329,363	470,000	827,182	935,758
Average Revenue Per Court	76,950	82,341	117,500	103,398	93,576
EXPENSES					
Salaries:					
Facility Management & Reception	70,050	73,200	78,000	173,160	173,160
Program Instruction & Coordination	89,300	97,154	92,000	133,952	133,952
Materials & Supplies:					
Office Supplies	816	320	1,000	1,500	1,500
Printing/binding	0	0	500	1,000	1,000
Rec. Equip.	8,388	10,427	8,000	10,000	12,000
Prof. & Technical	13,479	12,334	8,000	10,000	12,000
Building Maintenance*	0	0	0	45,000	60,000
Bank Service Charges**	0	0	0	10,000	11,000
Training	60	79	100	1,000	1,000
Conferences	1,463	1,766	2,000	3,000	3,000
Dues	162	143	500	1,000	1,000
Telephone	687	430	700	1,200	1,200
Computer Equipment	722	573	800	1,600	1,600
Electricity	24,655	25,328	26,000	52,000	65,000
Water, Sewer, Surface Water	3,867	5,221	6,000	11,200	16,000
Advertising	1,174	1,195	2,000	7,000	12,000
Local Travel Expenses	500	524	700	1,000	1,000
Transfers to General Fund:					
Administrative Oversight	7,957	8,617	12,000	18,000	18,000
Insurance	2,652	2,873	4,000	8,000	10,000
Self Insurance	1,972	2,136	3,000	6,000	7,500
Parks & Recreation	32,167	34,863	48,500	5,000 ***	5,000
General	23,258	25,195	35,000	0	0
TOTAL EXPENSES	283,329	302,378	328,800	500,612	546,912
Average Expense Per Court	70,832	75,595	82,200	62,577	54,691
OPERATING GAIN (4 CRTS)	24,470	26,985	141,200	326,570	388,846
OPERATING GAIN (AV 1 CRT)	6,118	6,746	35,300	40,821	38,885

NOTES:

Program revenue is based upon an 82% of maximum capacity, which replicates the current program registration rate.

* A card key system will not be installed in a new facility

** Bank Service Charges and costs of Maintenance are currently included in the transfer to Parks & Recreation

*** Transferred to Parks & Recreation for program catalogue costs

TENNIS CENTER FINANCING

Financing a $4,800,000 eight court indoor tennis facility can be achieved, in general, by either of two Lake Oswego revenue bond programs (see Ex. A, 100% financing or Ex. B, approximate 70% financing by applying $1,000,000 from the sale of the existing LOITC 2.81 acre site and by applying $500,000 from the LOITC Tennis Fund to reduce the $4,800,000 to $3,300,000).

FINANCED AMOUNT	ANNUAL DEBT SERVICE 'Unrated' (Unsecured by Lake Oswego)	ANNUAL DEBT SERVICE 'Rated' (Secured by Lake Oswego)
Ex. A – $4,800,000	Approx. 7% for 30 years $420,000	Approx. 5% for 30 years $315,000
Ex. B – $3,300,000	Approx. 7% for 30 years $290,000	Approx. 5% for 30 years $215,000

Through real estate research in Lake Oswego, TPC has learned that the City of Lake Oswego can reasonably expect to receive an estimated $1,000,000 from this 2.81 acre tract if it can be zoned R-10 resulting in eight lots at 10,000 s.f. per lot being sold at an average price of $125,000 per lot. Design and construction costs can further be reduced by applying $500,000 in reserves from the Tennis Fund, which can be generated by slightly increasing fees over a period of 1-2 years to augment current reserves in the Tennis Fund. If this strategy is used, TPC recommends earmarking these funds as "capital reserves" for the project.

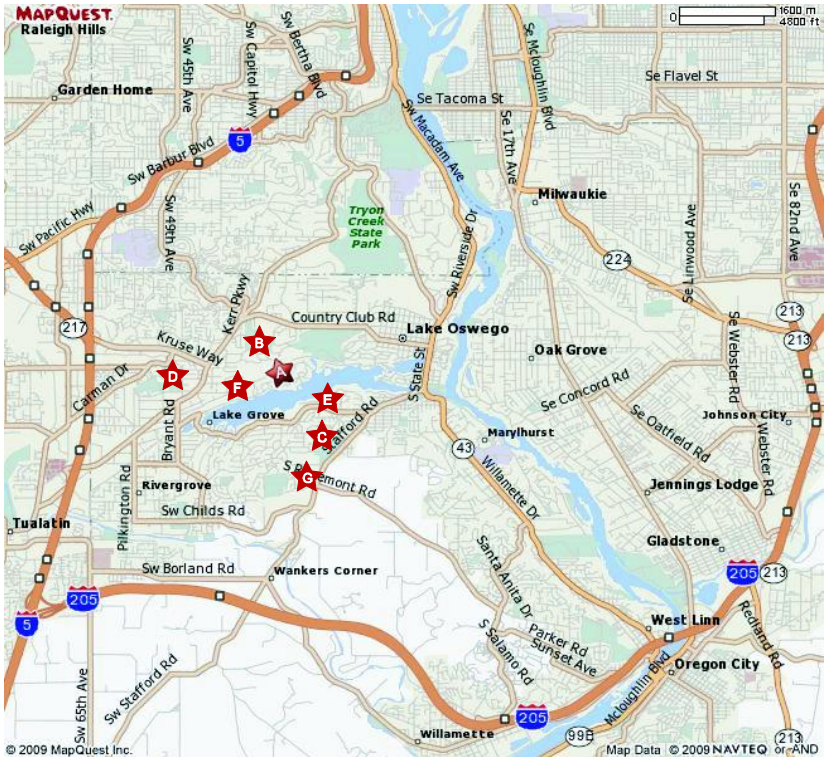
Indoor tennis projects are extremely efficient on a daily operational and maintenance basis. This will be especially true for this proposed Lake Oswego indoor tennis project since no air-conditioning and heating equipment is anticipated to be required (proper ventilation will be the primary air movement requirement). From an operational standpoint, the recommended eight court indoor tennis complex will have a full time Manager and Assistant Manager on staff with the aid of a reservations and maintenance assistant available as needed. In addition to daily restroom cleaning, the indoor courts only require scheduled tennis lamp changing at specified intervals as well as periodic court resurfacing also at regularly scheduled intervals.

Outdoor grounds and landscaping service are the only anticipated regular exterior project maintenance.

Tennis Facility Location and Site Analysis

There are seven (7) potential Lake Oswego park sites to locate a new, eight court indoor tennis facility in the Lake Oswego Tennis Market. These sites and an analysis of them are located below:

Lake Oswego Tennis Sites



A - Iron Mountain Park

B - Existing Lake Oswego Indoor Tennis Center

C - Lake Oswego Golf Course

D - West Waluga Park

E - National Guard Armory

F - West End Building (WEB)

G - Rassekh Site

IN ANALYZING EACH OF THESE SITES FOR SUITABILITY OF A NEW EIGHT COURT INDOOR TENNIS CENTER, THERE IS A BASIC MINIMUM SIZE REQUIREMENT THAT MUST BE MET. THIS SIZE REQUIREMENT SHOULD INCLUDE IMPORTANT SPACE FOR FUTURE EXPANSION TO AVOID A FUTURE, 'LAND-LOCKED' SITUATION AS NOW EXISTS AT LOITC:

8 Indoor Courts at 7,200 sf each ..... 57,600 sf
Support facilities ..... 3,000 sf
Expansion space for a max. four added courts & parking..... 37,000 sf
Parking: minimum of 70 cars ..... 21,000 sf
Landscaping Buffer Zones .....60,000 sf (Approx.)

TOTAL MIN. LAND REQUIREMENT .....178,600 sf (4.10 acres)

Site A – Iron Mountain Park – Located at 2401 Iron Mountain Boulevard, the site is just north of Lake Oswego and adjacent to the Lake Oswego Hunt Club. Usable level ground approximates 175,000 square feet or 4.02 acres in a triangular shape. A new, eight court indoor tennis facility could not be easily designed on this property in an aesthetically pleasing design as there appears to be too much wasted space due to the

land configuration. The site would likely not provide for indoor or outdoor court expansion beyond the eight indoor courts. As a result, Lake Oswego would very likely find itself in the future of not being able to serve its tennis community in a reasonable and logical manner if the need to add additional court arises in the future—not an unlikely possibility based on current market data. The site is reasonably accessible to most tennis players in the market area.

Site B – Existing Lake Oswego Tennis Center – Located at 2900 Diane Drive. The current site of the LOITC cannot be expanded in size due to Lake Oswego City Charter restrictions.

Site C – Lake Oswego Golf Course (tennis facility to be placed on the site of the existing driving range) – Located at 17525 Stafford Road, the site identified is currently occupied by the golf course driving range and is 295' wide and 650' long for a total size of 188,800 square feet or 4.33 acres. The Stafford Road location is acceptable for the tennis facility due its location at the epicenter of the LOTM. However, while the site can accommodate eight, new indoor tennis courts, parking areas are marginally adequate. In addition, the golf course would lose land for any future warm up driving range or short game instruction areas. It would also require the golf course to move an important grass nursery and course maintenance area which are needed for maintenance operations of which few locations exist for relocating on this 39 acre site. The entire golf course vehicle entry on Stafford Road would need to be redesigned to accommodate the added tennis car parking. This cost is not included at this time because there are too many design variables and Stafford Road engineering requirements to arrive at the cost of redesigning the entry. TPC estimates that the added cost for these road and entry changes would be approximately $500,000. TPC further believes that additional and constant tennis traffic at the golf course would prove to be distracting to golfers with the tennis building positioned so close to the golf course as to not be architecturally pleasing and harmonious for golf course aesthetics and golfer enjoyment.

Site D – West Waluga Park – Located near the intersection of Waluga Drive and Oakridge Road, this site consists of approximately 160,000 square feet of usable area (3.7 acres). The somewhat unusual shape of this property surrounded by wetlands does not make this site attractive because it is limited for future expansion. An eight court facility would have to be tightly squeezed onto this site which would not make for pleasing design possibilities. It is also not located on a primary street which, by definition, will reduce its accessibility and exposure to all existing and potential tennis players in the Lake Oswego Tennis Market Area. Increased residential street traffic by tennis players may also prove to be annoying to current residents if the proposed tennis facility were located on this site.

Site E – National Guard Armory Site – Located at 1915 Southshore Boulevard approximately ¼ mile off of McVey Avenue, this site contains a total of 250,000 sf (5.7 acres) of which approximately 185,000 sf (4.25 acres) of usable square footage is available for the proposed tennis center due to its sloping terrain and sensitive lands on the northwest corner of the property. This site is in a generally good overall location relative to the Lake Oswego Tennis Market. It is currently zoned 'public function' and is located on Southshore Boulevard which is categorized as a 'major collector' street. The site is also buffered from residential development with the Lake Oswego Presbyterian Church to the east, the South Shore Fire Station and Southshore Boulevard on the south, and the West Fork of Lost Dog Creek and associated natural areas creating a buffer with residential property on the west of the site. These factors make the site suitable for locating a new eight court indoor tennis facility on it with size limitations for future expansion.

Due to the sloping terrain, it is anticipated that construction costs will likely be higher at this site. This factor may lessen the chance of designing and building an operationally successful facility. Additional design

studies are needed to determine actual layout of the site and subsequent estimated construction costs to determine if an indoor tennis facility can be operationally profitably at this location.

It is further noted that this site was originally owned by the City of Lake Oswego before being deeded to the State of Oregon to build the National Guard Armory. The Guard has indicated to the City that they intend to vacate the property in the near future although no firm time frame has been announced. If and when this occurs, Lake Oswego would have to regain ownership of this property. If the National Guard Armory site is re-acquired, it would be TPC's third choice to locate the new tennis facility while knowing that some added site preparation costs will be required at this location.

Site F – West End Building (WEB) Site – Located at 4101 Kruse Way, this site is located off a major roadway providing good access for an indoor tennis facility placed at the rear portion of the site currently containing parking and delivery areas. Depending on the site plan, the loss of parking area for WEB building activities as a result of constructing a tennis facility could be recaptured in the front of the building if not available near the tennis structure. A tennis facility at the WEB building could be constructed as a free-standing structure or could be attached to the WEB structure for the purpose of providing the support space for tennis operations, pro shop, meeting and exercise rooms and storage.

Incorporating a new tennis facility attached to the WEB building is expected to add an additional cost of approximately $750,000 over and above the projected cost of a 'stand-alone' facility to cover the additional costs of WEB building remodeling and renovations

As a City owned property, it is noted that the disposition of the WEB building and site is currently being debated and is uncertain at this time. If the City were to make a decision to keep the property, this site would be a good location for an eight court indoor tennis center, from a market and accessibility standpoint as well as available acreage for expansion and parking.
One advantage of utilizing the WEB site for the tennis operations is that positive cash flow could be potentially increased by enhancing potential leasing activity of the WEB building due to the availability of the tennis facility to WEB tenants.

One possible disadvantage of utilizing the WEB site for the tennis facility would be the potential need to be able to separate the tennis facility for the City of Lake Oswego in the future should Lake Oswego sell the WEB site to an outside third party. This separation might prove to be difficult from a physical and operational standpoint.

Site G – Rassekh Site – Located at the intersection of Stafford Road and Rosemont Road and Atherton Drive, this site is 9.8 acres in total size. Approximately 2.5 acres of sensitive lands exist on the west side of this site leaving a total usable area of approximately 315,000 square feet or approximately seven acres of usable property. Its location is very good for access to the LOTM and would ensure high tennis court utilization by tennis players from Lake Oswego, West Linn, Oregon City and Gladstone in support of Lake Oswego residents to provide the tennis usage to retire the recommended revenue bonds to finance construction of the project. The site is also easily accessible to other communities via Stafford Road south connecting to Interstate 205.

Of additional importance is the topography of this site. The gentle changes in topographic elevation at this site will allow for abundant and desirable design/construction reshaping of the land enabling a slightly recessed tennis facility design that will blend the facility with the terrain. Existing and added abundant

vegetation and tree plantings will make the facility a very natural part of this site and partially hidden from Stafford Road view. This would include any future courts for which the large size of the site will easily handle in the same harmonious, heavily landscaped, 'green', recessed design theme of the original eight indoor tennis courts.

In summary, this site combines the advantages of location, size and topography/vegetation to assure maximum opportunity for design and operational success for a new indoor tennis facility.

The Rassekh site is located inside the city limits of Lake Oswego. The property was annexed into the City in 2005. The site is currently located outside Lake Oswego's Urban Growth Boundary (UGB) which presently limits extension of nearby urban utility services to this site. As a result, the Lake Oswego City Council would need to approve an application to Metro to modify the UGB.

Recommendations

1. *A new, minimum eight (8) court indoor tennis center with minimum sufficient support facilities should be built by the City of Lake Oswego at the RASSEKH, WEB or National Guard Armony sites that provides good access to the LOTM, natural and harmonious architectural design potential and reasonable space for future expansion of a maximum of two to four (2-4) additional indoor tennis courts and the potential addition of two future outdoor courts and practice wall.*

   The initial step of this process is recommended to be establishing, in the Tennis Center budget, a capital reserve fund with existing reserves, and a staged increase in fees to generate a reserve of at least $500,000 to be applied towards design and construction of a new eight court facility. The next stage is recommended to be the sale of the existing LOITC site on Diane Drive with those funds being applied to the development of the above project by Lake Oswego. The sale agreement should provide for Lake Oswego leasing back the facility from the purchaser at a mutually agreeable yearly lease amount, $1 per year for example, that would expire only upon the opening of the new facility.

   It is also recommended that Lake Oswego undertake the development of this project on a design-build basis whereby a qualified general contractor and architect team provide the plans, engineering, specifications and construction, to the approval of Lake Oswego, for a guaranteed, price of $4,800,000 or less secured by a construction performance and payment bond.

2. It is recommended that the above new eight court facility be structured on the basis of both residents and non-residents paying an average of $24/court/hour for court time. Based on these court fees, the projected tennis operations should produce approximately $326,570 of free cash flow with which to service debt on the construction of the project plus additional tennis Transfer Funds to the City. The annual yearly debt to construct the $3,300,000 project is approximately $215,000 based on current interest rates.

   The facility will be managed by a full-time Director of Tennis Operations and be assisted by a full-time assistant director. Tennis instruction staff will handle all on-court tennis instruction.

3. Easy vehicular access to the recommended new eight court indoor tennis facility is not only important to Lake Oswego residents, it is also extremely important for tennis use by surrounding communities

in order for the City of Lake Oswego to maximize operational income thereby retiring the revenue bonds necessary to construct the new facility. Lake Oswego residents must be keenly aware of this point—that while the proposed new tennis facility is first and foremost for the residents of Lake Oswego, operational success of the facility will be unquestionably supported and enhanced by tennis players who live in adjacent communities and within the LOTM. This fact must be looked upon by Lake Oswego residents as a 'win-win' situation whereby this new facility will become an invaluable tennis facility leader to the broader Portland tennis community thereby solidifying and insuring its operational success through area-wide tennis leagues, tournaments, and community service tennis programs. *This strategy was used very successfully in paying for and retiring the 1974 LOITC revenue bond.*

It is therefore recommended that an aggressive communication campaign with Lake Oswego residents be conducted to inform and apprise them of the important service that this new eight court indoor tennis facility will make to both Lake Oswego tennis players and tennis players from surrounding communities.

APPENDIX - A1

PROGRAMMING LEVELS FOR AN 8 CT. OR 10 CT. INDOOR TENNIS FACILITY

	PROGRAM EXPENSES PER PROGRAM				REVENUE PER CLASS @ 100% ENROLLMENT			REVENUE FROM ALL PROGRAMS OFFERED					REVENUE SOURCES		
	Hrs/class	# of class sessions	# of Instructors	Total Program Cost	Max # Partic.	Class Fee	Total Rev. Per Activity	Class Fee	# of programs offered	Total expenses	Total revenue (@ 100% partic)	Total Revenue (@ 82% partic)	YOUTH	ADULT	SPECIAL EVENTS
SUMMER TERM															
Junior lessons	1	8	1	$ 179	6	$ 110	$ 660	$ 110	63	$ 11,290	$ 41,580	$ 34,096	$ 34,096		
Tiny Tot	1	4	1	$ 54	8	$ 50	$ 400	$ 50	8	$ 430	$ 3,200	$ 2,624	$ 2,624		
Grand Slammers	1	8	1	$ 108	8	$ 100	$ 800	$ 100	2	$ 215	$ 1,600	$ 1,312	$ 1,312		
Summer Tennis Excellence	1.5	8	2	$ 1,788	24	$ 140	$ 3,360	$ 140	2	$ 3,575	$ 6,720	$ 5,510	$ 5,510		
Pre Excellence	1.5	4	1	$ 1,014	24	$ 80	$ 1,920	$ 80	1	$ 1,014	$ 1,920	$ 1,574	$ 1,574		
NW Tennis Camp	3	4	2	$ 3,894	32	$ 240	$ 7,680	$ 240	1	$ 3,894	$ 7,680	$ 6,298	$ 6,298		
NW Tennis Camp 13-18 yrs	3.5	4	2	$ 3,114	24	$ 255	$ 6,120	$ 255	1	$ 3,114	$ 6,120	$ 5,018	$ 5,018		
NW Tennis Camp 3 day	3	3	2	$ 1,270	12	$ 205	$ 2,460	$ 205	1	$ 1,270	$ 2,460	$ 2,017	$ 2,017		
Junior Match Play	3	1	1	$ 40	16	$ 15	$ 240	$ 15	4	$ 161	$ 960	$ 787			$ 787
US Junior Team Tennis	1.5	6	1	$ 396	6	$ 105	$ 1,260	$ 105	2	$ 686	$ 2,520	$ 2,066	$ 2,066		
Adult Lessons - 8 ses.	1	8	1	$ 179	6	$ 105	$ 630	$ 105	10	$ 1,792	$ 6,300	$ 5,166		$ 5,166	
Drill & Play	1.5	8	1	$ 179	8	$ 132	$ 1,056	$ 132	14	$ 2,509	$ 14,784	$ 12,123		$ 12,123	
TOTAL EXPENSE/REVENUE FALL									413	$ 29,949	$ 95,844	$ 78,592	$ 60,516	$ 17,289	$ 787
TOTAL PROGRAM ANNUAL EXPENSES & REVENUES										$ 133,952	$ 418,846	$ 343,454	$214,471	$ 96,708	$ 32,275

Total program costs

Total program revenue generated at 82% enrollment for an 8 ct. or 10 ct. facility

ASSUMPTIONS

1 Current program enrollment levels at the Indoor Tennis Center average 82% of maximum capacity. This percentage is used to project revenues for an 8 ct. facility.

2 The numbers of programs offered at a 10 ct. facility will not measurably increase over an 8 ct. facility, at least inititally.

APPENDIX - A1

PROGRAMMING LEVELS FOR AN 8 CT. OR 10 CT. INDOOR TENNIS FACILITY

	PROGRAM EXPENSES PER PROGRAM				REVENUE PER CLASS @ 100% ENROLLMENT			REVENUE FROM ALL PROGRAMS OFFERED					REVENUE SOURCES		
	Hrs/class	# of class sessions	# of Instructors	Total Program Cost	Max # Partic.	Class Fee	Total Rev. Per Activity	Class Fee	# of programs offered	Total expenses	Total revenue (@ 100% partic)	Total Revenue (@ 82% partic)	YOUTH	ADULT	SPECIAL EVENTS
FALL TERM															
Junior lessons	1	8	1	$ 179	6	$ 110	$ 660	$ 110	52	$ 9,318	$ 34,320	$ 28,142	$ 28,142		
Tiny Tot	1	8	1	$ 108	8	$ 100	$ 800	$ 100	4	$ 430	$ 3,200	$ 2,624	$ 2,624		
Grand Slammers	1	8	1	$ 108	8	$ 100	$ 800	$ 100	2	$ 215	$ 1,600	$ 1,312	$ 1,312		
Jr Excellence 1	1.5	25	2	$ 5,136	24	$ 400	$ 9,600	$ 400	1	$ 5,136	$ 9,600	$ 7,872	$ 7,872		
Jr Excellence 2	1.5	25	2	$ 5,136	24	$ 400	$ 9,600	$ 400	1	$ 5,136	$ 9,600	$ 7,872	$ 7,872		
Jr Excellence 3	1.5	25	2	$ 5,136	24	$ 400	$ 9,600	$ 400	1	$ 5,136	$ 9,600	$ 7,872	$ 7,872		
Jr Excellence 4	1.5	25	2	$ 5,136	24	$ 400	$ 9,600	$ 400	1	$ 5,136	$ 9,600	$ 7,872	$ 7,872		
Holiday Camp 2 hr	2	3	2	$ 1,420	24	$ 115	$ 2,760	$ 115	1	$ 1,420	$ 2,760	$ 2,263	$ 2,263		
Holiday Camp 3hr	3	3	2	$ 2,020	24	$ 165	$ 3,960	$ 165	1	$ 2,020	$ 3,960	$ 3,247	$ 3,247		
High School Tennis Prep	1	8	2	$ 1,008	18	$ 100	$ 1,800	$ 100	1	$ 1,008	$ 1,800	$ 1,476	$ 1,476		
Pizza & Play	2	1	1	$ 27	16	$ 20	$ 320	$ 20	6	$ 161	$ 1,920	$ 1,574			$ 1,574
Special Olympics	1	6	1	$ 81	5	$ 50	$ 250	$ 50	1	$ 81	$ 250	$ 205	$ 205		
Adult Lessons - 8 ses.	1	8	1	$ 179	6	$ 105	$ 630	$ 105	26	$ 4,659	$ 16,380	$ 13,432		$ 13,432	
Adult Lessons - 16 ses.	1	16	1	$ 358	6	$ 210	$ 1,260	$ 210	4	$ 1,434	$ 5,040	$ 4,133		$ 4,133	
Drill & Play	1.5	12	1	$ 269	8	$ 200	$ 1,600	$ 200	12	$ 3,226	$ 19,200	$ 15,744		$ 15,744	
Morning Madness	1	8	1	$ 179	6	$ 105	$ 630	$ 105	2	$ 358	$ 1,260	$ 1,033		$ 1,033	
Doubles Night	3	1	1	$ 13	32	$ 20	$ 640	$ 20	31	$ 417	$ 19,840	$ 16,269			$ 16,269
TOTAL EXPENSE/REVENUE FALL										$ 45,291	$ 149,930	$ 122,943	$ 70,758	$ 34,342	$ 17,843

APPENDIX - A1

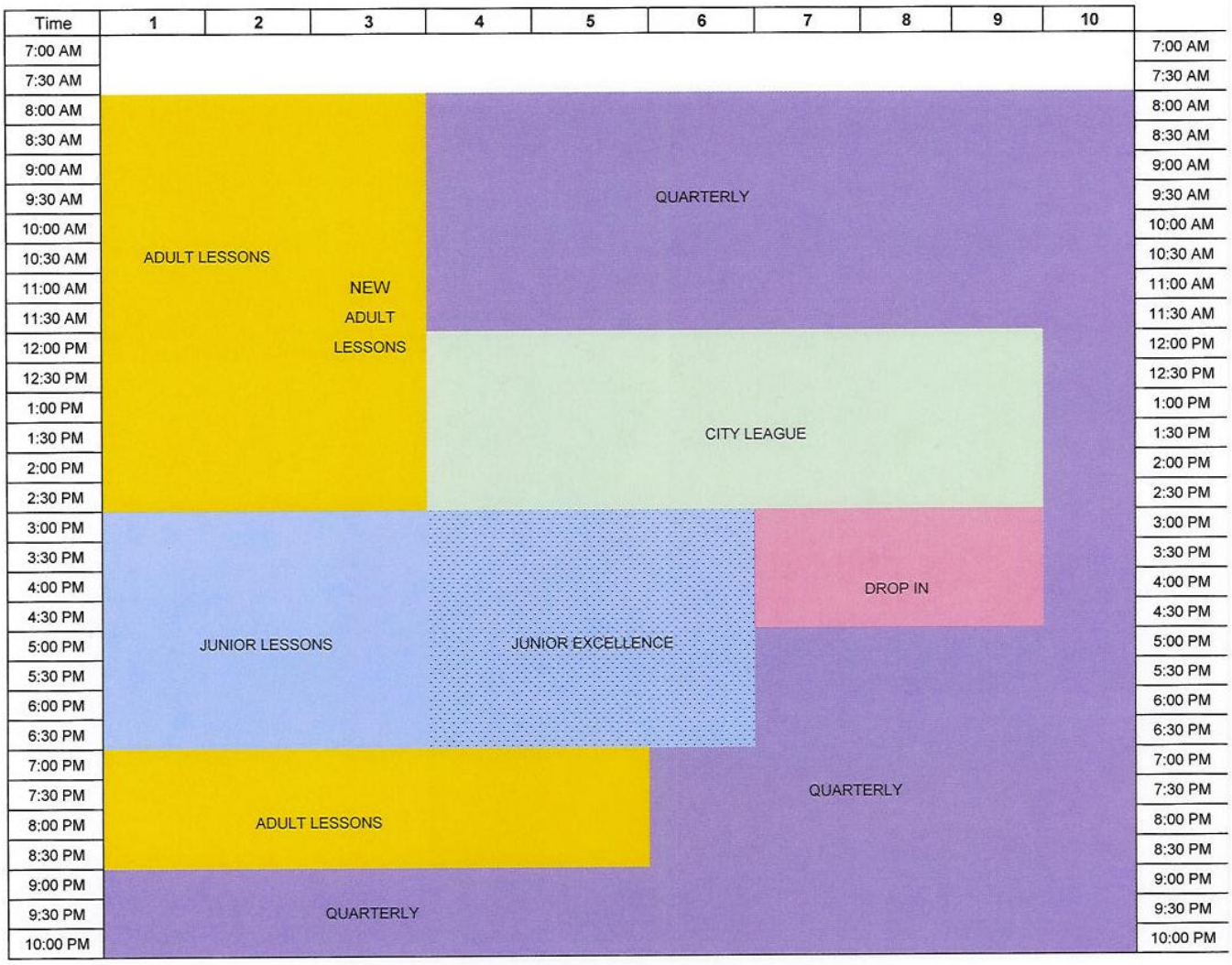
PROGRAMMING LEVELS FOR AN 8 CT. OR 10 CT. INDOOR TENNIS FACILITY

	PROGRAM EXPENSES PER PROGRAM				REVENUE PER CLASS @ 100% ENROLLMENT			REVENUE FROM ALL PROGRAMS OFFERED					REVENUE SOURCES		
	Hrs/class	# of class sessions	# of Instructors	Total Program Cost	Max # Partic.	Class Fee	Total Rev. Per Activity	Class Fee	# of programs offered	Total expenses	Total revenue (@ 100% partic)	Total Revenue (@ 82% partic)	YOUTH	ADULT	SPECIAL EVENTS
WINTER/SPRING TERM															
Junior lessons	1	8	1	$ 179	6	$ 110	$ 660	$ 110	27	$ 4,838	$ 17,820	$ 14,612	$ 14,612		
Tiny Tot	1	8	1	$ 108	8	$ 100	$ 800	$ 100	7	$ 753	$ 5,600	$ 4,592	$ 4,592		
Grand Slammers	1	8	1	$ 108	8	$ 100	$ 800	$ 100	3	$ 323	$ 2,400	$ 1,968	$ 1,968		
Jr Excellence 1	1.5	18		$ 4,682		$ 370	$ 8,880	$ 370	2	$ 9,364	$ 17,760	$ 14,563	$ 14,563		
Jr Excellence 2	1.5	18		$ 4,682		$ 370	$ 8,880	$ 370	2	$ 9,364	$ 17,760	$ 14,563	$ 14,563		
Jr Excellence 3	1.5	18		$ 4,682		$ 370	$ 8,880	$ 370	2	$ 9,364	$ 17,760	$ 14,563	$ 14,563		
Jr Excellence 4	1.5	18		$ 4,682		$ 370	$ 8,880	$ 370	2	$ 9,364	$ 17,760	$ 14,563	$ 14,563		
High School Tennis Prep	1	8		$ 1,008		$ 100	$ 1,800	$ 100	2	$ 2,015	$ 3,600	$ 2,952	$ 2,952		
Pizza & Play	2	1	1	$ 27	16	$ 20	$ 320	$ 20	10	$ - $ 269	$ 3,200	$ 2,624			$ 2,624
Special Olympics	1	6		$ 206		$ 50	$ 500	$ 50	2	$ 411	$ 1,000	$ 820	$ 820		
Adult Lessons - 8 ses.	1	8	1	$ 179	6	$ 105	$ 630	$ 105	38	$ 6,810	$ 23,940	$ 19,631		$ 19,631	
Drill & Play	1.5	8	1	$ 179	8	$ 132	$ 1,056	$ 132	27	$ 4,838	$ 28,512	$ 23,380		$ 23,380	
Morning Madness	1	8	1	$ 179	6	$ 105	$ 630	$ 105	4	$ 717	$ 2,520	$ 2,066		$ 2,066	
Doubles Night	3	1	1	$ 13	32	$ 20	$ 640	$ 20	21	$ 282	$ 13,440	$ 11,021			$ 11,021
TOTAL EXPENSE/REVENUE WINTER/SPRING										$ 58,711	$ 173,072	$ 141,919	$ 83,197	$ 45,077	$ 13,645

APPENDIX - A2

LAKE OSWEGO INDOOR TENNIS CENTER (10 CT. FACILITY)

Fall, Winter, Spring: Monday-Thursday



REVENUE:	# of activities	# Part/activity	fee/activity	Revenue	# of hrs/day	days/week	Total # days/ season	Total Revenue
8 COURTS								
Programs/Lessons								
Seasonal Reservations								
City League			$ 24		15	4	39	$ 56,160
Ladders			$ 24					$ -
Seasonals			$ 24		42	4	39	$ 157,248
Daily Court Fees								
Drop In			$ 24		4	4	39	$ 14,976
Private Lessons			$ 24					$ -
USTA League			$ 24					$ -
10 COURTS								
Programs/Lessons								
Seasonal Reservations								
City League			$ 24		18	4	39	$ 67,392
Ladders			$ 24					$ -
Seasonals			$ 24		66	4	39	$ 247,104
Daily Court Fees								
Drop In			$ 24		6	4	39	$ 22,464
Private Lessons			$ 24					$ -
USTA League			$ 24					$ -

APPENDIX - A3

LAKE OSWEGO INDOOR TENNIS CENTER (10 CT. FACILITY)

Fall, Winter, Spring: Friday

Time	1	2	3	4	5	6	7	8	9	10	
7:00 AM											7:00 AM
7:30 AM											7:30 AM
8:00 AM	QUARTERLY										8:00 AM
8:30 AM											8:30 AM
9:00 AM					LADDER/LEAGUE PLAY						9:00 AM
9:30 AM											9:30 AM
10:00 AM											10:00 AM
10:30 AM											10:30 AM
11:00 AM											11:00 AM
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3:30 PM											3:30 PM
4:00 PM	DROP IN										4:00 PM
4:30 PM											4:30 PM
5:00 PM											5:00 PM
5:30 PM											5:30 PM
6:00 PM											6:00 PM
6:30 PM											6:30 PM
7:00 PM					PIZZA & PLAY every other Friday						7:00 PM
7:30 PM											7:30 PM
8:00 PM											8:00 PM
8:30 PM											8:30 PM
9:00 PM											9:00 PM
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10:00 PM											10:00 PM

REVENUE:	# of activities	# Part/activity	fee/activity	Revenue	# of hrs	days/week	Total # days/ season	Total Revenue
Programs/Lessons								
Seasonal Reservations								
City League			$ 24					$ -
Ladders			$ 24		28	1	39	$ 26,208
Seasonals			$ 24		32	1	39	$ 29,952
Daily Court Fees								
Drop In Fees			$ 24		15	1	39	$ 14,040
Private Lessons			$ 24					$ -
USTA League			$ 24					$ -

APPENDIX - A4

LAKE OSWEGO INDOOR TENNIS CENTER (10 CT. FACILITY)

Fall, Winter, Spring: Saturday

Time	1	2	3	4	5	6	7	8	9	10
7:00 AM										
7:30 AM										
8:00 AM										
8:30 AM										
9:00 AM	JUNIOR LESSONS		NEW JUNIOR LESSONS	QUARTERLY			DROP IN			
9:30 AM										
10:00 AM										
10:30 AM										
11:00 AM										
11:30 AM										
12:00 PM							PRIVATE LESSONS			
12:30 PM										
1:00 PM	ADULT LESSONS									
1:30 PM										
2:00 PM										
2:30 PM										
3:00 PM										
3:30 PM										
4:00 PM			DROP IN	USTA TEAM PLAY						
4:30 PM										
5:00 PM										
5:30 PM										
6:00 PM										
6:30 PM										
7:00 PM							DROP IN			
7:30 PM										
8:00 PM										
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9:30 PM										
10:00 PM										

REVENUE:	# of activities	# Part/activity	fee/activity	Revenue	# of hrs	days/week	Total # days/ season	Total Revenue
8 COURTS								
Programs/lessons				$ -				$ -
Seasonal Reservations								
City League			$ 24		0			$ -
Ladders			$ 24		0			$ -
Seasonals			$ 24		21	1	39	$ 19,656
Daily Court Fees								
Drop In			$ 24		23	1	39	$ 21,528
Private lessons			$ 24		14	1	39	$ 13,104
USTA Play			$ 24		18	1	38	$ 16,416
10 COURTS								
Programs/lessons				$ -				$ -
Seasonal Reservations								
City League			$ 24		0			$ -
Ladders			$ 24		0			$ -
Seasonals			$ 24		21	1	39	$ 19,656
Daily Court Fees								
Drop In			$ 24		23	1	39	$ 21,528
Private lessons			$ 24		14	1	39	$ 13,104
USTA Play			$ 24		18	1	38	$ 16,416

APPENDIX - A5

LAKE OSWEGO INDOOR TENNIS CENTER (10 CT. FACILITY)

Fall, Winter, Spring: Sunday

Time	1	2	3	4	5	6	7	8	9	10	
7:00 AM											7:00 AM
7:30 AM											7:30 AM
8:00 AM											8:00 AM
8:30 AM											8:30 AM
9:00 AM	QUARTERLY 25 reservations										9:00 AM
9:30 AM											9:30 AM
10:00 AM											10:00 AM
10:30 AM											10:30 AM
11:00 AM											11:00 AM
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1:30 PM											1:30 PM
2:00 PM	DROP IN						DROP IN				2:00 PM
2:30 PM											2:30 PM
3:00 PM				USTA TEAM PLAY							3:00 PM
3:30 PM											3:30 PM
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5:00 PM											5:00 PM
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6:30 PM											6:30 PM
7:00 PM					ADULT OPEN PLAY (MIXER)						7:00 PM
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10:00 PM											10:00 PM

REVENUE:	# of activities	# Part/activity	fee/activity	Revenue	# of hrs	days/week	Total # days/ season	Total Revenue
Programs/Lessons								
Seasonal Reservations								
City League			$ 24		0			$ -
Ladders			$ 24		0			$ -
Seasonals			$ 24		25	1	39	$ 23,400
Daily Court Fees								
Drop In			$ 24		20	1	39	$ 18,720
Private Lessons			$ 24		0			$ -
USTA Play			$ 24		12	1	38	$ 10,944

APPENDIX - A6

LAKE OSWEGO INDOOR TENNIS CENTER (10 CT. FACILITY)

Summer: **Monday-Thursday**

Time	1	2	3	4	5	6	7	8	9	10	
7:00 AM											7:00 AM
7:30 AM											7:30 AM
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10:00 PM											10:00 PM

JUNIOR LESSONS

ADULT LESSONS

DROP IN

REVENUE:	# of activities	# Part/activity	fee/activity	Revenue	# of hrs	days/week	Total # days/ season	Total Revenue
Programs/Lessons								
Seasonal Reservations								
City League			$ 24					$ -
Ladders			$ 24					$ -
Seasonals			$ 24					$ -
Daily Court Fees								
Drop In			$ 24		3	4	12	$ 3,456
Private Lessons			$ 25					$ -
USTA Play			$ 24					$ -

APPENDIX - A7

LAKE OSWEGO INDOOR TENNIS CENTER (10 CT. FACILITY)

Summer: Friday

Time	1	2	3	4	5	6	7	8	9	10	
7:00 AM											7:00 AM
7:30 AM											7:30 AM
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REVENUE:	# of activities	# Part/activity	fee/activity	Revenue	# of hrs	days/week	Total # days/ season	Total Revenue
Programs/Lessons								
Seasonal Reservations								
City League			$ 24					$ -
Ladders			$ 24					$ -
Seasonals			$ 24					$ -
Daily Courts Fees								
Drop In			$ 24		5	1	12	$ 1,440
Private Lessons			$ 24					$ -
USTA Play			$ 24					$ -

APPENDIX - A8

LAKE OSWEGO INDOOR TENNIS CENTER (10 CT. FACILITY)

Summer: Saturday/Sunday

Time	1	2	3	4	5	6	7	8	9	10	
7:00 AM											7:00 AM
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2:00 PM	PRIVATE										2:00 PM
2:30 PM	LESSONS										2:30 PM
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10:00 PM											10:00 PM

DROP IN

REVENUE:	# of activities	# Part/activity	fee/activity	Revenue	# of hrs	days/week	Total # days/ season	Total Revenue
Programs/Lessons								
Seasonal Reservations								
City League			$ 24					$ -
Ladders			$ 24					$ -
Seasonals			$ 24					$ -
Daily Court Fees								
Drop In			$ 24		40	2	12	$ 23,040
Private Lessons			$ 24		5	1	12	$ 1,440
USTA Play			$ 24					$ -