Business Consulting Final Report

Skate San Diego

SDSU Small Business Consulting

Final Report

BA 404

Spring 2010

Prepared by:

Victoria Mameli
Jon Aguon
Nicole Arena
Jesse Dancy

Assisted by:

Alison Baker
SDSU Undergraduate Student
Ken Clark
SBD-ITC

Business Consulting Final Report

SDSU Small Business Consulting Program

EXECUTIVE SUMMARY

As the oldest and only roller hockey rink in San Diego, you have an incredible potential to further capitalize on the rink's heritage and location by enhancing your customer experience and widening your visibility in the community. As a result, you can capture a wider, satisfied customer base and increase profits. Based on our research and analysis as consultants of San Diego State University's Small Business Consulting program, we have identified key business issues that your company faces and have provided a business plan proposal to address them.

A critical issue to address is the lease of the building. Because the lease is near expiration, we recommend that you speak with the owner of the building to make an agreement on the possibility of selling the rink to you or continuing to lease the building.

To evoke a professional and welcoming tone as the customers enter the building, you can reorganize the trophy cases and repaint the walls of the lobby. By cleaning and stocking the lavatories, customers can feel comfortable with spending longer hours at the venue. A long-term suggestion to consider is building a partition and door for the men's lavatory for easier navigation around the rink and privacy for the men's lavatory. These improvements can enhance the customer experience of the rink as an enjoyable sporting facility, which is important for customer retention.

As your business grows, we suggest that you hire additional employees to assist with tedious tasks, which can free some of your time to focus operations management. SDSU has programs that join local businesses with skilled students as non-paid interns. To make the financial statements a more effective management tool, we suggest that

you have your income statement revised by your bookkeeper to aid in effective decision-making.

In addition to cosmetically improving the interior of the building, re-painting the exterior of the building, particularly the painted sign, can help improve the readability of the building sign at night. The parking lot should also have additional lighting for safety reasons and increase visibility of building. Moreover, a well-lit exterior creates a welcoming and safe presence, which is important since it sets the first impression for customers.

Because it is set back from the road, the building can be difficult to notice for passersby. Although you already have a roadside sign, it is difficult to see because it is faded and partially covered by trees. Therefore, by installing a new, eye-catching sign, the building would be easier to spot from the road for potential and interested customers.

To attract more customers, we recommend implementing a marketing plan that spans beyond word-of-mouth marketing. Because they are portable and transferrable, brochures are a convenient medium for customers to keep the rink in mind for parties and roller-skating, which promotes customer acquisition and encourages customer retention. Additionally, to capitalize on National City's majority Hispanic demographic, your promotional materials should be translated in Spanish for Spanish speakers to feel comfortable and welcome at the venue.

With these recommendations, we have provided a foundation for you to elevate your business and increase profitability. Our goal is that our recommendations are meaningful and can yield effective results and help your business grow.

TABLE OF CONTENTS

EXECUTIVE SUMMARY 3
TABLE OF CONTENTS 5
LIST OF APPENDICES 6
LIST OF TABLES AND EXHIBITS 7
INTRODUCTION 8
ANALYSIS OF CLIENT BUSINESS 9
Company Description and History 9
Administration 12
Financial Analysis 14
Customer Analysis 15
Marketing 18
Competitor Analysis 19
Situational Analysis 26
SUMMARY OF OVERALL FINDINGS 31
KEY BUSINESS ISSUES OR PROBLEMS IDENTIFIED 33
PROJECT OBJECTIVES TO ADDRESS ISSUES 39
GROUP'S OVERALL RECOMMENDATIONS 42
GROUP'S TEN "SLAM DUNK" IMPROVEMENTS 61
Idea 1 – Join the National City Chamber of Commerce 62
Idea 2 – Clean and organize pro shop 64
Idea 4 – Replace disco light bulbs 66
Idea 5 – Create a Facebook Fan Page 67
Idea 6 – Create a student discount 68
Idea 7 – Implement themed skate nights 69
Idea 8 – Update website 71
Idea 9 – Change outgoing voicemail message 72
Idea 10 – Place air fresheners in the facility 73
CDC LOAN RECOMMENTAIONS 74
APPENDICES 77
REFERENCES 95

LIST OF APPENDICES

This section will include the following among other appendices. Each appendix comes in order of how referenced in report. Each item has a specific title.

A – Letter of Engagement

B – Time Logs

C – Skate San Diego Profit & Loss Statement

D – Proposal from Dana M. Cooper

E – Information from Rainbow Vending

F – Abridged Profit and Loss with Corresponding Reference Numbers

G – Sign information from Nicolls Design Inc.

H – Brochure Sample for Skate San Diego

I – List of Bus Bench Advertising Vendors

J – List of Schools

LIST OF TABLES AND EXHIBITS

Page

Table 1. Competitor Type Chart …… 20

Table 2. Direct Competitors Chart ……... 21

Table 3. Indirect Competitors Chart……... 23

Table 4. Secondary Competitors Chart……... 24

Table 5. SWOT Analysis…….. 30

Exhibit 1. Images of Bathrooms…….. 34

Exhibit 2. Images of Lobby…….. 35

Exhibit 3. Image of Exterior During the Day…… 36

Exhibit 4. Image of Exterior at Night …….. 37

Exhibit 5. Image of Street Signage… …….. 37

Exhibit 6. Layout of Men's Bathroom and Proposed Improvement…… 37

INTRODUCTION

The purpose of this report is to provide the owner of Skate San Diego with a valuable resource for increasing revenues and improving the operations of the business. After observing the daily operations of the business and gathering information from the owner of Skate San Diego, Joe Noris, as well as his employees and customers, the team prepared a comprehensive analysis of the business. This analysis consists of an examination of the financial and marketing aspects of the business, as well as the relationships the business has with its patrons and the surrounding community. Coupled with the identification of the key business issues are prepared viable recommendations to address those issues. The goals of the recommendations are to be useful and implemented so that Skate San Diego can achieve a higher level of success and reach its full profit potential.

ANALYSIS OF CLIENT BUSINESS

Company Description and History

Founded during the 1950s, Skate San Diego is the only roller hockey skating rink in the greater San Diego area. It is located at 24th Street and Highland Avenue in National City. The rink is open year-round with the exception of major holidays, such as Thanksgiving and Christmas. Currently, Skate San Diego is a sole proprietorship under Joseph S. Noris, a former professional ice hockey player. He played in the National Hockey League in 1971- 1974, as well as the World Hockey Association (WHA) in 1975-1978. It was during his time with the WHA as a San Diego Mariner that led Mr. Noris to his first visit to America's Finest City, which he ultimately came to call his home.[1]

Skate San Diego has three main revenue sources in order of revenue generation: roller hockey, parties and public skating. Although Skate San Diego is a site for roller-skating, the rink has a focus on roller hockey that is driven by Mr. Noris' passion and experience in the sport. Because Skate San Diego has both intermediate and advanced public adult hockey leagues, its roller hockey activities generate the largest portion of its revenue. The adult leagues are held year round with games from Sunday through Thursday. The teams have different options of payment available. The cheapest option is for a team can pay a flat fee at the beginning of the season to cover all of its players. Individual players also have the flexibility to pay in weekly installments at each game.

[1] "Wikipedia." 21 January 2010. Joe Noris. 10 February 2010 <http://en.wikipedia.org/wiki/Joe_Noris>.

In addition to the public adult leagues, Skate San Diego is one of the hosts of the California Interscholastic Federation (CIF)/Metro Conference, the only prep in-line hockey league to carry the official CIF branding.[2] The CIF/Metro Conference consists of 16 high schools from within and outside of the San Diego district. The high school hockey season runs during the fall semester through to mid-February with games held Monday through Thursday before the adult hockey league games.[2] On Saturday mornings, the school hockey teams can pay to hold practice sessions at Skate San Diego.

Keeping in track with its roller hockey direction, Skate San Diego also has a pro shop that sells hockey supplies and equipment such as hockey jerseys, sticks, and pucks. Additionally, the pro shop has replacement parts for skates for sale. Skate San Diego can provide repair services when needed. Teams have the opportunity to order custom print T-shirts for team uniforms from an outsourced printing company.

Although its main focus is roller hockey, Skate San Diego is a roller rink at heart. On Fridays, Skate San Diego hosts disco skate nights from 7:00pm to 10:30pm. Skaters receive great value for $7.95 fee that includes admission, skate rental, a hot dog, and a soda. On Saturdays, public skating is from 2:30pm to 8:00pm for $6, which includes admission and skate rental. In addition to roller hockey and roller-skating, Skate San Diego is a family-friendly venue for parties and social events as the rink has a capacity of 500 people. Skating and birthday parties are held during the public skating sessions on Saturdays, and private parties are held on Saturday nights and Sunday mornings. Skate San Diego has an average of two parties per month. One of

[2] "SD prep sports: Prep roller hockey." 2 December 2009. "Game on for san diego county prep roller hockey circuit." 13 April 2010. <http://d630642.u30.infinology.net/sdprepsports/2K9RollerHockey.htm>

Skate San Diego's most notable private parties occurred on July 25, 2009, when actor Seth Green rented out the rink to kick off his national bus tour of roller rinks to promote his DVD release of Robot Chicken: Star Wars—Episode II.[3]

For the convenience of the skaters and attendees, Skate San Diego has a snack bar that serves warmed pizza and hot dogs. It also sells beverages such as fountain drinks, sports drinks, and bottled water. Other snacks like candy and nachos are also available for sale at the snack bar or at a vending machine conveniently located in the building.

Since taking over operations of the rink eight years ago, Mr. Noris has renovated and upgraded the rink and their facility, despite that he rents the building. To use the rink for roller hockey, he bought the boards and glass needed to form a hockey rink. He covered the hardwood floor with a temporary floor that is more appropriate for roller hockey and cuts costs on cleaning, polishing, and repairing the hardwood floor. He also repainted the interior of the rink from a dark green color to white.

Further, when RollerSkateLand closed in Chula Vista, Mr. Noris purchased kitchen appliances, such as a pizza-making machine and skating equipment. Noris has transformed Skate San Diego from a simple roller rink to a dynamic facility that offers a variety of roller skating activities. While the variety of clientele has widened considerably, there remains a strong sense of community and nostalgia at Skate San Diego. The hockey players are especially a tight group, and among them, Mr. Noris is well-known and well-liked. While earning a reputation for being a great person to know, Mr. Noris has created a successful business with potential for growth.

[3] "Star Wars." 1 July 2009. Adult Swim Announces Robot Chicken Roller Skating Tour. 19 February 2010 <http://www.starwars.com/fans/media/news20090701news.html>.

Administration

Mr. Noris is the sole proprietor of Skate San Diego. Like most small business owners, he is responsible for the overall management of the business, including marketing and operations. He manages the arrangement between the rink and the CIF high school hockey league and is usually the primary contact for special events. He works at the rink during the hockey leagues and public skating sessions on Mondays, Wednesdays, and weekends.

His duties include opening and closing Skate San Diego, handling the collection of hockey league fees, entrance fees, and skate rental fees, and cleaning when necessary. Mr. Noris oversees the league games and manages any issues such as opening more windows for ventilation or assisting with an injured player. During disco nights and birthday parties, Mr. Noris handles lighting and music and food delivery. He ensures that his guests are satisfied with the venue by providing services, such as offering food and beverages, as well as clean tables. Further, Mr. Noris also acts as a security guard for the rink and ensures no one is vandalizing the rink, entering and skating without payment, or acting out of conduct in any way.

Dennis Gerrits is the sole employee at Skate San Diego. He has worked at Skate San Diego for five years. Currently, Dennis is the rink manager on Tuesdays, Fridays, Saturdays, and Sundays. He is responsible for the daily management of the rink and performs tasks similar to those performed by Mr. Noris, such as collecting payments of hockey teams, conducting snack bar and merchandise sales, and overseeing the rink's activities.

Mr. Noris also uses contract employees for other services on an as-needed basis, such as painting and cleaning. Skate San Diego does not employ and pay scorekeepers, timekeepers, and referees. Instead, the teams of each hockey league designate who they wish to handle those roles. Further, these teams help the staff of the rink by volunteering to clean up after their games. Skate San Diego has a strict, no-nonsense policy against roughhousing and vandalism. Employees vigilantly observe the actions of the guests, and issue warnings to those who violate this policy. After given a second warning, the violator would be asked to leave the premises.

Financial Analysis

Despite the challenges that arose during the analysis, it has been determined that fiscal year 2009 incurred a decline in gross revenue for Skate San Diego when compared to its previous fiscal year. In 2009, Skate San Diego posted total revenue of $254,502.54, which is down 7.8% from 2008. In the U.S., the miscellaneous sports and recreation industry experienced a decline in gross revenue of 2.4% in 2009 from 2008 due to overall economic downturn.[4] This explains part of the decline seen in Skate San Diego's revenue.

Although income slowed from 2008 to 2009, expenses remained constant, with the exception of a large legal expense in 2009. Some of Skate San Diego's expenses vary greatly from the industry average. For instance, Skate San Diego's rent for 2009 accounted for over 31% of its total gross revenue. In comparison, the industry shows an average rent expense of 10% of gross revenue.[4] Skate San Diego's purchases totaled 9% of its gross revenue in 2009, while the industry shows an average purchase expense of 24% of gross revenue.[4]

Analysts expect the industry to experience growth in 2010 and subsequent years.[4] Increased leisure time, new trends in physical fitness activities and growing concern over the nation's rising levels of obesity will all drive up the demand for sports and recreational facilities.[4]

[4] "Miscellaneous Sports & Recreation Facilities in the U.S. - Industry Report." 18 November 2009. IBIS World. 24 March 2010 <https://blackboard.sdsu.edu/webapps/portal/frameset.jsp?tab_id=_5_1>.

Customer Analysis

Market Analysis

According to the National Sporting Goods Association, over 2.5 million people in the U.S. participate in roller hockey, which signifies that the sport is still a popular sport. Therefore, Skate San Diego has a viable market that it can tap. In addition, a survey conducted by American Sports Data showed that approximately 10.8 million Americans who roller skate prefer quad skates while another 29 million prefer inline skates. These individuals, who choose not to participate in roller hockey, need a venue to meet their skating needs.

The Roller Skating Association (RSA) estimates that about 73% of the individuals that skate indoors are in the age range of 5-15 years old.[5] The estimated population of National City in 2008 was 52,227 with approximately 16% in between the prime age range of skating rink-goers.[6] The majority of skating rinks under the Roller Skating Association also hosts approximately 20-40 birthday parties per month consisting of 11-15 children per party,[7] which can account for 220-600 more visitors per month in addition to the regular customers.

The market environment is also very diverse with the Hispanic population comprising a majority of 65.5% of the market and a 34.5% Non-Hispanic market consisting of White, Asian, Black, Pacific Islanders, American Indians, and others.[8] Of this diverse community, approximately 48% live in primarily Spanish speaking

[5] Roller Skating Association, "Roller Skating Industry Facts & Statistics," 24 February, 2010 <http://rsa.web-pros.com/assets/files/industry%20statistics.pdf>
[6] SBDCNet National Information Clearinghouse, "Demographic Detail Comparison Report – 2008 Demographics, 91950 National City," 6 March, 2009, 1-2.
[7] Roller Skating Association "Roller Skating Industry Facts & Statistics"
[8] SBDCNet National Information Clearinghouse, "Demographic Detail Comparison Report – 2008 Demographics, 91950 National City," 6 March, 2009, 1-2.

households while about 36% live in primarily English speaking homes.[9] The average household income in National City is around $49,099 annually, which is 24% less than the state of California average and 44% less than the city of San Diego average for household incomes.[10] National City residents spend an average of $2,300 annually per household for entertainment purposes, which is only about 5% of their average household income,[11] and is one of the lowest in San Diego County.

Primary Consumers

Skate San Diego has a wide customer base but the main clientele are roller hockey players, which primarily are those who play in the adult leagues and pick-up games at Skate San Diego during the year. The roller hockey clientele group also includes high school roller hockey teams who play at Skate San Diego during the fall season for the CIF/Metro Conference. Apart from roller hockey players, casual, recreational roller skaters who attend public skating nights comprise a smaller consumer group. These casual skaters generally fall in the age range of 5-15 years old with some outliers of older age.[5] Another small target consumer group are those who hold private parties at Skate San Diego, which has an average of 2 parties booked a month.

Market Segmentation

One target market Skate San Diego caters to is the roller hockey enthusiast of San Diego. Because of the lack of other roller hockey rinks in San Diego County, Skate

[9] City-Data.com, "91950 Zip Code Detailed Profile," 24 February, 2010 <http://www.city-data.com/zips/91950.html>
[10] SBDCNet National Information Clearinghouse, "Demographic Detail Comparison Report – 2008 Demographics, 91950 National City," 2.
[11] SBCDNet National Information Clearing House, "Consumer Expenditure Comparison Report – 2007 Consumer Expenditures," 2008, 1.

San Diego is the focal point of the roller hockey culture in this region of Southern California. Catering to the youth and the college players, Skate San Diego has embraced its place in the culture, but has also reached out to the recreational skaters who just enjoy the fun that comes with skating with friends and family. Therefore, Skate San Diego has an open, but defined, market.

Consumer Behavior

Mr. Noris has built a strong, informal relationship with many of his consumers, especially in the adult league. Many skaters reciprocate the tight-knit behavior with Noris. For example, they address each other on a first name basis. Further, he provides flexible payment options for the adult league players, such as weekly installment payments, in order to encourage customer loyalty to Skate San Diego. As a result, many adult skaters, particularly the more experienced skaters, continue to participate in the hockey leagues at Skate San Diego year after year.

Marketing

Mr. Noris has not implemented any recurring or significant marketing. However, he maintains a website for the rink at www.skatesandiego.net. The website is the cornerstone of the company's marketing efforts, as it provides adequate information about Skate San Diego and the central functions of the company, such as location, public skating, parties, and the hockey leagues. The web site is easy to navigate and easy to find, and provides basic information regarding. It also increases the potential for future growth and future successful marketing efforts.

In the past, Skate San Diego has distributed flyers to the surrounding schools, league skaters, and skaters during public skating nights. Distributing flyers at schools is a direct way for the firm to attract potential customers. Although the distribution channels are minimal, the flyers let the community know that Skate San Diego is available as a venue for family entertainment and sporting events.

Additionally, Skate San Diego relies on word of mouth advertising to promote the rink. Skate San Diego's employees encourage those who book parties to return for another party and to share with others their experience at the rink. Hockey league players are also encouraged to invite others to join in the adult leagues. Moreover, recreational skaters during open skate nights are encouraged to invite their friends to skate or consider having a party at the rink.

Competitor Analysis

Types of Competitors

No companies within 30 miles of National City provide the same services as Skate San Diego. Direct competitors would be those rinks that offer roller hockey or roller-skating. Much of Skate San Diego's competition is derived in the form of indirect and secondary competitors. Indirect competitors are those that offer sports-focused activities similar but not limited to those offered by Skate San Diego. Indirect competitors are identified as sports centers, and ice skating rinks, and hockey rinks.

Secondary competitors are those that offer alternative activities that could be enjoyed by families or individuals, which could also consider Skate San Diego an option. Secondary competitors are identified as family activity centers and free skate zones that include beaches, parks, and neighborhoods. Table 1 charts the strengths and weakness of Skate San Diego's competitors. These points are outlined below:

- Direct competitors are roller hockey and roller skate rinks. They offer a similar product to Skate San Diego, but are either located too far from National City or they do not offer roller hockey.
- Indirect competitors are sports centers, ice hockey rinks, and ice skating rinks. They offer team leagues and fitness activities, but roller hockey and roller skating are not available.
- Secondary competitors are family fun centers and free skate zones. While family fun centers offer many activities for families to enjoy, they do not offer roller hockey or roller-skating. Free skate zones appeal to those who want to be outside, but weather can be an issue.

Table 1 –Competitor Type Chart

Competitor Type	**Strengths**	**Weaknesses**	**Competition Type**
Roller Hockey Rinks	Product offering is comparable to Skate San Diego	Not available to the National City Market	Direct
Skate Roller Rinks	Focused on needs and wants of roller and inline skaters	Roller Hockey is not available	Direct
Ice Hockey & Skating Rinks	Offer team leagues, activities and events for families as well as individuals	Only ice skating/hockey , does not reach roller niche	Indirect
Sports Centers	Many different activities for fitness focused individuals and families	Roller Hockey and Roller Skating are not available	Indirect
Family Fun Centers	Encompass many activities for families to enjoy, something offered for each member of the family	Roller Hockey and Roller Skating are not available Does not appeal to fitness focused individuals and families	Secondary
Free Skate Zones	Free activities Outdoors with fresh air	Subject to weather No structure or teams Lose sense of community	Secondary

<u>Direct Competitors:</u>

Roller Hockey and Roller Skate Rinks near National City and San Diego are direct competitors for Skate San Diego. It does not have direct competitor for roller hockey in National City or San Diego. The closest competitor for roller hockey is 32.1 miles away in Escondido, California. Although Escondido Sports Center offers the most similar services as Skate San Diego, the complex is not as accessible to the National City and surrounding San Diego market.

Skate San Diego also has only one competitor in the National City and San Diego market for roller and inline skating located 11.9 miles away. Skate World Roller Rink offers very competitive services for roller skaters but does not offer roller hockey.

This gives Skate San Diego a broader appeal to different types of skating enthusiasts. Included in Table 2 below is a chart that identifies strengths and weaknesses of Skate San Diego's direct competitors.

Table 2 – Direct Competitors Chart

Competitor	**Competition Area**	**Strengths**	**Weaknesses**	**Distance from NC**
Escondido Sports Center 3315 Bear Valley Parkway, Escondido CA 92025 (760) 839-5424 www.ci.escondido.ca.us/sportscenter	Roller Hockey	-Skate Park and Soccer -Climate control, powerful fans -Offer year around roller hockey leagues for 5yrs+ -The complex is in better condition -Uses regulation size rink, grandstands, scoreboards	-Does not offer disco roller skating -Location is too far for National City residents -Better competitors are said to play at Skate San Diego	32.1 miles
Skate World Roller Rink 6907 Linda Vista Road San Diego CA 91950 (858) 560-9349 www.sandiegoskateworld.com	Roller/Inline Free Skating	-Full arcade -Themed skate nights - 3 days a week are dedicated to parties -Offer lessons -Wood floors (preferred by skaters)	-Does not offer roller hockey -Slightly far commute for National City residents -Website is not as up-to-date	11.9 miles

Indirect Competition

Indirect competitors of Skate San Diego are identified as sports centers and ice hockey & ice skating rinks near National City and San Diego. These types of competitors offer a similar service that appeal to sports-focused services. They would be the first to capture customers who were looking for fun athletic activities for families and individuals. Two sports centers are indirect competitors with Skate San Diego.

Poway SportsPlex does not offer roller or ice-skating but is set up as a facility to hold events and parties. Sports related events are part of Skate San Diego's product offering which leads them to consider Poway SportsPlex as a competitor. The Salvation Army KROC center is a sports complex that also includes an ice skating rink. Ice rinks are competitors because they would be in a consumer's consideration set for a place to skate or play hockey.

Three ice skating rinks that do not include other sports activities are considered indirect competitors. While ice rinks do compete for Skate San Diego consumers, they cannot satisfy the needs and wants of roller hockey players and roller skaters. These consumers will continue to find rinks that cater to their sport. Included in Table 3 is a chart that summarizes the strengths and weaknesses of Skate San Diego's indirect competition.

Table 4 – Indirect Competitors Chart

Competitor	**Competition Area**	**Strengths**	**Weaknesses**	**Distance from NC**
Poway SportsPlex USA 12349 Mclvers Ct. Poway, CA 92064 (858) 679-4000 www.sportsplexusa.com/Poway	-Events for individuals and corporations -Family activities -Sports activities	-New complex -Full Pro-shop -Restaurant -Bar Area -Set up as a place for large and small corporate or individual events -Year around leagues	-No roller hockey or roller skating available -Out of distance for National City residents	25.2 miles
Salvation Army KROC Center Ice 6737 University Ave San Diego, CA 92115 (619) 269-1948 http://kroccenter.org/ice-arena	-Skating -Family activities -Sports	-Huge up-to-date complex -Offers a variety of sport activities to families -Central San Diego Location	-No roller hockey or roller skating available -Skate San Diego is slightly less expensive	10.9 miles
Iceoplex Escondido 555 North Tulip Escondido, CA 92025 (760) 489-5550 www.iceoplex.com	-Skating -Family activities -Sports	-Nice complex -Offers Alternative to roller hockey/skating -Team leagues offered	-No roller hockey or roller skating available -Location is too far for National city residents	34.7 miles
Ice Town La Jolla 4545 La Jolla Village Drive San Diego, CA 92122 (858) 452-9110 www.icetown.com	-Skating -Family activities -Sports	-Nice complex -Offers Alternative to roller hockey/skating	-No roller hockey or roller skating available	18.8 miles
San Diego Ice Arena 11048 Ice Skate Place San Diego, CA 92126 (858) 530-1825 www.sdice.com	-Skating -Family activities -Sports	-Nice complex -Offers Alternative to roller hockey/skating -Utilizes Horton plaza location during winter -updated website	-No roller hockey or roller skating available	20.3 miles

Secondary Competition

Secondary competitors for Skate San Diego are family fun centers and free skate zones near National City and San Diego. Free skate zones are beach board walks, parks, neighborhoods, and wherever else people can skate at no cost. These free skate zones draw consumers who want to be outdoors, have a focus on fitness, and do

not want to spend money for activities in the area. Although these zones can provide fun for cash-strapped consumers, they do not offer the same structure and team atmosphere as Skate San Diego.

Family fun centers provide more structure than free skate zones but are not as sports focused as direct and indirect competitors. These family fun activities centers mainly compete with Skate San Diego as an alternative to host children's' parties. Table 4 shows a chart that summarizes the strengths and weaknesses of Skate San Diego's indirect competition.

Table 4 – Secondary Competitors Chart

Competition	**Competitive Area**	**Strengths**	**Weaknesses**	**Distance from NC**
Beach Board Walks -Mission Beach, Pacific Beach, Ocean Beach, Coronado	Family activities Sports and Athletics	Free Outdoors	Subject to weather No structure No team building	Varies
Parks and Neighborhoods -Memorial Skate Park, Balboa Park	Family activities Sports and Athletics	Free Outdoors	Subject to weather No structure No team building	Varies
Boomers 6999 Clairemont Mesa Bl San Diego, CA 92111 (858) 560-4211 www.boomersparks.com	Family Activities Parties	Central San Diego Location Family friendly Range of activities	No Skating More expensive Not sports oriented	15 miles
Chuck-E-Cheese Numerous locations in National City and San Diego www.chuckecheese.com	Family Activities Parties	-Multiple locations -Family friendly -range of activities -niche in kids parties	-No Skating or -More expensive -Not sports oriented	0.9-19.7 miles
Fun-4-All 950 Industrial Blvd Chula Vista, CA 91911 (619)427-1473	Family Activities Parties	-Family friendly -range of activities	-No Skating -More expensive -Not sports oriented	4.2 miles

Competitive Edge

Skate San Diego is in a unique competitive position over any competitor vying for the National City and San Diego region. The rink is the only the roller hockey and roller skating facility within 30 miles of National City. Although they do not have direct competitors close-by, Skate San Diego continue to remain competitively priced with competing activities. Skate San Diego also has a prestige status that is derived from Mr. Norris's professional NHL experience.

Situational Analysis

SWOT analysis is a strategic planning management tool used to identify strengths, weaknesses, opportunities and threats for a given company or industry. Strengths of a company are internal factors that contribute to current successes. Opportunities are external factors on which a firm could capitalize, either currently or in the future. Weaknesses are internal areas of performance that negatively contribute to the overall success of the business. Threats are external factors that could be potentially harmful to a firm and must be considered to maintain and expand business in the future. Careful analysis of these internal and external factors can lead to alterations in the market mix and identify unrealized competences.

Strengths

Skate San Diego has many internal strengths contributing to the success of the business. The most notable strength is the *strong community atmosphere* shared by returning customers. Many roller hockey players have been returning to Skate San Diego season after season and have developed long-lasting relationships with staff and other consumers. The rink is *competitively priced* on all product offerings for the surrounding market. There is also payment flexibility for hockey league in which players can pay as a team, pay a flat fee, or pay in installments.

Skate San Diego is taking advantage of having *three distinct income centers*: floor, snack bar and pro-shop. A major source of income in all areas comes from *CIF high school leagues* that use Skate San Diego for practices and games. Players of high school and adult leagues can connect to the *regularly updated website* to check status

of teams and find out what is new at the rink. The website serves as a way to keep connected to Skate San Diego on days that they would not be attending.

Another strength of the business is Mr. Noris's *professional hockey experience* in the NHL. His expertise is a novelty that draws consumers to Skate San Diego, which also has an image of the most competitive roller hockey rink. The better players are said to gravitate to the rink.

Opportunities

Skate San Diego is currently in a position where they are presented with multiple opportunities for success. An opportunity that provides for enormous growth is the lack of competition occupying the same competitive niche as Skate San Diego. There is *no direct competition for roller hockey within 30 miles* and the closest skating rink is located 12 miles away. The later competitor does not offer both skating and hockey thus offering an advantage to Skate San Diego.

Although there are not many direct competitors, the *Gym, Health & Fitness Club Industry is growing* as a whole as Americans are beginning to focus more on the importance of fitness.[12] Additionally, the current recession has caused American families to do more hobbies and activities together.[13] Both of these factors, combined with the significant lack of competition in the surrounding area, indicate a tremendous opportunity for Skate San Diego to increase its sales and customer base.

[12] "Miscellaneous Sports & Recreation Facilities in the U.S. - Industry Report." 18 November 2009. IBIS World. 24 March 2010 <https://blackboard.sdsu.edu/webapps/portal/frameset.jsp?tab_id=_5_1>.
[13] Damien Cave."In Recession, Americans Doing More, Buying Less". New York Times. Late edition, East Coast. New York, NY. 3 January 2010. Page A14

Weaknesses

Weaknesses of Skate San Diego represent the internal areas that can be improved to be a strong competitor and sustain a successful business. The *current condition of the building,* both inside and out, hinders the business's appeal to customers. Areas of the building that require immediate attention are visual aesthetics, the condition of the bathrooms, peeling paint, and the leak in the roof. During the games, an odor develops in the building due to poor ventilation. Some patrons do not place trash in trash bins. Secondary areas needing attention are the awkward layout of the building, lack of air conditioning and limited parking. The layout of the building not does include a locker room for players. Since the hockey teams are co-ed, the lack of locker rooms often forces males and females to change in front of each other. The lack of an air conditioning system in the building likely deters customers who want to work out but not inside a hot and malodorous building.

Skate San Diego does *little to no marketing* of the business. Management has not been proactive in recruiting new customers and has relied on repeat business. Skate San Diego has *no bilingual promotional materials or signs* even though National City's Hispanic market is 65.5% of the population and 48% of National City households are mainly Spanish speaking.[14] To capture new consumers it must start tailoring to the needs of their target market.

Skate San Diego has some operational weaknesses that need to be addressed. A major weakness is *the lack of adequate help*. While some labor is contracted on an as-needed basis, Skate San Diego currently does not have enough manpower to

[14] SBDCNet National Information Clearinghouse, "Demographic Detail Comparison Report – 2008 Demographics, 91950 National City,"

handle all of the tasks needed to run the daily business. For instance, there are little or no inventory and admission controls. Inventory is not counted and theft is a problem. The management currently does not have a method way to keep track of how many people enter the rink on a given day and whether or not they paid for entrance. Furthermore, financial information is complete but not presented in a way for management to use it as a tool and bench marker. Another factor that could potentially harm the business is *insurance*. The management is unsure if the rink is under-covered or over-covered. Insufficient coverage presents an enormous risk, while too much coverage results in unnecessary costs.

The *"dead time"* during weekdays is associated with loss of potential revenue for the business. This factor also comes to play in the seasonality of high school hockey leagues. When hockey is not in season Skate San Diego experiences a decline in business which "frees up" more time, in which the building could be used for other purposes.

Threats

Threats are external environment factors that could be potentially harmful to Skate San Diego's business and need careful evaluation. The most significant threat is the unclear future of the building lease. Mr. Noris owns the business but rents the building. Currently, the future of the building lease is unclear. The building's current owner is in poor health and Mr. Noris is unsure if the building will be sold or inherited by one of the owner's heirs. This could potentially completely shut down business.

Table 5 – SWOT Analysis

Strengths:	**Weaknesses:**
-Community atmosphere -Competitively priced -Three income centers; floor , snack bar and pro shop -Use of facilities by CIF high school Leagues -Updated website -Joes professional experience in NHL -Players first choice league to play roller hockey	-Condition of the building: Inside and Out -Lack of Marketing -Too few employees -Not utilizing dead time during day -No inventory or admission controls -Lack of proactive management -Seasonality of High School Leagues -No Spanish language advertising -Financial information not presented as management tool -Unsure of the coverage by insurance
Opportunities:	**Threats:**
-No direct roller hockey competition with in 32.1 miles -Teach skating and roller hockey lessons -Gym, Health & Fitness Clubs Industry is growing -Multiple target markets to segment -Recession's effect on family activities -Creation of promotional events for multiple target markets -Utilize dead hours during day time -Cancellation of CIF league and Privatization of leagues	-Losing customers to nicer rinks -Opening of new recreational centers in San Diego -Per-capita disposable income of national city -Leisure time availability of customers -Potential cancellation of CIF high School League -Unclear future of building lease

SUMMARY OF OVERALL FINDINGS

An in-depth analysis of Skate San Diego included a review of operations management, marketing strategies, competitors, and customers. Results of the analysis show that while there are key issues that need to be addressed, Mr. Noris has built a successful business that, if continued to run over the foreseeable future, has a great deal of potential for future growth.

Skate San Diego's overall management has both strengths and weaknesses. The reputation earned by both Mr. Noris and his single employee, Dennis, has given Skate San Diego a distinct competitive edge in developing a sense of community among hockey players and establishing long relationships with all patrons. Their "no nonsense" style of management that has kept rowdy players and fans in check combined with their easy-going nature have resulted popularity that no doubt attracts customers to his business. However, having only one employee limits the amount of effort Mr. Noris can spend on marketing and building improvements.

Although the National City market is more economically disadvantaged than neighboring San Diego cities, Skate San Diego has potential to capture more of the market and increase its customer base. National City has a large Hispanic market that is not being targeted. Moreover, Skate San Diego does not have marketing for birthday parties, private affairs or fundraising events for non-profit organizations. Further, there is little to no consideration of marketing to existing customers. The limited number of competitors in the surrounding area affords Skate San Diego with opportunities to increase its market share with less effort than if there were nearby

competitors. Skate San Diego's primary source of marketing comes from word of mouth advertising provided by current patrons.

A primary concern for Skate San Diego's future is the uncertainty of the prospective owner of the building. The buyout agreement in the lease Mr. Noris holds with the current owner complicates his opportunity to the purchase of the building.

Overall, Skate San Diego is a distinctive business with unique advantages that will propel its future success. Mr. Noris' passion for hockey, combined with a significant lack of nearby competition gives Skate San Diego a positive outlook for its future.

KEY BUSINESS ISSUES OR PROBLEMS IDENTIFIED

Skate San Diego is a unique business in the San Diego area that has many opportunities to increase its annual revenue and customer base. The popularity of its owner, combined with the lack of nearby competition, provide Skate San Diego with more options and flexibility in developing a strategic plan to operate to its fullest potential. An integral part of developing a strategic plan is to identify areas of the current business that need improvement to increase profitability. Therefore, several key business issues of Skate San Diego have been identified and are discussed below.

Key Business Issue One – Uncertain Future of Skate San Diego

Interviews with Mr. Noris have revealed that the long-term future of Skate San Diego is uncertain. As previously discussed, Mr. Noris does not own the building; he leases it from a private owner. While the lease contract stipulates a first right of refusal should the building be sold, the owner of the building has not indicated an intention to sell the building at the end of the lease, which is in less than two years. While Mr. Noris has the option to extend the lease for another year beyond the lease end date of September 30, 2011, it is unclear if he will chose to do so. Additionally, the owner is in ill health, which complicates the issue of selling the building. As a result, Skate San Diego could be left without a venue if the owner or heir sells the building at a higher price than Skate San Diego would be willing to purchase.

Key Business Issue Two – Condition of the Interior Building

Through observations and interviews with customers, a major concern identified is the condition of the interior of the building. Improving the condition of the building can

enhance the customer experience of the rink as a convenient, quality, and aesthetically pleasing sporting venue.

One issue in particular is that the bathrooms have non-functioning stalls, as well as a lack of paper towels and soap. While they may be maintained, the bathrooms appear unclean and disorganized. Unused lockers that are too small for hockey equipment add to the clutter and take up space. The image on the left in Exhibit D below shows the women's bathroom and the image on the right shows the men's bathroom.

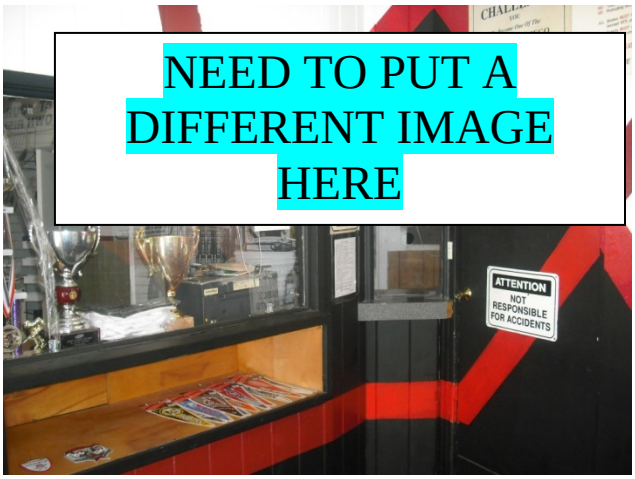
Exhibit D – Images of Bathrooms

Another issue of concern is the layout of the rink. Due to the size and layout of the building, a corner of the hockey rink intersects with the entrance to the men's bathroom. Essentially one has to walk through the men's bathroom to circumnavigate the rink. This situation causes an issue with privacy of the men's room, as well as an obstruction to access the area behind the rink. Exhibit J on page 43 illustrates the problem as well as a proposed solution.

In addition to the issue of privacy, the rink lacks private and separate changing rooms or areas for men and women. This issue is of particular concern regarding co-ed hockey players. Currently, the designated changing area is at the back of the rink, which is in view of guests since the barricade walls are made of clear plastic.

The lobby is also an area of concern with the building's interior. The overall aesthetics of the area do little to allow a consumer to experience the welcoming feeling that one hopes to encounter upon first entering an establishment. The colors of the walls are distracting and the trophy cases appear disorganized and unclean. Postings from management are handwritten as opposed to typed. Overall, the lobby fails to engage the consumer a level of welcome and excitement expected from a sports event. Images of the lobby are shown in Exhibit F below.

Exhibit F- Images of Lobby



Key Business Issue Three – Inefficiencies in Operations Management

Although the day-to-day operations of are generally simple and managed without much difficulty, several inefficiencies in the area of operations management have been identified at Skate San Diego. The major areas of concern are:

- Poor management of the pro shop
- Lack of amenities for guests such as vending machines
- Ineffective financial statements
- Inconsistencies in area of employment
- Lack of fresh, maintained appearance of the interior of the facility
- Failing to control or minimization the odor in the facility

Key Business Issue Four – Condition of the Exterior Building

The name, “Skate San Diego” is painted in large letters on the exterior wall of the building that faces the street. However, a large dark stripe cuts across it, making it difficult to read, as shown in Exhibit G below.

Exhibit G – Image of Exterior During the Day

Furthermore, the lighting in the parking lot is insufficient, raising concerns of safety and limiting visibility of the building at night, as seen in Exhibit H below. Additionally, a section of the roof is leaking and previous attempts to patch the roof have failed.

Exhibit H – Image of Exterior at Night

Key Business Issue Five – No Visible Street Signage

From the street, Skate San Diego can be difficult to see as the building is set back from the road. While there is a street-side sign bearing the name, “Skate San Diego,” it is difficult to see because the words are faded and partially blocked by trees, as shown in Exhibit I on the right. Moreover, the sign is not lit and is virtually invisible at night, the time during which most activities take place at Skate San Diego.

Exhibit I – Image of Street Signage

Key Business Issue Six – Lack of Marketing Plan

Currently, Skate San Diego does not have a formal marketing plan or initiative in place. Skate San Diego only marketing efforts are its sporadically updated website and word-of-mouth advertising. A successful business must have an effective marketing initiative in order to reach out to new and current clientele.

PROJECT OBJECTIVES TO ADDRESS ISSUES

Project Objective One – Uncertain Future of Skate San Diego

To address this issue, the team held several discussions in which heavy consideration was given to the nature of this issue. As a result, the team recognized this issue as beyond the scope of this project.

Project Objective Two – Condition of the Interior Building

Multiple tasks were undertaken that focused on enhancing the interior of the building. As a solution to the issue of having to walk through men's bathroom to navigate around rink, a consulted outside party suggested to build a wall with a door in the men's bathroom to create a hallway on the edge of the rink. Three reputable vendors in National City were researched to determine the cost of improvement.

Individual elements that contribute to the unkempt appearance and environment of Skate San Diego were openly discussed and reviewed, including the lack of control or minimization of the odor in the facility. Various solutions were researched, which yielded some unconventional and cost-effective methods to lessen the smell that tends to build up during hockey games.

Regarding the lobby, improvement of this area is important because it sets the tone of the customer experience of the venue. Unfortunately, the lobby's disheveled appearance is inconsistent with Skate San Diego's intended image of a quality roller hockey rink. Suggestions for the lobby are discussed in detail in the recommendations section of this report.

Project Objective Three – Address Inefficiencies in Operations Management

Operations management is critical for a business to operate effectively and efficiently. Information about general shop management in a compiled a list of recommendations is discussed later in this report. Additionally, a thorough review of the Income Statement is discussed later in this report in order to assist Mr. Noris with revising the structure of the financial statements of Skate San Diego for more effective use.

Various vending services in the greater San Diego area were researched as additional amenities for customers. Discussions with vendors focused on the type of food and beverages available, the cost of the equipment, and the responsibilities of Skate San Diego.

In regards to the current employment situation at Skate San Diego, the need for more consistent employment was determined to become more pressing if Skate San Diego experiences growth. Therefore, relevant information has been gathered on non-paid interns from San Diego State University to assist with the management.

Project Objective Four – Condition of the Exterior Building

To address the issues discussed previously with the exterior of the building, research was conducted on the cost of paint and the amount of time needed to paint the exterior. Options that address the current outside lighting in the parking lot were also investigated.

The leak in the roof was the subject of an extensive discussion that centered on the long-term existence of Skate San Diego and the cost of making the repair. Review

of the extent of the leak was performed to assess and whether the leak caused any inconvenience to the guests.

Project Objective Five – No Visible Street Signage

In order to provide Skate San Diego with a visual means of attracting the attention of drivers, inquiries of the cost of a replacement sign were placed with the detailed results mentioned in the recommendations section of this report.

Project Objective Six – Address Need for Marketing Plan

Skate San Diego currently lacks a strategic marketing plan that properly identifies the goals and objectives of the company for the future. A plan based on price, place, product and promotion was prepared with the goal of sustainable future growth. Three sub-objectives include:

1) Establishing *overall awareness* of Skate San Diego in the National City and the greater San Diego area

- Define the mission of Skate San Diego and what services are offered.
- Promote Skate San Diego and communicate all product offerings

2) Establishing customer relationships and increasing awareness with *new and prospective customers*

- Target prospective customers in the areas of roller hockey and free skating, as well as parties and fundraising.

3) Increasing consumption and maintaining relationships with *current customers*

- Target current customers and game spectators

GROUP'S OVERALL RECOMMENDATIONS

Recommendation One – Uncertain Future of Skate San Diego

While the long-term future is uncertain, it is clear that Skate San Diego will be in business for the next sixteen months. The improvements recommended were targeted to require little capital but yield a high return.

Recommendation Two – Condition of the Interior Building

Throughout interviews conducted at Skate San Diego, customers repeated the same sentiment: They are willing to help Mr. Noris improve and maintain the building. Guests have expressed their desire to contribute their time to Skate San Diego. With that in mind, an event, such as a Community Pitch-In Day, should be held where the community can participate to help improve the venue. Such an event is an opportunity for Skate San Diego to address the interior issues of the building at little to no cost, as well as connecting and interacting with its patrons.

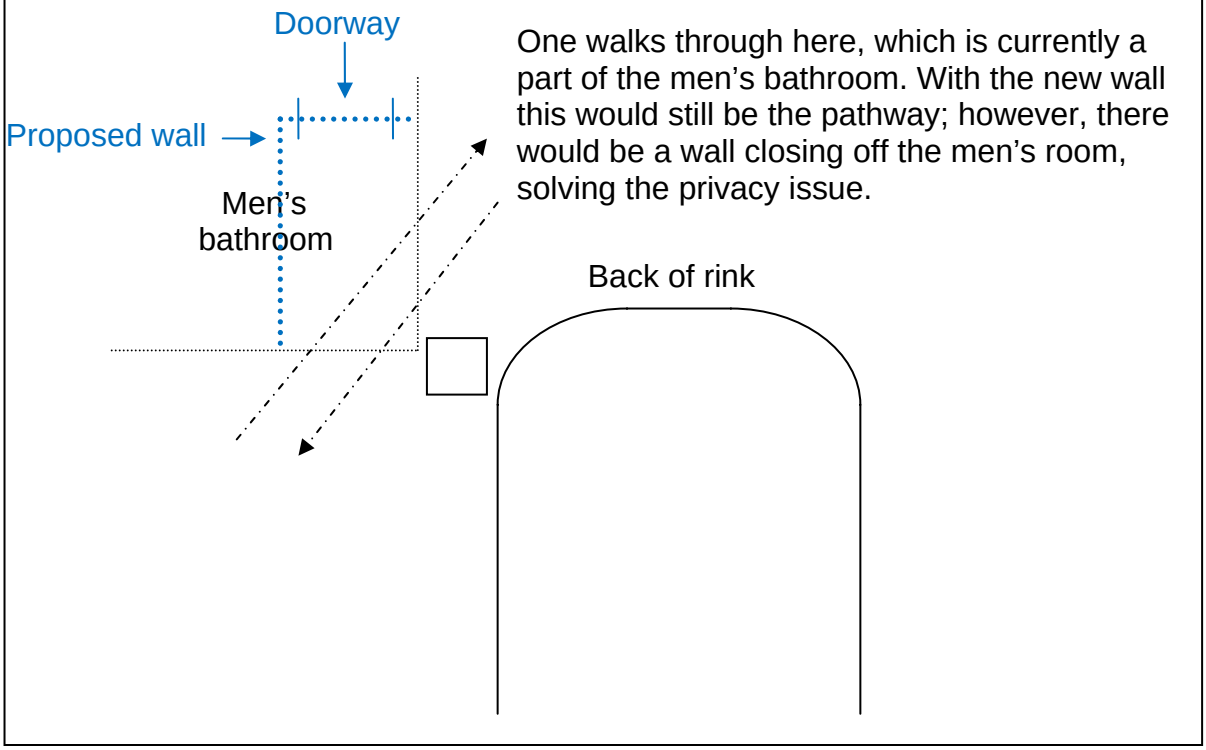
Volunteers of Community Pitch-In Day will work on various areas. To improve spatial arrangement and clutter of the bathrooms, the team recommends removing the lockers and converting the nonfunctioning stalls to changing rooms. For the convenience of guests, the installation of hooks and shelves for hockey equipment, as well as installing mirrors and stocking bathrooms with soap and paper towels.

During Community Pitch-In Day, the walls, wall decorations, and rink glass can be cleaned, and the non-functioning change machine and video game can be disposed of. To reduce the odor that builds up during hockey games, the team suggests large open boxes of baking soda that will absorb the smell. The team also suggests hanging air fresheners and using large fans more often would substantially help the odor issue.

Regarding the lobby, the team recommends using images, colors and styles that are consistent with the core function of Skate San Diego: To play hockey! Suggestions include painting the walls, removing the hand-written posts from management, and organizing and cleaning the trophy cases to create one cohesive, professional, and presentable look.

To fix the structural problem around the outside corner of the rink, the team recommends hiring Dana M. Cooper, a licensed contractor, to build a wall in the men's bathroom to create a hallway on the edge of the rink. Exhibit J below illustrates the current problem and proposed solution. Appendix D shows the quote from Dana M. Cooper.

Exhibit J – Layout of Men's Bathroom and Proposed Improvement



The proposed changes to the men's and women's address the current issue of a lack of changing areas for the hockey players.

Recommendation Three – Inefficiencies in Operations Management

To accommodate the needs of the guests during hockey games and open skating events, the team recommends installing vending machines from Rainbow Vending. The installation, maintenance and stocking of the machines are included in the service, as is a potential commission on the items sold. Guests can enjoy hot coffee, cold ice cream, and snacks without having to leave Skate San Diego. Information from Rainbow Vending is shown in Appendix E.

To make the financial statements a more effective tool for management, the team recommends the following changes. An abridged copy of the Profit and Loss Statement with reference numbers that correspond to the proposed changes below is shown in Appendix F.

1. Detail income to show the three different revenue streams: Hockey, Birthday Parties/Special Events, and Open Skating.
    a. Include Deposit Item Returned in this section
    b. Include Refunds in this section
2. Remove Owner Contribution from Income Statement. Owner Contribution is an equity account that should appear only on the Balance Sheet.
3. Recognize Cost of Goods Sold expenses such as Snack Bar Supplies, Merchant Fees, Supplies and all corresponding subcategories.
4. Merchant Fees account appears to be a duplicate of Bank Charge subaccount Merchant Fees; merge accounts to remove duplication.

5. If Deposit Item Returned is not a return of a sale but rather a bounced check from a customer, then this line item should to be removed and any subsequent bounced checks from customers should be placed in the income category that was originally assigned to the deposit.
6. Remove Owner Draw from Income Statement. Owner Draw is an equity account that should appear only on the Balance Sheet.
7. Snack Bar Supplies account appears to be a duplicate of Supplies subaccount Snack Bar; merge accounts to remove duplication.
8. Federal and state taxes are not an expense incurred by a business structured as a Sole Proprietorship; the proprietor pays federal and state taxes personally. This category should not appear on the Income Statement or Balance Sheet.
9. Sales Tax is not an expense of the business; when sales tax is collected, a liability is incurred. This liability should be on the Balance Sheet as a current amount due to the state.
10. "Discretionary expenses are those which the business owner may control in order to decrease the reported profits."[15] Non-business related expenses such as travel, entertainment, and telephone incurred at the owner's discretion should be reflected in a separate part of Income Statement. This would provide a benefit to two parties: external parties, such as banks, and internal users, such as management, to assist in decisions relevant to operations management.

[15] Huey, Marianne M. "The Profit and Loss Statement: What Does It Mean?" Ohio State University Fact Sheet. 15 April 2010 <http://ohioline.osu.edu/cd-fact/1153.html>.

To address the issue of lack of employees, it is suggested that Skate San Diego take advantage of programs that join local businesses with skilled and talented employees. The team suggests the following program:

SDSU Intern or Grad Student
Contact: Angelica Bouras
Phone: 619-594-3950

Recommendation Four – Condition of the Exterior Building

The team suggests repainting the exterior of the building on Community Pitch-In Day. Matthew Villavicencio, a professionally licensed painter in San Diego, estimates that it will take approximately 50 gallons of paint to cover the exterior. There are three levels of paint quality. The high, middle, and low-level quality paint costs $95.00, $86.50, and $72.50, respectively, per five-gallon container. The team suggests increasing the lighting in the parking lot by maintaining and using all the lights on the exterior of the building.

Furthermore, the team has determined that consideration toward long-term existence carries significant weight with regard to fixing the leaking roof, and the team recommends securing the future of Skate San Diego before proceeding with a costly repair.

Recommendation Five – Inadequate Street Signage

The team recommends replacing the existing sign with a more appealing and attractive sign from Nicolls Design, Inc., a National City sign manufacturer. Examples of sign options and their costs are shown in Appendix G.

Recommendation Six: Develop a Marketing Plan and Strategy

The team recommends that the management at Skate San Diego implement a comprehensive marketing plan. Hence, a set of recommendations have been provided that entail what Skate San Diego can put into operation.

Marketing Plan Recommendation 1: Develop a comprehensive Marketing Plan

A comprehensive marketing plan can be developed by using a combination of sources. It is recommended that Skate San Diego seek outside assistance with the development of its strategic marketing plan. The following resources will provide assistance with the development of this plan.

SDSU Small Business Consulting with Graduate Students

SDSU MBA Consulting
Contact: Chris Graham
Phone: 619-594-3900
Email: mbaconsulting@mail.sdsu.edu
Estimated Cost: $2,500 - $3500

San Diego Small Business Alliance

Three free online marketing training courses for small business available at the web address listed below:

San Diego District Office
550 West C Street, Suite 550
San Diego, CA 92101
(619) 557-7250
FAX: (619) 727-4883
TTY: (619) 557-6998
Web: http://www.sba.gov/training/mktgadvertising/

SBDC-IT Small Business Development and International Trade Center

Make an appointment for free assistance with marketing materials planning for small business.

Southwestern College Higher Education Center
880 National City Blvd. Suite 103
National City, CA 91950
Phone: (619) 482-6391
Hours: Monday-Friday 10 a.m. - 5 p.m.

San Diego SCORE

550 West C Street
Suite 550
San Diego, CA 92101-3500
Phone: (619) 557-7272
Fax: (619) 557-5894
Web: www.score-sandiego.org

Marketing Plan Recommendation 2: Attend a Strategic Marketing Workshop

It is crucial that Skate San Diego's management understands the marketing goals and objectives of the company and possesses tools needed to measure success. By attending workshops, its management can gain insight into the realm of small business marketing and success metrics.

SBDC Marketing Workshop

- May 19th 2010 (1-3 pm)
- Cost: Free
- Call 619-482-6391

The workshop covers strategic thinking, marketing plan basics, brainstorming strategies, free ways to access marketing data and more Sign up online: www.sbditc.org. Workshop can be found in calendar section.

Score Small Business Marketing Workshop

Topics covered include creating a message, identifying target markets, media choices, SWOT, Public Relations, Marketing plan structure and metrics.

- April 29th & June 24th (9am-4pm)
- Cost: $69 prepaid, $79 at the door
- Register by phone: 619-557-7272
- *Register by web:*
  https://www.score-sandiego.org/workshops.asp?WorkshopID=23

Marketing Plan Objectives

The objectives and goals of the marketing plan for Skate San Diego can be achieved through a variety of methods and mediums. The following recommendations will begin to accomplish the objectives and goals of a strategic marketing plan. It is the

duty of Skate San Diego's management to assess the successes and failures of a marketing tool, as well as set benchmarks for acceptable performance.

Recommendations to achieve success in the following three objectives are provided:

- **Establish *overall awareness* of Skate San Diego in the National City and the greater San Diego Area**
  - Define the mission of Skate San Diego and what services are offered
  - Promote Skate San Diego and communicate all product offerings
- **Establish relationships and increase awareness with *new and prospective customers***
  - Target prospective customers in the areas of roller hockey and free skating, as well as parties and fundraising.
- **Increase consumption and maintain relationships with *current customers***
  - Target current customers in the areas of roller hockey and free skating, as well as parties and fundraising.

Establish *overall awareness* of Skate San Diego in the National City and the greater San Diego Area

The awareness of a brand and/or company is crucial to its survival and success. A good product offering can never reach the point of exchange if consumers are not aware of its existence. Skate San Diego currently has no marketing, other than word-of-mouth communications, and has low awareness levels. As the only roller hockey and free skate rink in the San Diego area, there is great potential to generate more

customers with the acknowledgement of its presence. The following recommendations can be used to create awareness for Skate San Diego:

A. Create a mission statement

A mission statement articulates the company's purpose both for those in the organization and for the public. It clarifies the focus of the company, which should parallel the focus of marketing activities.

Example of a Mission Statement for Skate San Diego:

Skate San Diego's *mission is to enrich the lives of the members in the community by providing them an enjoyable roller hockey and roller skating experience. These activities include roller hockey, public skating, parties and fundraisers. Management will successfully provide these activities by taking pride in the condition of facilities, conducting efficient operations, and fostering and maintaining relationships with its guests.*

B. Choose a Logo

Skate San Diego has multiple logos and designs throughout the service offerings. While they convey a similar message, the logo on Skate San Diego shirts and its website should be the same. Management is recommended to use the logo that is currently on the company website for all products and materials. By doing so, the company's uniform image can be more identifiable by the public.

C. Update the current website

Having a fully functioning website can tremendously help bringing customers to Skate San Diego. Currently, the website lacks information on all of

the company's product offerings. Additionally, it could be more visually appealing.

To accommodate the web traffic of customers on Skate San Diego's website, Skate San Diego must clearly communicate all service offerings and keep the site up-to-date. The following are suggestions of resources that can help with the maintenance and design of the website:

- Place a wanted ad on San Diego Craig's List (www.craigslist.com) for an website designer. Contact the Information Systems, Graphic Design, Computer Science, or Integrated Marketing Communications departments at San Diego State University to find an undergraduate or graduate student to do a "special project" and volunteer or charge a low price to work on the site.

  SDSU Intern or Grad Student
  Contact: Angelica Bouras
  Phone: 619-594-3950

- To set a standard for website performance Skate San Diego management should visit the websites of competitors. These competitors are listed in the tables found earlier in this report.

D. Appeal to the Hispanic Demographic of National City

The Hispanic demographic comprises 65.5% of National City's population. However, Skate San Diego currently has no bilingual materials. Therefore, it should have signs and promotional material with important information translated into Spanish. These translated materials would allow Spanish speakers to feel comfortable and welcome at the venue.

E. Brochures

Brochures will serve as a source of information about Skate San Diego and the services offered. Furthermore, brochures are a portable form of marketing. Because of the small size of brochures, customers can take them home with as a reminder of the rink. Brochures can also be distributed at high schools and other places were potential customers can be found.

F. Design

The design of the brochures can either be created by management or outsourced. Many free brochure templates can be found online. An example of a brochure for Skate San Diego is shown in Appendix H.

G. Printing

Price Varies by Design

C P P Printing and Direct Mail Marketing
100 W 35th St Ste B
National City, CA 91950
Contact: Paul Robinson
Phone: (619)425-1999
Fax: (619)425-1984
Email: paul@copypostprinting.com
Website: copypostprinting.com

Diego and Son Printing Inc
2104 National Ave
San Diego, CA 92113
Contact: Nicholas Aguilera
Phone: (619)233-5373
Fax: (619)233-4937
Email: nicholas@diegoandson.com
Website: diegoandson.com

Valmar Graphics Inc
1400 E Plaza Blvd Ste A
National City, CA 91950
Contact: Joe Marasigan
Phone: (619)474-7531
Fax: (619)474-6757
Website: www.jbatech.com/valmar
Regular Price $245 for 500 copies of full color brochures

H. Banners or Large Poster Creation

Banners or posters inside the buildings will draw attention of current and first time customers to the other services offered by Skate San Diego. These banners should provide information on roller hockey, free skating, parties and fundraising. Each banner or poster should also direct customer to the company website and possibly Face Book Fan Page to learn more.

For designing and printing posters, please refer to the previously discussed suggestions for printing brochures.

I. Bus Bench Advertisements

Bus Bench ads can be placed In National City, by local beaches, and other areas where the “athletic traffic” is. Appendix I lists two vendors and their prices for placing bus bench ads.

J. Hold a Skate-A-Thon

A Skate-A-Thon event could be used to benefit many different organizations, such as National City School District or other non-profit companies. Skate San Diego would provide the facility at no cost but would benefit from snack bar sales, skate rentals, and good publicity.

K. Addition of Fundraisers

The addition of fundraisers at Skate San Diego would create more opportunities to increase awareness with potential customers. Fundraisers can be relatively easy to conduct at a low cost. Groups choosing to have a fundraiser at Skate San Diego would receive a percent, such as 20%, of the total skate sales they brought in that day donated to their organizations.

The group's sales would be tracked by having every donor bring in a flyer that is created and distributed by the group. For more details on marketing fundraisers, refer to *Recommendations* to achieve Objectives Two and Three in the following pages.

L. Update bulletin boards

The bulletin board inside the facility is a place where Skate San Diego can showcase customers happily consuming their services. To give a relevant and current picture of the customer experience, current pictures of hockey games and parties, updated league results, and flyers should be posted.

M. Partner Advertisers

Contact information:

Sports Chalet *(West Coast Regional Sporting Good Chain)*:
(619) 718-7070 [Mission Valley (*1640 Camino Del Rio N. #110*)]
(619) 224-6777 [Point Loma Location (*3695 Midway Dr.*)]

Play-It-Again Sports *(Local Sporting Goods Establishment: T.J. Western, owner)*
(858) 490-0222 [Pacific Beach Location (*1401 Garnet Avenue*)]
(619) 667-9499 [College Area Location (*7006 University Avenue*)]

Sports Authority *(Colorado Based National Sporting Good Supplier)*:
(619) 476-7234 [Chula Vista Location (*390 E. H Street*)]
(619) 295-1682 [San Diego Location (*8550 Rio San Diego Drive*)]
(619) 697-8160 [La Mesa Location (*5500 Grossmont Center Dr, #279*)]

Big 5 Sporting Goods
(619) 427-6900 [Chula Vista Location (*364 East H Street*)]
(619) 628-0018 [San Diego Location (*595 Saturn Boulevard*)]
(619) 583-7930 [College Area Location (*6061-A El Cajon Blvd.)*]

Establish relationships and increase awareness with *new and prospective customers*

A. Marketing to Youth

Communicating to the youth of National City is important to develop an early interest in roller hockey through in-house hockey programs, such as instructional classes, age-based leagues, and even intramural leagues. As a result, nurturing early interest in roller hockey could develop a future customer base, and prompt frequent visits to the rink. Teaming with other establishments (such as the National City Police Department, or the local Boys & Girls Club) for volunteering and/or coaching services can show community outreach, which could allow brand exposure for Skate San Diego to a much wider customer base. Plus, these programs complement the rink's friendly family atmosphere.

B. Marketing to Schools

Within the borders of National City, there are 11 elementary schools enrolling approximately 6,000 students, 2 middle schools (Granger, National City Middle) enrolling about 2,000 students, and one central high school (Sweetwater) enrolling about 2,800 students. There are also three major universities within San Diego County. A list of the schools and their locations can be found in Appendix J.

The school system is an excellent gateway to the youth market because it categorizes students in gives you access to their attention and time. Contacting these schools can create a low-cost marketing initiative. It is the perfect opportunity to spark interest and excitement in roller hockey, and create a buzz

about Skate San Diego that the students can take back to their parents. These institutions should be catered to accordingly. Youth are usually open to new opportunities and many would be willing to embrace roller hockey if exposed to it correctly.

C. Marketing towards Adults

Reaching the untouched adult population may be the most expensive task, in terms of both time and money. It is important to understand where roller hockey is in demand and the population that must be targeted. It is most important to develop an effective campaign that can effectively reach the population through multiple media including: radio, local periodical publications, online resources, or community based marketing. Focus on community and word-of mouth promotions

Increase consumption and maintain relationships with current customers.

Appealing to the current adult hockey leagues and CIF high school league players to continue their relationship with Skate San Diego is imperative because they are the target clientele for its largest breadwinner activity, roller hockey. A Skate San Diego membership complete with membership card, members package, and incentives are revenue makers and effective marketing opportunities for staying in contact with the current customers and bringing those customers back.

A. Reminder E-mails

Reminder emails should be sent to customers in the Skate San Diego database to announce upcoming theme nights, during promotions and as invitations to fundraisers and events. Skaters should be asked to sign up for

Skate San Diego's e-mailing list at purchase of a skate rental. The e-mail addresses should be kept in a database for the ease of sending future promotions and reminder letters. It is also recommended to place an email sign-up sheet somewhere in the building, such as the community board.

Example of a reminder email for free skate customers:

Dear_____,

Are you ready to have some fun? Skate San Diego welcomes you to join in at our party! We have some fun-filled events upcoming up and we want YOU to be there.

Friday, <<[insert date>>: Couples Night. Grab that significant other, and skate the night away!

Saturday, <<insert date>>: National City School District Fundraiser. Support your local school district and have some fun in San Diego! Print and bring this email with you and National City school district will receive 20% of your skate rental.

See you there!

--Your neighbors at Skate San Diego

For information on more upcoming events visit www.skatesandiego.net and become a fan of "Skate San Diego" on Facebook.

B. Promotions

Promotions should be held to increase the quantity of customers, increase awareness of the company and most importantly generate sales. Management is encouraged to strategize and create new promotional techniques. Promotions can be offered at a low cost, such as Buy One, Get One Skate Rental Free on a

return visit. Because the skates are owned by the business, offering a free skate rental is not an accounting loss. Instead, it is an economic loss, as an opportunity loss of revenue. Still, the benefit of the skater going back to the rink, spending money on admission and snacks, and potentially bringing along a friend outweigh the opportunity loss.

C. Parties

The party division of Skate San Diego has the potential to generate increased amounts of revenue by implementing a marketing strategy and promotion. The following ideas are suggestions for how management can generate new party customers and increase demand of parties for current customers.

i. Create Party Packages

Increase the cost of parties by offering an optional party package. The party package could include but is not limited to; cake, balloons and gift bags for kids. The gift bags could include candy, small toys and promotional materials. These promotional materials can consist of magnets and pencils with the Skate San Diego logo also, a promotional coupon could be included giving a discount to other party goers who choose to have a party a Skate San Diego. These materials will not only serve as reminders of the company but encourage repeat use of the facilities.

ii. Kids Shirts: $_____

D. Venue Rental

Expanding further from private parties, Skate San Diego should promote the availability of booking its rink for events, such as fundraisers, exhibition games and roller derbies. Advertising can be done through its website, announcements made during hockey games, newspapers, bulletin boards, local and school newspapers, and Facebook.

GROUP'S TEN "SLAM DUNK" IMPROVEMENTS

Idea 1 – Join the National City Chamber of Commerce

Idea 2 – Clean and organize pro shop

Idea 3 – Implement inventory controls

Idea 4 – Replace disco light bulbs

Idea 5 – Create a Facebook Fan Page

Idea 6 – Create a student discount

Idea 7 – Implement themed skate nights

Idea 8 – Update website

Idea 9 – Change outgoing voicemail message

Idea 10 – Place air fresheners in facility

Idea 1 – Join the National City Chamber of Commerce

The National City Chamber of Commerce is one of the oldest business and trade organizations in National City.[16] The Chamber provides resources and opportunities to cultivate businesses and stimulate growth in the area. Skate San Diego should join the National City Chamber of Commerce to take advantage of unique these unique benefits. For example, the Chamber hosts events such as professional development workshops for management skills. Membership also yields advertisement and promotion opportunities on the Chamber's website and publications such as its newsletter and city guides. Additionally, members have networking opportunities with other local businesses.

A key benefit from the Chamber is its Economic Development Loan Program, which is designed to provide financial assistance to businesses in National City to improve business activities and stimulate the economy. In order to qualify for the Chamber's, Skate San Diego needs to become a member of the National City Chamber of Congress. This loan program provides a forgivable loan to qualified businesses of up to $15,000 for terms up to 5 years.

The application to become a member of the chamber is available online at its website www.nationalcitychamber.org. For Skate San Diego, the general membership fee is $150 since it has less than five employees. The Chamber has different options of memberships available beyond the general membership based on the membership fee. The Silver Circle, which is a step above the general membership, requires a membership fee of $500. In comparison, the highest category, the Diamond Circle, has

[16] "About Us." 2010. National City Chamber of Commerce. Retrieved April 01, 2010 from <http://www.nationalcitychamber.org/about-us.asp>

a minimum fee of $5000. The higher membership categories have a wider variety of accessible benefits. These membership dues are non-refundable.

Idea 2 – Clean and organize pro shop

A clean, organized shop is appealing to the eye and transmits an image of a professional and stocked shop. Merchandise should not be on the floor and should be marked with consistent price tags. Shirts, jerseys, and hockey equipment should be hung in an organized fashion and kept well stocked in order to be readily available for the customers and to maintain a visual appeal. Furthermore, the shop must be well-lit so that customers can see and purchase merchandise. Hours of operation should be posted since the Pro Shop m

Idea 3 – Implement inventory controls

Keeping up-to-date counts and records of inventory such as skates are important in order to protect its assets. Skate San Diego currently does not keep count and records of its inventory due to many cases of theft. Therefore, the management should routinely count its inventory at least monthly to ensure that they are not stolen. By keeping a record of its inventory, management can identify what type of inventory needs to be replenished. Furthermore, management can analyze its records to detect the types of inventory that are most susceptible to theft. Therefore, Skate San Diego's employees can take preventative action to protect its assets.

As a basic control, the employees should be vigilant and observant of individuals who rent skates as they leave the building to ensure that they do not carry out the rental skates with them, since consumers do not need to place a deposit on rented skates. Additionally, employees should keep a log of rental skates as they are checked in and out. This method is a quick way to make sure that the skates rented out that day is returned. Another alternative is to require the skate renters to leave ID card before the skates are checked out. The ID card would be returned back to the skater upon the check in of the rental skates.

Idea 4 – Replace disco light bulbs

In order to enhance its customer experience, Skate San Diego should replace the burnt out disco light bulbs of the rink. Many of the colored disco lights are burnt out and not replaced. As a result, they denigrate the appearance of the facility as portions of the rink are not fully lit. Currently, Skate San Diego reserves its Friday nights for disco-themed public skating. By having its disco lights replaced and operational, skaters can enjoy a more authentic disco-skating experience. The disco lights usage is not limited to the Friday disco nights. They can be used for any evening public skating event and private parties.

Idea 5 – Create a Facebook Fan Page

A Facebook fan page is an effective way for Skate San Diego to connect with its customers online and provide updates on services. The page should contain contact information, company history, photos, and discussion boards for both current and prospective customers. Additionally, the page will also update fans on theme nights, promotions and roller hockey related materials. The updates in fan's news feeds will serve as a reminder of the company's presence and encourage consumption.

Moreover, it is a medium to foster relationships between Skate San Diego and its patrons, as well as for fans to connect and share their interests in roller hockey. Facebook also supplies the site administrator with free weekly analysis of page traffic demographics and activity. Facebook is relatively easy to use and the following are recommendations of how to get started:

Step 1: Go to www.Facebook.com

Step 2: Click on "Create a Page for a celebrity, band or business"

Step 3: Fill out all necessary information

Buy Facebook for Dummies and/or Facebook Marketing for Dummies

- www.amazon.com $10-$17 each
- www.barnesandnoble.com $15.83 and $17.99 respectively

Idea 6 – Create a student discount

Currently, Skate San Diego's general skating price is $7.95 for admission, skate rental, and a hot dog. On Saturdays, the public skating price is $6 for admission and skate rental. The current pricing works well during the high school hockey season since the rink is used during its prime hours of late afternoon to evening. However, during the off-season, the rink would have an extra 3 hours of idle time since the student hockey league is usually scheduled from 3:30 to 6:30. Therefore, Skate San Diego can fill by creating a special student discount.

Creating a special student discount pricing during the off-season allows Skate San Diego to continue to target students, who are dismissed from school before 3:30. They would have free time during the afternoon after school and before evening. Furthermore, the rink is 0.1 miles from Olivewood School and less than half a mile from Sweetwater High School, both being within walking distance away from Skate San Diego.

In order to attract students, Skate San Diego should charge students around $5 for admission and skate rental. To qualify for the student discount, a student ID must be shown when purchasing admission and skate rental. The $5 range is reasonable for students, especially at the grade school level, who do not have much spending power. As a result, more students can afford to skate. The high school roller hockey team from Sweetwater High School can still go to the rink during the off-season to have fun or practice during this time as well.

Idea 7 – Implement themed skate nights

Themed skate nights are a simple way of generating excitement about an experience at Skate San Diego. Theme nights should be updated in the website, Facebook page and community boards. The following are examples of possible themes

- **Holiday Themes**

  -Valentine's Day: Couples Skating, "Love Night" (does not have to be on actual day, but on a Friday or Saturday around the time)

  -St. Patty's Day: Wear Green, Leprechaun Look-A-Like Contest

  -Mother's Day: Mom's Skate for Free

  -Father's Day: Dad's Skate for Free

  -Easter: Free egg to every kid 10&under

  -Cinco De Mayo: Virgin margaritas available for purchase

  -4th of July: Red White and Blue, Military Skates Free

  -Memorial Day: Military Skates Free

  -Veteran's Day: Military Skates Free

  -Halloween: Monster Mash, Costume Contest

  -Thanksgiving: Food Drive, donate and get $ off

  -Christmas: Ugly Christmas Sweater Night

- **Non-Holiday Themes**

  -Disco Throwback Night

  -80's night

  -Luao Night: Hawaiian Shirts and Lei

  -Couple's Nights

-Top 20 Hits Nights

-High school Nights

-Adults Only Nights

-Family Night

Idea 8 – Update website

Having a fully functioning website can tremendously help bringing customers to Skate San Diego. Currently, the website lacks information on all of the company's product offerings. The following are recommendations of resources that can help with the maintenance and design of the website.

- Put a wanted ad on San Diego Craig's List for an website designer www.craigslist.com
- Contact the Art Institute of California, San Diego about creating an internship opportunity for a web design student. Information can be found at the website: http://www.artinstitutes.edu/sandiego/CareerServices/ForEmployers.aspx. The Career Services department can also be contacted directly:

  Phone: 858-598-1478

  Fax: 619-291-3926
- To set a benchmark for website performance. Skate San Diego management should visit the websites of competitors previously discussed in this report.

Idea 9 – Change outgoing voicemail message

The outgoing voicemail message for incoming customer calls should be concise, informative, and must maintain a professional tone. That the message should mention Skate San Diego's name, consistent hours of operation, website address, and a Spanish message option. The message should state:

"Thank you for calling Skate San Diego, our hours of operation are <<insert hours of operation here>>, if you would like any information pertaining to upcoming events, leagues or parties, please visit us at "www.skatesandiego.net". If you have any questions about your event or party reservation, or would like to make a reservation for us to host your next event, please leave a message, and we will get back to you as soon as possible. Thank you and have a great day!"

Idea 10 – Place air fresheners in the facility

As a sporting venue, Skate San Diego is faced with the challenge of ventilation and cooling. Despite adequate fans and open windows, the smell of sweat has a tendency to build up in the facility. To help overcome this issue, the team recommends placing air fresheners in the facility and in the bathrooms. Air fresheners are inexpensive, ranging from $1.00 to $4.00, and can be found at numerous locations, including Wal-Mart, Target and local supermarkets.

CDC LOAN RECOMMENTAIONS

Client Business

- Skate San Diego
- 700 East 24th Street
  National City, CA 91950
- Phone: 619-474-1000
- Contact person: Joe Noris

Description of Loan

After a complete review and analysis of Skate San Diego, we recommend that the loan be used to make interior and exterior improvements, as well as hiring additional personnel and implement a marketing plan. These improvements are necessary for Skate San Diego to provide a quality roller hockey and roller skating experience, which is important for increasing revenue.

Specific Request

- Interior improvements: Paint, lavatory repairs, air fresheners, disco light replacement
- Exterior improvements: Paint, signs, lighting
- Marketing: Consulting, brochures, bench ads

Loan Amount

We request a loan for the full amount of $15,000. This amount would cover the cost of paint ($1,000 for the exterior) and for the outside signs ($1,000 printing and installation). As for the interior, paint would also cost about $1,000 and repairs to the lavatories would cost around $750.

The MBA students from the SDSU's Small Business Consulting Program would help Skate San Diego develop a tailored marketing strategy to attract more clientele.

This service would cost about $3,500, which is considerably less than from an established marketing firm. The banner ads would cost approximately $5000 for key areas around National City and San Diego County, where sports enthusiasts and athletes commonly travel. This amount covers four individual bench ads for twelve months.

The remainder of the loan would be used for basic upkeep needs of the rink, such as replacing the disco lights and parking lot lights and installing air fresheners. Brochure printing costs for distributable marketing devices for customers to keep the rink in mind for private parties, public skating, or roller hockey.

Future Benefits

Improvements of the physical aspects of the facility are important for enhancing the customer experience of the rink, which is necessary for customer acquisition and retention. If current customers feel indifferent or unsatisfied with the rink experience, they might not make an effort to go back to the rink.

An enjoyable customer experience is particularly important for private parties. This experience is often the basis for customers to keep the rink in mind for future parties or for referrals of others to book a party at the rink. A fresh coat of paint, clean lavatories, and a fresh scent are essential bare necessities for a pleasant experience at any venue. At the exterior, a clear, visible signage and a well-lit parking lot set the initial impression of a safe, welcoming, and professional facility.

Additional marketing efforts by Skate San Diego is crucial to attract a more customers. We suggest hiring from SDSU Small Business Consulting Program's MBA students, who would be able to help Skate San Diego develop a more extensive

marketing strategy in further building its clientele and reinventing its brand identity. These recommendations for improvement have great potential to increase Skate San Diego's business and profits, generating more tax revenue for National City. Moreover, we recommend that Skate San Diego source services from local businesses, spurring revenue growth for National City.

APPENDICES

Appendix A – Letter of Engagement

SAN DIEGO STATE UNIVERSITY

May 7, 2010

Joe Noris
Skate San Diego
700 East 24th Street
National City, CA 91950

Dear Mr. Noris:

Thank you for providing us the opportunity to work with Skate San Diego. We have enjoyed our experience learning about Skate San Diego and recognize the business's great potential. Therefore, we are eager to utilize our skills as professional business students in San Diego State University's Small Business Consulting program to realize that potential. Furthermore, our aim is to provide you with meaningful recommendations that can help grow your business.

Based on our research and meetings with you, we have determined that the interior, exterior, and lease of the facility have areas for improvement to retain and gain customers. Furthermore, to capitalize on future business, a new marketing initiative is suggested to be implemented. Therefore, we have identified the following key business objectives to help improve these areas and yield impactful results:

- Address the continuation of the lease or sale of the facility with the building owner
- Renovate interior of the building for a professional, aesthetically pleasing experience
- Paint the exterior of the building and provide adequate parking lot lighting
- Implement a marketing plan and strategy

To accomplish these objectives, we will develop an actionable business plan of strategies and recommendations to enhance Skate San Diego's current operations.

Victoria Mameli, Project Manager	Nicole Arena
Jonathan Aguon	Jesse Dancy

We request your signature to verify that we agree on the project and deliverables.

Executive Director	Date

Appendix B – Time Logs

Group Name: Marketants

Hours Worked for Week Ending:	Jon Aguon	Nicole Arena	Jesse Dancy	Victoria Mameli	Total:
29-Jan	3.00	3.00	3.00	3.00	12.00
5-Feb	3.75	4.00	3.75	5.83	17.33
12-Feb	2.50	3.75	6.50	4.08	16.83
19-Feb	3.00	14.00	14.00	5.08	36.08
26-Feb	9.00	10.50	14.50	6.00	40.00
5-Mar	4.00	4.25	0.50	6.25	15.00
12-Mar	0.00	0.50	0.50	0.50	1.50
19-Mar	2.50	3.50	5.50	6.25	17.75
26-Mar	8.00	2.50	8.00	12.25	30.75
9-Apr	4.00	4.50	15.00	8.00	31.50
16-Apr	20.00	8.50	4.50	7.50	40.50
23-Apr	24.00	6.50	3.00	8.25	41.75
30-Apr	16.00	10.50	2.00	13.00	41.50
7-May	8.00	7.00	2.00	11.75	28.75
Total	107.75	83.00	82.75	97.74	**371.24**

Appendix C – Skate San Diego Profit & Loss Statement

4:47 PM
02/17/10
Accrual Basis

Skate San Diego
Profit & Loss Prev Year Comparison
January through December 2009

	Jan - Dec 09	Jan - Dec 08	$ Change	% Change
Income				
Deposits	254,390.26	275,901.55	-21,511.29	-7.8%
Owner contribution	0.00	16,988.00	-16,988.00	-100.0%
Snack Bar	112.28	0.00	112.28	100.0%
Total Income	254,502.54	292,889.55	-38,387.01	-13.1%
Expense				
Auto				
Registration	0.00	155.00	-155.00	-100.0%
Total Auto	0.00	155.00	-155.00	-100.0%
Auto Service	0.00	188.82	-188.82	-100.0%
Bank Charge				
Credit Card Fees	702.37	798.32	-95.95	-12.0%
Merchant Fees	2,298.59	2,947.46	-648.87	-22.0%
Bank Charge - Other	643.90	32.48	611.42	1,882.5%
Total Bank Charge	3,644.86	3,778.26	-133.40	-3.5%
Bookkeeping	885.20	0.00	885.20	100.0%
Computer				
Payroll Software	189.23	0.00	189.23	100.0%
Tech Support	750.00	0.00	750.00	100.0%
Computer - Other	0.00	700.00	-700.00	-100.0%
Total Computer	939.23	700.00	239.23	34.2%
Contractors	0.00	275.00	-275.00	-100.0%
Deposit Item Returned	3,284.00	120.00	3,164.00	2,636.7%
Donations	0.00	220.00	-220.00	-100.0%
Dues and Subscriptions	40.00	602.00	-562.00	-93.4%
Equiptment	830.64	48.46	782.18	1,614.1%
Insurance	2,080.75	0.00	2,080.75	100.0%
Insurance, Bus				
Liability Insurance	0.00	444.48	-444.48	-100.0%
Workmans Comp	169.29	491.37	-322.08	-65.6%
Insurance, Bus - Other	6,580.46	6,292.06	288.40	4.6%
Total Insurance, Bus	6,749.75	7,227.91	-478.16	-6.6%
Legal-Prof Fees	31,783.57	0.00	31,783.57	100.0%
Licenses and Permits	684.50	2,543.00	-1,858.50	-73.1%
Members Insurance	7,478.10	2,912.00	4,566.10	156.8%
Merchant Fees	559.44	242.20	317.24	131.0%
Miscellaneous, Bus	3,410.63	400.00	3,010.63	752.7%
Owner Draw	80,504.19	109,692.11	-29,187.92	-26.6%

Page

Appendix C – Skate San Diego Profit & Loss Statement, Continued

4:47 PM
02/17/10
Accrual Basis

Skate San Diego
Profit & Loss Prev Year Comparison
January through December 2009

	Jan - Dec 09	Jan - Dec 08	$ Change	% Change
Payroll				
Payroll Service	270.00	315.00	-45.00	-14.3%
Payroll Tax	138.04	1,132.91	-994.87	-87.8%
Salaries	0.00	2,894.05	-2,894.05	-100.0%
Wage Withholding Dennis Gerrits	450.00	0.00	450.00	100.0%
Total Payroll	858.04	4,341.96	-3,483.92	-80.2%
Payroll Expenses	6,324.93	0.00	6,324.93	100.0%
Payroll Osiris	481.79	164.79	317.00	192.4%
Postage and Delivery	187.04	78.46	108.58	138.4%
Printing and Reproduction	0.00	222.94	-222.94	-100.0%
Pro Shop	100.00	0.00	100.00	100.0%
Promotion	5,401.72	5,349.54	52.18	1.0%
Refund	230.00	0.00	230.00	100.0%
Rent	79,069.70	76,957.68	2,112.02	2.7%
Repairs	1,374.54	287.06	1,087.48	378.8%
Snack Bar Supplies	2,729.54	0.00	2,729.54	100.0%
Subscriptions	8.00	0.00	8.00	100.0%
Supplies				
Office	2,109.30	1,969.85	139.45	7.1%
Skate Party Meals	1,840.62	1,801.21	39.41	2.2%
Skate Supplies	7,576.81	13,928.85	-6,352.04	-45.6%
Snack Bar	7,046.17	15,128.68	-8,082.51	-53.4%
Supplies - Other	1,596.06	59.90	1,536.16	2,564.5%
Total Supplies	20,168.96	32,888.49	-12,719.53	-38.7%
Tax, Business				
Fed	4,570.00	1,943.00	2,627.00	135.2%
Local	73.77	0.00	73.77	100.0%
Property	3,573.74	3,750.12	-176.38	-4.7%
Sales Tax	1,176.34	1,744.82	-568.48	-32.6%
State	0.00	112.93	-112.93	-100.0%
Total Tax, Business	9,393.85	7,550.87	1,842.98	24.4%
Travel				
Lodging	389.66	0.00	389.66	100.0%
Meals	107.53	11.43	96.10	840.8%
Transportation	174.22	234.46	-60.24	-25.7%
Travel - Other	30.00	0.00	30.00	100.0%
Total Travel	701.41	245.89	455.52	185.3%
Uncategorized Expenses	0.00	334.56	-334.56	-100.0%

Pag

Appendix C – Skate San Diego Profit & Loss Statement, Continued

4:47 PM
02/17/10
Accrual Basis

Skate San Diego
Profit & Loss Prev Year Comparison
January through December 2009

	Jan - Dec 09	Jan - Dec 08	$ Change	% Change
Utilities				
Cable TV	996.81	1,421.04	-424.23	-29.9%
Gas & Electric	6,957.93	9,253.54	-2,295.61	-24.8%
Security Alarm	239.60	149.75	89.85	60.0%
Telephone	9,406.42	10,185.09	-778.67	-7.7%
Trash	1,152.25	1,361.75	-209.50	-15.4%
Water	2,086.38	2,095.08	-8.70	-0.4%
Total Utilities	20,839.39	24,466.25	-3,626.86	-14.8%
Total Expense	290,743.77	281,993.25	8,750.52	3.1%
Net Income	-36,241.23	10,896.30	-47,137.53	-432.6%

Page

Appendix D – Proposal from Dana M. Cooper

D. M. HOOPER
P.O. BOX 732
BONITA, CA. 91908
(619) 990-1627

N. C. Roller Rink (Victoria – 405-5432) 5/3/10
700 e. 24th ST.
NATIONAL CITY, CA. 91950

PARTION WALL ESTIMATE

1) NEW PARTION WALL IN MENS RESTROOM:
Remove existing partition and haul away
Install new 9' long total x 10'2" tall partition wall w/ 1
44" x 80" opening into restroom.
Wall to be constructed with metal studs @ 16" OC and ½" drywall
both sides, taped and smooth finished only.

1) NEW WALL = $ 680.00*

* additional $200.00 for primer and paint.

Appendix E – Information from Rainbow Vending

RAINBOW VENDING & OFFICE COFFEE SERVICE

May 3, 2010

Victoria Mameli
SDSU/Skate San Diego
National City, CA

Dear Victoria,

Thank you for your interest in Rainbow Vending and Office Coffee Service. I am confident we can provide you with the outstanding vending and coffee service that you deserve.

Our local clients-including Divx, Gen Probe, and Qualcomm among others-speak highly of our commitment to customer service. We are dedicated to providing the highest quality of products and customer service to our clients.

I have included some information about our company and pictures of our machines.

Sincerely,

Toni Lynn Larkins
Sales Manager Office Coffee
619-573-8439
tonilynn@rbowv.net
Rainbow Vending is the Proud Recipient of the 2010 NAMA Vend Operator of the Year Award

RAINBOW VENDING & OFFICE COFFEE SERVICE 5515 Market Street • San Diego, CA 92114 • 619-527-1900 x 19

Appendix E – Information from Rainbow Vending, Continued

Complete Refreshment Program
Rainbow Vending will provide brand new state of the art, energy efficient equipment. We maintain our brewers through scheduled service checks for efficient, trouble-free operation.

Products

We offer over 200 related coffee break products, paper goods and cleaning supplies. We feature Flavia, Deidrich, Coffee People Organics, Gloria Jeans, Seattle's Best, Bradford, Superior, Peet's, Wolfgang Puck and Starbucks Coffee.

Operation
Our trained route personnel are available to deliver fresh products on a daily basis. All merchandise is top quality, brand name items. Our water filters are changed every six months to ensure the greatest quality cup of coffee and great tasting drinking water.

Repair Service and Refund Policy
Rainbow Vending has an electronic dispatch service division in operation seven days a week, responding immediately to our customers' needs. Our service response time is the best in the industry.

Service
Coffee deliveries can be scheduled bi-weekly or monthly; our driver will set a par level for each of your offices. Vending deliveries are scheduled according to your usage. Rather it be weekly, bi-weekly or monthly. We will make sure that your machines are filled with the freshest products.

Cleaning
Your equipment will be kept spotless to maintain an attractive appearance for your employees and visitors.

Special Events
We would like the opportunity to donate a gift certificate to aid you in special events. This is our way of saying thank you to your employees.

Community Service
Rainbow Vending donates time, money and products to local non-profit organizations on an annual basis.

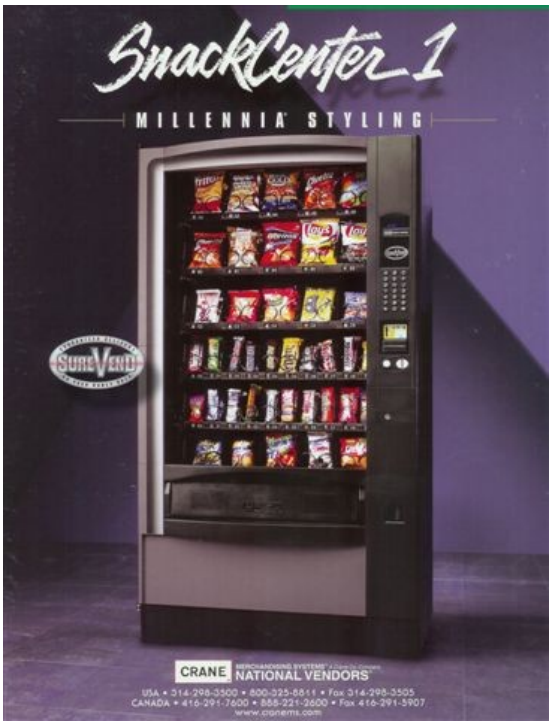
Insurance
Rainbow Vending maintains $2 million dollar liability insurance. Our trained personnel are covered by Workers' Compensation and health insurance.

Summary
Rainbow Vending and Office Coffee can help keep your employees and customers energized, motivated and happy. We have been serving San Diego businesses for more than 30 years striving to exceed our customers' expectations in world-class service.

Commission
Rainbow Vending will pay Skate San Diego 10-15% commission off the vending sales. Pricing is set according to the percentage of commissions paid.

RAINBOW
VENDING & OFFICE COFFEE SERVICE

Appendix E – Information from Rainbow Vending, Continued



Appendix F – Abridged Profit and Loss with Corresponding Reference Numbers

(1) Income
- Deposits
- (2) Owner contribution
- Snack Bar

(3) Total Income

Expense
- Auto
  - Registration
- Total Auto
- Auto Service
- Bank Charge
  - Credit Card Fees
  - (4) Merchant Fees
  - Bank Charge - Other
- Total Bank Charge
- Bookkeeping
- Computer
  - Payroll Software
  - Tech Support
  - Computer - Other
- Total Computer
- Contractors
- (5) (1a) Deposit Item Returned
- Donations
- Dues and Subscriptions
- Equiptment
- Insurance
- Insurance, Bus
  - Liability Insurance
  - Workmans Comp
  - Insurance, Bus - Other
- Total Insurance, Bus
- Legal-Prof Fees
- Licenses and Permits
- Members Insurance
- (4) (3) Merchant Fees
- Miscellaneous, Bus
- (6) Owner Draw
- Payroll
  - Payroll Service
  - Payroll Tax
  - Salaries
  - Wage Withholding Dennis Gerrits
- Total Payroll
- Payroll Expenses
- Payroll Osiris
- Postage and Delivery
- Printing and Reproduction
- Pro Shop
- Promotion
- (1b) Refund
- Rent
- Repairs
- (7) (3) Snack Bar Supplies
- Subscriptions
- (3) Supplies
  - Office
  - Skate Party Meals
  - Skate Supplies
  - (7) Snack Bar
  - Supplies - Other
- Total Supplies
- Tax, Business
- (8) Fed
- Local
- Property
- (9) Sales Tax
- (8) State
- Total Tax, Business
- (10) Travel
  - Lodging
  - Meals
  - Transportation
  - Travel - Other
- Total Travel
- Uncategorized Expenses
- Utilities
  - Cable TV
  - Gas & Electric
  - Security Alarm
  - (10) Telephone
  - Trash
  - Water
- Total Utilities

Total Expense

Net Income

Appendix G –Sign Information from Nicolls Design Inc.

Double sided Omega board pole sign.
Vinyl overlay
$710 to manufacture
$210 installation

DRAWING / JOB #:
DATE:
DRAWN BY:
SCALE:Noted
SHEET:

Revision Date Description

SALES APPROVAL

CUSTOMER APPROVAL

LANDLORD APPROVAL

CONCEPTUAL DRAWING ONLY
Dimensions are approximate & may change due to construction tolerances or exact field conditions. Colors shown are as close as printing will allow. Always follow written specifications.

nicolls design
1535 Tidelands Ave
National City, CA. 91950
619.477.4200
fax 619.477.4206
cell 619.520.9119
www.nicollsdesign.com

This proof and all logos, sign designs etc. are the sole property of Nicolls Inc. Usage is determined by Nicolls Inc. Price assumes adequate work space. All work is to be done during normal business hours. Price does not include unforseen problems. Price assumes that electrical is existing and at the sign location. All signs will comply to UL specifications.

Appendix G –Sign Information from Nicolls Design Inc., Continued

Double sided Omega board pole sign.
Vinyl overlay
$865 to manufacture
$210 installation

DRAWING / JOB #:
DATE:
DRAWN BY:
SCALE:Noted
SHEET:

Revision Date Description

SALES APPROVAL

CUSTOMER APPROVAL

LANDLORD APPROVAL

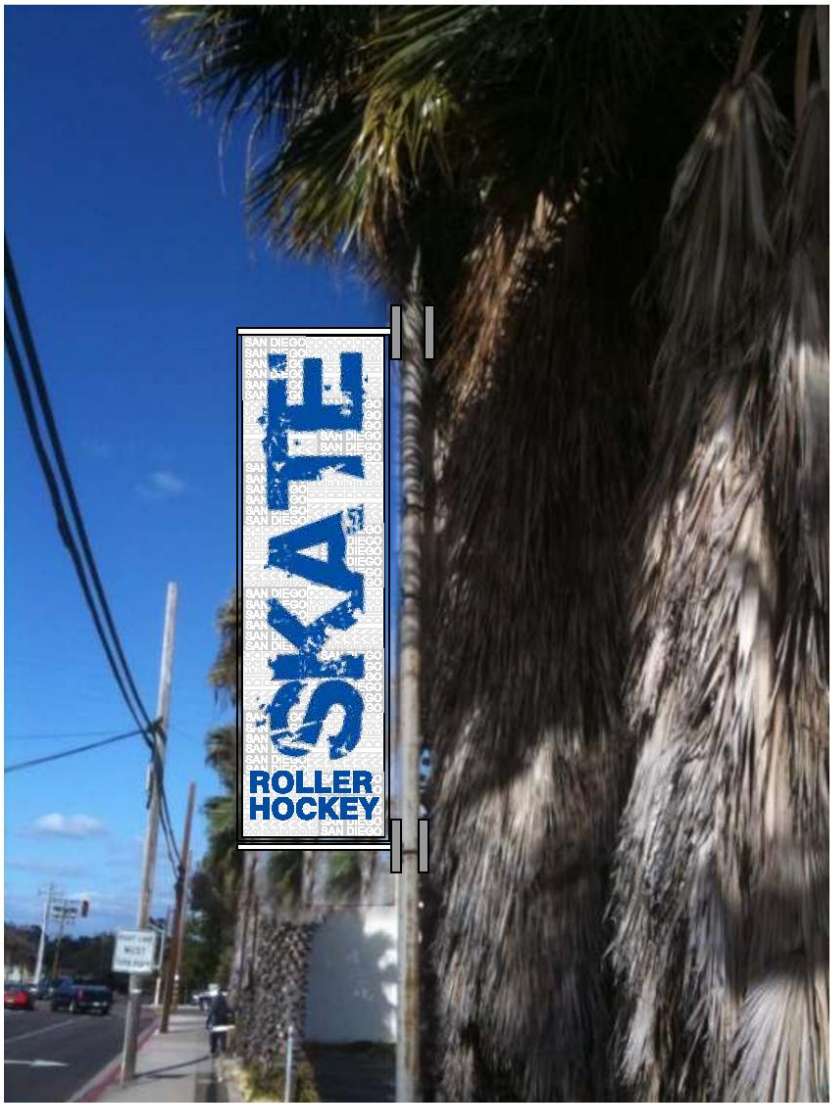
CONCEPTUAL DRAWING ONLY
Dimensions are approximate & may change due to construction tolerances or exact field conditions. Colors shown are as close as printing will allow. Always follow written specifications.

nicolls design
WWW.NICOLLSDESIGN.COM

1535 Tidelands Ave
National City, CA. 91950
619.477.4200
fax 619.477.4206
cell 619.520.9119

This proof and all logos, sign designs etc. are the sole property of Nicolls Inc. Usage is determined by Nicolls Inc. Nico assumes adequate work space. All work is to be done during normal business hours. Nico does not include unforseen problems. Price assumes that electrical is existing and at the sign location. All signs will comply to UL specifications.

Appendix G –Sign Information from Nicolls Design Inc., Continued



Double sided pole banner.
Banner brackets included. $845
installation $210

DRAWING / JOB #:
DATE:
DRAWN BY:
SCALE:Noted
SHEET:

Revision Date Description

SALES APPROVAL

CUSTOMER APPROVAL

LANDLORD APPROVAL

CONCEPTUAL DRAWING ONLY. Dimensions are approximate & may change due to construction tolerances or exact field conditions. Colors shown are as close as printing will allow. Always follow written specifications.

nicolls design
www.nicollsdesign.com

1535 Tidelands Ave
National City, CA. 91950
619.477.4200
fax 619.477.4206
cell 619.520.9119

This proof and all logos, sign designs etc. are the sole property of Nicolls Inc. Usage is determined by Nicolls Inc. Nico assumes adequate work space. All work is to be done during normal business hours. Nico does not include unforseen problems. Price assumes that electrical is existing and at the sign location. All signs will comply to UL specifications.

Appendix H – Brochure Sample for Skate San Diego (Front)

Skate San Diego

Skate San Diego is a 50 year old roller skating rink that has been renovated and upgraded for the best possible roller hockey and roller skating parties to take place... We offer Roller Hockey leagues throughout the week for players of all skill levels. We also offer private and public roller skating on Friday and Saturday nights...

Owner – Joe Noris

Joe Noris is the founder of Skate San Diego and a former NHL Professional. "I created Skate San Diego to spread my love of Hockey".

A former professional ice hockey centre. He was drafted in the third round, 32nd overall, by the Pittsburgh Penguins in the 1971 NHL Amateur Draft. He played 55 regular season games in the National Hockey League with the Penguins, St. Louis Blues, and Buffalo Sabres in 1971–74. However, he was more successful in the World Hockey Association with the San Diego Mariners and the Birmingham Bulls in 1975–1978, playing in 198 WHA games, scoring 72 goals and adding 116 assists. Noris was selected to the 1977 WHA All-Star Game as the Mariners representative and also played for the United States at the inaugural 1976 Canada Cup tournament.

PLAY IT AGAIN SPORTS
Used Sports Equipment & Gear
Good Condition Trade-Ins Accepted!
BUY · SELL · TRADE

WHA

your best game.

AAU USA

Speedy
CLEAN SERVICES

SPORT CHALET
THE EXPERTS

CIF

ROLLER HOCKEY
SKATE
SAN DIEGO

Serving San Diego for Over 50 Years

Web:
http://www.skatesandiego.net
Facebook:
http://www.facebook.com/skatesandiego
E-mail:
jnoris@sbcglobal.net

700 East 24th Street
National City, California 91950
Tel: (619) 474-1000

Appendix H – Brochure Sample for Skate San Diego (Back)

Roller Hockey

Our Goal: Skate San Diego is here to provide you with the best roller hockey we can from the beginner to the most advanced of all ages. We do our best to make every league as balanced and equally competitive as possible. On most nights we have two adult divisions and place new players and teams in their proper division.

Our Leadership: We have the only CIF sanctioned High School Roller Hockey League in the state along with our Club High School League. Our youth development program is run by former professional ice and roller hockey players.

Leagues (Mon – Thurs):

- *Cite League Title & Specifications*
- *Ex. **AAA** – For the more experienced Roller Hockey player*
- ***AA** -.....*

Pricing:

- *Season Prices (League):*
  - *Season Prepay: $____*
  - *By Game: $____/game*
- *Friday & Saturday Pickup: $12*

Updates @:
www.skatesandiego.net/roller-hockey

Parties & Fundraisers

Birthday Parties $150

- ✓ **(2) 16" Pizza's & (2) Pitchers of Soda**
- ✓ **Personal Party Hostess or Host** (Gratuities not included)
- ✓ **Private Party Tables for 2 Hours**
- ✓ **Party Table Set-up and Clean-up**
- ✓ **13 Guests** (includes all in party)

13 guests includes **all** in party

- Additional guests $6 Admission (+$4 for Skates; +$4 for pizza & soda)

Birthday Party Times:
Fridays: 7:00pm - 10:30 pm
Saturdays: 1:30pm - 8:00 pm
Sundays: Noon - 3:00pm

($150 deposit due at time of booking [deposit is non-refundable]
No outside food except cake and ice cream [No Ice Cream Bars])

Private Parties & Fundraisers

- **Party Costs**
- ✓ $500 to Skate San Diego - this includes admission and skate rental for up to the first 100 people.
- ✓ $5 to Skate San Diego for any additional people over 100
- ✓ Additional Party time is $50 per half hour

(Must provide additional $150 **non-refundable deposit** (CASH or CREDIT CARD) and CA DL or CA ID, party cancellation will result in loss of deposit.)

Call for other available times. **(619) 474-1000**

Roller Skating

Public Skating

Fridays:

- Doors open at **6:30pm**
- Skating from 7:00pm-10:30pm
- **Price:** $7.95 (includes admission, skate rentals, hot dog & soda.)

Saturdays:

- Doors open at **1:30pm**
- Skating from 2:30pm-8pm
- **Price:** $6, Skate Rental is $4

Directions:

- **From Highway 5**: Exit Mile of Cars Way. Go east one mile. We are on the right, just before Highland Av.
- **From Highway 805:** Exit 54 West. Take Highland Av. North 6 blocks to 24th Street. Turn left on 24th. We are right behind the Seven-Eleven.

Appendix I – List of Bus Bench Advertising Vendors

Bus Bench Advertising
Coastline Advertising Corp
Phone: (877) 236-2448
E-mail: sales@coast-ads.net
Rates:

San Diego County

No. of Units	1 Month	3 Month	6 Month	12 Month
Single	$190.00	$180.00	$170.00	$160.00
5	$180.00	$170.00	$160.00	$150.00
50	$5,250.00	$5,000.00	$4,750.00	$4,500.00
100	$10,000.00	$9,500.00	$9,000.00	$8,500.00
150	$14,250.00	$13,500.00	$12,750.00	$12,000.00

All Net Rates are based on per bench cost.
(Mention the website and receive $25 off design cost.)

Bench Ad Co.
Phone: (800) 234-5460
E-mail: johnl@benchad.com

RATES FOR INDIVIDUAL BENCH BUYS

Per Unit Number of Bench Panels	CONTRACT LENGTH							
	1 Month		2-5 Months		6-10 Months		12 Months	
	Unit	Per Month	Unit	Per Month	Unit	Per Month	Unit	Per Month
1	n/a	-	n/a	-	n/a	-	$180	$180
2	n/a	-	n/a	-	n/a	-	$155	$310
3	n/a	-	n/a	-	n/a	-	$130	$390
4	n/a	-	n/a	-	n/a	-	$104	$416
5	$260	$1,300	$180	$900	$140	$700	$94	$470
10	$244	$2,440	$169	$1,690	$132	$1,320	$88	$880
15	$237	$3,555	$164	$2,460	$128	$1,920	$85	$1,275
20	$230	$4,600	$159	$3,180	$124	$2,480	$83	$1,660
25	$223	$5,575	$154	$3,850	$120	$3,000	$80	$2,000
50	$210	$10,500	$145	$7,250	$113	$5,650	$76	$3,800
100	$197	$19,700	$136	$13,600	$106	$10,600	$71	$7,100
200	$185	$37,000	$128	$25,600	$100	$20,000	$67	$13,400

Appendix J – List of Schools

Elementary Schools

School	Address	Total Pop.	Contacts
Central	933 E Avenue National City, CA 91950	757	Phone: (619) 336-7400 FAX: (619) 336-7455 Principal: **Alfonso Denegri**
El Toyon	2000 E. Division Street National City, CA 91950	459	Phone: (619) 336-8000 FAX: (619) 336-8055 Principal: **Manuel Machado**
Ira Harbison	3235 E. 8th Street National City, CA 91950	598	Phone: (619) 336-8200 FAX: (619) 336-8255 Principal: **Beverly Hayes**
John Otis	621 E. 18th Street National City, CA 91950	448	Phone: (619) 336-8800 FAX: (619) 336-8855 Principal: **Steven Sanchez**
Kimball	302 W. 18th Street National City, CA 91950	420	Phone: (619) 336-8300 FAX: (619) 336-8355 Principal: **Sonia Ruan**
Las Palmas	1900 E. 18th Street National City, CA 91950	728	Phone: (619) 336-8500 FAX: (619) 336-8555 Principal: **Gina Mazeau**
Lincoln Acres	2200 Lanoitan Avenue National City, CA 91950	743	Phone: (619) 336-8600 FAX: (619) 336-8655 Principal: **Angela Franco**
Olivewood	2505 F Avenue National City, CA 91950	808	Phone: (619) 336-8700 FAX: (619) 336-8755 Principal: **Luz Vicario**
Palmer Way	2900 Palmer Street National City, CA 91950	592	Phone: (619) 336-8900 FAX: (619) 336-8955 Principal: **Deborah Hernandez**
Rancho de la Nación	1830 E. Division Street National City, CA 91950	442	Phone: (619) 336-8100 FAX: (619) 336-8155 Principal: **Cindy Vasquez**
Total		5995	

Middle Schools

School	Address	Total Pop.	Contacts
National City Middle	1701 D Avenue National City, CA 91950 Dist: 0.5 mi	804	Phone: (619) 336-2600 FAX: (619) 474-1756 Principal: **Arturo H. Montaño**
Granger Junior High	2101 Granger Avenue National City, CA 91950 Dist: 1.3 mi	1121	Phone: (619) 472-6000 FAX: (619) 267-4107 Principal: **Mary Rose Peralta**
Total		1925	

High Schools

School	Address	Total Pop.	Contacts
Sweetwater High	2900 Highland Avenue National City, CA 91950 Dist: 0.4 mi	2743	Phone: (619) 474-9700 FAX: (619) 474-7635 Principal: **Wes Braddock**
Chula Vista High	820 Fourth Avenue Chula Vista, Ca. 91911 Dist: 3.1 mi	2904	Phone: (619) 476-3300 FAX: (619) 427-5824 Principal: **George Ohnesorgen**
Hilltop Senior High	555 Claire Avenue Chula Vista, CA 91910 Dist: 4.1 mi	2318	Phone: (619) 476-4200 FAX: (619) 425-3284 Principal: **Ernesto L. Zamudio**
Castle Park High	1395 Hilltop Drive Chula Vista, CA 91911 Dist: 5.9 mi	2338	Phone: (619) 476-3300 FAX: (619) 427-5824 Principal: **George Ohnesorgen**
Eastlake High	1120 Eastlake Parkway Chula Vista, CA 91915 Dist: 7.5 mi	2501	Phone: (619) 397-3800 FAX: (619) 656-9736 Principal: **Dr. Mary Lawlor**
Total		12804	

Community Colleges

School	Address		Contacts
Cuyamaca College	900 Rancho San Diego Pkwy El Cajon, California 92019 Dist: 15.8 mi		Phone: (619) 660-4000 Web: http://www.cuyamaca.edu
Grossmont College	8800 Grossmont College Dr. El Cajon, CA 92020 Dist: 15.3 mi		Phone: (619) 644-7000 Web: http://www.grossmont.edu
Mesa College	7250 Mesa College Drive San Diego, CA 92111 Dist: 12.9 mi		Phone: (619) 388-2600 or (858) 627-2600 Web: http://www.sdmesa.edu
San Diego City College	1313 Park Blvd San Diego, CA 92101 Dist: 6.0 mi		Phone: (619) 388-3400 Web: http://www.sdcity.edu
Southwestern College	900 Otay Lakes Road Chula Vista, CA 91910 Dist: 6.8 mi		Phone: (619) 421-6700 Web: http://www.swccd.edu

Universities

School	Address		Contacts
San Diego State University (SDSU)	5500 Campanile Drive San Diego, CA 92182 Dist: 7.4 mi		Phone: (619) 594-5200 Web: http://www,sdsu,edu
University of California, San Diego (UCSD)	9500 Gilman Dr. La Jolla, CA 92093 Dist: 20.3 mi		Phone: (858) 534-2230 Web: http://www.ucsd.edu
University of San Diego (USD)	5998 Alcalá Park San Diego, CA 92110 Dist: 11.8 mi		Phone: (619) 260-4600 Web: http://www.sandiego.edu

REFERENCES

City-Data.com. “91950 Zip Code Detailed Profile.” 24 February, 2010 http://www.city-data.com/zips/91950.html

Damien Cave.”In Recession, Americans Doing More, Buying Less”. New York Times. Late edition, East Coast. New York, NY. 3 January 2010. Page A14

"Miscellaneous Sports & Recreation Facilities in the U.S. - Industry Report." 18 November 2009. IBIS World. 24 March 2010 <https://blackboard.sdsu.edu/webapps/portal/frameset.jsp?tab_id=_5_1>.

Roller Skating Association, “Roller Skating Industry Facts & Statistics,” 24 February, 2010 <http://rsa.web-pros.com/assets/files/industry%20statistics.pdf>

SD prep sports: Prep roller hockey.” 2 December 2009. “Game on for san diego county prep roller hockey circuit.” 13 April 2010. <http://d630642.u30.infinology.net/sdprepsports/2K9RollerHockey.htm>

SBCDNet National Information Clearing House, “Consumer Expenditure Comparison Report – 2007 Consumer Expenditures,” 2008, 1.

SBDCNet National Information Clearinghouse, “Demographic Detail Comparison Report – 2008 Demographics, 91950 National City,” 6 March, 2009, 1-2.

"Star Wars." 1 July 2009. Adult Swim Announces Robot Chicken Roller Skating Tour. 19 February 2010 http://www.starwars.com/fans/media/news20090701news.html>.

"Wikipedia." 21 January 2010. Joe Noris. 2010 February 2010 <http://en.wikipedia.org/wiki/Joe_Noris>.