President’s Annual Summary

1. Financial
	1. Consolidated and refinanced debt
		1. Improved cash flow
		2. Increased reserves
	2. Reserves: Started year with $5K; ending with $80K
	3. CIF: $95K
	4. Operations: Dues now cover all club operating expenses
		1. Example expenses
			1. Purchased solar panels
			2. Extended Club Automation software contract
	5. Capital improvements
		1. Court surfacing
			1. Scheduled rotation
			2. Plexi-Cushion plan
	6. House and Grounds was allotted a budget of $50K. $0 in 2018
	7. Dues increase February 1
2. Club improvement
	1. Lights
	2. Walkway between 2 and 6
	3. Men’s locker room
		1. Budgeted for 2020
		2. Locker sale campaign
3. Membership
	1. We’re a community
		1. New etiquette rules remind members to be courteous to staff, members, and guests, maintaining a welcoming, inclusive environment
		2. Giving back
			1. Recycled ball program (10K balls)
			2. Hirschkoff fundraiser
			3. Coat drive
	2. Volunteers (how many members served in 2019?)
	3. Near or at capacity throughout year
	4. 25 new memberships in 2019 (down \_\_\_% due to membership cap);
		1. goal is to build wait list
		2. Balance between single and family memberships
	5. Committee reorganized and enthusiastic
		1. Recruit and retain
		2. Welcome
4. Tennis
	1. Social
		1. Calcutta
		2. Sadie Hawkins
		3. Hit and Run
		4. Sunday drop in
		5. 3.0 and 3.5 evening “drop in”
		6. Regularly scheduled matches
			1. Jack Anderson, Stuart Kierle, Eddie Perlas, Vic Berliant, others?
			2. Women?
	2. Competitive
		1. Rules document
		2. Playoff success(?)
		3. Leagues
			1. USTA
			2. Play Tennis Marin
			3. ?
			4. ?
			5. ?
		4. Districts
		5. Memorial Tournament
	3. Pros
		1. Clinics
		2. Lessons
		3. First full year of new rental agreement
			1. More revenue for club
			2. More engagement with members
			3. Compliant with California labor law
5. Food and Beverage
	1. Same revenue as 2018 with service on 5 of 7 days (2018 was open 7 days)
		1. More food in evenings
		2. Improved menu
	2. Improving inventory control
	3. Prices will increase beginning January 2020 to cover increased food and beverage costs
6. Looking ahead
	1. Strong membership committee
	2. More social tennis events
	3. Court improvements