

Business Plan

February 1, 2023



R-TEEN CENTER

Ramona Skatepark Champions
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Confidentiality Agreement

The undersigned reader acknowledges that any information provided by Ramona Skatepark Champions in this business plan, other than information that is in the public domain, is confidential in nature, and that any disclosure or use of same by the reader may cause serious harm or damage to Ramona Skatepark Champions. Therefore, the undersigned agrees not to disclose it without express written permission from Tracy Engel, President of the Ramona Skatepark Champions.

Upon request, the undersigned reader will immediately return this document to Tracy Engel, President of the Ramona Skatepark Champions.

Signature

Name (typed or printed)

Date

This is a business plan. It does not imply an offering of securities.

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I. Executive Summary

R-Teen Center is a collaboration of a growing list of more than a dozen local community service groups, non-profit organizations, businesses, and local professionals who have come together to BE THE SOLUTION to growing problems facing teens in Ramona!

Currently Ramona kids “age out” of prominent after-school programs at the age of 12-years old. The community has few parks or local businesses with free or inexpensive activities during after-school hours to specifically target teens aged 13 to 18 years old. Ramona’s Pop-up Skatepark is one of a very few.

This lack of social structure for this age group is particularly evident “in town.” Adjacent to Main Street a concentration of low-income apartments and townhomes provide a mass of teenagers who have no welcoming space to congregate or be active, especially if they are on wheels – a skateboard, scooter or BMX bike. These same apartments generally have a “no wheels” policy. Some will evict a family if their kids are caught on their wheels more than 3-times.

These displaced teens congregate in parking lots and alleyways of local businesses, using the creek bed as an underground highway across town to favorite locations to hang out. Some businesses, like Dunkin Donuts, have become a de-facto teen center, which strains them in ways that should not be an issue. Local sheriff have many negative interactions with teens that are doing nothing more than gathering in a group bigger than 20 (the point at which the local Dunkin Donuts Manager will call the Sheriff to clear them out.)

The County has promised Ramona a skatepark at what we call the RICC (Ramona Intergenerational Community Campus) for over 20-years. To be fair, they claim they are closer to making good on that promise than many locals give them credit. However, original County sketches of the RICC shown to Ramona planners showed not just a skatepark, but also other amenities like a “Teen Café,” a gym, and some other recreational facilities that all ages can use for low cost or free – making the entire RICC a place in Ramona that would be welcoming and safe for teens, and all ages.

Over time, **the County changed the plans** to focus on seniors and retired adults. The skatepark remains in the intergenerational plan, but space for amenities that target teens, like “Teen Café,” are less likely in the plan. County representatives do not express eagerness to operate a teen center or “Teen Café” in Ramona. The YMCA has also declined due to the size of the market. The Boys & Girls Club is here, but kids age out of this program at 12-years old.

Supervisor Joel Anderson, while not expressly interested in operating a Teen Center here, has expressed to Ramona Skatepark Champions an interest in discussing potential County grant funding for a local year-round teen program, like Pop-up Skatepark. In response to this invitation to expand our program, the Ramona Skatepark Champions, in collaboration with nearly all of Ramona presents.....The R-Teen Center! Amenities will include:

- Do-it-yourself (DIY) skatepark in the front.
- DIY BMX practice course in the back.
- Temperature controlled indoor space for lounging and creative and enriching activities.
- Professional counseling support to help identify teens in crisis and connect them with appropriate resources.
- Healthy snacks and life skills programs to help build strong and resilient young adults.
- All at a location that is close enough to Ramona High School and Olive Pierce Middle School for kids to walk.
- Plus, a carpool program to help teens from Montecito High School get across town, or to get kids from the Hanson Lane schools a ride in bad weather.

Keys to success include:

- The collaborative nature of the project brings in a vast amount of community resources and expertise to bear;
- Using a paid and experienced executive director and staff, as opposed to relying on volunteers;
- A secure and accessible location that we **own** and do not lease, so no risk of losing a location during a particularly lean year.
- Main Street frontage on a corner lot means the Teen Center will be easy to find, easy to access, and easy for Sheriff’s to patrol.

Please read on for more information on how the **R-Teen Center can be ours** if we pull together and do it right!

II. Company Description

Ramona Skatepark Champions, a 501c3 charity, has hosted a “Pop-up Skatepark” in Ramona since 2018 in parking lots and on basketball courts. We have learned firsthand of the crisis facing teens in Ramona where there is no safe, public space where teens are welcome to congregate, so teens congregate in parking lots and alley ways. The Pop-up Skatepark has been providing a safe space in fair weather for all-wheel recreation (20-weeks per year) and has learned that the breadth of the need goes beyond all-wheel recreation. Teens need an all-weather safe space to congregate and socialize, with enriching activities, where they can be safe from predators and unsafe elements on the street, year-round!

This business plan describes a teen center proposed for the location at 2366 Main Street, as a permanent location for the Pop-up Skatepark program, and so much more! We’ve come to call it “R-Teen Center,” to mirror the Ramona nickname, R-Town.

R-Teen Center mission statement

The R-Teen Center is the most welcoming and inclusive place in Ramona for every unique kind of teenager to hang out together, have fun, be adventurous, build character, and stretch their wings to become adults.

R-Teen Center philosophy and vision

R-Teen Center provides a safe and inclusive environment that encourages and teaches Ramona teens the values of honesty, integrity, fun, adventure, learning and community, to help teens work together to become the best versions of themselves.

R-Teen Center goals

The short-term goal of the R-Teen Center concept is to provide a permanent home for the Pop-up Skatepark on owned land where we can control security and safety and not fear losing the space. This program will immediately begin to pop up permanently in the front parking lot. On owned land with larger space, teens can build their own additional features for a fun do-it-yourself (DIY) skatepark in the front, through community support. We routinely receive donations of skateboarding ramps and rails that we keep for future use.

This proposed location also has a roomy dirt lot in the back. Teenagers can learn about pitch and elevation and how to build and maintain a great little practice dirt track for BMX riders. We have already received offers from local graders and earth movers and engineers to help make the practice track for free. This can be done for little or no cost within a very short time of closing on the property.

This proposed location also has a 1200 square foot building with 6 offices and a conference room that are temperature controlled. Summer temperatures in Ramona routinely exceed 95 or even 100 degrees, for weeks at a time, and drop into the 40’s and even the 30’s, during the winter, with freezing wind and rain. The current pop-up skatepark program closes in harsh weather, leaving teens with no place to go for months at a time. In Ramona, it is simply not practical to offer a year-round after-school program without also providing indoor space during Ramona’s harshest weather.

Inside the building at this proposed location, teens will find welcoming and comfortable seating arrangements where they can sit in small groups, or lounge alone, with places to plug-in to recharge their phones and electronics and free Wi-Fi and vending machines for snacks. Each room can feature popular activities, like music, art, dance, as well as special programs for life-skills like budgeting and cooking, or job skills like computer programming or resume writing, and help with homework or job applications.

Activities Proposed with Current Community Partnerships:

- a. **Art Room:** 2Create Gallery and Ramona Art Center have agreed to help supply the art room and to help calendar local artists to guide teens with ongoing classes, activities, and projects. Teens can use the room any time for self-directed projects. Locked closet area provides space for bigger projects to stay safe overnight while teens finish them over time, and to store any supplies that need safe or controlled storage,

- b. **Music Room:** Likewise, Ramona Music Center and Jon Hasz have agreed to consult on the music room and calendar local musicians to come jam with the teens and teach or inspire our teen musicians. Teens will be able to use the room at any time for self-directed jam sessions. Locked closet area may store musical instruments and equipment available to borrow to use in the room.
- c. **Dance and Movement Room:** This room has a wood floor, a ballet bar, a blue-tooth sound system and mirrors. Ballet Adagio has offered to teach dance and local physical trainers have expressed that they can lead classes for Yoga, Pilates, Zumba and other popular fitness and dance classes. It is suggested a local marital arts studio could teach self-defense classes for teens. When a class is not in session, teens can use the space for their own private fitness or dance routines. There is a smart TV where they can throw up You-Tube videos with which to dance or move along.
- d. **Computer and Homework Room:** This space has computers and desks for working, and a reading nook. Volunteer tutors can meet quietly with students according to their schedule to help with test preparation or homework help. Computers can be used for job search, homework, and gaming but firewalls prevent social media or unwanted sites, which is available on teens phones, if their parents allow it. At least one computer has computer software development tools so kids can learn computer programming in popular languages. Local computer developers mentor teens in software development and logic.
- e. **TV and Gaming Room:** Has a big screen TV for movies and several smaller TV's with a variety of gaming consoles and popular games, rated appropriately for teens. The teen center streams some movies, assuming proper controls can be provided on content with streaming services. Otherwise, DVD's are available.
- f. **Lounge Area:** Local realtors and the Ramona Real Estate Association have easy access to model home furnishings to help outfit a lounge area, providing comfortable furnishings that can be easily reconfigured into seating areas for different sized groups of friends to hang out, relax and chat. There are USB charging stations available and easily accessible to the seating arrangements. There some small tables and chairs for sitting and snacking. Vending machines are available for snacks.
- g. **Kitchenette:** In the kitchenette with refrigerator, microwave, air-frier, coffeemaker, sink and cupboards, volunteers help teens learn how to budget and shop for and prepare healthy meals and snacks. Aldi's has an annually available grant of \$1,000 for this kind of activity, which will provide a monthly budget the teens can learn to use.
- h. **Meeting Room:** The meeting room has some long tables and chairs that can be folded up and put away or set out in different configurations. There is audio/visual equipment, including a large screen to project slides. This space for staff or volunteers to host meetings or special programs, or for teens who want space for clubs or other types of meetings. Volunteers can host life skills programs that would be of interest to teens, for instance a local financial advisor is eager to teach a program related to teen budgeting and saving.
- i. **Outdoor Fitness Area:** On the back patio, a local gym has agreed to help set up some popular fitness equipment and local trainers have volunteered to help teens learn to use fitness equipment for strength training, cardio and for cross-training for their favorite sport. The most popular feature of this area is the rock-climbing wall for which we plan to apply to a local casino for a capital grant to build.
- j. **Job Board and Application Assistance:** The job board is an all-weather outside bulletin board where teens can post themselves available for work, or local businesses can post jobs available to teens. A volunteer helps to update the job board with local job opportunities. Volunteers use the computer room or meeting space to help teens fill out job applications or resumes, and how to do a job search, as well as mock interviews.
- k. **Counseling:** Ramona Vista Hill SmartCare partners with TrueCare in Ramona to provide emotional, behavioral, and mental health support in the community. They have agreed to partner with us to provide training to staff on how to handle a medical or mental health crisis and make available a licensed therapist to help identify and provide resources to teens who need intervention. They can provide referrals to teens and families in crisis to the TrueCare system or help them learn the first steps through their own health system, as needed. They are excited to provide periodic group mental health classes on topics such as coping with anxiety or depression, self-esteem and compassion, anti-bullying, overcoming test anxiety, and other relevant topics.

Problems that the R-Teen Center Solves:

Teens currently must get “off-the-hill” to find spaces that welcome them, like a skate or BMX park, mall, or movie theater. When they go down the hill to a skatepark, they are often not hanging out with kids they know from school or the neighborhood. Instead, they are on their own, in very small circles or tight cliques, or they make new friends down-the-hill, which becomes another commuting frustration for parents and teens.

Ramona offers no welcoming spaces for teens. No local businesses or parks target this age range or dial in to teen culture. If Ramona kids could hang out somewhere up here, together with the kids they know from school and the neighborhood, they would be strengthening bonds here in Ramona, which is easier on the family and the gas budget.

Further, once a teen ages out of the surrounding day-care programs and becomes old enough to care for themselves and/or siblings, they often become “latch-key kids” who stay home, unsupervised, and often supervise siblings, until their parents get off work. The Ramona Boys and Girls club and most daycare facilities age a child out at 12-years, and after that there are few or no viable options for teens to have supervised activities after school.

Leaving a teen home alone comes with risks! Besides the obvious trouble that is commonly associated with unsupervised teens, like drugs or nuisance crimes like vandalizing, if they aren’t careful, teens in these apartments can get into trouble just riding a bike or skateboard at home. If a family lives in one of the large apartment complexes in the center of town, they may find a very strict “no wheels” rule where the whole family can be evicted if their teen is caught on a skateboard, scooter or bike in the complex three times. The policy is often, 1st time is a warning, 2nd time we take your wheels, 3rd time you are evicted. Take a minute to let that sink in. Imagine that kind of risk to your family if your **teen** doesn’t listen to you.

Given literally no other option, the latch-key teens very often simply gather in parking lots and alleys in town where they are not safe to ride and are not supervised. Teens who are so susceptible to peer influence can find themselves making stupid choices with no safety rails.

The R-Teen Center is a collaborative effort between local non-profits, businesses and parents to provide a safe space for their teens to hang out together after school and explore creative or active interests until the parents get home from work.

R-Teen Center also solves problems for aspiring teen mentors in Ramona! R-Teen Center’s dedicated space for enrichment classes for teens is a valuable resource for the community of businesses, non-profit organizations, and local experts who want to share the wealth of their knowledge with local teens and also to recoup a small fee with a built-in communication path to their target audience for maximum attendance. Any mentor providing services at R-Teen Center will have a DOJ background check performed, so parents can feel safe.

Our website developer will make a calendar of events with convenient online sign-up and payment available to families. Our liability waiver form can include “service providers,” making it unnecessary for them to have parents sign separate liability waivers, easing service administration and hassles of extra paperwork on parents.

Providing this dedicated space for vetted, background-checked enrichment activity program providers to “get on the calendar” for teens is a **win** for our teens and the larger Ramona community!

Pricing Philosophy:

Attendance at the R-Town Teen Center, including the DIY skatepark and BMX track, will be free to all families. Our motto has always been, **we prioritize participation over profits!** With this core value, we cannot operate the business plan as a for-profit or large corporate non-profit enterprise might.

We cannot expect that a teen center in Ramona will ever “make money.” Our past experience agrees with the YMCA’s findings: our target market in Ramona is small enough that we cannot really make up expenses from participation fees and also provide really quality programming and staffing, in the first place.

Historically, we offer our pop-up skatepark program dependent on grants and private fundraising. We have learned that it is both uncomfortable and unproductive to create a culture of “haves” and “have nots” by charging fees then making a family ask for a waiver of fees. We stopped charging fees in 2022.

Unlike meeting space at the community library, here at the teen center the third-party enrichment activities offered by local businesses, non-profits or individual mentors may charge some small fee to cover time and expenses. However, our executive director will partner with enrichment providers to look for sponsorships and grants to offset fees to families to stay true to our core value of prioritizing participation over profits.

R-Teen Center core operating expenses and capital expenditures will be covered by grants, fundraisers, and private donations. It is our executive director’s job to plan with community partners a calendar of daily programming and manage a grant program. It is our board of directors’ job to network with donors, and to implement creative fundraising events. Our strong network of community partners will work together to provide free, affordable, and creative programming to teens in a safe and encouraging environment.

IV. Marketing Plan

Market research

- There are roughly 1,500 high school students enrolled in RUSD and more being home-schooled.
- There are roughly 800 middle school students enrolled in RUSD and more being home-schooled.
- School enrollment in Ramona is trending down, but this may be because home-schooling is trending up.
- Home schooling families are desperate for local learning resources for this age group.
- Parents spend on the average \$75 per week in gas to get one child to skatepark/bmx tracks down the hill just once per week based on self-reported information in Facebook poll.
- YMCA has declined to open a center up here due to the small market segment.
- Based on informal conversation, County leaders would prefer to support a local non-profit effort than to own and operate a teen center in Ramona.

Barriers to entry

a. Leasing locations for pop-up skatepark is very difficult!

For our Pop-up Skatepark, we need to find locations with very nice concrete or nice and smooth asphalt parking lots, who do not actually *need to use* their parking lot during after-school hours, and with owners who are not risk averse, put-off by the liability of hosting a skatepark on their premises. This is extremely difficult! When we lose a location, it takes months of effort to try to replace the location.

b. Buying a location is very expensive.

By leveraging grants and fundraisers and with a creative contract with a local property owner we can avoid the interruptions and angst that comes with losing a location. With a permanent and year-round location, we can control our liability with fencing and security that are never available in a public parking lot. With an owned location we can provide more than just one activity with indoor and outdoor spaces where teens can be stimulated with a variety of activities and opportunities to build relationships with **local** friends and mentors to enrich their lives and ease the transition to adulthood.

c. **It is hard to make money at this.**

The relatively small target market hinders ability for programs to “pay for themselves” through participation fees, which drives off corporate and government programs of this nature. We circumvent this barrier by incorporating community partnerships and an executive director that can pursue a robust grant program to drive funding. The executive director should, essentially, find the grants that pay their own salary.

Challenges and opportunities

The County will build a community skatepark at the RICC in 2026, per Brian Albright.

In a letter to our organization dated July 25, 2022, the County assures us they will build a skatepark at the RICC (Ramona Intergenerational Community Campus.) This is not competition for our program. That skatepark will be for all ages, not just teens. Historically, the County does not offer camps and clinics at their skateparks and there is no supervision or programming. It will be placed near a senior residential housing development and senior center where conflicts over noise control are expected. Teens and seniors are not natural allies. On the other side, it will be flanked by the creek bed.

The R-Teen Center is different. It is for teens only and open during specific hours because it is supervised. It will not be a large, professionally designed concrete skatepark, but rather a teen-made DIY fun park. Parents say at the Pop-up Skatepark that the kids like working to learn tricks in a small and friendly environment. They use the confidence they learn in our program to go show-off in a public skatepark. The location is appropriate for the use, with few neighbors in a commercial mixed zone and no nearby senior center or creek bed.

The County could build a teen center at the RICC, although there are no plans to do so.

Representatives from the County hint that it is unlikely that the County will be interested in a teen center at the RICC due to the size of the market. The County has already talked to the YMCA about starting a teen center in Ramona and found the YMCA is also not interested. County Supervisor Joel Anderson hints that they recognize the need for teen services here, and would help to expand the Pop-up Skatepark year-round to help fill that void.

However, the pop-up skatepark program alone, does not adequately fill the void. It cannot operate year-round, and only offers one activity, when teens have varied interests. To respond to the Supervisor’s invitation to expand the Pop-up Skatepark year-round, the R-Teen Center combines an excellent location for year-round indoor and outdoor activities with a collaboration of local businesses and non-profit organizations to bring quality programming. The threat of the County doing this for themselves is minimal, but the opportunity for the County to help Ramona provide for ourselves is quite likely much more appealing to them.

Features and benefits

The most important service R-Teen Center provides is a safe place that includes active recreation and enriching activities for teens in an accessible location in Ramona.

The DIY Skatepark and BMX Track provide opportunities for active recreation including coaching so kids can learn safely with their friends how to do tricks that they can later take to a public skatepark with confidence.

The teen center adds the all-weather and enrichment activities. We feel the homework help and job application and interview prep is the most important feature. The teens may especially like the gaming systems or music or art rooms...or the outdoor activities.

At R-Teen Center they find...

Creative Outlets
Active Outdoor Recreation
Healthy Snacks
Life Skills

Mentorship and Counseling
Improved Confidence
Stress Relief
Improved Relationships

Benefits gained at R-Teen Center go beyond the facility, bringing benefit home to families and forward to their futures!

Target customer

The Ramona or Back-Country teenager from ages 13 through 18-years old is our target customer, with special attention to the teens living in-town, with working parents, without access to private yards or transportation.

At least until the public skatepark is finished at the RICC, kids of any age might want to use the DIY skatepark or BMX track in the back! Sundays is “all-ages” day where families can come together and ride.

Always free to teens, at “all-ages events,” anyone who is not a teen pays a \$10 “drop-in” fee, to add a revenue stream to help cover operation costs.

Key competitors

In Ramona, the only competition for the attention of teens are various church youth groups, which are all well attended with fun activities, or expensive league sports. Most of church youth groups meet only once a week or once per month, and none we know of are operating every day after school or include recreation activities like skateboarding, scooters or BMX.

Down the hill, there are teen centers operated by Foothills Church and teen or community centers operated by the County, and a couple of facilities operated by the YMCA in some communities. We have already learned that YMCA won't compete up here with us and there is not currently any Foothills Church up here, so these are not direct competition in Ramona.

This leaves the County teen and recreation centers. We have already discussed that there is little chance of the County opening a directly competing program in Ramona, but we did examine the programs they offer down-the-hill to prepare programming that is like what the County might expect a teen center to offer.

After examining the Foothills and County teen center models, we believe R-Teen Center as outlined in this document is competitive with these programs! Both other programs are free to teens, so “free” is the price to be competitive. In accordance with the competition's business models, special enrichment programs and camps can be judiciously offered with light fees to cover expenses.

Positioning/Niche

The niche of Ramona's community that remains underserved the most are the 13- to 18-year-old teenaged population. The Ramona Boys & Girls Club as well as numerous day-care facilities provide after-school care and programming for little kids, and there are a number of businesses and non-profits that provide entertainment and things to do for adults or teens with transportation. However, the teenagers, especially those who live in town and lack transportation, are vastly underserved in Ramona. R-Teen Center hopes to change that dynamic and give our teens an active and social gathering place for enrichment and social growth in a safe and nurturing atmosphere.

Advertising

Online:

- a. Teen volunteers will post videos to social media for peer advertising.
- b. Administrators will continue the Facebook pages and groups.
- c. Holly Helps Marketing, a local full-service online marketing firm, manages website with online sign-ups and membership.
- d. CiviCRM database program tracks opt-in marketing lists for email marketing to lists of members and supporters.

Print:

- a. Ramona Sentinel and Ramona Home Journal and San Vicente News stories and features.
- b. Posters at local businesses and schools
- c. Banners outside of high schools and middle school
- d. Fliers at local apartments, businesses, and schools, wherever fliers can be handed out.
- e. Promotion for teen referrals: Participating teens hand out fliers with waiver forms that have their name on them. The teen who gets the most waivers returned to us with their name on it gets a reward.

In-Person:

- a. Presentations at local service clubs, generating local support.
- b. Personal visits with apartment managers who will promote in their monthly newsletters.
- c. Personal visits with High School counseling office – generating referrals from school counselors.

Promotional Activities:

- a. Business website: Managed by Holly Helps Marketing
- b. Social media marketing: Managed by Tracy Engel and Teen Volunteers
- c. Email marketing: Managed by Tracy Engel using CiviCRM opt-in list gathered from website
- d. Search engine optimization: Managed by Holly Helps Marketing
- e. Content marketing: How-To Videos for action sport tricks
- f. Print marketing materials (banners, brochures, flyers, business cards)
- g. Public relations: Community events like Christmas Tree Lighting and Homecoming Parade, etc.
- h. Fundraising Events: Ladies Who Lunch, Annual Banquet, Open House Parties, etc.
- i. Networking: Local service clubs and schools and apartments
- j. Word-of-mouth: teens posting videos on social media
- k. Referrals: kids bring friends for rewards

Advertising and Promotional budget

1. Before startup – roughly about \$5,000
 - a. Website: \$750 monthly to build out new web pages and signups for ongoing events
 - b. Printing Fliers: \$1,000 for 2,500 fliers to go to schools, apartments to kids for the referral bonus program.
 - c. Signage: Big sign on Main Street: \$1,000 and other signage inside and out \$500
 - d. \$600 for big raffle prizes (bike, scooter, skateboard)
 - e. \$500 for grand opening party
2. On an ongoing basis – roughly \$10,000 annually
 - a. Printing Fliers: \$150 per month to advertise program and features for the month
 - b. \$100 per month to Holly Helps Marketing to update calendars and things on website
 - c. \$25 per month stipend for teen referral rewards program
 - d. \$600 twice yearly for big raffle prizes (bike, scooter, skateboard)
 - e. \$500 twice yearly for open house parties
 - f. \$100 for the homecoming parade float supplies
 - g. \$2,500 event expenses including catering, table rentals etc. for Ladies Who Lunch Luncheon and Annual Banquet fundraisers.
 - h. \$150 Christmas Tree Lighting Booth and Give-away
 - i. \$250/Monthly All Ages Skate Jam (\$10 each entry for 75 people to get in, nets \$500/mo)

Branding and design

Branding will project the image that we are a bright and welcoming space for teens to spread their wings! Design elements will include bright, calming colors like blues and greens with splashes of yellow and orange to keep it sunny. Bi-lingual signage in readable and accessible fonts. All messaging to be encouraging and uplifting. Furniture to be comfy and in groupings of various sizes – easy to move around into different configurations.

Proposed Location

2366 Main Street includes 1.3 acres, featuring Main Street frontage and visibility, and a 1,200 square foot temperature-controlled building with 6 offices, a conference room and a kitchenette and a small back patio area that is already zoned for commercial use.

The location is fully fenced with a parking lot in the front of the building that can be used for the DIY skatepark and a fully fenced dirt back lot that can be used for BMX practice track. A hang-out space and rooms for programming and activities are offered in the building for year-round, all-weather activities.

Gate controlled access is available on Kalbaugh Street and Kelly Street, and we will add a fence to separate a small parking area from the skatepark, and funneling visitors through the building before they can get to either the skate or bmx parks, to ensure participants have signed a waiver on file before entering the premises.

- a. Convenient location with Main Street visibility
- b. Walking distance from major apartments and schools
- c. Adequate parking for employees and customers
- d. 1200 square feet of temperature-controlled space
- e. Fully fenced outdoor recreation space, split between paved & dirt areas
- f. Already zoned for commercial use
- g. All electric and located within the water district
- h. Accessible for Cox Wi-Fi with good signal for streaming and gaming

V. Operational Plan

- **Hours of Operation**

Mon-Friday: from 3:30 to 7:30

Sat: Noon to 4pm

Sun: All-Ages Family Day Noon to 4pm

- **Quality control**

Executive director has experience with youth services. Paid staff are young adults, preferably college students pursuing child development or sports degrees. Active Board of Directors drop in to supervise. Accountant oversees bookkeeping. Membership, participation, and communication all tracked in CiviCRM customer retention management software application.

Transportation:

The location is within walking distance of Ramona High School, Olive Pierce Middle School, and Ramona Community School which includes middle and high school aged kids in their K-12 and home school programs. Also within walking distance of some of the biggest apartment complexes in Ramona. However, during inclement weather, and for the Montecito High School kids, transportation may be arranged. The current pop-up skatepark program has free access to a 7-passenger truck that currently hauls the equipment. Also there is a group of parents who have provided certificates of auto insurance and DOJ background checks to help carpool kids in inclement weather or to help teens who have special needs.

Legal environment

- a. No business license or permits required outside of what we already have
- b. All staff and regular volunteers should be CPR certified (we can get class for free)
- c. Insurance package to include:
 - i. Accident Policy
 - ii. General Liability
 - iii. Sexual/Physical Abuse
 - iv. Incl Event Liability
 - v. Directors & Officers Liability
 - vi. Building Coverage
 - vii. Contents Coverage
 - viii. Equipment Coverage
 - ix. Workers Compensation
- d. Get food handlers permit and approved BBQ kitchen for Cruise Night BBQ
- e. Raffle Permit Required
- f. No other environmental, health or workplace regulations apply
- g. No other special regulations affecting after-school program industry

Personnel

All paid staff and volunteers aged 18 and over are subject to DOJ background check

- a. One Executive Director
 - i. Salaried
 - ii. No benefits
- b. Five Part time “yard-duty” supervisors/mentors
 - i. Must be familiar with the wheeled sports and able to mentor beginners.
 - ii. Must be adults and good role models, not peers supervising peers.
 - iii. Perfect job for a college student
 - iv. Hourly, minimum wage
 - v. No benefits
 - vi. Covers expected attendance of 50-75 kids per day
 - vii. 2 staff in the front skatepark area
 - viii. 2 staff in the back BMX track area
 - ix. 1 alternate for sickness etc.
- c. This with the executive director gives 1-15 ratio adult to teen.
 - i. Lower attendance means less supervisors required.
 - ii. More attendance means more supervisors required.
- d. Provide Teen “First Job” Opportunities
 - i. Responsible teens can be paid small stipend for chores such as....
 - ii. Stock vending machines and run snack sales
 - iii. Run skate shop sales
 - iv. Maintain dirt track
 - v. Check in and out loaner safety equipment
 - vi. Clean-up and janitorial work

Volunteers:

Volunteers are well-meaning community members who have special knowledge or interest in helping teens. They offer their time or services for free in the interest of community service. These individuals and groups offer priceless adjunct programs and additional supervision, but cannot be relied upon for primary supervision or program direction. The kinds of programs and services that we can count on from volunteers include:

- a. Special program or workshop offerings
- b. Career counselors
- c. Resume or job application help
- d. Tutoring
- e. Field trip supervision
- f. Extra yard supervision

Outsourced therapist from Vista Hill SmartCare

- a. Experienced with teen crisis intervention
- b. Teach center staff how to manage a mental health crisis
- c. Available for on-call consultations
- d. Able to identify teens in need of help with stress, emotional or physical support needs
- e. Provide special programming and group classes in life-skills

Skate Shop in a Box

Skate Shop In a Box is a service that has been offered for the past three years. We have developed relationships with the below skateboard equipment manufacturers and vendors. All suppliers provide terrific discounts but no credit terms, just cash in advance. Merchandise is offered at discounted rates only to participants, and much of it is given away in raffles, or given to kids to keep their equipment in working order, so they can continue to participate. It would be helpful for a dedicated volunteer to manage this activity and grow it.

Skate Shop in a Box Suppliers

- I. Protec
 - i. Safety Gear (helmets and pads)
 - ii. Donates on an essentially BOGO basis
 - iii. Provides 25% off price from clearance catalog
2. Bones Bearings
 - i. Bearings, trucks, wheels and hardware
 - I. Provides up to 40% off retail price
3. Powell Peralta
 - i. Complete boards & decks and grip tape
 - ii. Provides up to 40% off retail price
4. 7PM
 - i. Skateboard decks by former coach, Archer Braun
 - ii. Provides discount off of wholesale pricing
5. Amazon.com
 - i. Grip tape, trucks, and wheels
 - ii. Generic from China
 - iii. Business prime pricing
6. SDSF Pro Shop
 - i. Scooter parts and equipment
 - ii. Friends and family pricing
7. Haro BMX
 - i. BMX Bikes and Equipmet
 - ii. Friends and family pricing

General Inventory

- a. Snacks for vending machines. Vending machines should pay for themselves but will need daily or weekly restocking, so we need to keep packaged snacks on hand for convenient restocking.
- b. Skate Shop in a Box: We keep an inventory of about \$2,500 in parts for skateboards and scooters on site for sale at a discount for our members. Retail sales is not intended to be a profit center, as we are a non-profit. However, in accordance with regulations, we can make some profit from retail sales that further our mission. Much of our inventory is donated to us, and much is given away in raffles and as prizes.
- c. Art and Music Supplies: Will keep an inventory of art supplies and easels as well as some musical instruments and audio/visual equipment.
- d. Computer Room will require printer paper and ink, basic office supplies, and periodic updated equipment and software. Should also have a white board requiring dry-erase markers and such.

VI. Management & Organization

Board of Directors

- i. **President: Tracy Engel**
Tracy is a 30+ year resident of Ramona and owner of a small database development firm. Having begun Ramona Skatepark Champions in 2014, she has 8-years' experience running a small non-profit for teen services in Ramona. Her leadership in bringing together resources and solving problems has kept the dream alive and growing!
- ii. **Treasurer: Dawn Perfect**
Dawn is a lifetime resident of Ramona and an elected member of the Ramona Unified School District Board and the Ramona Planning Group. Dawn has been an activist for parks in Ramona for decades. Her years of experience with local County government continues to be a huge asset to our program.
- iii. **Secretary: Katia Perhach**
Katia has been a resident of Ramona for decades and comes to us from the Ramona Boys and Girls Club where she worked in administration. She is active in the home-school community and has many networking connections in kids' services in Ramona. Katia will be replaced on the board of directors when she becomes a paid Executive Director.
- iv. **Board Member: Matt Rains**
Matt has also been a resident of Ramona for decades and is an elected member of the Ramona Planning Group. He is also in the software development business and he and his wife, Michelle are respected local business owners, running our favorite local establishment, Cheers! Matt is an avid skateboarder and is excited to bring to life the DIY skatepark in the front and the BMX track in the back. His many local connections will bring R-Teen Center to life!

Executive Director: Katia Perhach (who will take this position once she is replaced on the board)

Gaps

The Board of Directors is small for our current pop-up program, where a year-round program offering the variety of services we anticipate would do well if we expand the board a bit. We would like to find some members with more experience in accounting, grant management, and event planning.

Our biggest gap to date is event planning. The pop-up program is much like planning events 3-days per week 20-weeks per year, so additional public fund-raising events get poor attention. This is addressed in our plan with a full-time executive director and paid staff running the program, freeing up board of directors and volunteers to plan events. *Also, having a permanent location makes it SO much easier to plan events, as we don't have to find a location that will let us set up the ramps or get special permits.*

Recently, we've added a new volunteer who does grant management for us. We are excited to have a dedicated volunteer for this activity and hope that her dedicated attention to researching and securing grants will fill a gap we have experienced in the past. She will work with the Executive Director as we move into this new bold future.

The current board of directors, all as small business owners and professionals, have some meager accounting skills that we have gotten by with in the past. This expanded program with weekly payroll, taxes, and various funding sources will require a stronger acumen than our current board of directors possesses. We will do recruiting in this area and get a strong volunteer board member and hire an accounting advisor to oversee the operation.

Advisors

Additional members of our professional/advisory support team, include:

- b. Attorney: Neumann & Associates
- c. Accountant: Cindy Price EA Bookkeeping and Tax Service
- d. Insurance agent: Sadler Sports & Recreation Insurance
- e. Banker: Chase Ramona and Union Bank
- f. Teen Behavior: Vista Hill SmartCare
- g. Website and Marketing: Holly Helps Marketing
- h. Music Program: Jon Hasz, Ramona Music Center
- i. Art Program: Molly Jaeger-Begent and Helen Wilson

VII. Startup Expenses & Capitalization

Sources of Capital

Owners' Investment (name and percent ownership)

Ramona Skatepark Champions (current building fund)	\$ 10,000
Total Investment	\$ 10,000

Likely Grants for Start-up Capital

County Neighborhood Reinvestment Grant	\$ 250,000
First Foundation Supporting Grant or other	\$ 250,000
Commander Mikhail Matching Grant	500,000
Viejas Casino for Rock Climbing Wall	10,000
Stanley W Ekstrom Foundation for Homework Room	10,000
Total Grants	\$ 1,020,000

Other Potential Grants for Start-up Capital or Operating Expenses

Comcast NBCUniversal: Project Innovation
Arthur Vining Davis Foundations
Conrad Prebys Foundation
Foundation for Rural Service Community Grant Program
LA84 Foundation
Local Initiatives Support Corporation
Mark Wahlberg Youth Foundation
The Rosenberg Fund for Children
The Upswing Fund for Adolescent Mental Health
The Windermere Foundation

Other Fundraising

Online Fundraising Platform	\$ 5,000
Local Artists Collect & Donate Art Supplies	\$ 1,500
Local Musicians Collect & Donate Music Equipment	\$ 1,500
Local hardware store donates paint and such	\$ 1,000
Local contractors donate grading and concrete services	\$ 20,000
Office Depot donates office supplies	\$ 1,000
Local Events & Promotions	2,500
Total Other Fundraising	\$ 32,500

Startup Expenses

Buildings/Real Estate

Purchase	\$	960,000
Grading and concrete services		25,000
Remodeling (painting, wiring for charging ports, water accessible to track area, etc)		8,000
Other		1,000
Total Buildings/Real Estate	\$	994,000

Capital Equipment List

Furniture	\$	10,000
Equipment (Computers/TVs/Audio Visual)		9,600
Rock Climbing Wall		10,000
Machinery (for track maintenance)		5,000
Vending Machines		5,000
Total Capital Equipment	\$	39,600

Location and Admin Expenses

Utility deposits		500
Legal and accounting fees		2,500
Prepaid insurance		5,000
Pre-opening salaries		2,500
Total Location and Admin Expenses	\$	10,500

Opening Inventory

Snacks	\$	1,000
Art Supplies		1,500
Music Equipment		1,500
Buliten and white boards		1,000
Total Inventory	\$	5,000

Advertising and Promotional Expenses

Advertising	\$	-
Signage		1,000
Printing		2,400
Grand Opening Party		500
Raffle Give Away Bike/Scooter/Skateboard		600
Total Advertising/Promotional Expenses	\$	4,500

Other Expenses

Office Supplies	\$	1,000
Reading Materials		400
Total Other Expenses	\$	1,400

Reserve for Contingencies

	\$	7,500
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Summary Statement of Startup Capitalization and Expense

Sources of Capital

Owners' and other investments	\$ 10,000
Grants	1,020,000
Other Fundraising	32,500
Total Source of Funds	\$ 1,062,500

Startup Expenses

Buildings/real estate	\$ 994,000
Capital equipment	39,600
Location/administration expenses	10,500
Opening inventory	5,000
Advertising/promotional expenses	4,500
Other expenses	1,400
Contingency fund	7,500
Total Startup Expenses	\$ 1,062,500

VIII. Budget and Financial Plan

ANNUAL EXPENSES: R-TEEN CENTER							
STAFF COSTS		156,859.44					
DAY	START TIME	END TIME	# STAFF	HOURS EACH	COST/HR	COST	
Sun	12:00PM	4:00PM	2	4	15	120.00	
M	3:30PM	7:30PM	4	4	15	240.00	
T	3:30PM	7:30PM	4	4	15	240.00	
W	3:30PM	7:30PM	4	4	15	240.00	
TH	3:30PM	8:30PM	4	5	15	300.00	
F	3:30PM	7:30PM	4	4	15	240.00	
Sat	12:00PM	4:00PM	4	4	15	240.00	
WEEKLY STAFF EXPENSE			26			1,620.00	
ANNUAL STAFF EXPENSE						84,240.00	
ANNUAL EXECUTIVE DIRECTOR SALARY						50,000.00	
ANNUAL PAYROLL ESTIMATED						134,240.00	
PAYROLL TAXES & EXPENSES							
	Social Security Tax						8,322.88
	Medicare Tax						1,946.48
	FUTA						8,054.40
	CA SUI						2,684.80
	CA SDI						1,476.64
	CA ETT						134.24
TOTAL ANNUAL COST OF STAFF						156,859.44	
INURANCE COSTS 6,750.00							
	COMMERCIAL PACKAGE (GL/PROP/IM)						5,000.00
	WORKERS COMP						500.00
	D&O						1,250.00
TOTAL INSURANCE COSTS						6,750.00	
PRINTING COSTS 4,300.00							
	WAIVERS						1,000.00
	FLIERS/POSTERS FOR PROGRAM						500.00
	FLIERS/POSTERS FOR PRIVATE LESSONS						500.00
	FLIERS/POSTERS FOR BIRTHDAY PARTIES						500.00
	FLIERS/POSTERS FOR SKATE JAM PARTY FUNDRAISERS						500.00
	BROCHURES FOR BRICK SALES						250.00
	TEE SHIRTS						1,000.00
	STICKERS						50.00
TOTAL COST OF PRINTING PER YEAR						4,300.00	

SUPPLIES		2,330.00	MONTHLY	VALUE DONATED	COST TO US
	ART SUPPLIES		80	80	-
	MUSIC SUPPLIES		20	20	-
	HOMEWORK ROOM SUPPLIES		20	20	-
	LIFE SKILLS SUPPLIES (GROCERIES)		100		1,200.00
	TOILET PAPER		35		420.00
	JANITORIAL SUPPLIES		15		180.00
	SANITIZERS		15		180.00
	SAFETY GEAR				350.00
TOTAL VALUE/COST OF SUPPLIES					2,330.00
UTILITIES		12,240.00	MONTHLY	VALUE DONATED	
	SDGE		450		5,400.00
	COX CABLE		120		1,440.00
	WATER (SPRAY OFF DIRT TRACK DAILY)		450		5,400.00
	TRASH DUMPSTER		75	75	0
TOTAL UTILITIES					12,240.00
MISCELLANEOUS		6,410.00			COST
	CPR/FIRST AID CLASS		<i>DONATED TRUECARE</i>		-
	ACTIVE SHOOTER TRAINING		<i>DONATED SHERIFF</i>		
	MENTAL HEALTH CRISIS TRAINING		<i>DONATED VISTA HILL</i>		
	WAX				10.00
	BOTTLED WATER		<i>SPONSORED BY FAMOUS RAMONA WATER</i>		
	PAPER PRODUCTS FOR SPECIAL EVENTS				50.00
	FOOD FOR SKATE JAM PARTIES				1,000.00
	BANDS FOR SKATE JAM PARTIES		<i>GET IT DONATED!</i>	800	-
	BOOTH FEES FOR SPECIAL EVENTS				250.00
	SNACKS FOR SNACK BAR		<i>SPONSORED BY LADIES WHO LUNCH</i>		
	20 CRUISE NIGHT BBQ'S		<i>ASK CAR SHOP TO SPONSOR \$25 FOOD FOR EACH</i>		-
	MERCHANDISE & PRIZES FOR TEEN PROGRAM RAFFLES AND GIVE-AWAYS				1,200.00
	MERCHANDISE FOR SKATE SHOP IN A BOX		100	10%	1,200.00
	CUSTOM SKATEBOARD DECKS (50 AT \$30)			40%	1,500.00
	UNKNOWN MISCELLANEOUS				1,200.00
TOTAL MISCELLANEOUS EXPENSES					6,410.00
TOTAL ANNUAL PROGRAM COSTS					188,889.44

ANNUAL INCOME: R-TEEN CENTER			
EVENTS AND BUSINESS INCOME			
	SUNDAY ALL AGES SKATE/BMX (\$10 WALK-ON FOR 10 KIDS 50 WKS)		5,000.00
	ANNUL MAJOR OPEN HOUSE OR BANQUET FUNDRAISER		3,500.00
	CRUISE NIGHT BBQ (SAY 20 OF THEM, \$10 PER PLATE, 15 PLATES)		3,000.00
	CHRISTMAS LWL		2,500.00
	QTLY YARD SALES (NET \$250/EACH)		1,000.00
	MEETING SPACE RENTAL/\$5 PER USE ASSUMES 25 PAID CLASSES/MO)		1,500.00
	ONLINE FUNDRAISER - GOFUND ME		2,500.00
	SKATE SHOP IN A BOX (GROSS INCOME)		3,420.00
	2 YOUTH FUNDRAISERS (CAR WASH/CANDY SALES/ETC)		3,000.00
TOTAL EVENTS AND BUSINESS INCOME			25,420.00
SUPPORTING DONORS			
		#	\$
\$5	MONTHLY GETS YOU A CERTIFICATE & COOL STICKERS	30	1,800.00
\$10	MONTHLY GETS YOU CERT/STICKERS + A CAP	25	3,000.00
\$25	MONTHLY GETS YOU CERT/STICKERS + TEE-SHIRT	20	6,000.00
\$250	ALL AGES MEMBERSHIP FOR SUNDAY'S PER KID	30	7,500.00
\$350	ALL AGES MEMBERSHIP FOR SUNDAY'S PER FAMILY	20	7,000.00
\$500	LOGO ON MONTHLY EMAIL AND SOCIAL MEDIA	25	12,500.00
\$750	4X4 BANNER IN THE YARD	20	15,000.00
\$1,000	4X4 BANNER IN THE YARD AND DONOR WALL	10	10,000.00
	INDIVIDUAL DONOR ONE TIME DONATIONS		5,000.00
	5 FAITH GROUPS PLEDGE \$5000 EACH (BIG BANNER+ WALL)		25,000.00
TOTAL SUPPORTING DONORS			92,800.00
GRANTS			
	KIWANIS GRANT		1,500.00
	RAMONA FOOD & CLOTHES CLOSET		2,500.00
	ALDI'S GRANT FOR FOOD		1,000.00
	COUNTY NEIGHBORHOOD REDEVELOPMENT GRANT		35,000.00
	MATCHING GRANT		35,000.00
TOTAL GRANTS			75,000.00
TOTAL OPERATIONAL INCOME			193,220.00
TOTAL EXPENSES			188,889.44
OPERATIONAL REVENUE			193,220.00
TOTAL ANNUAL INCOME/SHORTFALL FROM OPERATIONS			4,330.56

FOUNDATION INCOME		
TOTAL BRICK SALES		2,500.00
BOOTH'S AT COMMUNITY EVENTS		
	COUNTRY FAIR (5 DAYS)	150.00
	FOURTH OF JULY	50.00
	RODEO	50.00
TOTAL BOOTHS AT COMMUNITY EVENTS		250.00
TOTAL FOUNDATION INCOME		2,750.00

IX. LIST OF COMMUNITY PARTNERS OFFERING SUPPORT TO THE R-TEEN CENTER INCLUDE (in no particular order as of yet):

- Ramona Skatepark Champions
- Little Ceasars Pizza (current support expected to continue)
- Dunkin' Donuts (current support expected to continue)
- Ramona Arts Center
- 2Create Gallery
- Ramona Music Center
- Ramona High School "WorkAbility" Program
- Vista Hill SmartCare Mental Health Center
- Ramona Kiwanis Club
- Ramona Soroptimist Club
- Ballet Adagio for Dance Classes
- Local College Math Professor Volunteers Free Math Tutoring
- Local Financial Advisor Volunteers to Teach Teen Budgeting & Finance Curriculum
- Local Physical Trainers to Offer Free Yoga and Zumba
- Local dirt movers offer to set up the dirt track
- Ramona Water District (undetermined how but open to discuss)
- Holly Helps Marketing
- Shellz Photography
- Coldwell Bankers, Sharon Quisenberry
- Knight's Furniture, Ramona

STAY TUNED: More are signing up as we talk to community groups and businesses about the plan!